

CORPORATION OF THE TOWN OF PETAWAWA

BY-LAW 1309/19

BEING A BY-LAW TO ADOPT AN EMERGENCY MANAGEMENT PROGRAM AND EMERGENCY RESPONSE PLAN AND TO MEET OTHER REQUIREMENTS UNDER THE EMERGENCY MANAGEMENT AND CIVIL PROTECTION ACT

WHEREAS under the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the “*Act*”), as amended, and Ontario Regulation 380/04 (the “*Reg*”), as amended, every municipality in the Province of Ontario is required to:

- Develop and implement an emergency management program, which shall consist of:
 - An Emergency Response Plan;
 - Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - Public education on risks to public safety and on public preparedness for emergencies; and
 - Any other element required by the standards for emergency management programs set under the Act or by Emergency Management Ontario;
- Designate an employee of the municipality or a member of the council as its Community Emergency Management Program Coordinator (CEMC);
- Establish an Emergency Management Program Committee;
- Establish a Municipal Emergency Control Group (MECG);
- Establish an Emergency Operations Centre (EOC) to be used by the Municipal Emergency Control Group in an emergency; and
- Designate an employee of the municipality as its Emergency Information Officer (EIO);

AND WHEREAS it is prudent that the emergency management program developed under the *Act* be in accordance with international best practices, including the five core components of emergency management: prevention, mitigation, preparedness, response and recovery;

AND WHEREAS the purpose of such a program is to help protect public safety, public health, the environment, critical infrastructure, and property during an emergency and to promote economic stability and a disaster resilient community;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF PETAWAWA ENACTS AS FOLLOWS:

Emergency Management Program

1. An Emergency Management Program for the municipality will be developed and reviewed annually by the Emergency Management Program Committee consistent with and in accordance with the *Act* and *Reg* and international best practices, including the five

components of emergency management, namely: prevention, mitigation, preparedness, response and recovery. And such program shall include:

- a. Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - b. Public education on risks to public safety and on public preparedness for emergencies; and
 - c. Any other elements required by the standards for emergency management set under the *Act* or by Emergency Management Ontario.
2. The Emergency Management Program shall be consistent with the objects of protecting public safety, public health, the environment, critical infrastructure and property, and to promote economic stability and a disaster-resilient community.

Emergency Response Plan

3. The Emergency Response Plan, which has been developed in accordance with the requirements of the *Act* and *Reg* and international best practices, and which is attached hereto as Appendix “A” is hereby adopted (the “Plan”).
4. The Plan shall be reviewed annually by the CEMC and the Town’s Emergency Management Program Committee. The CEMC is authorized to make such administrative changes to the Plan as appropriate to keep the Plan current, such as personnel, organizational and contact information updates. Any significant revision to the body of the Plan shall be presented to Council for approval.
5. When an emergency exists but has not yet been declared to exist, Town employees and the Municipal Emergency Control Group may take such action under the Plan as may be required to protect property and the health, safety and welfare of the inhabitants of the Town.

Community Emergency Management Coordinator

6. The Director of Planning and Development is hereby appointed as the primary community emergency management coordinator (the “CEMC”) responsible for the emergency management program for the Town including maintenance of the Plan, training, exercises, public education and such other duties and responsibilities as outlined in the *Act* and *Reg*.
7. The Deputy Clerk and Director of Public Works are hereby appointed as alternate CEMC’s to act in place of the primary CEMC in his/her absence.

Emergency Management Program Committee

8. The person from time to time holding the following positions in the municipality, or their designates, shall be members of the Emergency Management Program Committee:

- a. Chief Administrative Officer;
- b. CEMC and Alternate CEMC's;
- c. Director of Public Works;
- d. Director of Community Services;
- e. Treasurer;
- f. Fire Chief;
- g. Deputy Clerk;
- h. Executive Assistant; and
- i. Mayor or Deputy Mayor.

9. The CEMC is hereby appointed as chair of the Emergency Management Program Committee.
10. The Emergency Management Program Committee shall meet a minimum of twice annually and shall advise Council on the development and implementation of the municipality's Emergency Management Program and shall review the Program annually.

Municipal Emergency Control Group

11. The persons from time to time holding the following positions in the municipality or their designates, shall be members of the Municipal Emergency Control Group (MECG):
 - a. Head of Council – Mayor;
 - b. Emergency Operations Centre Director – Chief Administrative Officer;
 - c. Emergency Information Officer – Executive Assistant;
 - d. Liaison Officer – Community Emergency Management Coordinator, Deputy Clerk;
 - e. Operations Section Chief – Fire Chief, Director Public Works, OPP Representative;
 - f. Planning Section Chief – Director of Planning and Development;
 - g. Logistics Section Chief – Director of Community Services; and
 - h. Finance and Administration Section Chief – Treasurer.

Emergency Operations Centre

12. A primary and an alternate Emergency Operations Centre have been established for use by the MECG in an emergency and with the appropriate technological and telecommunications systems to ensure effective communication in an emergency. The locations of the Emergency Operations Centre(s) are identified in the Plan.

Emergency Information Officer

13. The Town's Executive Assistant is hereby appointed as the Emergency Information Officer for the municipality to act as the primary media and public contact for the municipality in an emergency. The Town's Economic Development Officer will be appointed to act as the alternate Emergency Information Officer.

Administration

- 14. The Plan shall be made available to the public for inspection and copying at Town Hall, 1111 Victoria Street during regular business hours.
- 15. The Plan, or any amendments to the Plan, shall be submitted to the Chief, Emergency Management Ontario identified in the *Act*.
- 16. That Appendix "A" is deemed to form part of this by-law.
- 17. That By-law 396/07 be hereby repealed.
- 18. That this by-law shall come into force and take effect following third reading.

By-law read a first and second time this 16th day of December, 2019.

By-law read a third time and passed this 16th day of December, 2019.



Mayor



Deputy Clerk



EMERGENCY RESPONSE PLAN

APPENDIX "A" to By-law 1309/19

December 16, 2019

ALL ANNEXES ARE CONFIDENTIAL AND NOT FOR PUBLIC DISTRIBUTION.

The Town of Petawawa is committed to providing comprehensive safety and emergency information to all residents. If you require any of the pages offered in this document in an alternate format please contact the Town of Petawawa Clerk's Department at 613 687 5536.

This plan has been prepared in collaboration with



TOWN OF PETAWAWA
EMERGENCY RESPONSE PLAN

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ALL ANNEXES ARE CONFIDENTIAL AND NOT FOR PUBLIC DISTRIBUTION

TOWN OF PETAWAWA
EMERGENCY RESPONSE PLAN

PART 1: INTRODUCTION

Emergencies are defined as situations or impending situations caused by forces of nature, a disease or other health risk, an accident or an intentional act that constitutes a danger of major proportions to life and property. They affect public safety, meaning the health, welfare and property, as well as the environment and economic health of the Town of Petawawa.

The population of the Town of Petawawa is approximately 17,500.

In order to protect residents, businesses and visitors, the Town of Petawawa requires a coordinated emergency response by a number of agencies under the direction of the Municipal Emergency Control Group (MECG). These are distinct arrangements and procedures from the normal day-to-day operations carried out by emergency services.

The Incident Management System (IMS) has been adopted in this Emergency Response Plan to define the basic command structure and to identify roles and responsibilities to ensure effective management of an emergency.

Every elected official, municipal department and agency must be prepared to carry out assigned responsibilities during an emergency. This Emergency Response Plan has been prepared to provide key officials, agencies and departments of the Town of Petawawa with important emergency response information related to:

- Procedures, services and equipment; and
- Roles and responsibilities during an emergency.

In addition it is important that residents, businesses, and interested visitors be aware of its provisions. Copies of the Town of Petawawa Emergency Response Plan may be viewed at the Town Hall or on-line at www.petawawa.ca. For more information, please contact:

Community Emergency Management Coordinator
Town of Petawawa
1111 Victoria Street
Petawawa, ON K8H 2E6
Phone: 613-687-5536

PART 2: AIM

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment, and economic health of the residents, businesses, and visitors of the Town of Petawawa when faced with an emergency.

It enables a centralized, controlled and coordinated response to emergencies in the Town of Petawawa, and meets the legislated requirements of the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9, as amended.*

PART 3: AUTHORITY

The legislation under which the Town of Petawawa and its employees are authorized to respond to an emergency are:

- The *Emergency Management and Civil Protection Act (EMCPA)*, R.S.O. 1990, c. E.9;
- Ontario Regulation 380/04; and
- Town of Petawawa By-law 1309/19.

Emergency Management and Civil Protection Act

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 states that:

“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.”

Ontario Regulation 380/04

Regulation 380/04 came into effect on December 31, 2004. It describes the essential level emergency management standards for Ontario Municipalities. The specific municipal requirements are as follows:

- Every municipality shall designate an employee or a member of Council as its Community Emergency Management Program Coordinator (CEMC) who shall complete training, as required by the Chief, Emergency Management Ontario.
- The CEMC shall co-ordinate the development and implementation of the emergency management program within the Town and in so far as possible with the emergency management programs of other municipalities, Ontario ministries and organizations outside government that are involved in emergency management.
- The CEMC shall report to the Town of Petawawa’s Emergency Management Program Committee on the above program.
- Every municipality shall have an Emergency Management Program Committee composed of: the CEMC, a senior municipal official appointed by Council; and such other persons that may be appointed by Council.

- The group shall direct the municipality's response in an emergency, including the implementation of the municipality's emergency response plan.
- The group shall develop procedures to govern its responsibilities in an emergency.
- The members of the group shall complete the annual training that is required by the Chief, Emergency Management Ontario.
- Every municipality shall have an annual practice exercise for simulated emergency incident training.
- Every municipality must have an emergency operations centre with appropriate communications systems.
- Every municipality shall designate an employee of the municipality as its Emergency Information Officer to act as the primary media and public contact in an emergency.

Council Approval

Council approved the Emergency Management Program and Emergency Response Plan with the enactment of By-law 1309/19. By-law 1309/19 and the Emergency Response Plan have been filed with the Office of the Fire Marshal and Emergency Management.

PART 4: EMERGENCY NOTIFICATION PROCEDURES

Definition of an Emergency

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 defines an emergency 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.”

By their very nature and magnitude, these emergency situations require a response that is different from the day-to-day operations of the municipality including fire, police, and emergency medical services. They require a coordinated response through a control group representing not only the three traditional front line services of police, fire, and ambulance, but all essential services and levels of government represented within the community.

The Emergency Operations Centre (EOC) can be activated for any emergency or potential emergency for the purposes of managing an emergency, maintaining services to the community and supporting the emergency site.

Notification

Only a member of the Municipal Emergency Control Group (MECG), Mayor, or Deputy Mayor may initiate the notification procedure and in most instances this is to be done in consultation with the Chief Administrative Officer.

When a member of the MECG, with the authority to activate the MECG, receives a warning of a real or potential emergency, **that member** will immediately activate the emergency notification process, refer to Annex A, Emergency Notification Procedures and Contact List, giving the direction to initiate the notification of the MECG, or the members of the MECG that are deemed necessary to deal with the situation that exists at that time.

The Mayor, CAO, Fire Chief, Director of Public Works, Director of Planning and Development Director of Community Services, Treasurer, Deputy Clerk and Executive Assistant, or their alternates will be notified. The member initiating the call must provide pertinent details to the emergency contact (e.g. a time and place for the MECG to meet) as part of the notification procedure and record the date and time that MECG members were contacted.

If deemed appropriate, the individual MECG members may initiate their own internal notification procedures of their staff. And where a threat of an impending emergency exists; any member of the MECG may initiate the notification procedure and place MECG members on standby.

Standby alerting is the notification of MECG members to advise them of the potential of an incident so that they can closely monitor the situation and be prepared to attend the EOC should the situation warrant.

Request for Assistance

Assistance may be requested from the County of Renfrew at any time by contacting the Warden or County CAO. The request shall not be deemed to be a request that the County assumes authority and control of the emergency.

If locally available resources, including those which might be available from bordering municipalities and/or County sources, are insufficient to meet emergency requirements, then assistance may be requested from the Province of Ontario. A request for assistance is directed through contact made to the Office of the Fire Marshal and Emergency Management via the Provincial Emergency Operations Centre (PEOC) by the Community Emergency Management Coordinator (CEMC).

The Emergency Notification Procedures and Contact List, including contact numbers for requesting assistance is contained in Annex A.

Actions Prior to Declaration

When an emergency exists but has not yet been declared to exist, employees of the Municipality may take such action(s) under this Emergency Response Plan as may be required to protect property and the health, safety and welfare of the residents of the Town of Petawawa.

Declaration of a Community Emergency

The Mayor, or in the absence of the Mayor, the Deputy Mayor or a Councillor in order of seniority, is responsible for declaring an emergency. This decision is usually made in consultation with other members of the MECG.

Upon **declaring** an emergency, the Mayor (or designate) will notify:

- Office of the Fire Marshal and Emergency Management (OFMEM), Ministry of the Solicitor General, via the PEOC;
- Municipal Council;
- Commander, Garrison Petawawa;
- Warden of the County of Renfrew, as appropriate;
- Detachment Commander, OPP;
- Public (via the Emergency Information Officer);
- Neighbouring municipal officials, as required;
- Local member of Provincial Parliament (MPP); and
- Local member of Parliament (MP).

A declaration of an emergency may be **terminated** at any time by:

- Mayor or Deputy Mayor; or
- Municipal Council; or
- Premier of Ontario.

When **terminating** an emergency, the Mayor (or designate) will notify:

- Office of the Fire Marshal and Emergency Management (OFMEM), Ministry of the Solicitor General, via the PEOC;
- Municipal Council;
- Commander, Garrison Petawawa;
- Warden of the County of Renfrew, as appropriate;
- Detachment Commander, OPP;
- Public (via the Public Information Officer);
- Neighbouring municipal officials, as required;
- Local member of Provincial Parliament (MPP);
- Local member of Parliament (MP).

PART 5: MUNICIPAL EMERGENCY CONTROL GROUP

Incident Management System

The direction and control structure for the Town of Petawawa emergency operations is based upon the Incident Management System (IMS). IMS is an internationally recognized, standardized emergency response system which defines the basic command structure and the roles and responsibilities required for the effective management of an emergency.

IMS is endorsed by OFMEM and used by the County of Renfrew. The benefits of using the IMS include: enhanced technical and functional interoperability; integrated communications; and standard terminology.

IMS consists of five key functions:

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

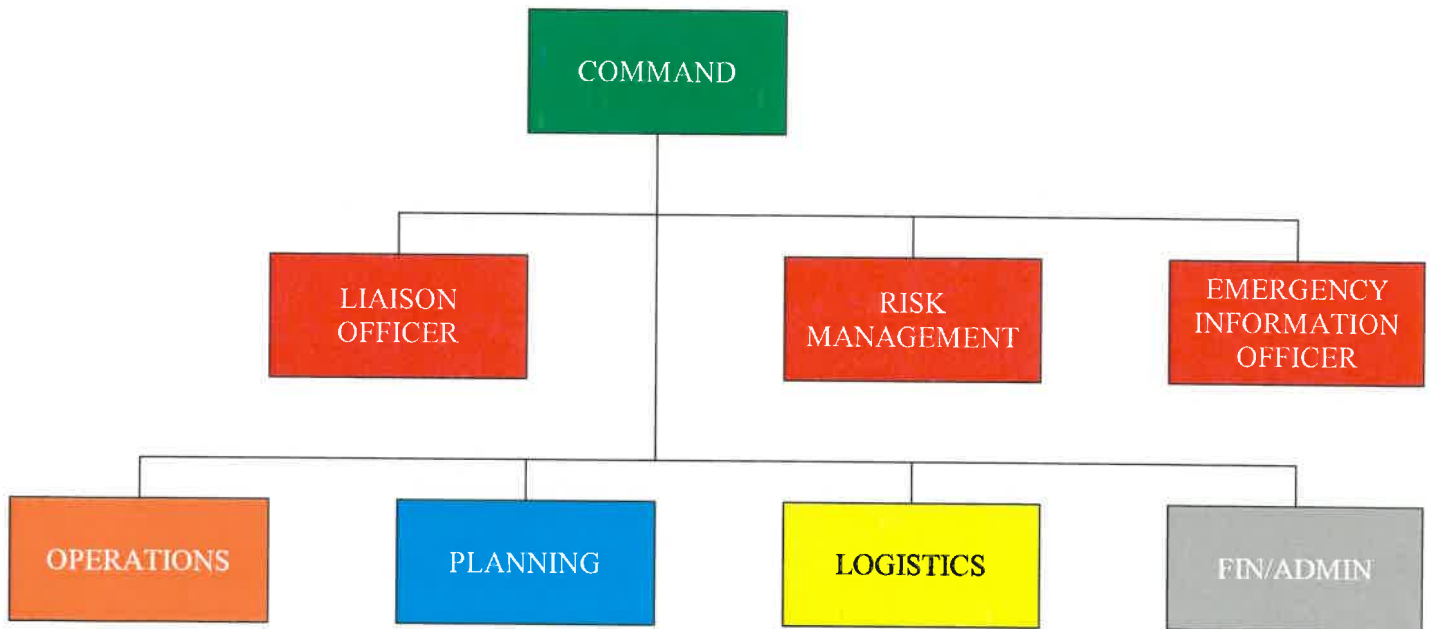


Figure 1. IMS key functions.

Figure 2 (on the following page) provides a summary of how the Town of Petawawa has aligned its emergency operations for consistency with the Incident Management System.

For greater certainty, wherever a position is identified in the Emergency Response Plan it shall also be understood to include the position's designate or alternate.

Town of Petawawa IMS Based Emergency Operations Within the EOC.

IMS FUNCTION	DESCRIPTION OF FUNCTION	RESPONSIBILITY	IMS TITLE
<p style="text-align: center;">Command</p>	<p>Has overall authority for the control and direction of the emergency response, within the EOC, and resources for which they are responsible.</p>	<p>CAO, with strategic direction from the Mayor (policy function)</p>	<p>EOC Director</p>
	<p><u>Command has three supporting functions:</u></p> <p><u>Risk Management</u></p> <p><u>Liaison:</u> Coordination of various agencies, e.g.,</p> <ul style="list-style-type: none"> • School boards • RCDHU • Provincial ministries • OFMEM • Red Cross • OPP 	<p>As assigned</p> <p>CEMC</p>	<p>Safety Officer</p> <p>Liaison Officer</p>
	<p><u>Emergency Information Officer</u></p>	<p>Executive Assistant</p>	<p>Emergency Information Officer</p>
<p style="text-align: center;">Operations</p>	<p>Coordinates the operational requirements of the response, directs resources and equipment as required, to fulfill emergency management requirements.</p>	<p>Fire Chief Director of Public Works Medical Officer of Health Utilities OPP EMS</p>	<p>Operations Section Chief</p>

Planning	Gathers information critical to the incident in order to develop, disseminate and evaluate incident action plans.	Director of Planning and Development Director of Public Works Chief Building Official Economic Development Officer	Planning Section Chief
Logistics	Arranges for and coordinates all material, services, equipment and resources required to manage and resolve the emergency. Logistics track usage and current locations of these same items.	Director of Community Services	Logistics Section Chief
Finance/Admin	Performs administrative, financial and staffing duties specific to the emergency. This will include keeping track of incident-related costs.	Treasurer	Finance/Admin Section Chief

Figure 2. IMS and associated Town positions.

You will note from the EOC Organizational Chart that depending upon the type of emergency and the staff that are available to respond the Operations, Planning, and Logistics Section Chief may vary.

Town of Petawawa EOC Organizational Chart

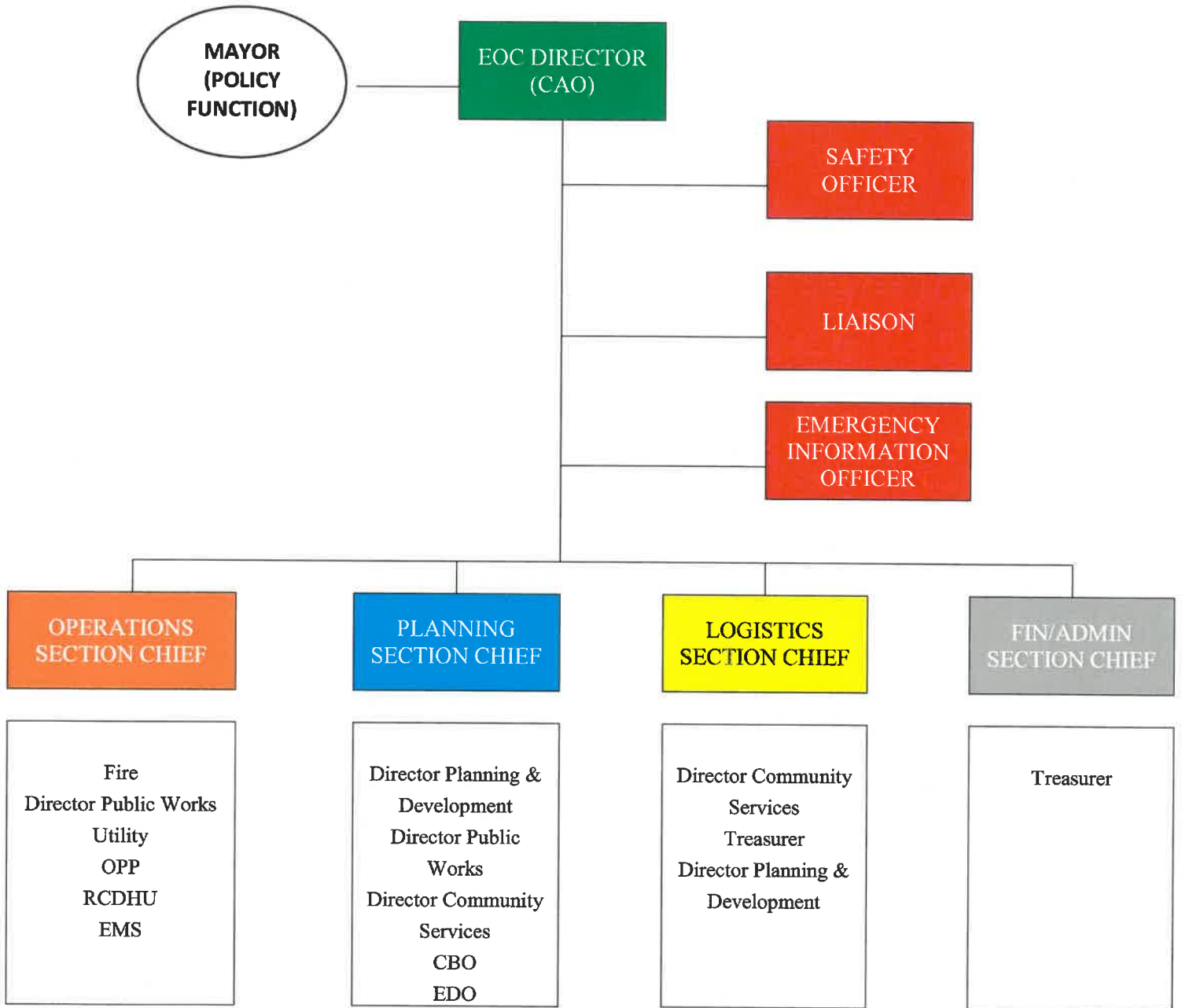


Figure 3. Organizational Chart

Incident Management System (IMS) Function Descriptions

The Incident Management System (IMS) is a model for command, control, and coordination of an emergency. It provides a way of coordinating the efforts of agencies and resources as they work together toward safely responding to an emergency incident. IMS consists of five key functions: Command (EOC Management), Operations, Planning, Logistics, and Finance/Administration.

The following provides a brief description of each function.

1. Command

The Command section has overall authority for the control and direction of the emergency response. Command has three supporting functions: Risk Management (ensures good risk management practices are applied throughout the emergency; provision of advice), Liaison (coordination of agencies involved in the response), and Emergency Information Officer (dissemination of information to the media and the public).

2. Operations

The Operations section coordinates the operational requirements of the response, directs resources and equipment, as required, to fulfill emergency management requirements.

3. Planning

The Planning section gathers information critical to the incident in order to develop, disseminate and evaluate incident action plans.

4. Logistics

Logistics arranges for and coordinates all material, services, equipment and resources required to manage and resolve the emergency. Logistics tracks usage and current locations of these same items.

5. Finance/Administration

Finance/Administration performs duties related to administrative, financial and compensation and claims, specific to the emergency. This includes keeping track of incident-related costs, staff compensation and claims.

It is important to note that the nature of the IMS structure is that specific roles and responsibilities within the EOC are not necessarily assigned to specific staff members. It will be the responsibility of the EOC Director to determine, if the role is required, and who will fulfill those responsibilities.

Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of managing an emergency, maintaining services to the community and supporting the emergency site. For additional information about EOC logistics, refer to **Annex C**.

Once the Notification of emergency personnel and the manning of the EOC has been completed and the decision to implement the Emergency Response Plan has been made, the following steps shall be taken:

- Gather and assess information/data from the incident
- Identify priorities and an incident action plan
- Monitor and maintain necessary emergency and municipal operations
- Plan for the recovery of the community and return to normal municipal operations

The Mayor will be given a personal briefing of the emergency by the CAO who will establish those controls as deemed necessary to deal with the emergency. A decision for a Declaration of Emergency will be made based on the advice of the MECG.

Upon the Declaration of an Emergency by the Mayor, the CAO will assume the role of EOC Director and take control of the emergency response operations within the EOC.

The Emergency Site Manager (ESM) has control and coordination of the site and the on-site emergency response elements.

Command within the EOC and communications will be structured with the EOC Director working through the MECG and supported by the Liaison Officer (CEMC). Communications will be ongoing between the EOC and the ESM at the emergency site.

Public information will be released as approved by the EOC Director and will include alerts, instructional orders and general situational messages. Any public statements will be coordinated and in consultation with the Mayor.

Composition of the Municipal Emergency Control Group

The emergency response from the EOC will be directed and controlled by the Municipal Emergency Control Group (MECG), a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The MECG consists of the following officials:

- Mayor or designate;
- CAO, or alternate, who becomes the EOC Director;
- Fire Chief, or alternate;
- Director of Public Works, or alternate;
- Community Emergency Management Coordinator (CEMC), or alternate;

- Director of Community Services, or alternate;
- Director of Planning and Development;
- Deputy Clerk;
- Treasurer; and
- Executive Assistant.

The MECG may function with only a limited number of persons depending upon the emergency. While the MECG may not require the presence of all the people listed as members (above), all members of the MECG **must** be notified. The CAO (EOC Director) will chair meetings of the MECG.

The MECG may invite additional representatives, advisers, or subject matter experts as required or as appropriate based on the type of emergency. These participants may include:

- Chief Building Official, Building Inspector;
- Economic Development Officer;
- County of Renfrew Paramedic Service;
- Petawawa Centennial Family Health Centre;
- Pembroke Regional Hospital;
- Deep River and District Hospital;
- Ontario Clean Water Agency (OCWA);
- Emergency Management Ontario (OFMEM);
- Ontario Provincial Police (OPP);
- Garrison Petawawa (All requests for military assistance must go through the PEOC);
- AECL;
- CNL;
- Ontario Hydro;
- Renfrew County and District Health Unit;
- Enbridge Gas;
- Renfrew County Catholic District School Board;
- Renfrew County District School Board;
- Bell;
- Ontario Ministry of Natural Resources and Forestry (MNRF);
- Other provincial Ministries as appropriate;
- Canadian Red Cross;
- ARES (Amateur Radio Emergency Services);
- Victim Services;
- Critical Incident Stress Management Team;
- Service/equipment suppliers such as transportation/bus companies, caterers, heavy equipment companies, etc.;
- Representatives from local community groups including snowmobile club, Legion, and service clubs;
- Any other officials, experts or representatives from the public or private sector as deemed necessary by the MECG.

Municipal Emergency Control Group Responsibilities

The members of the MECG are likely to be responsible for the following actions or decisions:

- Acquire and assess information to determine status of the emergency;
- Identify the geographic extent and scope of the emergency and then determine what response elements are to be involved;
- Advising the Mayor as to whether the declaration of an emergency is recommended;
- Calling out and mobilizing allied agencies, municipal staff and equipment;
- Advising the Mayor on the need to designate all or part of the municipality as an emergency area;
- Coordinating and directing key services and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determine and assess resource capability and, if necessary, activate mutual aid agreements and or memorandums of understanding;
- Determine if the EOC location and the current composition of the MECG are appropriate;
- Supporting the onsite Emergency Site Manager;
- Ensuring support to the Operations Chief by providing equipment, staff and resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of all persons considered to be in danger;
- Assisting with the provision of emergency registration, accommodation, and support of the welfare, on a temporary basis, of residents who are in need of assistance due to displacement due to the emergency;
- Discontinuing utilities or services provided by public or private concerns, (i.e. hydro, water, closing of stores);
- Arranging for and coordinating services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determining if additional registered volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public;
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency, including recovery;
- Authorizing expenditure of money required dealing with the emergency;
- Establish the priorities for incident recovery and the restoration of services and facilities;
- Notifying the service, agency or group under their direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the CAO within one week of the termination of the emergency;
- Participating in the debriefing following the emergency;

- Prepare submissions for funding under the Ontario government programs for disaster recovery.

Operating Cycle

During a Declared Emergency, the MECG will follow an operating cycle that is set in motion in the early stages of the emergency and developed by the EOC Director. Members of the MECG will gather at regular intervals to inform each other of actions taken, problems encountered and receive new duties assigned. The EOC Director will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible, thus allowing members to carry out their individual responsibilities.

The Logistics Officer will maintain the status board and maps which will be prominently displayed and kept up to date. It is the responsibility of the Community Emergency Management Coordinator to ensure accurate minutes are kept of all meetings within the EOC.

PART 6: EMERGENCY RESPONSE

COMMAND SECTION

The Command Function has overall authority for the control and direction of the emergency response and resources required to manage the emergency.

The Command Section comprises the following positions:

- Mayor or Deputy Mayor
- EOC Director (CAO)
- Safety Officer
- Liaison Officer (CEMC)
- Emergency Information Officer (Executive Assistant)

Mayor or Deputy Mayor

The Mayor or Deputy Mayor performs the **Policy Function** which is to provide emergency policy and direction to the Town's Emergency Operations Centre (EOC). The Mayor has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures (refer to Annex A);
- Declare an emergency within the designated area;
- Declare an emergency has terminated;
- Notify OFMEM of the declaration of the emergency, and termination of the emergency;
- Notify the Warden of the County of Renfrew of the declaration of the emergency, and termination of the emergency, or of the activation or partial activation of the EOC;
- Notify the public of the declaration of an emergency;
- Request government assistance, as required;
- Act as the primary spokesperson for the Town, authorize the release of information on behalf of the Town or delegate the authority to the CAO (EOC Director) and/or the Emergency Information Officer;
- Issue authoritative instructions, information and warnings to the general public via the media as authorized and requested by various agencies;
- Consult with and ensure the members of Council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation;
- Maintain a personal record of all decisions or actions taken.

Chief Administrative Officer

The CAO (or designate) is the EOC Director for the Town of Petawawa. The EOC Director has the following responsibilities:

- Chair the Municipal Emergency Control Group (MECG) meetings;
- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Exercise overall management responsibility for the coordination between response and supporting agencies in the Emergency Operations Centre. Set priorities for response efforts in the affected areas;
- Liaise with the Mayor on policies and procedures, as appropriate;
- Approve, in conjunction with the Mayor, major announcements and media releases prepared by the Emergency Information Officer, in consultation with the MECG;
- Ensure that a communication link is established between the MECG and the Emergency Site Manager (ESM);
- Determine if there is a need to activate a Resident Inquiry phone line;
- Ensure risk management principles and procedures are applied to all EOC activities;
- Determine which sections are needed, assign section positions as appropriate and ensure they are staffing their sections as appropriate and ensure they are staffing their sections as required:
 1. Operations Section Chief
 2. Planning Section Chief
 3. Logistics Section Chief
 4. Finance/Administration Section Chief
- Determine which management staff positions are required and ensure they are filled as soon as possible:
 1. Liaison Officer
 2. Safety Officer
 3. Emergency Information Officer
- Ensure that operational periods are established and that initial EOC response priorities and objectives are decided and communicated to all involved parties;
- Document all decisions/approvals;
- Maintain a personal record of all decisions or actions taken.

Risk Management

Town of Petawawa MECG members all serve as Risk Management support to the Command Section. The EOC Director will name a Safety Officer if deemed appropriate. The Safety Officer's support function has the following responsibilities:

MECG Members

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Ensure that good risk management practices are applied throughout the response organization;
- Protect the interest of all EOC members, agencies and organizations by ensuring due diligence in information collection, decision-making, and implementation;
- Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events;
- Provide advice on safety issues. Risk management has the authority to halt or modify any and all unsafe operations within or outside the scope of the EOC. While Risk Management has the responsibility for safety, it is recommended that a safety specialist be appointed who is familiar with all aspects of safety and relevant legislation.

Liaison

The Community Emergency Management Coordinator (CEMC), or alternate, serves as the Liaison Officer support function of the Command Section. In this position the CEMC acts as the primary contact for assisting or supporting organizations and has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Advises Command of issues related to outside assistance and support, including current or potential inter-organization needs;
- Gathers 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;
- Serves as a coordinator for organizations not represented in Command;
- Provides briefings to organization representatives about the operation;
- Maintains a list of supporting and assisting organizations, and keeps it updated as the incident evolves;
- Being an emergency management resource to other members of the MECG;
- Ensuring the identification and registration of MECG members as they arrive at the EOC;
- Ensuring that all members of the MECG have necessary plans, resources, supplies, maps, and equipment;
- Ensuring that the operating cycle is met by the MECG and related documentation is maintained and kept for future reference;
- Addressing any action items that may result from the activation of the Emergency Response Plan and keep MECG informed of implementation needs;
- Oversee the maintaining of the various records and logs for the purpose of the debriefs and post-emergency reporting that will be prepared;
- Maintain a personal record of all decisions or actions taken.

Emergency Information Officer

The Executive Assistant acts as the Emergency Information Officer. As a support function to the Command Section, the Emergency Information Officer has the following responsibilities:

- Serves as the coordination point for all public information, media relations and internal information sources for the EOC;
- Establishes a communication link with the other Emergency Information Officers from other agencies, government agencies, involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- Receives authorization from the Mayor or EOC Director for the release of all information;
- Liaison with the MECG to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences;
- Provide direction and regular updates to front office staff to ensure that the most accurate and up-to-date information is disseminated to the public;
- Monitors news and social media coverage and corrects any erroneous information and provides bona fide issues and concerns to the EOC Director;
- Maintains copies of all media releases and newspaper articles pertaining to the emergency;
- Maintains a personal log of all actions taken.

OPERATIONS SECTION

The Operations Section coordinates the operational requirements of the response and directs resources and equipment, as required, to fulfill emergency management requirements.

The Operations Section may be staffed by the following positions, according to the requirements of the emergency:

- Fire Chief, or Alternate
- Director of Public Works

External Agencies

- Utility Representative(s)
- OPP
- Renfrew County Paramedic Services
- Renfrew County and District Health Unit (Medical Officer of Health)
- At the site of the emergency an Emergency Site Manager (ESM) will be directing the operations

Fire Chief

As a member of the Operations Section, the Fire Chief has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- If assigned by the EOC Director, act as the Operations Section Chief and ensure the operations function is carried out including coordination of response for all operational functions assigned to the EOC;
- Provide the MECG with information and advice on firefighting and rescue matters;
- Depending on the nature of the emergency, assign the Emergency Site Manager and inform the MECG;
- Maintain a communications link between the Emergency Site Manager at the site for the purpose of coordinating the overall response, resource requests and event status information;
- Inform the Mutual Aid Fire Coordinator and/or initiating mutual aid arrangements for the provision of additional fire fighters and equipment, if needed;
- Determine if additional or special equipment is needed and recommend possible sources of supply, e.g. breathing apparatus, protective clothing;
- Provide assistance to other departments and agencies and be prepared to take charge of or contribute to non-firefighting operations if necessary e.g. rescue, first aid, casualty collection, evacuation;
- Provide advice and clarification about the implementation details of the Emergency Response Plan;
- Maintain a personal log of all actions taken.

Director of Public Works

As a member of the Operations Section, the Director of Public Works has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- If assigned by the EOC Director, act as the Operations Section Chief and ensure the operations function is carried out including coordination of response for all operational functions assigned to the EOC;
- Provide the EOC with information and advice on engineering and public works matters;
- Depending on the nature of the emergency, assign the Emergency Site Manager and inform the MECG;
- Establish an ongoing communications link between the Emergency Site Manager for the purpose of coordinating the overall response, resource requests and event status information;
- Ensure liaison with the public works representative from neighbouring communities and if required with the County of Renfrew to ensure a coordinated response;
- Ensure construction, maintenance and repair of Town roads;
- Ensure the maintenance of sanitary sewage and water systems;
- Ensure liaison with the Fire Chief concerning emergency water supplies for firefighting purposes;
- Provide emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health;
- Discontinue any public works service to any resident, as required, and restoring those services when appropriate;
- Ensure liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions;
- Provide public works facilities, vehicles, equipment and personnel as required by any other emergency services;
- Coordinating the acquisition, distribution and scheduling of various modes of transport (i.e. school buses, boats, trucks) for the purpose of transporting persons and/or supplies, as required, by members of the EOC and the support and advisory staff;
- Ensure liaison with the water authority (MNR) regarding flood control, conservation and environmental matters, and being prepared to take preventative action;
- Maintain a personal log of all actions taken.

External Agencies

Ontario Provincial Police Representative

The Ontario Provincial Police representative is responsible for:

(Responsibilities may change depending on the nature of the emergency)

- Notifying the EOC Director or CEMC of major police emergencies affecting the community;
- Depending on the nature of the emergency, assigning an Emergency Site Manager (for incidents that are Police incidents, e.g. violence, crime investigations) and notifying the Municipal Emergency Control Group (MECG);
- Establishing an ongoing communications link with the senior police official at the scene of the emergency;
- Working with the Operations Chief to coordinate the response based on the Incident Action Plan;
- Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access;
- Providing traffic control staff to facilitate the movement of emergency vehicles and evacuation of non-emergency personnel, as required;
- Alerting persons endangered by the emergency and coordinating evacuation procedures;
- Ensuring the protection of life and property and the provision of law and order;
- Providing police service in EOC, evacuee centres, morgues, and other facilities, as required;
- Notifying the coroner of fatalities;
- Ensuring liaison with other police agencies, as required;
- Maintaining a personal record of all decisions or actions taken.

Renfrew County Paramedic Services

The Renfrew County Paramedic Service Chief or delegate is responsible for:

- Notifying EOC Director or CEMC of a major multi-casualty incident;
- Depending on the nature of the emergency, assign a temporary Emergency Site Manager and notify the MECG;
- Establishing an ongoing communications link with the senior EMS official at the scene of the emergency;
- In concert with other members of the MECG, provide an Emergency Site Manager as required;
- Ensuring emergency medical services at the emergency site;
- Obtaining EMS from other municipalities for support, if required;
- Ensuring triage at the site;
- Advising the MECG if other means of transportation are required for large scale response;
- Ensuring liaison with the receiving hospitals;
- Maintaining a personal record of all decisions or actions taken

Renfrew County and District Health Unit

The Medical Officer of Health or delegate is responsible for:

- Notifying the EOC Director or CEMC of public health emergencies affecting the community;
- Establishing an ongoing communications link with the senior health official at the scene of the emergency;
- Ensuring liaison with the Ontario Ministry of Health and Long Term Care, Public Health Branch;
- Providing advice on any matters, which may adversely affect public health;
- Providing authoritative instructions on health and safety matters to the public through the Emergency Information Officer;
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics or food/water illness outbreaks according to Ministry of Health and Long Term Care Policies;
- Ensuring coordination of all efforts to prevent and control the spread of disease during an emergency;
- Notifying the MECG regarding the need for drinking water supplies and sanitation facilities;
- Ensuring health and hygiene standards are maintained in evacuation centres;
- Maintaining a personal record of all decisions or actions taken.

Emergency Site Manager (ESM)

The lead agency involved will appoint the Emergency Site Manager (ESM).

- Once appointed, this individual will no longer be responsible for the operations or command of his/her agency. The ESM will report directly to the Operations Chief;
- Request assistance from responding agencies for communications and other emergency site tools;
- Ensure priorities, tasks and tactics have been established in an Incident Action Plan to contain the event;
- Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency;
- Ensure agencies address the needs of their staff with regard to stress, fatigue, food, shelter and relief;
- Maintain a communication link with the Operations Chief at the EOC for the flow of accurate information and assistance in management to the emergency;
- Exercise foresight as to the future events in management of the emergency such as resource requirements, weather, lighting, etc.;
- Maintain a personal log of all actions taken.

PLANNING SECTION

The Planning Section gathers information critical to the incident in order to develop, disseminate and evaluate incident action plans.

The Planning Section may be staffed by the following positions, according to the requirements of the emergency:

- Director of Planning and Development
- Chief Building Official
- Economic Development Officer

Director of Planning and Development

The Director, Planning and Development is the Planning Section Chief. The Planning Section Chief has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Ensure that the following responsibilities of the Planning Section are addressed as required:
 - Collect, analyze, and display situation information
 - Prepare periodic Situation Reports
 - Prepare and distribute EOC Action Plan and facilitate Action Planning process
 - Conduct Advance Planning activities and report
 - Document and maintain files on all EOC activities
- Address any action items that may result from the activation of the Emergency Response Plan and keep MECG informed of implementation needs;
- Provide accurate up-to-date mapping for the Municipality and surrounding area, in consultation with GIS staff;
- Establish the appropriate level of organization for the Planning Section;
- Exercise overall responsibility for the coordination of activities within the section;
- Keeps the EOC Director informed of significant issues affecting the Planning Section;
- In coordination with the Municipal Emergency Control Group, ensures that Status Reports are completed and utilized as a basis for EOC Situation Reports and EOC Action Plans;
- Provide staff to assist the Emergency Information Officer;
- Maintain a personal log of all actions taken.

Chief Building Official

As a member of the Planning Section, the Chief Building Official has the following responsibilities:

- Provide the MCEG with information and advice on building condition matters;
- Provide property data as required by the MCEG;
- Provide general planning assistance to the MCEG;
- Make recommendations on the demolition of unsafe structures;
- Maintain a personal log of all actions taken.

Economic Development Officer

As a member of the Planning Section, the Economic Development Officer has the following responsibilities:

- Assist with planning for post-disaster recovery;
- Act as Alternate for the Emergency Information Officer;
- Assist with other planning issues, as needed;
- Other duties as required;
- Maintain a personal log of all actions taken.

LOGISTICS SECTION

The Logistics Section arranges for and coordinates all material, services, equipment and resources required to manage and resolve the emergency. The Logistics Section tracks usage and current locations of these items.

The Logistics Section may be staffed by the following positions, according to the requirements of the emergency:

- Director of Community Services
- Treasurer

Director Community Services

The Director of Community Services is the Logistics Section Chief. The Logistics Section Chief has the following responsibilities:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Address any action items that may result from the activation of the Emergency Response Plan and keep MECG informed of implementation needs;
- Coordinating the acquisition, distribution and scheduling of various modes of transporting persons and/or supplies, as required, by members of the MECG and the support and advisory staff;
- Coordinating the use of municipal facilities in consultation with the MECG, including Reception Centres and/or Shelters;
- Track resources;
- Maintain a personal log of all actions taken.

FINANCE/ADMINISTRATION SECTION

The Treasurer is the Finance/Administration Section Chief. This section performs administrative, financial and staffing duties specific to the emergency, including keeping track of incident-related costs. Additional responsibilities are as follows:

- Activate the emergency notification system through the Emergency Notification Procedures and Contact List (refer to Annex A);
- Provide information and advice on financial matters as they relate to the emergency;
- Address any action items that may result from the activation of the Emergency Response Plan and keep MECG informed of implementation needs;
- Activate staff within Finance Section, as required;
- In consultation with the EOC Director, confirm adequacy of expenditure limits as identified in the Purchasing Policy;
- Ensure there is a continuum of payroll process for all employees;
- Ensure liaison, if necessary, with the Treasurers of neighbouring communities and the County of Renfrew;
- Ensure records of expenses are maintained for future claim purposes;
- Ensure the prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency;
- Ensure all requirements under any disaster relief programs offered by Ontario ministries are met by the Town and submitted as required;
- Maintain a personal log of all actions taken.

Relationships between Sections and Various Agencies

Relationship between Municipal Emergency Control Group (MECG) and Emergency Site Manager (ESM)

Depending on the nature of the emergency, and once the ESM has been assigned, the MECG relationship with the Emergency Site Manager is to offer support with equipment, staff and other resources, as required.

The MECG will also ensure that the rest of the community maintains municipal services.

Relationship between Emergency Site Manager (ESM), and command and control structures of emergency responders

The senior representative for each emergency responder (police, fire, EMS, public works) at the site should consult with the ESM, so as to offer a coordinated and effective response. Regular briefings should be held at the site and chaired by the ESM, so as to establish the manner and process to the emergency.

Relationship between the Town of Petawawa and the County of Renfrew

Some services are provided by the County of Renfrew to the Town of Petawawa. In the event of an emergency it is important that the two levels of local government operate in a cohesive, planned manner. This plan contemplates the sharing of resources in order to provide the residents of the Town of Petawawa and the County of Renfrew with an effective, planned and cooperative approach to emergency management.

It is recognized that in the event of a large scale emergency involving several or all of the 17 area municipalities, that the ability of the County of Renfrew to provide staff to all 17 EOC's and the County EOC may become strained, in which case the local area municipality may receive assistance from those agencies by communications link, rather than a direct presence in the local EOC.

PART 7: EMERGENCY PREPAREDNESS

Emergency preparedness includes those activities that result in an operational capability that provides an effective emergency response. Responsibility for the coordination and implementation of these activities within the Emergency Response Plan lies with the Community Emergency Management Coordinator.

Emergency Management Program Committee

The Emergency Management Program Committee is comprised of the senior management team or staff designated by them. Meetings and documentation from this Committee will be the responsibility of the CEMC. The Committee will meet at least once a year to review the Emergency Response Plan and make recommendations for its amendment.

It is the responsibility of the CEMC to ensure the review, and if applicable, the amendment of the Emergency Response Plan document. All names, phone numbers, and addresses contained within the Emergency Response Plan will be updated in January of each year.

Public Education

Public education will be coordinated by the CEMC. It will focus on:

- increasing the public's knowledge and awareness of emergencies;
- individual citizens being responsible to prepare themselves for emergencies and preparing to be self-sufficient for a minimum of 72 hours;
- what actions to take to reduce the effects of an emergency; and
- what potential risks they may be most exposed to.

Risk Reduction

Risk reduction proposals for the various hazards the Municipality is faced with should be included in the plan review and update procedures accordingly. This will be done through Emergency Management Program Committee as convened by the CEMC and completed on an annual basis.

Testing Of the Plan

The plan will be tested annually to rate overall effectiveness and provide training to the MECG. Revisions will be based on the results of the exercise. The Emergency Management Program Committee shall review the Emergency Response Plan for the Town of Petawawa and ensure training and exercises are carried out. Training and exercises will occur annually and include:

- a community risk assessment process to identify which types of emergency exercises/training is highest priority;
- conduct a tabletop exercise to test interaction of plans.

PART 8: POST EMERGENCY PROCEDURES

Recovery and Post Emergency Evaluation

An emergency is considered over when the threat to life and property no longer exists and the Municipality has returned to some degree of normalcy. This includes the return of evacuees to their homes or, if repairs or reconstruction need to be completed, to temporary shelters. The emergency is not considered over until key services (hydro, sewer, water and gas) have been restored, either permanently or improvised on a short-term basis.

Normalization may begin even though a Declared Emergency is still in place. If certain areas of the emergency site are determined to be safe, cleanup and a controlled return of evacuees may commence if it does not interfere with ongoing operations.

The CEMC, working through the Emergency Management Program Committee, will prepare an evaluation of the community's emergency response effort with recommendations for improvement.

This report, known as an After Action Report, will include a comprehensive review of actions taken, personnel involved, fatalities, property damage, cost estimates and any long-term effects from the emergency. It will also look at the effectiveness of the notifications, communication, overall preparedness and any items within the Emergency Response Plan that require review and amendment. Much of this information will be brought forth in a debriefing of the Municipal Emergency Control Group and the review of the event logs for all members of the MECG.

Disaster Recovery Assistance for Ontarians

Disaster Recovery Assistance for Ontarians is designed to provide financial assistance in the aftermath of a natural disaster that causes costly, widespread damage to eligible private property.

The Minister of Municipal Affairs may activate the program for areas affected by natural disasters. Homeowners, tenants, small owner-operated businesses, farmers, and not-for-profit organizations within an area for which the program has been activated can apply to be reimbursed for basic, essential costs related to the disaster. The program does not provide assistance for costs covered by insurance.

Municipal Disaster Recovery Assistance Program

The Municipal Disaster Recovery Assistance Program helps municipalities that have incurred extraordinary costs because of a natural disaster.

Eligible expenses may include capital costs to repair public infrastructure or property to pre-disaster condition, and operating costs over and above regular budgets that are necessary to protect public health, safety or access to essential services.

Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred.

Program activation and delivery

The Minister of Municipal Affairs makes the decision to activate the program based on evidence demonstrating that the event meets the eligibility criteria for Municipal Disaster Recovery Assistance. The minister considers both the cause and extent of damage, along with the initial claim and supporting documentation provided by the municipality.

If the program is activated, the province and municipality enter into a grant agreement. All payments under the grant agreement are based on eligible costs actually incurred by the municipality as a result of the natural disaster.

Eligibility Requirements

In order to be eligible for the program, a municipality must have:

- Experienced a sudden, unexpected and extraordinary natural disaster;
- Incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three per cent of the municipality's Own Purpose Taxation levy;
- Passed a resolution of council and submitted an initial Municipal Disaster Recovery Assistance claim (with supporting documentation) within 120 calendar days of the date of the onset of the disaster.