By-law 2024-052
Schedule A

County of Bruce
Emergency Response Plan

A quick reference guide for accessing
The County of Bruce Emergency Response Plan

Version 1.0 2024 – August 2024

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Document Management

Document History

This is version 1.0 of the 2024 County of Bruce Emergency Response Plan.

This version replaces the last version published in 2004.

Amendments to the current version can occur at any time. These will be recorded in the following table:

Revision Number (1.X)	Description of change	Date of Revision	Revision Made By (Name)	By-law #
1.0	Original	Not applicable	Not Applicable	

Publications Management

The most current version of this Plan shall be posted to the external County website and internal County sites as applicable. Copies of the County of Bruce Emergency Response Plan herein referred to as "the ERP" may be viewed at the Bruce County Administrative Office located at 30 Park St., Walkerton, ON and on-line at: Public Safety & Emergency Services | Bruce County

This publication is subject to review and amendments. This process is the responsibility of the Community Emergency Management Coordinator (CEMC). The CEMC may update, correct or amend any information contained within the appendices of this Emergency Response Plan on an as required basis. In addition, while amendments to the body of the Plan require formal Council approval, minor editorial revisions, such as editorial changes to text, section numbering or reference changes will not require full Council approval.

For more information, please contact:

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Amendments will be published from time to time. The version control form in this section will be used to keep record of approved amendments.

Executive Summary

While Bruce County is a safe place to live, work and play, emergencies can happen anywhere and at any time. The County of Bruce, through its Emergency Management Program is responsible for ensuring its' response to an emergency is effectively coordinated.

The Bruce County Emergency Response Plan (BC ERP) describes how the County coordinates emergency response in partnership with its lower-tier municipalities and other organizations. This type of coordination is usually needed for widespread and complex emergencies. The BC ERP does this by:

- Providing a planning basis that describes how emergencies can impact Bruce County;
- Describing how emergencies typically unfold in the County;
- Providing an organizational structure to highlight primary lines of communication; and
- Describing the basic mechanisms for how a multi-organization County emergency response can be effectively coordinated.

Effective emergency management in the County of Bruce requires a coordinated response between many different types of organizations, including:

- Lower-tier municipalities;
- First Nation communities;
- Emergency Response organizations (i.e., police, fire, etc.);
- Other public sector organizations (i.e., school boards, hospitals);
- Private industry including critical infrastructure owners and operators;
- Neighbouring Counties; and
- Non-governmental organizations

The primary audience for the BC ERP is the Bruce County Emergency Control Group (ECG) and the Lower-tier Municipalities' Community Emergency Management Coordinators.

1. Introduction, Background and Authorities

1.1. An Overview of the County Role in Emergencies

Under Ontario's Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 (EMPCA), an emergency is "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."

Emergencies threaten public safety, public health, the environment, property, continuity of government operations, critical infrastructure, and economic stability. Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, type and construction of the affected infrastructure and buildings, type of hazard, and demographics.

In most instances, for emergencies that exceed the capacity of the individual, families or businesses, the impacted community[1] manages the emergency response and recovery. Communities do this as a matter of routine by emergency services (including police, fire, and paramedic services), and in more serious cases by implementing their emergency plan. At this level of response, there are also other organizations and institutions that may have emergency responsibilities to manage, such as the Ministry of Health and Ministry of Long Term-Care managing disruptions to the health system; or the Ministry of Natural Resources and Forestry managing wildfires.

Occasionally, emergencies can arise where communities need additional support. In these instances, County assistance may be necessary to support local emergency response activities. When the County responds to emergencies, there is often a need to coordinate between its various lower-tier municipalities, First Nations, and other organizations. The Bruce County Emergency Response Plan (BC ERP) provides guidance on how this coordination is achieved.

1.2. The Bruce County Emergency Response Plan

Bruce County is an upper-tier Municipality in Southern Ontario, founded in 1867 and consisting of eight local Municipalities. Bruce County is entirely within Saugeen Anishnaabeking, the ancestral, traditional and treaty lands and territories of the Chippewas of Nawash Unceded First Nation and the Saugeen First Nation, together known as the Saugeen Ojibway Nation.

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[1] In this plan, "community" is a generic term referring to groups of residents at the local level and includes lower-tier municipalities and First Nations.

The BC ERP describes how the County of Bruce coordinates the County-level response to emergencies that involve multiple County resources, and/or multiple lower-tier municipalities and/or other organizations.

The BC ERP focuses on coordinating the efforts and resources of the County of Bruce in an emergency involving multiple lower-tier municipalities and other organizations. For these types of large or complex emergencies, the BC ERP provides information on how the County of Bruce works with communities, the private sector and other emergency management stakeholders.

The primary audience for the BC ERP is the Bruce County Emergency Control Group and the lower-tier municipalities' Community Emergency Management Coordinators, who have developed their own plans and procedures for emergency response. The BC ERP is also meant to be used by stakeholders in emergency management, and members of the public who wish to know how the County of Bruce responds to emergencies.

The BC ERP meets the requirement to have a plan for emergency response pursuant to Section 3.1 of the *EMPCA*.

1.3. Communities in Bruce County

1.3.1. Municipalities

A municipality is an incorporated administrative area, which has powers of self-government and jurisdiction as provided by provincial law (Municipal Act, S.O. 2001, c.25)

1.3.2. First Nations

The County of Bruce recognizes their government-to-government relationship with Saugeen First Nation and Chippewas of Nawash and is prepared to assist where required and if requested. Bruce County Emergency Management will collaborate with First Nations communities to incorporate traditional knowledge and supports that are informed through education, collaboration, and partnerships.

The BC ERP uses the phrase First Nations community to refer to Saugeen First Nation and Chippewas of Nawash Unceded First Nation.

It is important to recognize that First Nations communities are not subject to the EMPCA. The Province of Ontario, through the PEOC, provides emergency response assistance to First Nations communities through an agreement with the Government of Canada, as administered

by Indigenous Services Canada (ISC). ISC is the Federal Government department responsible for working with First Nations and the Province of Ontario on emergency management issues. ISC is also responsible for assisting First Nations communities in developing and updating emergency plans at the regional level, as well as plans to mitigate the risk of emergencies (see section 2.6.2 for additional details on plans).

In circumstances where Indigenous people live outside of their First Nation community, emergency management falls under the municipal community in which they reside.

1.4. Emergency Management in Bruce County

1.4.1. Emergency Management Programs

Emergency Management consists of organized programs and activities which address actual or potential emergencies or disasters.

Emergency Management in Bruce County is a shared responsibility that includes individuals and families, First Nations, municipal and county governments, and other involved organizations such as first response organizations, critical infrastructure owners and operators, and non-governmental organizations (NGOs).

Emergency Management programs are risk-based programs consisting of prescribed elements that may include prevention, mitigation, preparedness, response, and recovery activities. In Bruce County, these programs include:

- Emergency plans, which often include continuity of operations plans;
- Training for various emergency management activities; and
- Public education on risks to public safety and on personal preparedness for emergencies.

1.4.2. Bruce County's Emergency Management Governance

Section 2.1 of the EMPCA sets requirements for emergency management programs for municipalities. Additional standards for emergency management programs are set out in *O.Reg. 380/04,* made in accordance with section 14 of the EMPCA.

Bruce County By-law 4129 provides for the establishment of an Emergency Management Program and an Emergency Response Plan for the Corporation of the County of Bruce.

1.5. Glossary and Acronyms

Acronyms and abbreviations are defined in Appendix A[2]. Terms are defined in the glossary in Appendix B.

1.6. County ERP Reviews and Revisions

The BC ERP shall be reviewed and amended if required, by the County Emergency Management Program Committee annually.

The annual review process for the BC ERP shall include:

- Appropriate consultations with stakeholders, changes to legislation and/or changes to address best practice emergency management methodologies;
- A review of all after-action reports; and
- An assessment of the existing capability to meet the requirements of the BC ERP.

The BC County Emergency Management Coordinator (BC CEMC) shall review the BC ERP on an ongoing basis to identify any technical amendments that need to be made. Technical amendments may include minor updates such as: changes to names, corrections to fix grammar or typographical errors (typos), minor clarifications. Technical amendments to the plan may be made by the CEMC between the annual reviews.

The CEMC is responsible for ensuring the most up-to-date version of the BC ERP is distributed accordingly.

[2] The Bruce County ERP uses many terms from the provincial Emergency Management Glossary of Terms, (Emergency management glossary of terms | ontario.ca)

2. Purpose and Scope

2.1. Aim

The aim of the emergency response plan is to safeguard the health, safety, welfare, and property of residents, and to protect the economic, physical, social, cultural, and environmental assets of effected areas.

To that end, the aim of the Bruce County Emergency Response Plan (BC ERP) is to establish a coordination framework for emergency response by the County of Bruce so that emergency management stakeholders can effectively plan to work with the County prior to, during and after an emergency. The BC ERP outlines how the County of Bruce and its lower-tier municipalities work together to respond to emergencies.

As recovery activities usually overlap with response, the framework presented in the BC ERP is also used to coordinate recovery activities that happen during the response phase.

2.2. Plan Goals

The BC ERP is structured around four major goals:

1. Describe arrangements to safeguard the health, safety, welfare, and property of the people of Bruce County when an emergency occurs.
2. Set out the basic organizational structures, responsibilities, and guidance for a coordinated County response to emergencies involving multiple lower-tier municipalities and County resources.
3. Describe how the County of Bruce will coordinate emergency assistance to lower-tier municipalities within the County of Bruce.
4. Describe how the Bruce County Emergency Operations Centre (BC EOC) communicates and shares information with and between stakeholders to enhance situational awareness.

To achieve these goals, the plan must:

- Be flexible enough to adapt to a broad spectrum of types of emergencies;
- Describe emergency response that is supplement to, and not a substitute for, lower-tier municipal resources;
- Describe mechanisms of support for emergencies with or without a formal declaration of emergency;

- Describe the coordination of response and recovery activities that are led by the County of Bruce during the response phase; and
- Describe the provision of centralized coordination of emergency management across multiple lower-tier municipalities and organizations.

2.3. Scope

The BC ERP outlines the general concepts, structure, and requirements for the response to an emergency that requires the coordination of activities between multiple lower-tier municipalities and organizations. The BC ERP describes how this type of response is coordinated between the County, lower-tier municipalities as well as other responding organizations.

There is significant overlap between response and recovery activities in an emergency. The BC ERP provides guidance on the coordination of recovery activities when they happen concurrently with response activities.

Emergency response activities undertaken pursuant to the BC ERP could occur due to the impact of any hazard, except for nuclear and radiological emergencies. [3] The Bruce County Hazard Identification Risk Assessment (HIRA) identifies the most significant hazards with the potential to affect Bruce County. [4]

2.4. Plan Implementation

The BC ERP should be used for the coordination of County emergency response activities in any of the following circumstances:

a) An emergency occurs that requires a coordinated County response.

b) The County receives a request for assistance in emergency response from a lower-tier municipality.

c) A request for assistance has been made by a lower-tier municipality for assistance in responding to an emergency to the Provincial Emergency Operations Centre.

d) An emergency is imminent, and it is anticipated that there will be a need for support or assistance from the County.

e) A declared lower-tier emergency requires a coordinated County response.

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[3] Nuclear and radiological emergencies are addressed under the Provincial Nuclear Emergency Response Plan, formulated under section 8 of the *EMPCA.*

[4] The Bruce County Hazard Identification Risk Assessment included as Appendix C

f) A declared First Nation emergency requests a coordinated County response, in collaboration with ISC.

g) A declaration of an emergency is made by the Bruce County Warden.

h) When directed by the Bruce County Chief Administrative Officer (CAO).

2.5. Assumptions

Listed below are the major assumptions on which the BC ERP is based. These assumptions form a basis from which the BC ERP shall be implemented in an emergency.

The BC ERP assumes:

- Lower-tier municipalities will first utilize existing local capabilities, according to their plans and procedures, to respond to and recover from emergencies, including using mutual aid/assistance agreements.
- Where a lower-tier municipality has determined that its capabilities/capacity are insufficient to address all needs of an emergency, the County of Bruce can mobilize emergency resources and expertise to assist.
- Individuals, families, governments, and other organizations have varying abilities to resist, absorb, accommodate, adapt to transform, and recover from the effects of a hazard. Not all will be self-sufficient.

2.6. Links with Other Plans

2.6.1. Municipal Emergency Response Plans (MERP)

Lower-tier municipal emergency response plans are mandated by the EMPCA and O.Reg. 380/04. These plans should include consideration for how the municipality will work with the County in an emergency.

2.6.2. First Nations Emergency Management Plans

Individual First Nations are the first line of response in the event of an emergency within their community. First Nations may create and implement emergency management plans to prepare communities to cope with an emergency.

Indigenous Services Canada (ISC) is responsible for assisting First Nations communities in developing and updating emergency plans, as well as plans to mitigate emergencies. ISC is also responsible for ensuring that First Nations have access to emergency management services comparable to those available to other communities.

First Nations' emergency management plans may include consideration for how they will coordinate with the County.

2.6.3. Provincial Emergency Response Plan (PERP)

The PERP is the provincial emergency response plan for all-hazards response and coordination for emergencies involving multiple provincial organizations. Since it describes how the province coordinates an overall provincial response, it informs how other organizations' plans work together. The PERP provides guidance on recovery activities during the response phase, and a foundation for the transition to the recovery phase.

2.6.4. Provincial Nuclear Response Plan (PNERP)

Nuclear and radiological emergencies are addressed separately in the Provincial Nuclear Emergency Response Plan (PNERP).[5] It is independent of the PERP.

2.6.5. Municipal Nuclear Emergency Response Plans

Pursuant to Subsection 3(4) of the EMPCA, certain municipalities are designated as municipalities that must address nuclear emergencies in their municipal emergency plans: either for the purposes of protecting their citizens from the hazard or in the capacity of Host Municipality.

The Municipality of Kincardine is a Designated Municipality, and the Municipality of Saugeen Shores is a Designated Host Municipality. Appendices to their respective ERPs outline their areas of responsibility in the event of a nuclear emergency.

A nuclear emergency may require the simultaneous implementation of the PNERP, the MOK NERP, the Saugeen Shores ERP (SSERP) and the BC ERP to address any regional impacts.

[5] The PNERP is developed by Emergency Management Ontario (EMO), Ministry of the Solicitor General, and approved by the Lieutenant Governor in Council (section 8 of the EMPCA).

3. Planning Basis

Along with the BC ERP goals described in Section 2.2, the Planning Basis guides the implementation of the BC ERP by describing where it applies, what types of emergencies can be expected in Bruce County and priorities for response and recovery.

3.1. Application of the Components of Emergency Management

Emergency management in Bruce County is based on a risk management approach and includes five components:

- **Prevention**

Actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures and critical infrastructure management.

- **Mitigation**

Actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill.

- **Preparedness**

Actions taken prior to an emergency or disaster to ensure an effective response.

These actions include the formation of emergency plans, business continuity/continuity of operations plans, training, exercises, and public awareness and education.

- **Response**

The provisions of emergency services and public assistance or intervention during or immediately after an incident to protect people, property, the environment, the economy and/or services. This may include the provision of resources such as personnel, services and/or equipment.

- **Recovery**

The process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

Ensuring a strong and seamless relationship across all these components is critical to ensure effective emergency management.

While the BC ERP focuses on response, and the foundations of recovery, the remaining components of prevention, mitigation and preparedness are proactive components that are critical elements in any emergency and provide important context to how emergency management works in Bruce County. Prevention, mitigation, and preparedness measures can greatly diminish the need for response and recovery activities required for certain emergencies, and may result in long-term, cost-effective reduction of risk.

3.1.1. Response and Recovery

Response is directly addressed in the BC ERP. Recovery is addressed where it occurs in parallel to response activities.

Response can begin where there is an advanced warning of an emergency, or otherwise immediately following and throughout the event. Response is focused on keeping people safe, meeting urgent emergency needs, and limiting further damage or destruction.

Recovery activities can begin at the same time as response actions are ongoing. In these cases, recovery activities should be coordinated alongside ongoing response actions. The aim of recovery measures is to assist individuals, businesses, and communities to return to a state of normalcy.

While response activities are generally limited to short-term activities, recovery can span short (e.g., days, weeks), medium (e.g., weeks, months), and long-term (e.g., months, years) periods. Examples of recovery activities include short-term efforts such as debris removal, medium-term efforts such as crisis mental health support for affected communities, or long-term projects such as rebuilding residential property or critical assets and infrastructure.

Community ownership, empowerment, and partnership in recovery are essential to comprehensive recovery. Such efforts require specific expertise, coordination, and emergency resources that surpass the capabilities, capacity, or regular operating structure of ‘normal’ (i.e., non-emergency) services and resources. Recovery efforts should aim to improve a community’s physical, social, environmental, and economic conditions to create a more resilient community, through integration of disaster risk reduction measures.

3.2. Planning Area Definition

The geographic area covered by the BC ERP includes the boundaries of the County of Bruce.

First Nations communities are not subject to the *EMPCA* and therefore not covered by the BC ERP.

3.2.1. Types of Communities

3.2.1.1. Municipalities

According to the Municipal Act, 2002, S.O. 2001, a municipality is a geographic area whose inhabitants are incorporated. Municipalities provide local government services.

3.2.1.2. First Nations

Refer to Section 1.3.2

3.2.2. Critical Infrastructure

Communities in Bruce County are supported by critical infrastructure: independent, interactive, interconnected networks of institutions, services, systems, and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government. Critical infrastructure systems in Bruce County can be owned and operated by either the government, the private sector, or a combination of both.

Bruce County identifies nine critical infrastructure sectors:

- Food and Water.
- Telecommunications Systems.
- Electrical Power Systems.
- Gas and Oil.
- Financial Services.
- Health System.
- Transportation Networks.
- Public Safety and Security.
- Continuity of Government.

3.2.3. Geographic Variation

Bruce County covers a large and diverse area. Across this area, there may be differences in the risk of hazards, depending on the physical, social, political, economic, and environmental characteristics of each municipality. These factors create different risk landscapes, which result in different planning priorities across the County.

These differences may also have a large impact on how response and recovery activities are resourced, prioritized, designed, and managed.

3.3. Characteristics of an Emergency

An emergency may:

- Occur with little or no warning.
- Escalate rapidly and strain the resources of emergency response organizations.
- Occur in any area of the County.
- Vary in scope from small and localized, to multi-jurisdictional emergencies.
- Vary in intensity from minimal damage or injury to extensive devastation and/or loss of life.
- Vary in length, potentially leading to lasting impacts and lengthy response or recovery operations.

3.4. Hazard Identification and Risk Assessment (HIRA)

The BC ERP is founded on a comprehensive understanding of potential emergency scenarios, which are established in an all-hazards approach to risk through hazard identification and risk assessment (HIRA).

Bruce County's HIRA[6] informs an understanding of the potential impacts of hazards across Bruce County, which in turn guides the development of resources and responsibility requirements outlined in this plan.

Subsections 2.1 (3) and 5.1 (2) of the *EMPCA* mandate that every municipality must conduct "hazard and risk assessment and infrastructure identification".

3.5. Resilience

All communities have different pre-emergency levels of resilience. This creates different needs for emergency management operations across Bruce County. Vulnerability is an important factor in understanding resilience, as increased vulnerability to a hazard will reduce a community's resilience.

A comprehensive risk-based approach to emergency management includes the process of building community knowledge to understand the existing level of community resilience.

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[6] The Bruce County Hazard Identification Risk Assessment is included as Appendix C

4. Concept of Operations

4.1. Overview

A concept of operations is a component of an emergency plan that clarifies the overall approach to responding to an emergency. This concept of operations describes the conceptual approach to a county level coordination in an emergency.

It forms the basis for the organization and activities described in Section 5 and Section 6.

4.2. The Graduated Approach to Emergency Response

4.2.1. Individuals, Families and Organizations

The most basic level of response and recovery consists of individuals, families, and organizations dealing with an emergency that directly affects them. Impacted people and organizations may or may not need emergency support from the government, depending on the scale and nature of the emergency, and the resilience of those impacted (see Section 3.5 for more information on resilience).

Individuals, families, and organizations that are impacted by an emergency lead their own response and recovery efforts, and they connect with government services on an as-needed basis. Individuals, families, and organizations impacted by emergencies do not have specific responsibilities under the BC ERP.

4.2.2. Multi-Jurisdictional Response

Individuals and organizations that are impacted by an emergency initiate their own emergency response actions where they can, focused on their own needs and responsibilities.

Formal government coordination of response and recovery efforts begin with the government of primary jurisdiction.

For emergencies that occur in Bruce County, there are some overlapping jurisdictions with layers of legislated responsibility or authority. Services from different levels of government could respond simultaneously to an emergency, each with jurisdiction for different responsibilities and aspects of the event.

An example of how these different organizations come together during the response to a spill of a chemical from an industrial facility, which includes but is not limited to the organizations listed in below Table 4-1.

Table 4-1: Example – organizations responding to an industrial chemical spill.

Owner of chemical	Individual/organization	Report spill, initiate response efforts, trigger insurance claim
Fire and rescue, hazardous materials (HazMat) teams, police, and paramedic services	Municipal Government County Government Provincial Government	Lifesaving response, containment
Hospitals	Local Health System	Treating injuries
Municipal Emergency Operations Centre	Municipal government	Coordination of municipal response activities
Reception/evacuation centre	Municipal government County government – Emergency Social Services	Emergency social services supports
County Emergency Operations Centre	County government	Coordination of County response activities, assistance to lower tier if requested
Public Health Units	Local Health System	Assess impacts to local population health and making recommendations
Spills Action Centre (Ministry of the Environment, Conservation and Parks)	Provincial government	Assess environmental and health impacts, monitor, and ensure response proceeds per legislative responsibility
Environment And Climate Change Canada	Federal government	Assess remediation and, if necessary, require additional actions under applicable legislation

4.2.3. Capacity Thresholds

It is possible that the needs of the responding organization(s) will exceed their capacity to effectively respond to some or all the impacts of the emergency. This does not necessarily mean that these organizations have become overwhelmed, but that coordination efforts and resources must grow to appropriately respond to or recover from an emergency.

Existing additional arrangements can enhance response efforts, including but not limited to contractual agreements for specific services, bi-lateral agreements, and mutual assistance agreements with lower-tier and/or neighbouring municipalities, if applicable. At the County level, Bruce County has arrangements with lower-tier municipalities and neighbouring Counties for mutual assistance. (See Appendix D)

If the emergency exceeds part or all the capacity of an organization to respond, it can request support from the next level of government, as needed. For example, a lower-tier municipality could request assistance from the County of Bruce to address gaps resulting from the municipal capacity being exceeded. The identified gaps could be addressed with any number of assets including, for example, Transportation and Environmental Services resources, Emergency Social Services resources, IT services or Emergency Control Group resources.

4.2.4. Large and Widespread Emergencies

In extraordinary circumstances, emergencies can occur where wide areas, large numbers of people, or significant infrastructure systems are affected. The impacts of large and widespread emergencies vary significantly, depending on the resilience of the affected organizations and communities. In cases where these impacts are significant, normal service and resource arrangements may not be sufficient to meet the needs for response and recovery.

Coordinating organizations may need to prioritize the use of limited resources in large and widespread emergencies. The availability of staff and resources may be stretched to the point that organizations with continuity of operations plans may need to activate them to respond to the emergency. (see Section 6.14 for more details on continuity of operations).

4.2.5. Requesting Assistance

When one or more organizations have reached the limit of their response capabilities, or when an event happens that requires a capability that the organization does not have, extra assistance is needed. Requests for assistance are frequently consolidated through dedicated emergency management programs within the County.

There may be instances where emergency resources or coordination are provided to other jurisdictions through a mutual assistance agreement.

Individual County departments may aid lower-tier municipalities through their own arrangements and agreements (i.e., the Transportation and Environmental Services Department, or Emergency Social Services Agreements). The BC ERP may be used if further coordination between lower-tier municipalities is required. The BC ERP guides the actions of the County emergency response where such assistance is given as part of a coordinated County response.

Example: A severe transportation accident leads to a large spill of a dangerous chemical in a residential neighbourhood resulting in an evacuation of the area. The municipality's emergency operations centre makes a request to the County to deploy Emergency Social Services/Red Cross to assist in setting up and coordinating an evacuation centre. The spill has also exceeded the municipality's ability for clean-up and remediation initiating a request for assistance to the County Transportation and Environmental Services department.

4.2.6. Graduated Approach

The requests for assistance between levels of government generally follow a structure from the "bottom-up": from lower-tier municipality, to county, to provincial, to federal levels of government. All levels of this hierarchy work on different types of tasks and activities, with many jurisdictions and organizations working together in partnership through emergency management structures.

The "bottom-up" approach does not necessarily mean that emergency management must begin at the local level. Rather, it references the fact that efforts are often coordinated starting at the local level of government, and proceeding to the county, provincial and then the national level as more coordination of resources are needed.

In cases where there is a need for coordination between lower-tier municipalities, the County of Bruce can facilitate the County's efforts in response and help coordinate between and across these different layers of government involvement.

4.3. Coordination

Coordination is a process designed to ensure that different and complex activities can work together effectively.

In the context of a response under the BC ERP, coordination encompasses three components:

- Establishing a common understanding of roles and responsibilities as they relate to a particular response.
- Facilitating the activities of all relevant stakeholders to work towards common or complementary objectives.
- Sharing information in a timely and structured manner so that all stakeholders have a common understanding of the situation.

Each lower-tier municipality and the County of Bruce have emergency operations centres to ensure emergency response activities are effectively managed within their jurisdictions. More details on Emergency Operations Centres can be found in Section 5.4.

4.3.1. Community Coordination

As an emergency grows in severity, and community resources become committed to response efforts, a dedicated coordinating organization is activated:

- Lower-tier emergency operations centres are activated, led by the Municipal Emergency Control Group (MECG) where required.
- Within First Nations communities, the coordination mechanism can vary, but is generally led by a combination of the fire chief and/or a dedicated emergency management coordinator.
- The Bruce County emergency operations centre is activated, led by the County Emergency Control Group (CECG) if required.

Through its coordinating organization, the community manages its own resources to respond to and recover from emergencies. The community also coordinates with individuals, businesses, and organizations, such as volunteers, non-governmental organizations, contractors, suppliers, and critical infrastructure owners.

Communities may rely on mutual aid agreements with adjacent communities to augment their emergency response.

4.3.2. County Coordination

There are potentially numerous organizations involved in a response at the county level. While each individual organization works to coordinate its own response with that of its stakeholders, the number of ongoing activities in a widespread emergency may require a central hub to coordinate the overall response.

The Bruce County Emergency Operations Centre (BC EOC) is the central hub for County emergency response coordination. The BC EOC coordinates overall response

efforts between lower-tier municipalities and other organizations. The BC EOC coordinates with organizations that are not part of the county organization including neighbouring jurisdictions, private industry, and non-governmental organizations. The specific mechanisms for this coordination are described in further details in Section 6.6.

Other organizations involved in a response may activate their own EOCs to coordinate their own response efforts.

Although the BC EOC can perform a coordination role for communications, it does not take control of communication. The lower-tier municipalities and other organizations should still communicate directly with other organizations to carry out their response activities.

4.4. Information Management

4.4.1. Information Management Principles

Information management is a set of processes that directs and supports the coordination and use of information in an organization. It includes efforts to:

- Standardize terminology.
- Create credible and reliable information products.
- Perform analysis to inform decision-making.

Information management practices help improve situational awareness across responding organizations, and directly support emergency information activities.

The information management process used by the County of Bruce facilitates effective decision-making and allows for a common and shared understanding of the:

- Status of the incident.
- Status of incident response and recovery activities.
- Status of resources.
- Plan of action.

Information management applies to, but is not limited to, the following types of data and communications:

- Telecommunications (voice and data).
- Geospatial Information Systems (GIS).
- Reports and other written products.

- In-person and/or virtual meetings and interactions.

4.4.2. Information Management Process

There are four phases in the information management process, which support effective and efficient coordination and use of information.

During emergency response operations, the County EOC should move through this process at least once every operational period.

1. Collect
    a) Identifying information requirements, including intended audience.
    b) Identifying sources of information.
    c) Gathering of information from all available sources.
    d) Organizing and storing information in a central, accessible place.
2. Confirm
    a) Checking the accuracy of collected information, including evaluation of source trustworthiness, and verification against secondary sources. Where inaccurate or misinformation is identified, it should be flagged to the source to be corrected.
3. Analyze
    a) Determining what information is important for the current operation.
    b) Determining who needs what information.
    c) Sorting out unimportant details.
    d) Identifying any remaining information gaps.
    e) Organizing the relevant information to make it easy to understand.
    f) Creating information products (reports, map, etc.) that can be used by responders and decision makers.
4. Share
    a) Distributing information and analysis to the people and organizations who need it in an appropriate format and in a timely manner.

4.4.3. Emergency information

Information management should include consideration for managing emergency information.

The public needs up-to-date and accurate emergency information through a variety of communication methods, including social and traditional media. In complex incidents several organizations may work together to coordinate their messages or may work together in a Joint Information Centre – refer to Section 6.13.3.

4.4.4. Record Keeping

All organizations involved in emergency response should make every reasonable effort to make accurate records of all emergency response activities. This includes proper filing and storage of all incoming and outgoing communications, information products, and the completion of personal logs.

Having these records helps inform post-emergency reviews. Recordkeeping is critical in ensuring that best practices are captured, and mistakes are not repeated.

In addition to this general guidance, organizations are subject to the Freedom of Information and Protection of Privacy Act R.S.O. 1990, Chapter F.31. Operational recordkeeping procedures should be developed in consultation with legal counsel.

Refer to Section 6.7.3 for details on protection of information.

4.5. Priorities

The BC ERP provides standardized response goals for the prioritization of response actions. The standardized response goals should be used to help guide all decisions made by the County of Bruce in the response to any emergency. While the standardized response goals are intended to provide guidance on prioritization, they can and should be pursued concurrently where sufficient resources exist.

The standardized response goals are as follows, presented in descending order, and include examples of key actions for each (not an exhaustive list):

Protect the safety of all responders	Provision for physical and mental health.
Protect and preserve life	Provision of urgent emergency needs including rescue and emergency medical triage and care. Issuing of information and warnings.
Treat the sick and injured	Medical care to those affected. Trauma management and mental health crisis intervention.

Care for immediate needs	Provision of immediate emergency needs, food, shelter, and clothing. Provision of immediate emergency needs of affected pets and livestock. Protection of community member's safety (including visitors and tourists).
Protect public health	Protection of community members' continuing health.
Ensure the continuity of essential services and government	Protection of critical infrastructure and community assets that are essential to the health, safety, and welfare of people, and that support community resilience.
Protect property	Protection of property from imminent threats. Protection of residential property as a place of primary residence.
Protect the environment	Protection of the environment from imminent threats.
Prevent or reduce economic and social losses	Reduction of economic and social losses.

4.6. Equitable Service

Emergencies vary in intensity and complexity. Prioritization of actions is partly determined by the characteristics of the affected population(s) or assets.

Bruce County consists of diverse communities and groups. There are groups in Bruce County that require special consideration in emergency response and recovery. These include patients in hospitals or long-term care, persons with disabilities or other barriers to access services, and those who are otherwise more vulnerable than the rest of the population.

All response under the BC ERP should consider barriers to access services and the potential vulnerability of those affected by emergencies, to facilitate responses with equitable outcomes. This includes work to identify equity-related issues and create approaches to address gaps.

4.7. Declaration of an Emergency

Declared emergencies are a formal mechanism under the EMPCA that permits heads of government to take actions and make orders to protect the health, safety, and welfare of the people, and to protect property and the environment in the emergency area.

First Nations can declare emergencies that trigger the implementation of the federal/provincial bilateral agreement for emergency response.

A declaration of emergency is not typically required to implement an emergency plan. Similarly, requests for assistance can be made with or without a formal declaration, by issuing a request to the next level of government. See Section 6.4 for more details on declaration of emergency.

4.8. Improvement Planning

The improvement planning process is an aspect of quality management that aims to evaluate tasks or processes after they have been used and identify areas for improvement.

After action reports consist of analysis of actions undertaken during the response phase, inclusive of any activities or agency within the emergency response organization.

Bruce County uses the improvement planning process as a key mechanism to link response and recovery to prevention, mitigation, and preparedness. After action reports and improvement plans identify and then address important gaps in prevention, mitigation, and preparedness.

5. The County Emergency Response Organization

5.1. Overview

Organizations within Bruce County respond to emergencies on a regular basis. These organizations work directly with impacted individuals, communities, and other organizations/entities to accomplish their response tasks. Often, there is no need for a dedicated coordinating organization.

Some emergencies are large, complex, or impact several lower-tier municipalities. In these cases, there may be a need for a coordinated response from the many organizations that are responding. The BC EOC can be activated during multi-jurisdictional emergencies to conduct a County coordinated response.

The BC EOC can be the central coordinating hub for the County. Other organizations connect to the BC EOC as needed to facilitate provision of the appropriate services. In this way, the organization is flexible and adaptable to the needs of the current situation and all hazards.

Lower-tier municipalities and other organizations connect to the BC EOC as needed to ensure coordinated provision of support to the emergency response operation, including sharing information and resources, or providing coordination support generally through a staff liaison.

5.2. The Incident Management System

Bruce County is made up of many organizations with separate reporting and operational structures. Bruce County therefore uses the Incident Management System (IMS) to give organizations a common framework so they can cooperate, communicate, and coordinate their work during an incident.

IMS is a standardized and coordinated approach to managing incidents that provides a functional interoperability at all levels of emergency management. Organizational structures include the provisions for common response functions, including but not limited to: Command & Coordination, Operations, Planning, Logistics, Finance and Administration, and Public Information.

IMS includes guidance for all aspects of coordinating a response including but not limited to:

- Support to the site or overall incident response.
- Coordination of incident response efforts.
- Command of response efforts.

- Communication.

5.3. Organizational chart

The basic structure established for the response to an emergency that requires the coordination of activities between multiple organizations is illustrated in Figure 5.1. What is shown is the primary lines of communication and coordination for a multi-jurisdictional response. Each organization will make additional connections with other organizations as required by the needs of the emergency.

Note: The depiction below is not a command-and-control structure. The BC EOC does not direct the operations of lower-tier municipalities or other organizations involved in a response.

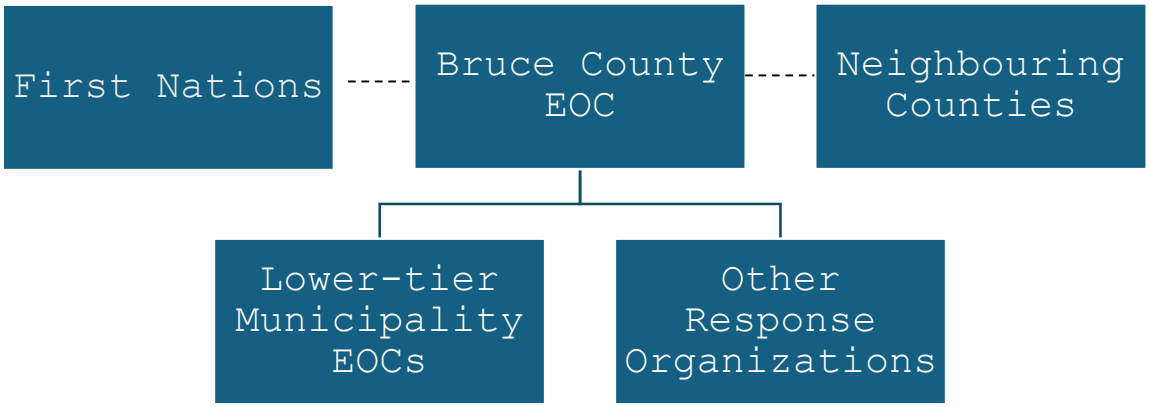

Figure 5-1: Bruce County Emergency Management Organizational Chart

5.4. County Emergency Operations Centre

5.4.1. Role of the County Emergency Operations Centre

The Bruce County Emergency Operations Centre (BC EOC) is the central coordinator of the Bruce County resources' response to emergencies. It can also be a central coordinator in the event of a large scale, multi-jurisdictional emergency in the County. The BC EOC is in Walkerton, with an alternate location in Port Elgin.

It serves five core functions:

- Provides continuous monitoring of ongoing emergencies in the county, as well as situations that have the potential to result in an emergency.
- Provides a physical location and specialized resources to facilitate inter-organizational coordination efforts.

- Facilitates the sharing of key information, to support decision-makers and organizations in evolving situations as effectively as possible.
- Receives requests for County assistance and coordinates the provision of that assistance.
- Maintains capability to coordinate Emergency Information, including requests for Alert Ready wireless public alerting on behalf of lower-tier municipalities and First Nations.

The BC EOC provides timely support, information and analysis to the lower-tier municipalities, First Nations, and other organizations to assist in strategic planning.

The role of the BC EOC within this structure is to support lower-tier municipalities, First Nations, and other organizations, mitigating duplication of effort amongst responding organizations and promoting collaboration to ensure issues are identified, managed, and triaged effectively.

5.4.2. County Emergency Operations Centre staffing and operations

The County Emergency Management Coordinator (CEMC), with oversight from the Emergency Management Program Committee, is responsible for establishing the EOC. *Ontario Regulation 380/04* sets out the requirements for municipalities to have an EOC. To effectively coordinate county emergency response operations, the CEMC shall:

- Formulate, update, and maintain procedures for operating the BC EOC.
- Equip, test, and maintain the appropriate technological and telecommunications systems in the BC EOC to support effective communications and information management.
- Identify appropriate staff to comprise the Emergency Control Group to staff the BC EOC (as dictated by the scope of the emergency) and ensure that sufficient surge capacity exists to respond to large and complex emergencies, including provision for 24/7 staffing.

The BC EOC is led by the EOC Commander and is organized into sections that reflect the Incident Management System. For further details on the BC ECG organizational chart, see Appendix E. For further details on EOC roles, see Appendix F.

5.5. Lower-tier emergency operations centre and emergency control groups

The organization of a lower-tier municipal structure for undertaking emergency response operations will be set out in their municipal emergency response plan. This

organizational structure may include but is not limited to the following centres, as required:

- Municipal emergency operation centre (MEOC)
    - A facility where the municipal emergency control group (MECG) may assemble to manage an emergency. It must have appropriate technological and telecommunications systems to ensure effective communication in an emergency.
- Reception Centre[7]
    - Reception centres are normally located outside the area of the emergency. They are a physical space to which evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required.
- Evacuee Centre
    - A facility to provide shelter, food, and other emergency social services to a group of people who have been evacuated from an area.
- Emergency information centre
    - A designated facility that is properly equipped to monitor and coordinate emergency information activities, including the dissemination of information to the public.

During an emergency, the BC EOC may deploy a county representative to the municipal EOC to act as a link between the two centres (refer to Section 6.8.1).

5.6. First Nations

The County of Bruce recognizes their government-to-government relationship with Saugeen First Nation and Chippewas of Nawash and is prepared to provide assistance where required and if requested. Bruce County Emergency Management will collaborate with FNMI communities to incorporate traditional knowledge and supports that are informed through education, collaboration, and partnerships.

First Nation communities would first respond locally to an emergency. Typically, either the fire chief and/or dedicated emergency manager will coordinator emergency response and recovery.

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[7] Note: for a response to a radiological or nuclear emergency under the Provincial Nuclear Emergency Response Plan (PNERP), “reception centre” has a slightly different definition due to the size of a potential evacuation, and the need for decontamination and monitoring activities.

During an emergency, a First Nation can link with the BC EOC for support if they so choose.

5.6.1. Indigenous Services Canada

Emergency response assistance is provided to First Nations through the Provincial Emergency Operations Centre through an agreement with the Government of Canada, as administered by Indigenous Services Canada (ISC). ISC is the federal government department responsible for working with First Nations and the Province of Ontario on emergency management issues.

During an emergency, ISC provides advice and emergency assistance services within its mandate as requested by the affected province. This is outlined in the ISC Emergency Management Assistance Program.[8]

In the event of property or critical infrastructure damage on-reserve, ISC works with the band Chief and Council to assess the situation, determine the most effective way to repair damage and ensure ongoing program and service delivery to the community. ISC remains in contact with the First Nation until the situation has been thoroughly assessed and addressed.

5.7. Other Supporting Organizations

There are many other organizations in Bruce County that can be involved in emergency response and recovery. These organizations may include:

- Agencies, boards, and commissions that have not been designated under the EMPCA.
- Critical infrastructure owners and operators.
- Non-governmental organizations (NGOs).
- Other counties.

Where these organizations have a direct relationship with a municipal EOC that is actively involved in the emergency, that EOC will have that link. Where there is no clear relationship, or where it is otherwise necessary to expedite information sharing and coordination, the BC EOC may act as the link.

Any municipal EOC that is involved in a response may identify a supporting organization to be linked with the BC EOC. At the discretion of the BC EOC

Commander, the BC EOC will then be responsible for ensuring these organizations are included in coordination and information sharing activities.

6. Emergency Response and Recovery Activities

6.1. Operational Phases

The BC ERP recognizes two progressive and overlapping operational phases: response and recovery.

The phases are consistent with the description provided in the planning basis (section 3). Each of the response phase and recovery phase have distinct purposes, characterized by their associated strategic objectives, as follows:

Response phase: The aim of measures taken during response is to ensure that a controlled, coordinated, and effective response is quickly undertaken at the outset of the emergency to minimize its impact on public safety.

Recovery phase: The aim of measures taken during recovery is to assist individuals, businesses, and communities to return to a state of normalcy. The BC ERP focuses on recovery only where it overlaps response.

These concepts can also be represented graphically, shown in Figure 6-1.

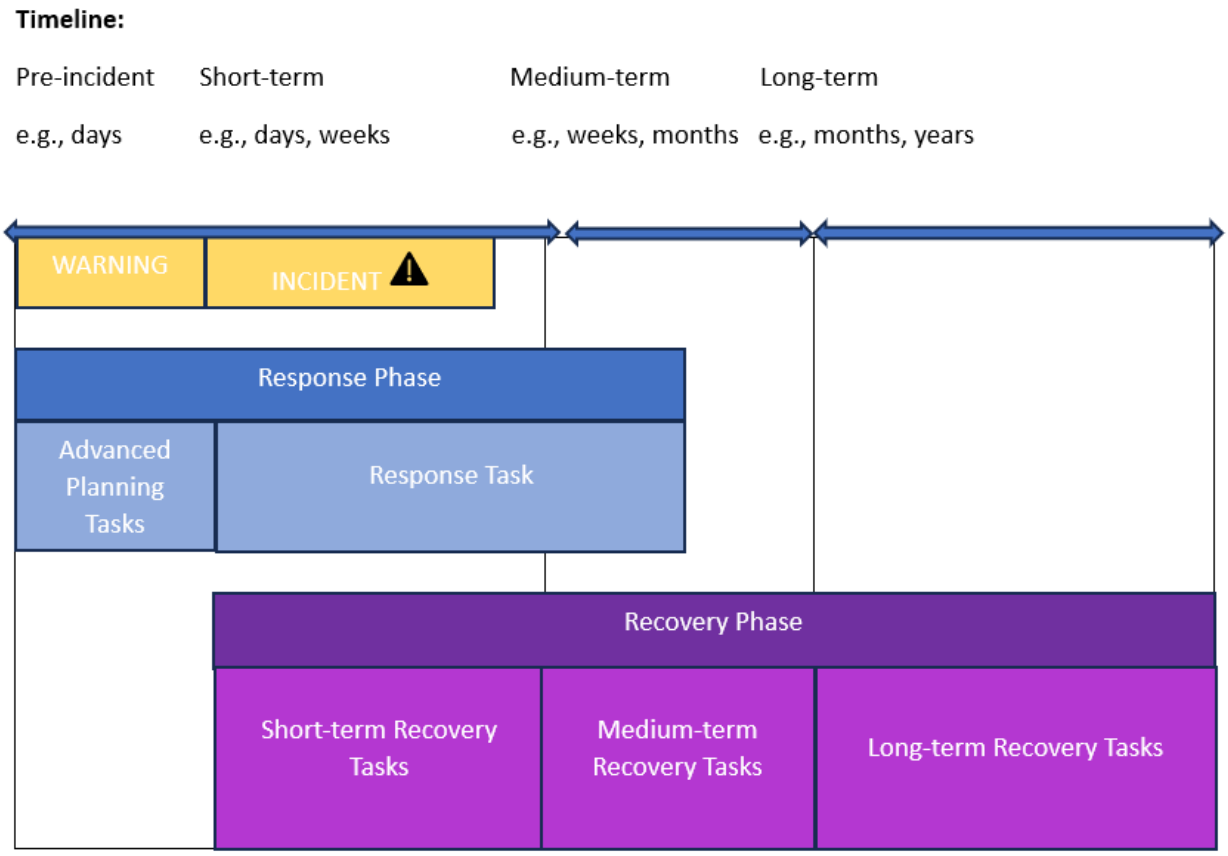


Figure 6-1: Operational Phases

6.1.1. Coordination of Recovery Activities

While the focus of the BC EOC is on response, it is recognized that recovery activities take place concurrently. Where there is an identified need for multi-organization coordination, the BC EOC will lead the coordination of ongoing tasks regardless of whether they are response or recovery.

Coordination of recovery operations by the BC EOC should continue until such time there is no further need for coordination between lower-tier municipalities, all tasks are completed, or overall coordination can be transferred to another organization with jurisdiction and capacity to take on the coordination role.

6.2. Monitoring and Notification

6.2.1. Monitoring for emergencies

In the absence of an emergency, the County response level is always at a state of Routine Monitoring (see Section 6.3 for more details on activation levels).

The County shall monitor various sources of information for potential emergencies in the County. Lower-tier municipalities will monitor for emergencies according to their own emergency response plans.

In some cases, warning may come from outside organizations that have access to scientific/technical methods of predicting floods, forest fires, and severe weather, or from intelligence and threat risk assessment operations. Where reliable prediction is possible, action can be taken before the onset of an emergency. The BC EOC should disseminate any information regarding the emergency it receives to the appropriate stakeholders.

For more details on the BC EOC's information management process, see Section 6.13.

6.2.2. Notification of an Emergency

The BC EOC Commander, shall through the CEMC, maintain a 24/7 reporting point that at a minimum has the capability to receive notifications via phone, email, or fax. In the event of a widespread telecommunications failure, the BC EOC shall also maintain an amateur radio station to be used for notifications once the amateur radio emergency service (ARES) has been activated.

Refer to Section 6.8.2 for further information on BC EOC telecommunications capabilities.

Potential and actual emergencies requiring the coordination of activities between multiple organizations should be reported promptly to the BC EOC by the fastest

means available. Notwithstanding the above general requirement, the BC EOC should be notified in the following instances:

- A lower-tier municipal emergency operations centre is activated.
- An emergency occurs that would exceed a lower-tier municipality's capacity to respond. For the purposes of notification, a community's capacity includes any existing mutual assistance agreements.
- An emergency occurs that requires more than one lower-tier municipality to respond.
- An emergency occurs that would create significant financial impact on the communities in question.
- An emergency occurs that may generate significant public or media interest (including social media).

When notified by a staff member, lower-tier municipality, or organization of an actual or potential emergency, the EOC Commander will determine the appropriate County response level, as described in the next Section 6.3.

6.3. Activation

6.3.1. Overview and Responsibilities

The BC EOC responds to emergencies or potential emergencies according to three levels of operational response. The response level reflects the overall need for a coordinated response on behalf of the County.

The BC EOC response level is not the activation level for each lower-tier municipality. The lower-tier municipalities will activate based on the criteria in their own emergency plans.

The BC EOC Commander is responsible for deciding to raise or lower the County response level.

6.3.2. County Response Levels

The three county response levels are routine monitoring, enhanced monitoring, and activation (shown in Figure 6-2).

The County response level adopted will depend upon the severity of the emergency and the appropriate type and level of staffing required to monitor or respond. The BC EOC Commander may direct a move from any activation level to any other activation level. For example, in fast-developing emergencies, the BC EOC Commander may decide to immediately change the County response level to activation.

6.3.2.1. Routine monitoring

This is the default County response level. The CEMC will monitor the County for potential or actual emergencies through relationships with lower-tier CEMCs and other organizations.

At routine monitoring:

- The BC EOC is not staffed.
- Lower-tier municipalities and other organizations maintain regular communication with county staff.
- The Emergency Information Officer (EIO) will be notified of events that receive or are likely to receive significant media attention.
- The CEMC will continue with Public Awareness and Education information products.

6.3.2.2. Enhanced monitoring

All activities that are carried out at routine monitoring will continue to be carried out at enhanced monitoring.

Enhanced monitoring is for emergencies that require some coordination, planning, and/or monitoring activities, but do not require a full county response. This typically means some combination of:

- A need to conduct contingency planning for a situation where a request for County assistance is anticipated.
- A need to pre-position resources.
- A need to coordinate between a lower-tier municipality, a small number of organizations and other stakeholders.

When the BC EOC first adopts enhanced monitoring, the BC EOC Commander shall:

- Notify appropriate partner organizations of the change in County response level.
- Set an operational period for the BC EOC.
- Initiate the development of an incident action plan (section 6.6.1.4).
- Begin conducting regular event coordination briefings (section 6.6.1.3)

At enhanced monitoring:

- The BC EOC should be staffed with a limited number of personnel according to the needs of the event.
- The BC EOC may request that lower-tier or other organizations that are directly involved assign a liaison to the BC EOC.
- The BC EOC may coordinate the deployment of county staff to liaise with lower-tier municipalities, depending on the needs of the situation.
- The EIO may be activated, at the direction of the BC EOC Commander.
- The EIO shall begin distributing event-specific information products (section 6.7.2).

6.3.2.3. Activation

All activities that are carried out at routine and enhanced monitoring will continue to be carried out at activation.

Activation is for emergencies that require a coordinated response across many organizations and lower-tier municipalities. Additional activities at activation include:

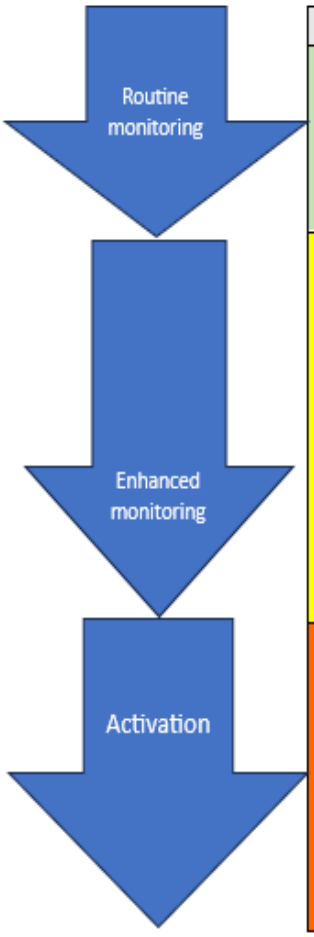
- The BC EOC should be staffed as necessary to carry out assessments of the situation, to initiate response activities and to coordinate the ongoing county operations.
- The BC EOC should request that other organizations and lower-tier municipalities that are directly involved in the response assign a liaison to the BC EOC.
- The BC EOC should deploy County staff to liaise with lower-tier municipalities.
- The EIO shall be activated.

6.3.3. Multiple emergencies

In situations where the County is managing multiple emergencies at once, the BC EOC Commander should direct adoption of a County response level according to the total coordination needs of all active emergencies.

- ❖ The BC EOC Commander may move from any response level to any other response level. For example, in fast-developing emergencies, the BC EOC Commander may decide to immediately adopt “Activation”.

Figure 6-2: County response levels



Indicators for escalation*	BC EOC activities	BC EOC staffing
Non-emergency operations.	**Routine watch and warning activities** • Regular CEMC threat-risk assessments	**Routine staffing** CEMC
Need for contingency planning. Need to pre-position resources. Need to coordinate between lower tier municipality, small number of other organizations and/or stakeholders.	**All activities from "Routine Monitoring" and:** • Operational period set. • Planning cycle started, including the development of incident action plans. • Event coordination briefings.	**Partial staffing** EOC Commander CEMC Scribe Command Staff as required. Section Chiefs and staff as required.
Need to coordinate a County response.	**All activities from "Enhanced Monitoring" and:** • Deployment of county resources coordinated as required (e.g., ESS, T&ES, IT)	**Full staffing** Liaisons for all lower tier municipalities that are involved in the response. All Command Staff. All Section Chiefs and required staff. Other liaisons as required.

6.4. Declarations of Emergency

6.4.1. Duty to respond.

County and lower-tier municipality officials can initiate an emergency response in accordance with their emergency plans, procedures, and other legislated responsibilities without a declaration of emergency under the *EMPCA*.

An official declaration of emergency does not need to be made if normal powers and procedures will suffice.

Declarations of emergency are not required to request aid.

6.4.2. Municipal declaration of emergency

The legal authority for making and terminating a municipal declaration of emergency is set out in the *EMPCA*. A municipal declaration of emergency allows the head of a

municipality to make orders that they feel are necessary to protect property and the health, safety, and welfare of the inhabitants, if orders are not contrary to law.

6.4.2.1. Declaration

County and municipal councils have the authority and responsibility to make county or municipal declarations within the boundaries of their jurisdiction.

6.4.2.2. Termination

The head of a county or municipal council, or a majority of a county or municipal council, have the authority to terminate a county or municipal emergency within the boundaries of their jurisdiction at any time.

The Premier of Ontario has the authority to terminate any county or municipal emergency declarations at any time.

6.4.2.3. Notifications

If the head of council of a county or municipality make a declaration of emergency, they are required to notify the Treasury Board Secretariat as per subsection 4. (3) of the *EMPCA*. The notification should be in the form of a phone call followed by a written notification via email or fax to the Provincial Emergency Operations Centre (PEOC). This notification may be performed by a delegate of the head of council (often the CEMC).

6.4.2.4. Identifying the need to declare.

The Head of Council should consider the need to make a municipal declaration of emergency if the following criteria are satisfied:

1. There is an emergency that requires immediate action to prevent, reduce or mitigate a danger of major proportions that could result in serious harm to persons or substantial damage to property.
2. One of the following criteria exists:
    - Potential evacuation.
    - Immediate or potential prolonged disruption of key services and/or utilities and/or a threat to critical infrastructure.
    - Potential for significant media interest or need for significant public messaging.

6.4.3. First Nation declaration of an emergency

First Nations can declare emergencies that trigger the bilateral agreement for emergency response between Ontario and Canada. An emergency declaration from a First Nation does not have any direct links to provincial or federal legislation. ISC typically requires a band council resolution be made to declare the emergency, but they may verbally declare an emergency if experiencing a telephone or power outage with a band council resolution to follow.

First Nations are advised to notify the PEOC when an emergency declaration is made. The notification should be in the form of a phone call followed by a written notification via email or fax.

The PEOC shall respond to a declaration of an emergency in a First Nation the same way it would respond to a municipal declaration.

6.5. Requests for Assistance

A lower-tier municipality or organization may identify a need for County assistance for several reasons, including:

- A community requires more support than is available under their existing mutual aid/assistance agreements.
- A stakeholder identifies additional activities that need County coordination.

6.5.1. Requests for County Assistance

Lower-tier municipalities can request emergency assistance from Bruce County. First Nations requesting assistance from Bruce County should include ISC on the request.

The County of Bruce shall coordinate requests for assistance by:

- Working with the lower-tier municipality or First Nation to identify and describe the resources and/or capabilities required.
- Working with the lower-tier municipality or First Nation to identify sources for the needed resources or capabilities with considerations for:
    - Availability.
    - Effectiveness in achieving the objective.
    - Cost.
    - Proximity.
    - Existing arrangements (including liability and WSIB protection).

- Identifying length of deployment conditions.

6.6. Coordination

6.6.1. Mechanisms for Coordination

6.6.1.1. Deployment of representatives to the County EOC

The County EOC can support coordination of emergency response between lower-tier municipalities and organizations. The physical site enables the co-location of representatives from many organizations and facilitates a collaborative approach to response.

6.6.1.2. Deployment of County staff to affected communities.

At the lower-tier level, designated emergency responders are responsible for conducting operations within their jurisdiction. In the initial stages of an emergency, Bruce County may communicate directly with lower-tier officials to offer advice and assistance as needed.

During an emergency, a county representative may be deployed to a lower-tier as a liaison, to provide emergency management support, and/or to provide advice. BC EOC is responsible for coordinating the deployment of the County representatives. This representative will frequently be a Human Services Department employee in the role of Emergency Social Services support, but depending on the scale of the emergency additional staff may be requested from the County.

The County representative will not direct any lower-tier response or recovery activities, nor make decisions regarding assistance provided to the community. Advice and assistance at this level typically involves:

- Facilitating contact with other organizations.
- Canvassing other communities to identify resources that might be made available.

If a County representative had been deployed to a lower-tier EOC the County EOC shall communicate with that lower-tier municipality through the deployed County representative.

In circumstances where multiple lower-tier municipalities are simultaneously affected by the emergency, it may not be operationally feasible to deploy a county representative to each municipality.

6.6.1.3. Event coordination briefings

The purpose of an event coordination briefing is to provide a forum for sharing information between multiple responding organizations simultaneously, to:

- Update on current situation.
- Update on major tasks undertaken by each organization.
- Discuss new and ongoing risks.
- Identify potential conflicts.
- Identify new support needs.

Event coordination briefings shall be chaired by the BC EOC Commander or their delegate.

Event coordination briefings should include representatives from each organization that is actively participating in the emergency response, as well as any other organizations that need to be included for situational awareness.

The BC EOC shall hold event coordination briefings at a minimum of once per operational cycle.

Organizations involved in emergency response and recovery should have their own briefings internally and with their own stakeholders as required, outside the BC EOC event coordination briefings. The BC EOC event coordination briefings should not be used to replace internal briefings for participating organizations.

The event coordination briefing is not a forum to solve problems. Once an issue is identified, it should be tasked to one or more organizations and taken offline.

6.6.1.4. Incident Action Plans

The BC EOC shall produce an IMS 1001 Incident Action Plan (IAP) for each operational period that outlines the response coordination strategy adopted by the BC EOC. The IAP should describe the objectives, strategies, and tactics to be implemented by the BC EOC over the next operational period to address the ongoing emergency.

The BC EOC Commander shall approve IAPs.

The BC EOC's IAP informs but does not replace the planning documents of lower-tier municipalities or individual organizations.

In addition to the IAP, the BC EOC also produces dedicated products for information sharing, described in Section 6.7.2.

6.7. Information management and situational awareness

6.7.1. Information collection, confirmation, and analysis

The BC EOC will monitor incoming and outgoing information to ensure the most accurate situational awareness possible.

Information for use as situational awareness can be obtained through various means, and includes, but is not limited to, information related to the:

- Status of the event (locations, photographs, videos, confirmation of verbal reports, Geospatial Information Systems (GIS/geoinformatics, etc.).
- Status of deployed resources (locations, operational cycles, liaison contacts, etc.).
- Status of future operations (challenges, potential gaps, or perceived shortfalls).

Within the BC EOC, all staff, including deployed liaisons, are responsible for:

- Tracking tasks assigned to them, and following up with responsible parties, to maintain accurate situational awareness.
- Maintaining logs of activities performed to ensure continuity of operations across all staff performing that function or role.
- Authenticating operational information, to the fullest extent possible, prior to passing it on to other BC EOC staff.

Liaisons to the BC EOC are additionally responsible for:

- Gathering pertinent information from their respective organizations or municipalities, collating it, and sharing it with BC EOC staff and other stakeholders (as appropriate).

The BC EOC shall have a process in place, as defined in the BC EOC Standard Operating Procedures (SOP), for sharing information with all BC EOC staff. The BC EOC SOP is in Appendix G.

Key information collected, confirmed, and analyzed through the BC EOC information management process should be shared through the BC EOC event coordination briefings (Section 6.6.1.3)

6.7.2. Information Products

The BC EOC is responsible for disseminating information products within the BC EOC and to emergency management stakeholders. The BC EOC is also responsible for

providing information to municipalities not directly involved in the emergency response regarding the county's response to the emergency.

Dependent on the situation, there are various information products that the BC EOC will develop and disseminate to relevant emergency organizations (Figure 6-3).

At the onset of an emergency the BC EOC shall produce and disseminate an IMS 201 Incident Briefing document to provide a summary of the emergency event and initial response. The IMS Incident Briefing document is only produced once for each incident. Thereafter, the BC EOC shall produce and disseminate an IMS 209 Incident Status Summary to provide updates on the situation.

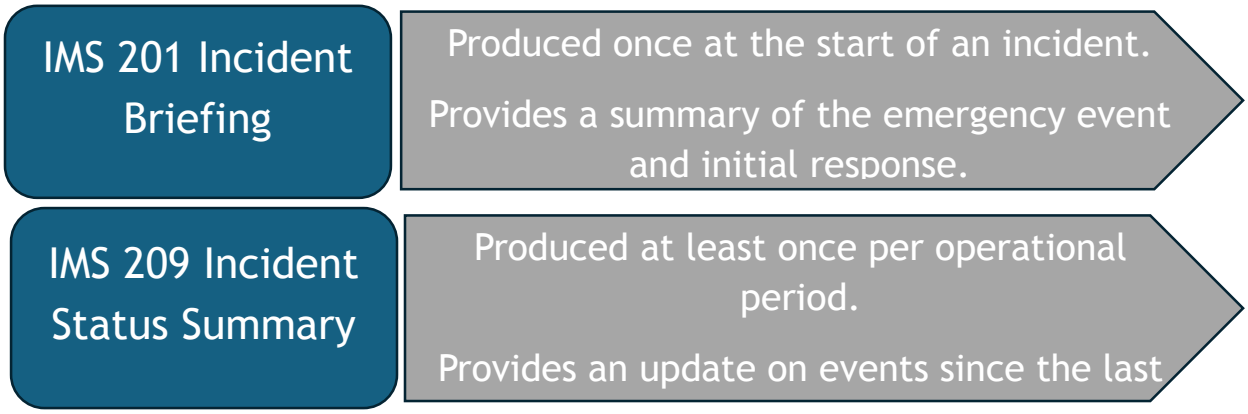


Figure 6-3: BC EOC Information Products

The BC EOC prepares an IMS 1001 Incident Action Plan (IAP) for each operational period to summarize the intended objectives and strategies for that operational period. Refer to Section 6.6.1.4 for requirements regarding IAPs.

A BC EOC information product (whether an IMS 201 Incident Briefing or IMS 209 Incident Status Summary) shall be produced and shared at least once per operational period. Information products can be developed and disseminated more frequently at the discretion of the BC EOC Commander.

Other information products (e.g., maps) will be developed and shared by the BC EOC and other organizations as required.

6.7.3. Protection of Information

It is the responsibility of all BC EOC staff and emergency management stakeholders to protect and disseminate sensitive information in a manner that will prevent security and privacy breaches and protect sources.

It is the responsibility of the "owner" of information to follow those procedures as are required by law to secure and protect information prior to sharing with stakeholders.

It is the responsibility of all recipients of information to protect it in accordance with its classification and to use it only for its intended purpose.

All information that is created by or passes through government organizations, including the BC EOC, is subject to Ontario's *Freedom of Information and Protection of Privacy Act*. Municipalities are also subject to the *Municipal Freedom of Information and Protection of Privacy Act.)* Personal health information is protected by the *Personal Health Information Protection Act*. Other organizations involved in response and recovery may be subject to their own similar legislation.

6.8. Information Technology, Telecommunications and Security

6.8.1. Information Technology

Information technology is equipment or systems for storing, receiving, sending, and processing information. These systems can consist of a wide range of methods, devices, and processes, including, but not limited to fixed and mobile phones, computers, databases, instant messaging systems, voice/video calls, and specialized emergency management software.

The County should work with their IT service providers to conduct regular inspections and tests to confirm functionality and readiness of these systems. IT systems should have redundant power supplies appropriate to their use (e.g., uninterruptible power supplies (UPS) for critical server systems to prevent data loss; standby generators for building power, etc.).

6.8.2. Telecommunications

Telecommunications systems are a subset of information technology. They are used to transmit and/or receive messages over a distance. Telecommunications systems include radio systems (including microwave), fibre optics, satellites, and the internet.

The County and Municipal Emergency Plans should describe how their EOCs are linked via primary and backup telecommunication systems that enable email and transfer emergency information. This type of information should be contained in confidential annexes to prevent its misuse.

The County and lower-tier municipalities should establish primary and backup lines of communication between their EOCs.

The BC EOC Commander shall ensure the BC EOC has appropriate telecommunications systems to ensure effective communication in an emergency. This should include at a minimum:

- Internet access.
- Intranet access.
- Redundant telephone systems.
- Multiple teleconference lines.
- Web-conferencing capability.

The BC EOC Commander should ensure that there is sufficient mobile network coverage in the BC EOC to allow representatives to use mobile phones and other devices.

For redundancy in telecommunications, the BC EOC should maintain an amateur radio station that is operated by trained amateur radio operators from the Auxiliary Communications Service (ACS). The BC EOC amateur radio station is used to communicate with other volunteer radio operators through the Auxiliary Communications Service (ACS). The objective of ACS is to provide a pool of volunteers to provide emergency backup communications.

6.9. Donations Management

Donations in an emergency can include services, funds, and material. Managing donations includes collecting, storing, dispensing, and accounting of donations.

Organizations should exercise care around handling financial donations to ensure that proper accounting controls are in place to prevent fraud and ensure that all applicable laws are followed.

Communities, as the first line of response to an emergency, should plan to identify what types of donations may be needed and then put in place a mechanism to manage them. This may be accomplished by setting up a special team as part of the community's emergency response organization or requesting support from a non-governmental organization (NGO).

There are various NGOs operating in Ontario that often have the capability to manage donations (funds, volunteers, or material). These organizations can provide services such as helping to collect, triage, identify, package, temporarily store, transport, and distribute various types of donations.

Communities should make agreements with NGOs to access donations management services directly.

Bruce County has a Service Agreement with Community Connection/211 Central East Ontario. 211 is available to support **public inquiry** services for a municipality

following an emergency event including enquiries regarding donations. See Appendix H for 211 Notification and Communications Protocol.

Communities should communicate with the public about their donation programs, particularly with consideration for managing donations coming from outside the community. Refer to Section 6.13 for information on emergency information.

6.10. Damage Assessment

Lower-tier municipalities in Bruce County are responsible for conducting their own damage assessments.

The Bruce County EOC depends on lower-tier municipalities and the County Transportation and Environmental Services to provide information on the extent of the damage with the County.

6.11. Volunteer Management

Organizations involved in response and recovery should carefully consider their need for, and the capabilities of unaffiliated volunteer assistance during an emergency. As part of their planning, organizations should consult with legal counsel and the Workplace Safety and Insurance Board to ensure that volunteers receive the proper insurance coverage.

Organizations that are using volunteers should systematically register all those who participate in the emergency response or recovery operations.

Bruce County has a Service Agreement with Community Connection/211 Central East Ontario. 211 is available to support **public inquiry** services for a municipality following an emergency event including enquiries about and registration of volunteers. See Appendix H for 211 Notification and Communications Protocol.

6.12. Protection and Care of Animals

6.12.1. General

Any emergency that affects humans may affect their animals whether these are raised for foodstuff production, kept as companion or service animals or for other purposes, such as in zoos.

Of particular concern is the protection and care of animals during an evacuation. Pursuant to Section 7.0.2 (4) of the *EMPCA*, provincial evacuation orders can include animals under a provincial declaration of emergency.

6.12.2. Responsibility

Communities in Ontario should make provisions for the protection and care of all animals as mentioned above, including those left behind during an evacuation.

Communities should consult with the following provincial organizations for assistance in developing plans for the protection and care of animals:

- The Ministry of the Solicitor General (SOLGEN) has the responsibility of overseeing animal welfare in Ontario.
- The Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) is the provincial lead on farm animal disease (*OIC 1157/2009*), and provides advice on the management of livestock welfare issues.
- The Ministry of Natural Resources and Forestry (MNRF) for issues pertaining to wildlife.

6.13. Emergency information

6.13.1. General

The guiding principle for emergency information operations shall be to provide to the public and to the media prompt, accurate and timely information on the status of the emergency, the measures being taken to deal with it, and actions to be taken by the public in response.

The County and each lower-tier municipality is responsible for having its own emergency information officer who is responsible for acting as the primary media and public contact during an emergency. Each emergency information officer manages emergency information as it pertains to their communities.

Coordination of emergency information during an emergency involving multiple municipalities and organizations should be carried out in accordance with the County of Bruce Communications Plan, developed by the primary County Emergency Information Officer.

The County of Bruce Communications Plan describes how prompt and coordinated information from the county, lower-tier municipalities and other organizations is disseminated to the public, media, other levels of government, emergency response organizations, and when appropriate, private sector organizations.

The County of Bruce Emergency Information Officer will work with lower-tier municipalities and other organizations' Emergency Information Officers to ensure that emergency information on the status of the emergency, the measures being taken to

mitigate it, and actions to be taken by the public in response is accurate and provided in a timely manner. In some instances, a lead spokesperson may be identified.

6.13.2. County Emergency Information

Emergency information tasks are coordinated through the County Emergency Information Officer (BC EIO). The BC EIO is responsible for emergency information and internal communications in consultation with the BC EOC Commander.

When active, the BC EIO is responsible for coordinating the development of emergency information for the media and public at a county level.

The BC EIO is responsible for ensuring that emergency information activities are coordinated between the lower-tier municipalities and the EIOs of other response organizations that are active in the emergency response.

Information shall flow in both directions between the BC EOC Commander, the General Staff, and the Emergency Information Officer to ensure that Command-identified emergency information issues are incorporated into the emergency information messaging and that the EOC is made aware of any issues that may affect the overall response.

The main functions of the EIO include:

- Issue media releases and other information products to the media on behalf of the County that describe the nature of the emergency and the measures that the County is taking to manage it.
- Coordinate media conferences on behalf of the County and provide supportive documents for the County spokesperson(s).
- Monitor media, social media, and the public’s perception of, and reaction to, the situation and keep the BC EOC Commander and lower-tier emergency information officers informed.
- Identify misinformation and counter it with verified and credible information.
- Provide key messages and information to other activated emergency information officers and organizations.

6.13.3. Coordination of emergency information lower-tier municipalities and other organizations

In emergencies where many organizations and jurisdictions are involved in the response every effort should be made to ensure that the information being developed is consistent in content and issued in a coordinated manner.

Municipalities are required under *O.Reg. 308/04* to designate an emergency information officer. The County EIO should liaise with the lower-tier municipal EIO in affected communities.

The County EIO should establish links with the emergency information staff in other organizations involved in response. Consideration should be given to establishing a Joint Information Centre, coordinated by the County EIO, whenever the County adopts a county response level of activation.

6.14. Continuity of operations

The County of Bruce may maintain continuity of operations plan for each department. It is recommended the continuity of operations plan include detailed procedures for maintaining the continuity of services associated with the County departments and recovery strategies in the event there is a disruption to operations in an emergency.

6.15. Finances

6.15.1. Financial accountability

An important aspect of any emergency is the accounting of expenditures. All county departments involved in response and recovery activities shall maintain financial records during the response and recovery. The Finance and Administration Section Chief is responsible for overseeing the maintenance of the financial records.

6.15.2. Ministry of Municipal Affairs and Housing Disaster Recovery Assistance Programs.

The Ministry of Municipal Affairs and Housing (MMAH) administers two programs that provide financial assistance following a sudden, unexpected, extraordinary natural disaster:

- The Disaster Recovery Assistance for Ontarians (DRAO) program is a cost-recovery program that assists homeowners, residential tenants, small owner-operated businesses, farmers, and not-for-profit organizations impacted by a natural disaster. The program is activated by the Minister of the MMAH for a defined geographic area where program eligible costly, widespread damage has occurred. An emergency declaration is not required to activate the program.

  MMAH coordinates a Provincial Disaster Assessment Team (PDAT). The purpose of PDAT is to inform the Minister of MMAH's decision to activate the DRAO program.

  - A PDAT is deployed when additional information is required to inform a recommendation to the Minister of MMAH to activate DRAO. A PDAT

focuses on impacts to private primary residences, small businesses, small owner-operated farms, and not-for-profit organizations.

- The Municipal Disaster Recovery Assistance (MDRA) program reimburses municipalities for extraordinary costs associated with emergency response and repairs to essential municipal property and infrastructure following a natural disaster. Municipalities must have incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three percent of the municipality's Own Purpose Taxation levy. There are other eligibility requirements that a municipality must meet. A municipal emergency declaration is not required to activate the program.

6.15.3. Indigenous Services Canada Emergency Management Assistance Program

On a federal level, ISC has an Emergency Management Assistance Program that aims to help communities that are on-reserve access emergency assistance services. This is in partnership with First Nation communities, provincial and territorial governments and non-government organizations. In addition to emergency management assistance, the program also provides funding to provinces and non-government organizations to support on-reserve emergency management. The Emergency Management Assistance Program reimburses response and recovery activities due to emergencies.

Response organizations that will be recovering costs from the Government of Canada when supporting First Nations' response operations should ensure the expenditures are valid and approved under their respective agreements. ISC representatives are available during emergency response to help determine the appropriateness of expenditures.

7. Plan administration and maintenance

7.1. Training

Under the provisions of the Emergency Management and Civil Protection Act (EMPCA) the County is responsible for conducting emergency management training programs and exercises to ensure the readiness of County employees and other persons to act under their county emergency plan.

Similarly, under the EMPCA each lower-tier municipality is responsible for conducting emergency management training programs and exercises to ensure the readiness employees of the municipality and other persons to act under their municipal emergency response plan.

Members of the County and lower-tier Emergency Control Groups (ECGs) shall complete the annual training as determined by their Community Emergency Management Coordinators.

The BC CEMC shall develop and deliver BC EOC specific training for the BC ECG staff and other representatives who are expected to be deployed to the BC EOC. The BC CEMC may provide advice and assistance to lower-tier CEMCs for the development of their emergency management training programs.

ISC is responsible for the development and delivery of training for First Nations on the development of emergency plans and other emergency preparedness activities.

The BC CEMC may provide advice and assistance to First Nations communities for the development of their emergency management training programs where requested.

7.2. Exercises

The BC ERP should be tested in an exercise on an annual basis.

The BC CEMC is responsible for coordinating a risk-based comprehensive exercise program, consisting of:

- Processes for programming, planning, conducting, evaluating, and reporting on exercises, as well as a corrective action program.
- A range of exercise activities of varying degrees of complexity and interaction.

The BC EOC and lower-tier municipalities should conduct an annual exercise for a simulated emergency incident to evaluate the respective County and municipal emergency plans and procedures. If deemed necessary by the County or lower-tier municipality, following an exercise, the county or lower-tier municipality should revise their procedures and emergency plans accordingly to incorporate post-exercise evaluations and after-action review feedback.

7.3. After-Action Reviews

7.3.1. County After-Action Reviews

The BC CEMC shall conduct a County after-action review after any emergency that has the county response level raised to activation. A county after-action review should be completed within 6 months of the end of termination of response activities.

The purpose of a county after-action review is to examine the performance of the county ECG and the effectiveness of the BC ERP. It will focus on how the county, lower-tier municipalities and other organizations worked with each other, rather than the individual performance of each organization. The review should collect information and feedback from every organization that was active during the emergency.

The conduct of the after-action review shall be commensurate with the level of complexity and impact of the emergency, but could include and combination of the following:

- Documentation reviews (including logs, information products, emails, etc.).
- Online surveys.
- Workshops/facilitated group discussions with individuals and organizations who were involved during the emergency response.
- Interviews with individuals involved in the emergency response.
- Solicitation of written submissions from partner organizations.

This review should be focused on the whole response, and should include at a minimum consideration for:

- A timeline of how the emergency progressed.
- Key decisions made at the county level.
- An evaluation of the effectiveness of the BC ERP.
- Major gaps in county capabilities and any unaddressed liabilities or risks.
- Any best practices that should be carried forward.

After-action review reports should be shared with pertinent organizations for the purpose of self-improvement. Special consideration should be given to prevention, mitigation, and preparedness measures that can be implemented to improve county resilience.

The BC CEMC should share any lessons identified through after-action reports with emergency management stakeholders in the county to support their continuous improvement.

The BC CEMC shall develop a corrective action/improvement plan to address gaps, best practices, and opportunities for improvement identified through these after-action reports.

The BC CEMC shall administer a process to track and report on all corrective action/improvement plans, and report to stakeholders on an annual basis.

7.3.2. Organization-Specific After-Action Reporting

Each organization involved in emergency response should conduct after-action review reports focused on their own organization-specific response and their own emergency plans. All organizations should strive to share lessons from their after-action reviews with others who may benefit from it.

Recommendations specific to the BC ECG and associated procedures are the responsibility of the BC CEMC.

Appendix A

Acronyms and abbreviations

ARES	**Amateur Radio Emergency Service**
BC	Bruce County
CAO	Chief Administrative Officer
CECG	County Emergency Control Group
CEMC	Community Emergency Management Coordinator
DRAO	Disaster Recovery Assistance for Ontarians
ECG	Emergency Control Group
EIO	Emergency Information Officer
EMO	Emergency Management Ontario
EMPCA	Emergency Management and Civil Protection Act
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
ESS	Emergency Social Services
FN	First Nations
GIS	Geospatial Information Systems
HazMat	Hazardous Materials
HIRA	Hazard Identification Risk Assessment
IAP	Incident Action Plan
IMS	Incident Management System
ISC	Indigenous Services Canada
IT	Information Technology
MDRA	Municipal Disaster Recovery Assistance
MECG	Municipal Emergency Control Group

MEOC	Municipal Emergency Operations Centre
MERP	Municipal Emergency Response Plan
MMAH	Ministry of Municipal Affairs and Housing
MNRF	Ministry of Natural Resources and Forestry
NGO	Non-governmental organization
OMAFRA	Ministry of Agriculture, Food and Rural Affairs
O.Reg.	Ontario Regulation
PDAT	Provincial Disaster Assessment Team
PEOC	Provincial Emergency Operations Centre
PERP	Provincial Emergency Response Plan
PNERP	Provincial Nuclear Emergency Response Plan
RAC	Radio Amateurs of Canada
SOLGEN	Ministry of the Solicitor General
SON	Saugeen Ojibway Nation
SOP	Standard Operating Procedure
T&ES	Transportation and Environmental Services
UPS	Uninterruptible Power Supply

Appendix B

Emergency Management - Glossary of Terms

After action report (AAR): A report that documents the performance of tasks related to an emergency, exercise, or planned event and, where necessary, makes recommendations for improvement. (Source: Provincial EM Glossary)

Communications: Advisories, directives, information, and messages that are transmitted. (Source: Provincial EM Glossary)

Community: A generic term referring to groups of residents at the local level, and includes municipalities, First Nations communities and groups of people in unorganized territories. (Source: Provincial EM Glossary)

Continuity of Operations Plan (COOP): A plan developed and maintained to direct an organization's internal response to an emergency. (Source: Provincial EM Glossary)

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

Damage assessment: An appraisal or determination of the effects of a disaster on human, physical, economic, and natural resources. (Source: Provincial EM Glossary)

Declaration of emergency: A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the *Emergency Management and Civil Protection Act*. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community activity. (Source: Provincial EM Glossary)

Municipal declaration of emergency: A declaration of emergency made by the Head of Council of a municipality, based on established criteria. (Source: Provincial EM Glossary)

Designated host municipality: A municipality within the vicinity of a nuclear facility designated responsibilities for a nuclear emergency involving reception and accommodation of evacuees, and for coordination of monitoring and decontamination arrangements.

Designated municipality: A municipality in the vicinity of a nuclear facility which has been designated under the *Emergency Management and Civil Protection Act*, as one that shall have a nuclear emergency plan.

Disaster: A serious disruption to an effected area, involving widespread human, property, environmental and/or economic impacts, that exceed the ability of one or more affected communities to cope using their own resources. (Source: Provincial EM Glossary)

Disaster Recovery Assistance for Ontarians program (DRAO): A provincial disaster financial assistance program which, when activated, supports individuals, small businesses, farmers, and not-for-profit organizations that have expressed damage to or loss of essential property as a result of a natural disaster. For the purposes of the program, a disaster is a sudden, unexpected, extraordinary natural event that causes costly, widespread damage to eligible private property.

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

Emergency Control Group (ECG): A group composed of senior staff and employees of an organization, and other that may be involved in directing that organization's response to an emergency including, the implementation of its emergency response plans and procedures. (Source: Provincial EM Glossary)

Emergency Information: Information about an emergency that can be disseminated in anticipation of an emergency or during an emergency. It may provide situational information or directive actions to be taken by the public. (Source: Provincial EM Glossary)

Emergency Information Officer (EIO): An individual responsible for acting as the primary public and media contact for emergency information requirements. (Source: Provincial EM Glossary)

Emergency Management (EM): Organized activities undertaken to prevent, mitigate, prepare for, respond to, and recover from actual or potential emergencies. (Source: Provincial EM Glossary)

Emergency Management Program: A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, response, and recovery activities. (Source: Provincial EM Glossary)

Emergency Management Program Committee (EMPC): A management team to oversee the development, implementation, and maintenance of an emergency management program. (Source: Provincial EM Glossary)

Emergency Operations Centre (EOC): A designated and appropriated equipped facility where officials from an organization(s) assemble to manage the response to an emergency or disaster. (Source: Provincial EM Glossary)

Emergency Response: Coordinated public and private response to an emergency (Source: Provincial EM Glossary)

Emergency Response Organization: A group (public, private or volunteer), trained in emergency response that may be called upon to respond to an emergency. (Source: Provincial EM Glossary)

Emergency Response Plan (ERP): A plan developed and maintained to direct an organization's external and/or internal response to an emergency. (Source: Provincial EM Glossary)

Evacuee Centre: A facility to provide shelter, food, and other services to a group of people who have been evacuated from an area.

Exercise: A simulated emergency in which players carry out actions, functions, and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response, and recovery capabilities. (Source: Provincial EM Glossary)

Hazard: A phenomenon, substance, human activity, or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. These may include natural, technological, or human-caused incidents or some combination of these. (Source: Provincial EM Glossary)

Hazard Identification: A structured process for identifying those hazards which exist within a selected area and defining their causes and characteristics. (Source: Provincial EM Glossary)

Hazard Identification and Risk Assessment (HIRA): Provides information to support municipalities and Provincial ministries in the fulfillment of *Emergency Management and Civil Protection Act,* Sections 2.1(3) and 5.1 (2).

Incident Action Plan: Within IMS, an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. (Source: Provincial EM Glossary)

Incident Management System: A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications

operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response. (Source: Provincial EM Glossary)

Lower-tire municipality: A lower-tire municipality is the most basic unit of local government and includes townships, towns, and cities with a county or region, but excludes sing tier municipalities. (Source: Provincial EM Glossary)

Mitigation: Actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill. (Source: Provincial EM Glossary)

Municipality: A geographic area whose inhabitants are incorporated under the *Municipal Act*. (Source: *Municipal Act*)

Municipal Disaster Recovery Assistance Program (MDRA): A provincial disaster financial assistance program designed to help municipalities that have sustained emergency response costs, or damage to essential property or infrastructure, as a result of a natural disaster. For the purposes of the program, a disaster is a sudden, unexpected, extraordinary natural event that results in eligible municipal costs equal to or greater than three percent of the municipality's own purpose taxation levy. (Source: MMAH)

Municipal Emergency Control Group (MECG): The Municipal Emergency Control Group operating from the Municipal Emergency Operations Centre is responsible for coordinating municipal emergency response and recovery activities. The Municipal Emergency Control Group usually includes leading community officials, emergency management representatives and other relevant staff.

Mutual aid agreements: An agreement developed between two or more emergency services to render aid to the parties of the agreement. These types of agreements can include the private sector emergency services when appropriate. (Source: Provincial EM Glossary)

Mutual assistance agreements: An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types of agreements could include neighbouring, cities, regions, provinces, or nations. (Source: Provincial EM Glossary)

Non-governmental organization (NGO): An entity with a common interest or focus that is not created by a government but may work cooperatively with governments. (Source: Provincial EM Glossary)

Provincial Nuclear Emergency Response Plan (PNERP): A Cabinet approved emergency response plan for nuclear facility emergencies mandated under the *Emergency Management and Civil Protection Act* and maintained by the Province of Ontario. (Source: Provincial EM Glossary)

Preparedness: Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of an emergency response plan, a business continuity plan, training, and public awareness and education. (Source: Provincial EM Glossary)

Prevention: Actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures or critical infrastructure man. (Source: Provincial EM Glossary)

Private sector: A business or industry not owned by an level of government. (Source: Provincial EM Glossary)

Provincial Disaster Assessment Team (PDAT): A recovery response team that is dispatched to a community to assess damage following a disaster event and to recommend on a financial disaster assistance program for recovery. (Source: Provincial EM Glossary)

Provincial Emergency Operations Centre (PEOC): A fully equipped facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point of contact for the affected municipality and federal interests. (Source: Provincial EM Glossary)

Public sector: All government services at the municipal, provincial and federal levels. (Source: Provincial EM Glossary)

Reception Centre: Usually located outside of the impact zone of the emergency, the reception centre is a place to which evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required.

Recovery: The process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment. (Source: Provincial EM Glossary)

Resilience: The ability to resist, absorb, accommodate, adapt to, transform, and recover from effects of a hazard in a timely and efficient manner. (Source: Provincial EM Glossary)

Resources: These are personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational or support capacities. (Source: Provincial EM Glossary)

Response: The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or services. This may include the provision of resources such as personnel, services and/or equipment. (Source: Provincial EM Glossary)

Risk: The product of the probability of the occurrence of a hazard and its consequences. (Source: Provincial EM Glossary)

Risk assessment: A methodology to determine the nature and extend of risk by analyzing potential hazards and the evaluation of vulnerabilities and consequences. (Source: Provincial EM Glossary)

Severity: The extent of disruption and/or damages associated with a hazard. (Source: Provincial EM Glossary)

Shall: This term is used to specify mandatory requirements. (Source: Provincial EM Glossary)

Should: This term is used to specify recommended practices. (Source: Provincial EM Glossary)

Telecommunications: Is the transmission and/or receipt of messages, for the purpose of communicating over some distance, via a range of technical systems including radio and microwave communications, as well as fiber optics, satellite and the Internet. (Source: Provincial EM Glossary)

Threat: A person, thing or event that has the potential to cause harm or damage. (Source: Provincial EM Glossary)

Vulnerability: The susceptibility of a community, system or asset to the damaging effects of a hazard. (Source: Provincial EM Glossary)

For more information, please contact:

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