



Emergency Management Coordination

Emergency Response Plan 2022

Version 7.0

PUBLIC VERSION

Version Control

Version	Date	Changes	Prepared By	Approved By
1.0	11/30/2016		County of Essex Emergency Management Office	Council
2.0	12/28/2017	IMS Implementation, CCG List	County of Essex Emergency Management Office	Council
3.0	2018	IMS Structure, IMS Identification, Emergency Response Levels, Annex 2	County of Essex Emergency Management Office	Council
4.0	2019	COE CCG Update, COE Flood Plan Annex 1	County of Essex Emergency Management Office	Council
5.0	2020	COE CCG & Support Group Update COE Pandemic Plan Appendix 2	County of Essex Emergency Management Office	Council

Version	Date	Changes	Prepared By	Approved By
6.0	2021	COE Control Group & Support Group Update	County of Essex Emergency Management Office	Council
7.0	2022	IMS 2.0 Update Extreme Temperature Plan Annex Town of Amherstburg Nuclear Emergency Response Plan	County of Essex Emergency Management Office	County Council

Acronyms

Acronym	Description
CAO	Chief Administrative Officer
CCG	County Control Group
CEMC	Community Emergency Measures Coordinator
CFO	Chief Financial Officer
CISM	Critical Incident Stress Management
CSA	Canadian Standards Association
EIO	Emergency Information Officer
EMCPA	Emergency Management and Civil Protection Act
EMO	Emergency Management Ontario
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
ERCA	Essex County Region Conservation Authority
ERP	Emergency Response Plan
FRP	First Response Protocol
HIRA	Hazard Identification and Risk Assessment
HR	Human Resources
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMS	Incident Management System

Acronym	Description
IMT	Incident Management Team
OHWR	Ontario Health West Region
MECG	Municipal Emergency Control Group
MOH	Medical Officer of Health
NGO	Non-Governmental Organization
OFMEM	Office of the Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
PERT	Provincial Emergency Response Team
PTSD	Post-Traumatic Stress Disorder
UCS	Unified Command System
URS	Unified Response Structure
WECHU	Windsor Essex County Health Unit
WSIB	Workplace Safety and Insurance Board

Table of Contents

Emergency Response Plan 2022.....	0
Version Control.....	1
Acronyms	3
1.0 Overview.....	9
1.1 Purpose.....	9
1.2 Emergency Response Plan	9
1.3 Legal Authorities.....	10
1.4 Aim.....	10
1.5 Application.....	11
2.0 Declaration of an Emergency	11
2.1 Local Municipal Emergency Declaration.....	11
2.2 Request for Assistance	11
2.3 County of Essex Emergency Declaration	12
2.4 Termination of an Emergency.....	15
2.5 Notification and Declaration and Termination.....	15
2.6 Emergency Notification Systems and Implementation.....	15
2.7 Emergency Operations Centre (EOC).....	16
3.0 County Control Group (CCG).....	17
3.1 County Control Group Membership Table 2 – County Control Group Membership	17
3.2 Role of CCG	18
4.0 Incident Management System (IMS)	19
4.1 IMS Basic Incident Management System Structure Flow Chart.....	19
4.2 IMS Overview.....	20

4.3	Operational Period	21
4.4	Incident Action Plans (IAP).....	22
4.5	Incident Command (Site).....	22
4.6	Responsibilities of Incident Command.....	23
4.7	Emergency Operations Centre CCG Personnel Support.....	24
4.8	Relationship between CCG and Incident Commander	25
4.9	Relationship between Incident Commander and the UnifiedResponse Structure	25
4.10	Response Goals	25
4.11	Detailed IMS/Incident Management System EOC StructureFlow Chart ..	26
5.0	EOC Command/Director	27
5.1	Command.....	27
6.0	EOC Command Staff	29
6.1	Safety & Risk Management Officer	29
6.2	Emergency Information Officer	30
6.3	Liaison Officer	30
7.0	EOC General Staff.....	31
7.1	Operations Section.....	31
7.2	Logistics Section.....	31
7.3	Planning Section	32
7.4	Finance & Administration Section	33
7.5	Public Information and Management Section	33
8.0	EOC Support Staff	35
8.1	Emergency Measures Coordinator/Community Emergency Management Coordinator.....	35

8.2	Police Coordinator.....	36
8.3	County Fire Coordinator.....	37
8.4	County Engineer/Infrastructure Director (Public WorksCoordinator)	38
8.5	Health Services Coordinator (Medical Officer of Health)	39
8.6	Emergency Medical Services Coordinator (Chief of LandAmbulance/EW-EMS).....	40
8.7	Emergency Social Services Coordinator (Social ServicesSenior Representative).....	41
8.8	Human Resources Director.....	42
8.9	Support and Advisory Staff/Policy Group.....	43
9.0	EOC Technical Support Staff	43
9.1	Director of Finance/Treasurer is responsible for:	44
9.2	The Solicitor for the County/Member of Policy Group is responsible for: .	45
9.3	The representative(s) of the Essex Region ConservationAuthority and/or Lower Thames Valley Conservation Authority is responsible for:	45
9.4	School Board Representatives are responsible for:	45
9.5	Administrative and IT/GIS Staff will be required for:	46
9.6	Ontario NGO Alliance may provide any or all of the followingservices: ..	47
9.7	EMO St. Clair Sector Field Officer or Alternate andProvincial Ministry Officials	47
9.8	The Facilities Manager:	48
9.9	Essex Windsor Solid Waste Authority.....	48
9.10	Other Officials, Technical Experts or Representatives areresponsible for: 49	
10.0	Recovery Plan	49
10.1	General	49

10.2	Organization	50
10.3	Recovery Strategy	51
10.4	Committee Responsibilities	51
11.0	Plan Maintenance and Revision.....	52
11.1	6.1 General.....	52
11.2	Annual Review.....	53
11.3	Testing the Plan.....	54
11.4	Department and Support Agencies Responsibilities.....	54

1.0 Overview

1.1 Purpose

The Emergency Management and Civil Protection Act (EMCPA) defines an “emergency” as a “situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, disease or other health risk, an accident or an act whether intentional or otherwise”.

The County of Essex has developed an Emergency Management Program consistent with the requirements of selected best practice benchmark, the Canadian CSA Z1600 Standard on Emergency Management and Business Continuity Programs, along with other best practices standards, guidelines, recommendations and the applicable mandatory regulations.

The Program is based on the County of Essex Hazard and Identification Assessment (HIRA), which is completed annually to reflect changing risk levels and vulnerabilities.

While many emergencies could occur within the County of Essex, the most likely are: floods, erosion, Pandemic/Infectious Disease, tornadoes, winter storms, extreme temperatures, transportation accidents involving motor vehicles, aircraft or railcars, hazardous materials, major fires, radiation hazards or any combination thereof. Based on the HIRA and critical infrastructure reviews by the Emergency Management Program Committee (EMPC) on a regular basis, other contingency plans may be developed and form part of this Plan to enhance emergency procedures.

The Corporation of the County of Essex consists of seven municipalities: Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, and Tecumseh. The County of Essex recognizes that the stand-alone communities of the City of Windsor, Township of Pelee Island and Caldwell First Nation exist within its borders and is at all times willing and prepared to assist and support these communities during an emergency.

1.2 Emergency Response Plan

This Plan has been prepared to provide key officials, agencies and departments within the County of Essex with general guidelines for the initial response to a major emergency. For the Plan to be effective, it is important that everyone involved in an emergency be made aware of the policies and guidelines within the Plan and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency.

In addition, it is important that residents, businesses and any visitors be aware of the Plan and its provisions. Copies of the County of Essex Emergency Management Plan may be viewed at the County Administration Building (Civic Centre, 360 Fairview Ave, W, Essex, ON), County of Essex libraries, and on the County of Essex Website.

1.3 **Legal Authorities**

The legislation under which the County and its employees are authorized to respond to an emergency include:

The Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9 and Ontario Regulation 380/04

The EMCPA states that:

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

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

As enabled by the Emergency Management and Civil Protection Act, this emergency response plan and its elements have been:

- A) Issued under the authority of the County of Essex By-law #2020-54;
and
- B) Filed with Emergency Management Ontario (EMO) currently part of the Treasury Board Secretariat of Ontario. (formerly under SOLGEN)

1.4 **Aim**

The aim of this Plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to protect the health, safety and welfare of the inhabitants of the County of Essex when faced with an emergency.

This Plan is intended to support local municipal emergency response efforts. It should be understood that the County of Essex (CCG) may be activated to support a number of municipalities during an emergency situation as required by the magnitude and severity of the event or incident. By way of examples, emergency situations might arise which affect or threaten three or more Municipalities, impact County of Essex Critical Infrastructure, resources and staff, or involve the deployment of county resources.

1.5 Application

All elected or appointed municipal officials of the Corporation of the County of Essex have an obligation to be fully aware of the contents of this Emergency Plan and must be prepared, at all times, to carry out the functions and responsibilities assigned to them.

2.0 Declaration of an Emergency

When an emergency exists or appears imminent, but has not yet been declared, County employees may take such action(s) under this emergency response plan as may be necessary to protect the lives and property of the inhabitants, along with the environment of the County of Essex.

2.1 Local Municipal Emergency Declaration

The Mayor or Acting Mayor of a Local Municipality, as Head of the Council, is responsible for declaring that a Municipal emergency exists within the boundaries of that Municipality. This decision is made in consultation with other members of the Municipal Emergency Control Group (MECG).

Upon such declaration, the Mayor notifies:

- The Local Municipal Council
- The Solicitor General through the Duty Officer at the Provincial Emergency Operations Centre (PEOC);
- The Warden of Essex County

2.2 Request for Assistance

A local municipality may request assistance from the County at any time by contacting the County Warden, CAO or Emergency Measures Coordinator/CEMC. The request shall not be deemed to be a request that the County assume authority and/or control of the emergency.

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. Such a request can be made by contacting Duty Officer at the Provincial Emergency Operations Centre. Depending upon the nature and extent of the emergency, EMO will deploy an EMO St. Clair Sector Field Officer/Alternate or a Provincial Emergency Response Team (PERT) to provide immediate advice and assistance. Whether or not assistance might be requested from the Province of Ontario, it is strongly advised that EMO PEOC Duty Officer be notified and updated on any emergency incident that occurs within the area.

Provincial Notification and/or Assistance:

EMO PEOC Duty Officer (24/7) Fax 1-416-314-6220 1-866-314-0472
 peocdo1@ontario.ca
 O.P.P Duty Officer (alternate) 1-705-329-6950

2.3 County of Essex Emergency Declaration

The Warden or Acting Warden, as Head of County Council, in consultation with the CAO and members of the County Control Group is responsible for declaring that an emergency exists within the boundaries of the County of Essex.

Table 1 illustrates the escalation of the emergency management response levels as a guide to be used before, during and following emergencies. Each level signifies the variation of the impact to the community caused by the major incident or emergency.

Table 1 – Emergency Response Levels for County of Essex

Response Level	Actions	Criteria	Examples
Normal Operations	Normal response by operating departments and responders	Routine operations	Small car accident, isolated flooding, small power outage, house fire

Response Level	Actions	Criteria	Examples
Level 1: Local MCEG monitoring level	<ul style="list-style-type: none"> ▪ Key members of local Municipal Control Group (MCEG) notified ▪ Local MCEG monitors ▪ Notification of all Community Emergency Management Coordinators (CEMCs) in County of Essex 	<ul style="list-style-type: none"> ▪ Incident contained within one Local Municipality ▪ First Response Protocol (FRP) maybe activated ▪ Minor impact to citizens and environment ▪ Contained within inner perimeter ▪ Minor impact on resources 	<p>Apartment fire with displacements, contained hazmat,boil water advisory, active threat from person(s), helicopter crash</p>
Level 2: Partial notification / activation local MCEG County of Essex CEMC Monitoring	<ul style="list-style-type: none"> ▪ Local MCEG notified and on standby, key members of Local MCEG may convene ▪ Notification of all CEMCs in County of Essex ▪ County Control Group (CCG) may be notified ▪ PEOC may be notified 	<ul style="list-style-type: none"> ▪ Incident contained within one Local Municipality ▪ First Response Protocol (FRP) maybe activated ▪ Significant impact to citizens, property and environment beyond the outer perimeter ▪ Significant media attention ▪ Significant demand on resources ▪ May affect multiple buildings 	<p>Chemical spill, multiple fire locations, multiple suspects/active threat on the move, city/township wideboil water advisory, isolated communicable disease outbreak</p>

Response Level	Actions	Criteria	Examples
Level 3: Full activation local MECG (County of Essex Enhanced Monitoring or Partial Activation of CCG)	<ul style="list-style-type: none"> ▪ Local MECG convened ▪ Notification of all CEMCs in County of Essex ▪ County of Essex CCG notified and on standby monitoring or partial activation ▪ May require Local Municipal emergency declaration ▪ PEOC notified 	<ul style="list-style-type: none"> ▪ Incident contained within one Local Municipality ▪ Possible activation reception/evacuation centre(s) ▪ Major impact to citizens, property and/or environment beyond the outer perimeter ▪ Major media and/or public interest ▪ Major demand on resources ▪ Multiple buildings/incidents 	<p>Ice storm, tornado, chemical spill, commercial airliner crash, train derailment, large propane explosion, pipeline leakage, potable water emergency, epidemic, terrorism, large scale flood</p>
Level 4: County of Essex Full CCG Activation	<ul style="list-style-type: none"> ▪ County of Essex CCG convened ▪ Notification of all CEMCs in County of Essex ▪ Local MECGs may continue to be in operation ▪ May require County and/or Local Municipal emergency declaration 	<ul style="list-style-type: none"> ▪ Exceeds Local Municipal resources and capabilities ▪ May affect three or more Local Municipalities ▪ Possible activation reception/evacuation centre(s) ▪ Major impact to citizens, property and/or environment ▪ Major media and/or public interest ▪ Multiple sites/incidents ▪ The emergency affects or threatens ▪ County facilities or services 	<p>Level 4 example that:</p> <ul style="list-style-type: none"> ▪ Impact more than three Local Municipalities; or ▪ Is contained within one Municipality but has major County-wide impact; or ▪ Impacts County services/facilities

Response Level	Actions	Criteria	Examples
	<ul style="list-style-type: none"> ▪ PEOC notified 	<ul style="list-style-type: none"> ▪ Request for regional EOC 	

2.4 Termination of an Emergency

The following persons are authorized to terminate the emergency:

- The County of Essex Warden or Acting Warden/Head of County Council;
- The County of Essex, County Council; or
- The Premier of Ontario

2.5 Notification and Declaration and Termination

Upon declaration and termination of an emergency, the County of Essex Warden, Acting Warden or Head of County Council or County Council notifies the following persons:

- The Mayor(s) or Acting Mayor(s) of affected Local Municipality(s)
- The Solicitor General by fax and phone through the Duty Officer at the Provincial Emergency Operations Centre (PEOC) or the OPP Duty Officer
- County Council

2.6 Emergency Notification Systems and Implementation

The members of the County Control Group will be alerted and placed on standby, or the County of Essex Emergency Response Plan/ERP may be activated under the following conditions:

- When the Head or Heads of a Municipal Emergency Control Group(s) request assistance and indicate whether or not the County is being asked to aid or to facilitate a regional EOC operation (This does not mean that the local municipality or municipalities give up control of the emergency incident).
- When an emergency cannot be defined as a local emergency, the County of Essex ERP shall be activated;
- When County facilities are threatened or an extraordinary

demand is placed on County resources, the County of Essex ERP shall be activated;

- When a widespread, far-reaching emergency incident is encountered such as a Pandemic, or an environmental disaster, the County of Essex ERP shall be activated.

The CCG may be alerted to an emergency situation by the Head of a Municipal Emergency Control Group, member of the CCG, or emergency response agency. To notify the County Control Group the following procedure will be used to alert or activate its members:

- A request for assistance shall be made to the Warden, CAO or the Emergency Operations Centre (EOC) Director/Command, Operations Manager, or Emergency Measures Coordinator
- When notified, the Warden, CAO or EOC Director/Command, Operations Manager, or Emergency Measures Coordinator who is notified shall contact the other two;
- The Warden, CAO or EOC Director/Command, Operations Manager, and Emergency Measures Coordinator/CEMC shall monitor the situation;
- After monitoring the situation if it is deemed that the CCG should be alerted and placed on stand-by, or the County Emergency Plan should be activated, the members of the CCG shall be notified as follows:
 - o Through Corporate notification system: Everbridge Notification System

2.7 **Emergency Operations Centre (EOC)**

The Emergency Management and Civil Protection Act states, in part, that

- a) Every municipality shall establish an emergency operation centre to be used by the municipal emergency control group in an emergency. O. Reg. 380/04, s. 13 (1).
- b) The emergency operations centre must have appropriate technologies, telecommunications systems and a “Telecommunications Plan” to ensure effective communication in an emergency. O. Reg. 380/04, s. 13 (2).

This Emergency Response Plan provides for the designation of a primary County Emergency Operations Centre (EOC) and alternate location, or secondary EOC should such facilities be required. If these two locations cannot be accessed, a third option would be to utilize a tertiary location.

3.0 County Control Group (CCG)

A County emergency response will be coordinated by a County Control Group (CCG) consisting of officials who are responsible for providing essential services necessary to minimize the effects of an emergency in the County.

The membership of the CCG is listed below. Listed to the right of the official's title is the capacity in which the official is to assist with the CCG.

3.1 County Control Group Membership

Table 2 – County Control Group Membership

CCG Member	Responsibility
Municipal Government Representative	Warden of the County of Essex or Alternate
Emergency Operation Centre Command/Director	Chief Administration Officer or Alternate
Liaison Officer	Clerk or Alternate
Safety & Risk Management Officer	Manager Health and Safety or Alternate
Emergency Information Officer	Manager Corporate Communications or Alternate
Legal	County of Essex Control Group and Legal Advisor/Counsel
Operation Section Chief	Dept. Head or Alternate
Planning Section Chief	Dept. Head or Alternate
Logistics Section Chief	Dept. Head or Alternate
Finance Section Chief	Dept. Head or Alternate
Emergency Measures Coordinator/CEMC	CEMC or Alternate(s)

Corporation of the County of Essex Emergency Operations Centre adopts the Incident Management System (IMS) Colour identification system as set out in the Province of Ontario IMS Doctrine.

Commander, Command Staff, and General Staff will wear a “Coloured Vest” with Function I.D. name on the back.

Table 3 – IMS Colour Identification

Function I.D	Colour	Colour Description
EOC Commander & Command Staff (EIO, Liaison Officer, Safety & Risk Manager)	Green	Green
Operations Section Chief	Red	Red
Planning Section Chief	Blue	Blue
Logistics Section Chief	Yellow	Yellow
Finance & Administration Section Chief	Grey	Grey
Legal	Purple	Purple
Public Information	Lavender	Lavender

All other management, alternates, scribes and staff will be identified by lanyards with a Tag and Function I.D. and name.

3.2 Role of CCG

The role of the CCG is described as ‘strategic’ in contrast to the ‘tactical’ role of the Emergency Site Management Team. Strategic response is planned to address the longer term and considers a broader scope than the immediacy of site management and response. The CCG should support the Incident Commander (IC) by providing the human and material resources needed at the site. The CCG is mandated to address the ongoing or potentially expanding threat(s) to the broader community, including the health, safety and well-being of persons, property, infrastructure, essential services, the environment, the local economy and to instill a level of confidence in the public.

In this role, the CCG is also responsible for ensuring the continued delivery of services in areas of the county that are not affected by the emergency. In addition to providing logistical support and media relations, the CCG functions also include the coordination of support from external agencies, whose involvement may be necessary. The CCG, operating within emergency management guidelines developed by the county, is also mandated to consider the long-term implications of the emergency and what will be required over the next few hours, days or months, including the implementation of a recovery plan and the development of strategies to meet its objectives.

Additional personnel called or added to the CCG may include support and advisory members such as representatives from EMO, OFMEM, OPP, ERCA, LTVCA other provincial ministries, other officials or technical subject matter experts from the public or private sector as deemed necessary.

The CCG may function with only a limited number of persons depending upon the type, scale and impact of the emergency. While the CCG may not require the presence of all persons listed as members of the control group, all members of the CCG must be notified.

4.0 Incident Management System (IMS)

The County of Essex Emergency Response Plan, adopts the principles and structure of the existing Incident Management System/Incident Command System in Ontario and used by other public, private and international emergency response partners in the region. The Canadian Standards Association/CSA Z1600 Canadian Standard establishes a common set of criteria for Emergency Management and Continuity Programs the latest version published in 2017, although it is non-binding it is clearly consistent with IMS doctrine.

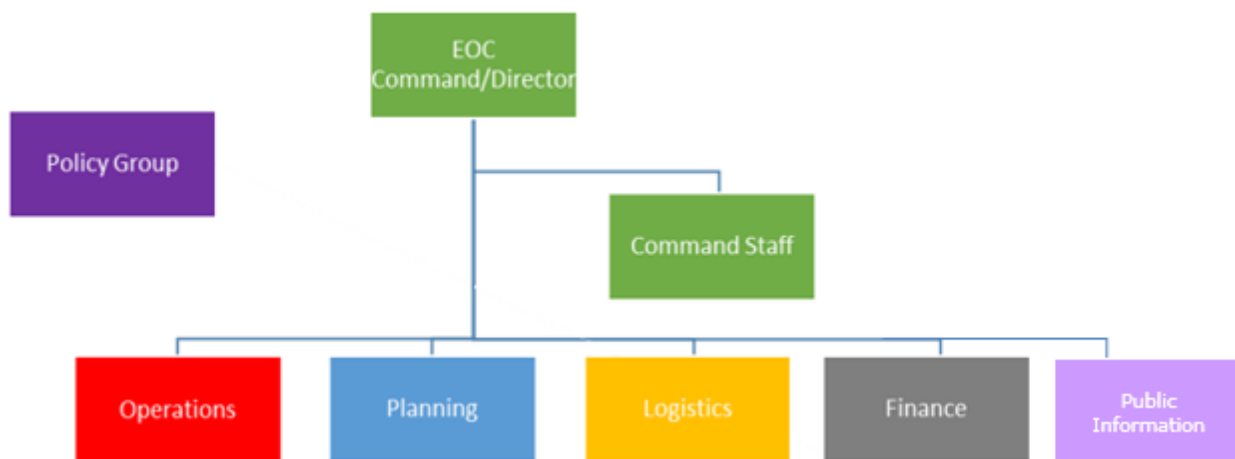
Under section 6.2.3 Incident Management System states further under 6.2.3.1 the organization shall establish an Incident Management System to direct, control and coordinate response, continuity and recovery activities, and 6.2.3.2 the organization shall assign specific organizational hierarchy, roles, and responsibilities for each incident management function. The County of Essex CEMC has provided training, position role and responsibilities sheets and files for each specific section and/or role outlining those functional roles and responsibilities before, during and after an incident response and/or EOC activation.

4.1 IMS Basic Incident Management System Structure Flow Chart

The following diagram represents the **Basic Incident Management System Structure** that may be used in an Emergency Operation Centre

during simple to complex emergency situations. This model may be used with or without the declaration of an emergency. In the Emergency Operation Centre, the Head of Council and/or their alternate may fill the role of Command/EOC Director or may appoint an appropriate designate such as the CAO.

Figure 1: County of Essex IMS Flow Chart See Below:



4.2 IMS Overview

For most emergencies, the local municipality(s) and county response personnel are well equipped to manage and mitigate an emergency. However, some incidents may become large enough to strain or even exhaust municipal emergency response resources. In other incidents, the decision from municipalities to secure outside resources may require additional financial resources of the County. Under such circumstances, a decision should be made to activate the County Emergency Response Plan and the County Emergency Operation Centre. During such times a coordinated and unified response to an emergency situation involving both an emergency site Incident Command and the Emergency Operation Centre’s (EOCs) will be required. In these situations, the Incident Command System (ICS) and Incident Management System (IMS) along with a Unified Response Structure will be used to control and manage the emergency incident.

Emergency Operations Centre upon being notified of an emergency situation, the members of the County Control Group (CCG) will assemble at the designated Emergency Operations Centre (EOC). Members will be advised of the location of the Emergency Operation Centre, primary or secondary, when notified to assemble. All members and support staff will check in (IMS Form 211) upon arrival at the EOC to pre-designated locations based on functional role assignments. Members and staff will be trained on

the procedures and location of the check-in.

It is important to note that the five key Functions; Command, Operations, Planning, Logistics, and Finance of the IMS/ICS system are consistent throughout the Planning, Preparedness, Emergency Response, Mitigation, and the Recovery stages of Emergency Management.

The following seventeen standard principles provide guidance to implementation of the key functions:

1. Interoperability
2. Standardization
3. Simplicity and flexibility
4. Management by objectives
5. Applicability
6. Standard terminology
7. Modular and scalable organization
8. Integrated communications
9. Consolidated incident action plan (IAP)
10. Span of control
11. Utility and command
12. Accountability
13. Designated incident facilities
14. Comprehensive resource management
15. Inter-organizational collaboration
16. Information management
17. Sustainability

4.3 Operational Period

The CCG members will establish an operational period. This period will consist of specified planning meeting times, duration between planning meetings and work schedule. The operational period may be referred to as the operating or business cycle.

Operational/ Planning meetings are the most important step in the operational period. Equally important is that the meetings be brief, focused and plan oriented. The purpose of the Operational Meeting is to hear updated information on the emergency response with the goal of preparing

an Incident Action Plan to be implemented by Command with the assistance of Command staff and designed by the Planning Section. The plan must be approved by Incident Command and communicated to everyone at the end of each operation business cycle meeting.

4.4 Incident Action Plans (IAP)

Every incident must have an Incident Action Plan (IAP) that may be spoken or written. It provides all incident supervisory personnel with emergency response objectives; strategies; tactics; and directions for achieving them. It may also include (among others) resources, structures, as well as safety, medical and telecommunications instructions.

The Incident Action plan is developed for each operational period to achieve three overarching goals in priority order:

1. Provide Life Safety Measures to Protect All Responders, Save Lives and Protect all Citizens in the Community.

2. Stabilize and Control the Emergency Incident.

3. Protect the Environment and Property.

The steps in the IAP process form the planning 'P' and include:

1. Assess situation – obtain situation reports from involved agencies
2. Identify goals and objectives of the response
3. Assign priorities
4. Assign tasks
5. Consider resource needs
6. Finalize plan, approve and implement
7. Monitor plan – future meeting

4.5 Incident Command (Site)

Although the County will most likely not have an Incident Command Post (ICP), the county will assist and provide support by addressing the needs and requests of the Incident Commander of a single municipal ICP or several municipal ICPs based on the scale of the emergency.

Background information on what is an Incident Command Site and who an Incident Commander is:

The Incident Site Commander from the first agency or lead agency will identify the Incident Command Post/ICP at the emergency site and this person/agency will assume the overall organizational responsibility at the emergency site for all agencies involved. In this situation each agency involved at the site will appoint a Chief or Site Manager to facilitate the decision-making process. Responsibility for Incident Command may change from one organization or jurisdiction to another or to a Unified Command structure based on required expertise or the scale of the incident.

In large municipal emergencies, where this plan is activated, a Unified Response Structure comprised of the head officials from the key agencies involved in the emergency will be used for the response. The agencies involved in the response may be added or scaled back depending upon the type of emergency and its severity. For example, in a flood situation it may include Public Works, Essex County Region Conservation Authority (ERCA), Fire, Police and community support agencies such as Victim Services and Red Cross. During a fire it may include Fire, Police and Ambulance.

Each agency at the emergency incident will be responsible for appointing a representative such as a Chief or Site Manager/Incident Coordinators to participate in the Unified Response Structure. Should the Municipal Emergency Control Group be assembled to support and assist with managing the Incident Response, the Incident Commander will ensure that the EOC and its Director/Command is advised who is the current Incident Commander or Unified Command and what departments and agencies are included in the Unified Response Structure.

4.6 Responsibilities of Incident Command

Incident Command is responsible for the overall coordination of all operations at the emergency site.

- Assess the situation
- Establish appropriate Communications
- Ensure the health and safety of all persons at the emergency site
- Ensure that objectives, priorities, tasks and tactics are established to contain and mitigate the emergency situation
- Establish an Incident Command Post

- Consulting and coordinating with Chiefs to establish an inner and outer perimeter around the emergency site, as required
- Ensuring that all are aware of personnel, material and equipment available to mitigate the emergency situation
- Maintaining a communications link with the Senior Municipal Official and the EOC Director/Command at the Emergency Operations Centre
- Coordinate with key personnel and officials
- Coordinate the activities of the Chiefs or Site Managers/Incident Coordinators in the Unified Response Structure
- Appointing an On-site Media Spokesperson upon consultation with the Senior Municipal Officer and the County Control Group, as required
- Appoint a scribe as needed
- Ensuring that all responsible organization commanders meet on a regular basis to update each other on individual organization actions and progress made, to share information, to set common priorities, to set common objectives and determine what additional resources may be required
- Understanding the laws and policies that may be considered during the incident management or recovery from the emergency.
- Terminate the Emergency and advise the County Control Group of the termination.

4.7 Emergency Operations Centre CCG Personnel Support

For emergencies that continue over a long period of time, a shift system for staffing the COE EOC may be necessary. In such circumstances, provisions should be made for the successful transfer of information between shifts. Where an emergency impacts transportation in the community, provisions may need to be made for sleeping quarters and meal service within the EOC. It is recommended that any county staff whose emergency roles include working in the EOC be surveyed to determine if any limitations or restrictions to their availability exist as a result of physical impairments,

childcare or caregiver responsibilities, special dietary requirements or other considerations.

4.8 Relationship between CCG and Incident Commander

Depending upon the nature of the emergency, and once the Incident Commander has been assigned, the CCG relationship with the IC is to offer support with supplies, equipment, staff and other resources as required. Particular emphasis must be placed upon reliable and effective communications being established between the EOC Director, CCG and the IC at the site Incident Command Post (ICP).

The CCG must also ensure the normal or near-normal provision of essential municipal services throughout the duration of the emergency and during the recovery period afterwards.

4.9 Relationship between Incident Commander and the Unified Response Structure

The senior representative for each emergency service (police, fire, EMS, public works) at the emergency site will consult with the IC, so as to offer a coordinated, unified and effective emergency response.

Regular briefings will be held at the site and chaired by the IC so as to establish the unified response structure or process which will be implemented to control, manage and resolve the emergency incident.

4.10 Response Goals

The following is a list of response goals in order of priority that are applied to all emergency situations or disaster incidents:

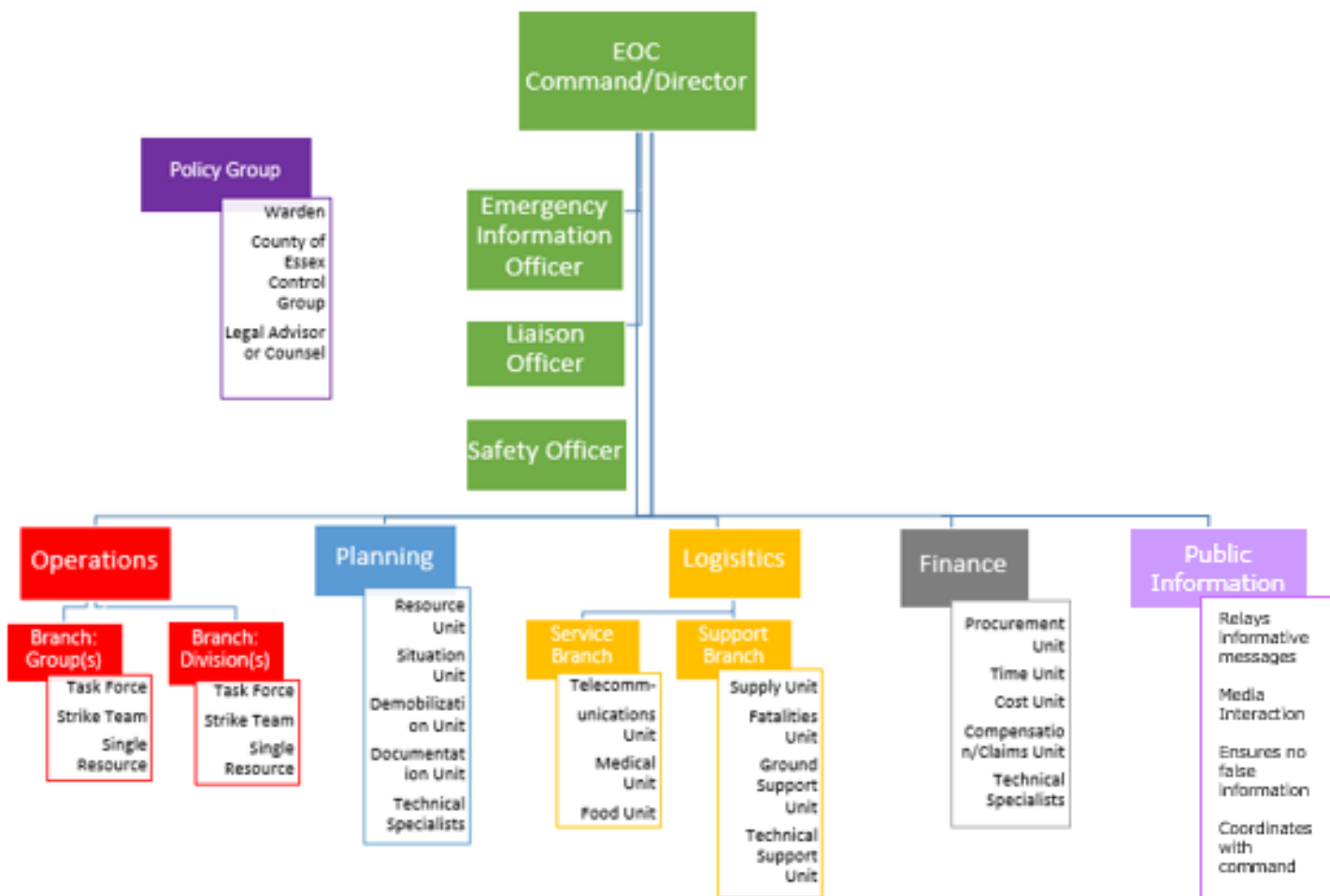
- Provide and ensure the health and safety of all responders
- Save Lives
- Reduce suffering and injury
- Protect public health
- Stabilize and control the incident
- Protect critical infrastructure
- Protect the environment

- Protect property
- Reduce economic and social losses or impacts

4.11 Detailed IMS/Incident Management System EOC Structure Flow Chart

The following diagram represents a sample of how the Incident Management System model may be expanded upon for use during complex, multijurisdictional municipal emergency situations over an extended period of time. It is expected that this model would be used during a county emergency declaration, and further, that there will be at least one individual to fill each responsibility identified in the chart either through county staff or through assistance from neighbouring municipalities and/or partner agencies.

Figure 2 – County of Essex details IMS hierarchical flow chart



5.0 EOC Command/Director

Command is defined as the act of directing, ordering or controlling by virtue of explicit statutory, regulated or delegated authority. Command is responsible for managing all responses to an incident. It may consist of a single person or a team. It is the first and primary organizational component of IMS, to which all other functions report. Generally, once activated, EOCs will utilize an IMS/ICS with a Unified Response Structure (URS).

5.1 Command

The following is a list of some of the decisions that may be made by Command in the EOC. These decisions may be made in consultation with the Mayor and/or Command Advisory Team (CCG).

- Provide advice to the Head of Council as to whether an emergency should be declared.
- Provide advice as to what areas of the municipality should be designated as an emergency area.
- Activate the Emergency Response Plan.
- Support the Incident Command at the Site by offering equipment, staff and resources.
- Determine if the location and composition of the Unified Command Structure is appropriate.
- Confirm the appointment of the Incident Commander and Unified Response Structure at the emergency site.
- Authorize set up of an Emergency Information Centre, if required.
- Authorize set up of a reporting and inquiry centre, if required.
- Provide the Emergency Information Officer and Citizen Inquiry Officer with timely and accurate information for issuance to media and general public.
- Maintain a log of actions taken.
- Authorize the movement of equipment and resources beyond the immediate emergency site.

- Coordinate evacuations.
- Authorize the setup of evacuation shelters, including registration and inquiry centre.
- Determine and arrange for transport of evacuees.
- Authorize the discontinuation of utilities and services such as hydro, water or natural gas at both the emergency site and any other areas of the municipality in order to safe guard inhabitants and to reduce the potential for secondary emergencies.
- Authorize and direct the use of municipal resources.
- Determine if additional resources are required to assist with the emergency effort.
- Arrange for extra resources (human and equipment) to be utilized (i.e. private contractors, industry, volunteer agencies, service clubs, church groups, etc.).
- Request assistance from and/or liaison with various levels of governments and any other public or private agency not administered by the local government.
- Authorize CAO or Co-administrators to activate mutual assistance agreements.
- Recommend the termination of an emergency to the Head of Council, or to Council.
- Implement a recovery strategy.
- Participate in post-emergency incident debriefings and assist with preparation of reports.

6.0 EOC Command Staff

EOC Command Staff will consist of an EOC Director/Command and the Safety Officer, Emergency Information Officer and Liaison Officer. The EOC Command Staff will be assisted by General Staff comprised of the Operation Section Chief, Logistic Section Chief, Planning Section Chief, and the Finance & Administration Section Chief. Sections may be further broken down by the Chiefs into Task Forces which are an organizational component of mixed resources assembled for a particular purpose under the supervision of a Leader.

All resources within a Task Force must have common communications; a group which is an organizational component within the Operations Section organized by function under the leadership of a Supervisor. Depending upon the simplicity or complexity of the emergency, Command will determine the scale of the IMS model to be deployed and will reassess the scale throughout the duration of the incident.

6.1 Safety & Risk Management Officer

The Safety & Risk Management Officer will be responsible for the overall health and safety of staff working in the EOC and those at the incident through the Incident Commander and Operations Section Chief, additionally may involve liaising with Workplace Safety and Insurance Board (WSIB) and/or the Ministry of Labour in such situations. There will in most cases be a Safety & Risk Management Officer appointed by Command/EOC Director and one appointed by Incident Command. The EOC Safety & Risk Management Officer will track and monitor staff and work with staff responsible for food and cleaning of the operations centre to ensure operations staff are well nourished and rested. This position on the IMS structure is best filled by a Municipal Health and Safety Coordinator or member of the Municipal Health and Safety Committee.

Specific responsibilities of the Safety & Risk Management Officer include:

- Monitor safety conditions and develop safety measures.
- Work with Operation Chief, IC, and the site Safety Officer to ensure responders are as safe as possible, that they wear appropriate safety equipment, and they implement the safest operational options.
- Advise EOC Director/Command on safety issues.
- Arrange for WSIB claims as may be required.

- Conduct risk analysis, normally through the planning process.
- Assisting in the review of the Incident Action Plan.
- Assisting with writing the Incident Medical Plan.
- Participate in the post-emergency incident debriefing

6.2 **Emergency Information Officer**

The Emergency Information Officer is responsible for ensuring the timely dissemination of information to the media.

Specific responsibilities of the Emergency Information Officer include

- Implement the Emergency Information Plan for every incident
- Appoint a 211 Liaison as required by the nature of the emergency
- Develop and release emergency information to the public
- Prepares spokesperson for media interviews
- Acts as media spokesperson when required
- Maintain a personal log of all actions taken
- Participate in the post-emergency debriefing
- Ensure notifications required under this plan are carried out in a timely and accurate manner.

6.3 **Liaison Officer**

In most cases the Liaison Officer at the EOC may be the CEMC and/or designated alternates who will maintain contact with EMO and the PEOC to arrange for provincial resources as may be requested by the EOC or the Incident Command through the EOC. The Liaison Officer acts as the link between Command and other organizations involved in the emergency response.

Specific responsibilities of the Liaison Officer are to:

- Gather information about organizations involved in the incident. This includes information about representatives, standards and specialized resources or special support they might need
- Serve as a coordinator for organizations not represented in Incident Command
- Provide briefings to organization representatives about the operation
- Maintain an up-to-date list of supporting and cooperating organizations
- Participate in the post-emergency incident debriefing

7.0 EOC General Staff

7.1 Operations Section

The Operations Chief is responsible for all operations of the EOC; for ensuring the actions of Incident Commander and EOC Director/Command are carried out; that resources are directed to locations such as evacuation center's or the site as may be requested and approved by Command. The Operations Section Chief would be the TBD or alternate assisted by the Ops Assistant/Scribe and Ops Assistant/Duty Officer. It is the responsibility of the Operations Section Chief to ensure adherence to the operational period and to reconvene Operational Planning meetings and to arrange for agendas for the meetings. Meetings will be brief. A Scribe to the Operations Chief will be responsible for maintaining status boards, maps and information in the EOC to aid the CCG in their meetings. This information will be prominently displayed and will be kept up to date by the Operation Section Chief's Lead Scribe.

- Participate in the post-emergency incident debriefing

7.2 Logistics Section

The Logistics Section provides all supporting resources, to implement the IAP. These may include facilities, transportation, supplies, fuel, maintenance equipment, food service, communications, medical services for responders and support personnel. Staff are responsible for tracking usage and current locations of these same items. Logistics and Finance/Administration Sections work together closely to contract for and purchase required goods and

services. The Logistics Section also develops several portions of the written IAP and forwards them to the Planning Section.

Major activities include:

- Ordering, obtaining, maintaining, distributing and accounting for essential personnel, equipment and supplies, beyond those immediately accessible to Operations.
- Developing the telecommunications plan.
- Providing telecommunications/IT services and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel.
- Participate in the post-emergency incident debriefing

The role of the Logistic Section Chief will be fulfilled by the: Purchasing Manager at the County and/or designate a representative from Finance Department or Administration to fulfill this role.

7.3 **Planning Section**

The Planning Section coordinates the development of each Incident Action Plan and ensures information is approved by the Incident Commander and shared effectively with the EOC Director/Command, Command Staff and General Staff in an efficient planning process.

Major responsibilities of the Planning Section Chief include:

- Collecting, collating, evaluating, analyzing and disseminating incident information
- Managing the planning process, including preparing and documenting the IAP, ON IMS Form 1001 for each operational period
- Conducting long range and/or contingency planning
- Maintaining incident documentation

- Tracking resources assigned to the incident
- Managing the activities of technical specialists
- Developing plans for demobilization.
- Participate in the post-emergency incident debriefing

This role should be fulfilled by representatives of the agencies directly involved in the response and/or administrative staff. The experience and training of Municipal Planning staff could be utilized in this role.

7.4 Finance & Administration Section

This Section provides the financial and cost analysis support to an incident. In smaller incidents, a specialist within the Planning Section may perform this function.

Major activities of the Finance & Administration Section include:

- Tracking timesheets for incident personnel and equipment as necessary along with any incident injuries
- Contract negotiation and monitoring
- Reimbursing expenses (individual and organization/department)
- Making cost estimates for alternative response strategies
- Monitoring sources of funding
- Tracking and reporting of the financial usage rate.
- Participate in the post-emergency incident debriefing

Staff will perform administrative, human resources, financial record keeping and costing relating to the emergency. Suggested: The role of the Finance Section & Administration Section Chief could be filled by the Chief Financial Officer (CFO), Treasurer and/or Human Resource (HR) designated staff will be who would be responsible for ensuring these responsibilities are completed as required.

7.5 Public Information and Management Section


This section develops and shares information directly through to the public. They typically feed and share information with command and are typically

connected directly to the community.

Major activities of the Public Information and Management Section include:

- Updating general public with information approved by command
- Monitoring public – is there any false information spreading? Is local news is being accurately transmitted to the public by the media?
- Ensuring panic does not arise
- Consistently keeping the public informed with important information
- May utilize more than the news, radio, newspaper by using social media accounts to greater facilitate outreach and public connection

Staff would monitor networks and ensure the public are informed with accurate and concise information about the incident and correct false information.



8.0 EOC Support Staff

The following support staff or their alternate may be required to provide additional or support, logistics and advice to the CCG:

- Community Emergency Measures Coordinator
- EMO St. Clair Sector Officer or Provincial Ministry Officials
- Police Coordinator
- Fire Coordinator
- Engineer/Infrastructure Coordinator
- Health Services Coordinator
- Emergency Medical Services Coordinator
- Emergency Social Services Coordinator
- Human Resources Coordinator
- Advisory/Policy Staff Coordinator
- Private Sector Technical Subject Matter Experts
- Conservation Authorities Technical Subject Matter Experts

8.1 Emergency Measures Coordinator/Community Emergency Management Coordinator

The EMC/CEMC is responsible for:

- Activating the Emergency Notification System for the County of Essex CCG and arranging the EOC
- Ensuring that security is in place for the EOC and for the registration of CCG members
- Aid, advise and support members of the CCG on emergency response operations in the EOC
- Ensure the CCG has access to plans, maps, equipment, and resources
- Supervising the telecommunications plan and coordinator

- Ensuring the Liaison Officer has the contact information for the local members of Ontario NGO Alliance and community support agencies such as Canadian Red Cross, St. John's Ambulance, local amateur emergency radio group, as well as any agency public or private, including technical subject matter experts that may be involved with the emergency but not represented in the COE EOC.
- Ensuring the operating cycle is met by the CCG and related IMS documentation is maintained for future reference
- Maintaining the logs and records for the purpose of debriefings and post-emergency reporting
- Participate in the post-emergency incident debriefing
- Regularly review the contents of the Emergency Response Plan to ensure that it is up to date and in conformity with Provincial procedures and standards
- Organizing and coordinating annual CCG member training and participation in an annual COE Emergency Management Exercise

8.2 Police Coordinator

Dependent upon the location of a County-level emergency, the Police chiefs within the County of Essex and the Detachment Commanders of local O.P.P detachments, may be requested to sit as the County Control Group's Police Coordinator. The Police Coordinator is responsible for:

- Activating the emergency notification system
- Alerting one of the three main County contacts (Warden, CAO, or Emergency Measures Coordinator/CEMC or alternates) in the event of an emergency or the threat of an emergency that may require County assistance
- Notification of necessary emergency, county and municipal services, as required
- The establishment of a site command post with communications to the EOC
- Establishing an ongoing communications link with the senior police official at the scene of an emergency

- In conjunction with responding agencies, the establishment of an inner perimeter within the emergency area
- In conjunction with responding agencies, the establishment of an outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and to restrict access to all but essential emergency personnel and equipment
- The provision of traffic control and road closures to facilitate the movement of emergency vehicles
- Alerting persons endangered by the emergency and coordinating evacuation procedures
- Liaison with the Social Services Administrator regarding the establishment and operation of evacuation and reception centres
- The provision of police services in evacuee centres, morgues (including liaison with the Coroner), and other facilities, as required
- Liaison with other municipal, provincial or federal police agencies, as required
- Providing an Emergency Site Manager if required
- Investigative services as required
- Maintaining a log of decisions made and actions taken during the emergency response
- Participate in the post-emergency incident debriefing

8.3 County Fire Coordinator

The Fire Coordinator, as the emergency situation dictates, is responsible for:

- Activating the emergency notification system
- Alerting one of the three main County contacts (Warden, CAO, Emergency Measures Coordinator) in the event of an emergency or the threat of an emergency that might require County assistance

- Coordinating the activation of the County Mutual Fire Aid Plan;
- Notification of necessary emergency, county and municipal services, and his or her alternates as required
- Providing the CCG with information and advice on fire fighting and rescue matters
- Establishing an ongoing communications link with the senior firefighting personnel and equipment that may be needed
- Determining if additional or special equipment is needed and recommending possible sources of supply (i.e. breathing apparatus, protective clothing, etc.)
- Aiding other County and Municipal departments and agencies and being prepared to take charge of, or contribute to, non-fire operations if necessary (i.e. search and rescue, first aid, casualty collection, evacuation, etc.)
- Providing an Emergency Site Manager if required
- Maintaining a log of decisions made and actions taken during the emergency response
- Participate in the post-emergency incident debriefing

8.4 County Engineer/Infrastructure Director (Public Works Coordinator)

The County Engineer/Infrastructure Director (PWC) is responsible for:

- Activating the emergency notification system and MUN511
- Alerting one of the three main County contacts (Warden, CAO, Emergency Measures Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance
- Providing the CCG with information and advice on engineering matters
- Liaison with senior public works officials from local and neighbouring municipalities to ensure a coordinated response

- The provision of engineering/public works assistance
- The provision of equipment for emergency pumping operations
- Liaison with the fire chiefs concerning emergency water supplies for fire- fighting purposes
- Coordinating the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Health Services Coordinator
- Discontinuing any public works service or utility to any consumer, as required, and restoring these services when appropriate
- Liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Providing public works vehicles and equipment as required by other emergency services
- Maintaining liaison with flood control, conservation and environmental agencies and being prepared to take preventative action
- Providing an Emergency Site Manager if required
- Maintaining a log of decisions made and actions taken during an emergency response
- Participate in the post-emergency incident debriefing

8.5 Health Services Coordinator (Medical Officer of Health)

The Health Services Coordinator is responsible for:

- Notifying appropriate members of the Health Unit when notified of an emergency situation and activating the Health Unit Contingency Plan
- Alerting one of the three main County contacts (Warden, CAO, Emergency Management Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance

- Advising the CCG on public health and medical matters, including Community Care Access Centres
- Liaison with Public Works with regards to Emergency Workers safety and potable water as required
- Keeping the ambulance services, hospitals and Health Unit staff informed of developments by relaying information through Central Ambulance Communications Centre, Windsor
- Providing staff at each Evacuee Centre to assist the Manager of each Reception/Evacuee Centre in public health matters, and in assisting evacuees
- Maintaining a log of decisions made and taken during the emergency response
- Participate in the post-emergency incident debriefing

8.6 Emergency Medical Services Coordinator (Chief of Land Ambulance/EW-EMS)

The Emergency Medical Services Coordinator is responsible for:

- Alerting one of the three main County contacts (Warden, CAO, and Emergency Measures Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance
- Providing the Head CCG and CCG with information and advice on emergency health matters
- Providing staff, materials, supplies and equipment for emergency purposes, as requested
- Notifying the Ontario Ministry of Health and Long-Term Care, Emergency Health Services Branch of the emergency and requesting their assistance, if required
- Liaison with the responding agencies active at the emergency site via the Emergency Site Manager
- Assessing the need and extent of special emergency health service resources at the emergency site

- Assessing the need and extent of emergency medical teams at the emergency site
- Ensuring triage and treatment at the emergency site
- Liaison with local hospitals for the efficient distribution of casualties
- Assessing whether or not assistance is required from Police, Fire or other emergency services in providing transportation to the emergency site for medical teams
- Liaison with Central Ambulance Communication Centre in providing the main radio and telephone communication links among health services
- Liaison with Medical Officer of Health (MOH) and/or the Windsor Essex County Health Unit (WECHU).
- Assisting with the organization and transportation of persons to ensure that they are evacuated as required, and
- Maintaining a log of decisions made and actions taken during the emergency response
- Participate in the post-emergency incident debriefing

8.7 Emergency Social Services Coordinator (Social Services Senior Representative)

The Emergency Social Services Coordinator is responsible for:

- With the activation and support of the Canadian Red Cross, ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquiry service, and personal services
- In partnership with the Canadian Red Cross, supervising the opening and operation of temporary and/or long-term evacuee centres, and ensuring the same are adequately staffed
- Liaison with the police chiefs with respect to the pre-designated evacuee centres which can be opened on short notice

- Liaison with the Health Services Coordinator on areas of mutual concern required during operations in evacuee centres
- Ensuring that representatives of the Greater Essex County District School Board, the Windsor-Essex Catholic District School Board or Le Conseil Scolaire de District des Écoles Catholiques du Sud-Ouest are notified when facilities are required as evacuee reception centres, and that staff and volunteers utilizing school facilities coordinate activities with the Boards' representatives
- Liaison with public and private nursing/care homes in the County as required
- Coordination of the provision of services of other partner organizations (Red Cross, Salvation Army, Victim Services, etc.)
- Maintaining a log of decisions made and actions taken during the emergency response
- Participate in the post-emergency incident debriefing

8.8 Human Resources Director

The Director, Human Resources is responsible for:

- Coordinating and processing requests for human resources
- Under the direction of the CCG and with the assistance of the local representatives or members of the Ontario Non-Governmental Organization (NGO) Alliance, such as the Canadian Red Cross, assist with and coordinate offers of and appeals for volunteers
- Selecting the most appropriate sites for the registration of human resources
- Ensuring records of human resources and administrative detail are completed
- When volunteers are involved, in partnership with the Canadian Red Cross or other agencies, ensuring that a Volunteer Registration Form is completed and a copy of the form is retained for County records

- Ensuring identification cards are issued to volunteers and temporary employees, where practical
- Arranging for transportation of human resources to and from sites
- Obtaining assistance, if necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies, and volunteer groups
- Participate in the post-emergency incident debriefing

8.9 Support and Advisory Staff/Policy Group

Logs, notes and other written forms of record keeping are critical to maintaining the continuity of operations and in the review and support of actions taken, as well as timing of responses, in the event of legal proceedings. Distractions, meeting preparation and concentration on a widerange of initiatives are routine for EOC members during an emergency. The presence of administrative assistants to act as scribes will help to ensure accurate records and correspondences are maintained.

In addition to administrative staff, the CCG may need special advisors. These might include support from other levels of government such as upper or lower-tier staff, Provincial and/or Federal Ministry staff, legal counsel, the county financial officer/treasurer, a transportation coordinator, a purchasing officer, or representatives from business, industry or the scientific community, and possibly representatives from NGOs.

Another important support staff role in the EOC is security. Given that it is crucial to EOC operations that outside disruptions are minimized, access to the EOC must be limited to members of the CCG and other EOC support staff. It is the primary responsibility of the EOC Director/Command, EMC/CEMC and Facilities Manager to ensure the necessary security arrangements are in place as a preliminary step to activating the EOC.

9.0 EOC Technical Support Staff

The following technical support staff or their alternate may be required to provide specialist support, logistics and advice to the CCG:

- Director of Corporate Services/Treasurer

- Solicitor for the County
- Essex County Conservation Authority and/or Lower Thames Valley Conservation Representative
- School Board Representatives
- Liaison staff from Provincial Ministries
- Administrative, IT and GIS staff
- Local members of the Ontario NGO Alliance, such as the Canadian Red Cross, Salvation Army and St. John Ambulance
- EMO St. Clair Sector Field Officer or Alternate
- Facilities Manager or Alternate
- Essex Windsor Solid Waste Authority
- Any other official, technical expert or representative deemed necessary by the CCG

9.1 Director of Finance/Treasurer is responsible for:

- Assisting the EOC Command, as required
- The provision of information and advice on financial matters as they relate to the emergency
- Liaison, if necessary, with the Treasurers of local and neighbouring municipalities
- Liaison with the Human Resources Director
- Ensuring that records of expenses are maintained for future claim purposes
- Ensuring the prompt payment and settlement of all legitimate invoices and claims incurred during an emergency
- The provision and securing of equipment and supply not owned by the County of Essex
- Participate in the post-emergency incident debriefing

9.2 **The Solicitor for the County/Member of Policy Group is responsible for:**

- The provision of advice to CCG, or any member of the CCG on matters of a legal nature as they may apply to the actions of the County of Essex in its response to the emergency, as required as part of the Policy Group.
- Participate in the post-emergency incident debriefing

9.3 **The representative(s) of the Essex Region Conservation Authority and/or Lower Thames Valley Conservation Authority is responsible for:**

- Providing advice on the abatement of flood emergencies and source water protection.
- Designing, updating and implementing the flood plan and source water protection plan for the Essex Region
- Assisting in acquiring resources to assist in flood emergencies
- Participate in the post-emergency incident debriefing

9.4 **School Board Representatives are responsible for:**

- The provision of any school as designated in the Emergency Social Services Emergency Plan for use as an evacuation or reception centre
- Upon being contacted by the Emergency Social Services Coordinator, providing school board representatives to coordinate activities with respect to maintenance, use and operation of the facilities being used as evacuation or reception centres Provincial Ministry Representatives are responsible for:
- Providing advice on matters of Provincial concern to members of the CCG
- Have evacuation and student/family reunification plans in place for schools and students under their legislated responsibility
- Participate in the post-emergency incident debriefing

9.5 **Administrative and IT/GIS Staff will be required for:**

- Ensuring all decisions made and actions taken by the CCG are recorded through use of scribes
- Ensuring and providing IT support to the County of Essex control group and the Emergency Operations Centre.
- Ensuring that GIS data, maps and status boards are kept up-to-date
- Registering and maintaining a CCG members list
- Arranging for printing, copying and distributing EOC materials and documentation as required
- Providing clerical assistance to the EOC
- Participate in the post-emergency incident debriefing

9.6 Ontario NGO Alliance may provide any or all of the following services:

The Local Members of the Ontario NGO Alliance such as and not limited to the Canadian Red Cross, Salvation Army and St. John Ambulance.

- Reception Centre Management including, but not limited to, information and education, feeding, needs assessment, distribution of supplies and acceptance and management of funds raised by appeals;
- Family Reunification including, but not limited to, registration of evacuees, processing inquiries and management of records;
- Evacuation Centre Management including, but not limited to, temporary lodgings, personal services, logistics management, procurement and distribution of supplies, first aid;
- Volunteer Resource Management including, but not limited to, recruitment of volunteers, orientation and training of volunteers, job assignments and management of volunteers in accordance with standard Canadian Red Cross Human Resource policies;
- Coordination of other Non-Governmental Agencies; and
- Provision of Liaison Officers as required
- Participate in the post-emergency incident debriefing

9.7 EMO St. Clair Sector Field Officer or Alternate and Provincial Ministry Officials

- Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. Such a request can be made by contacting Emergency Management Ontario (EMO).
- Depending upon the nature and extent of the emergency, EMO will deploy an Area Officer or a Provincial Emergency Response Team (PERT) to provide immediate advice and assistance.

- Coordination of assistance from other Provincial Ministry Officials
- Whether or not assistance might be requested from the Province of Ontario, it is strongly advised that EMO be notified and updated on any emergency incident that occurs within the area.
- Coordination of assistance from the Canadian Federal Government, its departments and agencies.
- Participate in the post-emergency incident debriefing

9.8 **The Facilities Manager:**

- Providing security and opening of the County offices and EOC, as required
- Obtain and ensure EOC Supply Totes are brought to the EOC and opened
- Providing identification cards to CCG members and support staff
- Coordinating the maintenance and operation of feeding, sleeping and meeting areas at the EOC, as required
- Procuring staff to assist, as required

9.9 **Essex Windsor Solid Waste Authority**

- Provide debris management information
- Consider possibility of expanded hours of operation for landfill sites during mass debris events
- Coordination with other agencies (private and public) on debris collection and distribution to landfill sites
- Participate in the post-emergency incident debriefing

9.10 **Other Officials, Technical Experts or Representatives are responsible for:**

- Any special advice or subject matter expertise necessary to abate the emergency situation as required by the CCG (such as public transportation matters, utilities representatives, private businesses)
- Participate in the post-emergency incident debriefing

10.0 Recovery Plan

10.1 **General**

Once the urgent part of the emergency event is over and/or the emergency declaration has been terminated, community officials must shift the focus to dealing with the long-term effects of the accident/event while at the same time attempting to restore conditions to normal. This part of the emergency plan is known as the “recovery phase”.

The CCG will determine when the emergency has entered the recovery phase. Normally, the emergency at that point would not constitute an actual or imminent threat to people and property requiring an immediate response.

To facilitate a smooth transition to the execution of the recovery phase, the CCG will continue to address all matters related to recovery until such time as a hand-over is formally made to the Recovery Committee.

Operations and the sequence of their implementation during the recovery phase will depend greatly on the nature of the event that caused the emergency and its progression. An emergency declaration may or may not still be in place when recovery operations begin.

It is important to note an emergency declaration may or may not still be in place when recovery operations begin, and that decisions concerning community recovery are considered in all phases of an emergency incident.

10.2 Organization

Following a smooth transition to the recovery phase, the CCG should pass the responsibility for further operations in connection with the emergency to a Recovery Committee listed below and/or their alternates.

Table 4 – County of Essex Recovery Committee Membership

Recovery Committee Membership
Warden, County of Essex
Chief Administrative Officer, County of Essex
Chief Financial Officer/Director of Finance/Treasurer, County of Essex
County Fire Coordinator
County Police Coordinators
Windsor-Essex County Health Unit
County Engineer/Director of Infrastructure Services
County Human Resources Director
County Emergency Measures Coordinator/CEMC
County Emergency Information Officer/Manager of Corporate Communications
Emergency Social Services Representative
NGO Alliance of Ontario
Technical Specialists

Additional positions may be added to the Recovery Committee to provide expert advice and/or assistance as required.

Sub-committees may be struck to deal with specific areas of concern or issues, i.e. Human Needs, Public Information, Infrastructures, Finance, Health and Social Services.

10.3 **Recovery Strategy**

During its initial and subsequent meetings, the Recovery Committee should develop a strategy that includes goals and a timeline for the recovery process. This strategy, which will be used to guide the work of the Recovery Committee, should incorporate any specific community needs that have been identified and any tasks identified through a review of the Committee's responsibilities. This strategy will also have to be periodically adjusted to reflect the progress made towards full recovery or to reflect changing/evolving concerns, risks and issues.

This strategy may also include the activation of the Corporation of the County of Essex, Business Continuity Plan and individual departmental continuity of operations plans.

The Recovery Committee will report to County Council on a regular basis to keep them informed on the status of the recovery process and any recommended expenditures.

10.4 **Committee Responsibilities**

The Recovery Committee should undertake the following major responsibilities:

- Assist municipalities in ensuring that the essential services and utilities (hydro, water treatment, gas, telephone, mail delivery, sewers/sewage treatment and waste disposal) are returned to service as soon as possible;
- Ensure that public infrastructures, including roads, bridges, traffic lights and signs, etc. are repaired or replaced;
- Assist municipalities in ensuring that critical infrastructure and buildings within the community are in a safe condition and any remedial action that is required is taken to rectify any unsafe conditions;
- Ensure that Public Health risks or concerns are addressed through WECHU and the Erie St. Clair Local Health Integration Network (LHIN)
- Public Safety and Security issues are dealt with through the appropriate Police Services
- Ensure that health and safety standards are met throughout the County;

- Aid municipalities in the relocation and establishment of temporary housing for affected persons;
- Ensure that Emergency Social Services, including but not limited to Mental Health services, emergency psychological first aid, victim services, family reunification services and Critical Incident Stress Management (CISM) and/or Post-Traumatic Stress Disorder (PTSD) services are provided to responders, responder families and the general public
- Assist municipalities in the provision of counselling sessions (victims' counselling services, critical incident stress debriefing for emergency workers and volunteers, as well as the general population);
- Coordinate requests for funding support from other levels of government;
- Ensure that information on the recovery process and activities are disseminated in a clear and timely manner to the public through regular bulletins and updates; and
- Consolidate, with the affected municipalities, the damage assessment (approximate emergency event costs) reports.

11.0 Plan Maintenance and Revision

11.1 6.1 General

The County Emergency Management Office is responsible for maintaining the County ERP.

The ERP and related plans and protocols are reviewed annually by the County of Essex Emergency Management Program Committee.

Additionally, plans are re-evaluated to ensure currency when any of the following occurs (review cycle):

- Legislative and regulatory changes
- New hazards are identified or existing hazards change
- Resource or organizational structures change
- After exercises and AAR
- After disaster/emergency response

- Infrastructural, economic, political changes
- Funding or budget-level changes

11.2 Annual Review

This Plan will be reviewed annually and, where necessary, revised by, the Emergency Management Program Committee, the County of Essex Control Group (CCG) and the County Emergency Management Coordinator.

The County of Essex Emergency Management Program Committee members include the following:

Table 5: County of Essex Emergency Management Program Committee Membership

Name	Title
Mike Galloway	CAO
Gary McNamara	Warden, County of Essex
Dan Metcalfe	Emergency Measures Coordinator/CEMC
Sandra Zwiers	Director, Financial Services/Treasurer
Bruce Krauter	Chief, Essex-Windsor EMS
Steve Laforet	Fire Coordinator, County of Essex
Allan Botham	Director, Infrastructure Services and Planning
Mary Birch	Director, Legislative and Community Services/Clerk
Donald McArthur	Manager, Communications and Organizational Development
David Sundin	Legal Council

11.3 Testing the Plan

An annual exercise will be conducted in order to test the overall effectiveness of this Emergency Plan and to provide training to the CCG. Revisions to this Plan should incorporate recommendations stemming from such exercises (or actual emergency incidents).

11.4 Department and Support Agencies Responsibilities

Each Department and Support Agency involved with this Plan should prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency. Each Department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response or contingency plan and procedures and a business continuity or continuity of operations plan on a recommended yearly basis.