CITY OF GUELPH

EMERGENCY RESPONSE PLAN

2015

Updated

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Glossary of Terms

CAO -   Chief Administrative Officer
CEMC -   Community Emergency Management Coordinator
CEMPC -   Community Emergency Management Program Committee
EMCPA -   Emergency Management and Civil Protection Act RSO 1990
EMS -   Emergency Medical Services
EOC -   Emergency Operations Centre
EOCG -   Emergency Operations Control Group
ERP -   Emergency Response Plan
GFD -   Guelph Fire Department
GPS -   Guelph Police Service
GRCA -   Grand River Conservation Authority
GWEMS -   Guelph Wellington Emergency Medical Services
HIRA -   Hazard Index and Risk Assessment
ICS -   Incident Command System
IMS -   Incident Management System
MCSCS -   Ministry of Community Safety and Correctional Services
MOH -   Medical Officer of Health
MP -   Member of Parliament
MPP -   Member of Provincial Parliament
ODRAP -   Ontario Disaster Relief Assistance Program
OFMEM-   Office of the Fire Marshal and Emergency Management
(Emergency Management Ontario)
PEOC -   Provincial Emergency Operation Centre
PIO -   Public Information Officer
POO -   Province of Ontario
WSIA -   Workplace Safety and Insurance Act

Deputy CAO PS –   Deputy CAO Public Services
Deputy CAO CS –   Deputy CAO Corporate Services
Deputy CAO ID –   Deputy CAO Infrastructure, Development

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CITY OF GUELPH
EMERGENCY RESPONSE PLAN

PART 1:   INTRODUCTION

Emergencies are defined as situations or the threat of impending situations abnormally affecting the lives and property of our society, which by their nature require a coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by the agencies as normal day-to-day procedures.

Such emergencies could include floods, tornadoes, wind storms, blizzards, ice storms, explosions, aircraft or rail crashes, toxic or flammable gas escapes, building collapses, uncontrollable fires, or any threat of the foregoing in which immediate remedial action will be required by the City of Guelph. The most likely community risks to the City of Guelph are:

1) Severe Weather (including Tornadoes and Ice Storms).

2) Hazardous Material releases from fixed or mobile sites.

3) Human Health Emergencies.

The population of Guelph is approximately 120,000 residents (138,000 when University students are included).

In order to protect residents, businesses and visitors, the City of Guelph requires a coordinated emergency response by a number of agencies under the direction of the Emergency Operations Control Group. These are arrangements and procedures distinct from the normal, day-to-day operations carried out by emergency response agencies.

The City of Guelph Community Emergency Management Program Committee developed this emergency response plan. Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Guelph important emergency response information related to:

* Arrangements, services and equipment; and
* Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Guelph Emergency Response Plan may be viewed at City Hall and the Library Branches. A copy of the plan and other important emergency management information may be viewed and copied at www.guelph.ca.

PART 2:   AIM

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

It enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act.

Familiarity and Responsibilities

All members of Council, the Executive Team, members of the Emergency Operations Control Group (and alternates), and designated personnel must be familiar with this Emergency response Plan. These persons must be prepared to act, exercising due diligence, in the best interests of the community, carrying out their duties and responsibilities described in this plan.

These responsibilities include:

1. Policy and Strategic Direction
2. Site Support and Consequence Management
3. Information Collection, Evaluation and Distribution
4. Coordination of Response Agencies, and Municipal Resources
5. Resource Management
6. Internal and External Communications

Community Hazard Risk Analysis

The Office of the Fire Marshal and Emergency Management (Emergency Management Ontario), through Ontario Regulation 380/04, requires that each community conduct an assessment of risks faced in the community. The prescribed standard tool for evaluating these risks in the community is known as a HIRA – Hazard Identification and Risk Assessment.

The assessment is done by the Community Emergency Management Program Committee, and is reviewed annually. The risk assessment is based in the practical history of the community. This is done through a community scan to determine what hazards exist in the community. Once identified and measured in a historical perspective, the likelihood of an incident and the consequences of it occurring in the community are evaluated.

It is possible to have a potential incident that is unlikely to occur, with severe consequences. It is also possible to have an incident that is very likely to occur, with minimal consequences.

There are many types of emergencies which the City of Guelph is prepared to deal with. The HIRA for the City of Guelph indicates that the most likely are:

1) Severe Weather (including Tornadoes and Ice Storms).
2) Hazardous Material releases from fixed or mobile sites.
3) Human Health Emergencies.

This Emergency Response Plan forms the framework to respond to the identified risks for the community, and also allows the flexibility to respond to any hazardous situation that may occur from time to time. The Emergency Response Plan can be tailored to match the incident through use of appropriate subject matter expertise. This framework also provides political oversight and accountability through the involvement of the Head of Council.

PART 3:   AUTHORITY

The Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c.
E-9 is the legal authority for this emergency response plan in Ontario.

The EMCPA states that the:

"The head of council of a municipality may declare that an emergency exists in the
municipality or in any part thereof and may take such action and make 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."

As enabled by the Emergency Management and Civil Protection Act
this emergency response plan and its' elements are:

- Issued under the authority of the City of Guelph By-Law(2015) #19867 and
- Filed with the Office of the Fire Marshal and Emergency Management
  (Emergency Management Ontario), Ministry of Community Safety and
  Correctional Services.
- Sets out the procedures for notification of the Emergency Operations Control
  Group
- Assigns responsibilities to municipal employees and identified persons as
  required

Definition of an Emergency

The EMCPA defines an emergency as:

"An emergency means 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".

In plain language, an emergency situation affects the safety or health of the public at
large, the environment, property, critical infrastructure or economic stability of the
community. When an emergency occurs, the initial and prime responsibility for the
provision of immediate emergency response rests with the local municipality. Every
emergency is a local emergency, and the response is lead locally. The Emergency
Response Plan is required to facilitate orderly and effective coordinated responses to
emergency situations.

The Emergency Operations Control Group (EOCG) and the municipal Emergency
Operations Centre (EOC) are at the disposal of the municipality during an emergency.
The EOC is a properly equipped facility that provides space to facilitate municipal

response to extraordinary circumstances. The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of coordinating any phase of an emergency: monitoring an incident at an early stage, supporting response and recovery efforts at an incident site, and for the purpose of maintaining services to the community.

Action Taken Prior to a Declaration of Emergency

When an emergency exists but has not yet been declared to exist by the Head of Council, City of Guelph employees must take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the citizens and visitors to the City of Guelph.

The actions taken must be done in good faith, exercising due diligence in their responsibilities, and be consistent with the standard response goals established in this Emergency Response Plan:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 4:   EMERGENCY NOTIFICATION PROCEDURES

Upon receipt of a warning of a real or potential emergency, a member of the Emergency Operations Control Group or alternate will immediately contact the City of Guelph Police Duty Supervisor to request that the notification system be activated and the required members of the EOCG or Incident Management System (IMS) team convene at the Primary EOC, the Alternate EOC, or any other place they are required.

Upon receipt of the warning, the Guelph Police Duty Supervisor will notify all members of the Emergency Operations Control Group (EOCG) through the approved contact methods, and provide a synopsis of the emergency situation, and request that the required members convene or remain available to monitor the situation as required.

Upon being notified of the need to convene, it is the responsibility of all EOCG officials to notify their staff and affiliated volunteer organizations who may be required for response or support of the ongoing operations, and recovery efforts.

Where a threat of an impending emergency exists, the EOCG will be notified and placed on standby and requested to enhance their situational awareness through monitoring of the impending emergency situation.

A Declared Community Emergency Exists

The Head of Council is responsible for declaring an emergency. This decision is usually made in consultation with other members of the EOCG.

Upon declaring an emergency, the Head of Council will ensure notification of:

- The Office of the Fire Marshall and Emergency Management (Emergency Management Ontario), Ministry of Community Safety and Correctional Services and the Province of Ontario through the Provincial Emergency Operations Centre
- City Council
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement exists and had been invoked to provide assistance to the City of Guelph

A community emergency may be terminated at any time by:

- The Head of Council or the Council.

When terminating an emergency, the Head of Council will ensure notification of:

- The Office of the Fire Marshall and Emergency Management (Emergency Management Ontario), Ministry of Community Safety and Correctional Services
- City Council members
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement had been invoked
- The Province of Ontario and The Office of the Fire Marshall and Emergency Management (Emergency Management Ontario) through the Provincial Emergency Operations Centre

Requests for Assistance from the Province or another Municipality

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority at the local level.

Mutual aid /mutual assistance agreements are in place with neighbouring municipalities, and at the request of the EOC Commander, requests can be made for resources or support from those municipalities as needed (utilizing the agreed upon methodology). This can occur at any time, before, during or after an emergency situation should the resources be needed by the City of Guelph.

A request for assistance from the Province of Ontario, or for resources of the Government of Canada, will be made through The Office of the Fire Marshall and Emergency Management (Emergency Management Ontario) and the Provincial Emergency Operations Centre. This contact will be ongoing, and made through the Liaison Officer at the request of the EOC Commander.

All requests for other municipal, provincial or federal resources have a potential financial impact to the City of Guelph. The primary deciding factor for the request of these resources will be found in the guiding principles of the standard response goals:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 5:   EMERGENCY OPERATIONS CONTROL GROUP

Background

In 2012 and prior, the Emergency Operations Control Group followed the "Arnprior Model" of emergency management. As an entire group, they reviewed the circumstances associated to an emergency situation, provided advice on the declaration of emergency to the head of council, and engaged in consensus based decisions to provide support to the site of the emergency. This model worked well to stimulate discussion, evaluate options, and make consensus based decisions. Among the responsibilities of the control group in this model, was to ensure continued municipal services to the area of the community unaffected by the emergency.

In January 2009, Emergency Management Ontario first published the Incident Management System doctrine for Ontario in the IMS for Ontario (2009). The vision of this doctrine was that Ontario have a standardized Incident Management System that would provide functional interoperability at all levels of government. The goal of the Incident Management System is to provide an efficient, flexible, and consistent process and structure that can be scaled up or down in size as needed to manage incidents. This IMS doctrine should be used by all levels of government, emergency response organizations, communities, ministries, non-government organizations (NGOs), and the private sector.

Within Ontario, the emergency management environment is comprised of a diverse mix of emergency management organizations, many of which have implemented or are implementing an incident management system (IMS), invariably based on the Incident Command System (ICS) that was developed within the fire service. Using ICS, they function exceptionally well carrying out their own mandate.

No individual service or organization has the ability to conduct all aspects of incident management. Therefore, the need to coordinate response efforts when working jointly is generally recognized. Nevertheless, there has been a variance of approaches within Ontario, a lack of standardized tools to manage incidents, and hence no single province-wide system to ensure effective coordination.

This doctrine does not involve regulated implementation, nor does it compel an organization to change its response system. Yet, lessons from past incidents continue to indicate the ever-pressing need for all organizations to be integrated into a standardized incident management system (IMS). IMS is recommended for managing all incidents. Wide-scale stakeholder implementation of the IMS in Ontario is the desired outcome.

To achieve a standardized IMS that cuts across organizational boundaries may necessarily involve cultural shifts, over time, among some incident management practitioners. This IMS doctrine builds on the strength of current systems by retaining the ICS component and structure. There is wide buy-in for this approach, and coupled with training, province-wide implementation is envisaged over time.

Source: IMS for Ontario, 2009

<u>Current Status</u>

The members of the EOCG no longer operate utilizing the "Arnprior model", but now will have assigned tasks and responsibilities dependent on their roles and expertise. The EOCG retains its responsibility for all aspects of Emergency Management in Guelph as assigned to it in legislation and regulation. The EOCG members will be assigned to roles and responsibilities suited to their unique background and expertise while dealing with emergency circumstances.

All members of the EOCG play their part, contributing to the successful prevention, preparation, mitigation, response and recovery phases of dealing with an emergency or incident. EOCG members will be deployed into the IMS model, utilizing their knowledge skills and abilities to populate it.

Leadership and guidance is provided through the EOC Commander. This is normally the CAO, but may be delegated to a subject matter expert (SME) from the Executive Group or other management level.

The EOCG members now fill the responsibilities of populating the 5 functional sections: Command, Operations, Planning, Logistics, and Administration and Finance as required. The flexibility in the IMS deployment model allows for as many sections or as few sections to be deployed as are needed to support operations. The following page has an example of how EOCG members may be deployed as a Control Group in response to an emergency situation.

In the sections following, the responsibilities of all members of the EOCG are laid out. Each member of the EOCG retains operational input over their individual agencies, in addition to their overall EOCG responsibilities to operate as a control group in support of emergencies within the City or when required to support mutual assistance agreements with other municipalities.

EOC STAFFING MODEL (deployed as needed, in coordinated stages)

HEAD OF COUNCIL   Mayor or Alternate

EXECUTIVE GROUP/EOCG

Mayor or Alternate	General Manager / Fire Chief Emergency
CAO or Alternate	Services
Deputy CAO PS	Wellington County Administrator of Social
Deputy CAO CS	Services
Deputy CAO ID	Chief Operating Officer Guelph Hydro
Medical Officer of Health	
Chief of Police	

EOC COMMANDER   CAO*and/or designate
Deputy Commander   CEMC or alternate
Issues Management/ PIO   Manager of Corporate Communications
Risk Management / Safety   Legal representative / Health and Safety
                                manager or coordinator

Liaison Officer   Assigned Duty Officer of the day

OPERATIONS CHIEF   (situational)
Operations: Police Chief or alternate *
                               General Manager / Fire Chief Emergency
                               Services or alternate *
                               EMS Chief or alternate
                               General Manager Public Works or alternate
                               COO Guelph Hydro*or alternate
                               Transit GM or alternate
                               Administrator of Wellington Social Services* or
                               alternate
                               Medical Officer or Health* or alternate
                               General Manager of Water Services or
                               alternate
                               General Manager of Wastewater Services or
                               alternate
                               General Manager of Engineering Services or
                               alternate
                               SME's as required

PLANNING CHIEF   (situational)
Planning: Police support members
                               Fire support members
                               EMS support members
                               Transit GM
                               Waste water support

          Water support
          Human resources support
          SME's as required

LOGISTICS CHIEF   Manager of Procurement or alternate
Logistics: CS staff
          SME's as required

FIN/ADMIN CHIEF   Finance SME as designated
          SME's as required

*indicates an EOCG member in a deployed role

Emergency Operations Control Group Members

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

- ❖ Mayor, or alternate
- ❖ Chief Administrative Officer, or alternate
- ❖ Deputy CAO Public Services, or alternate
- ❖ Deputy CAO Corporate Service, or alternate
- ❖ Deputy CAO Infrastructure, Development, or alternate
- ❖ Medical Officer of Health or alternate
- ❖ Chief of Police or alternate
- ❖ General Manager / Fire Chief of Emergency Services or alternate
- ❖ Chief Operating Officer of Guelph Hydro or alternate
- ❖ Administrator of Wellington County Social Services, or alternate

- ❖ Additional personnel called or added to the EOCG **may** include:
    - ❖ The Office of the Fire Marshall and Emergency Management (Emergency Management Ontario) Representative
    - ❖ Grand River Conservation Authority Representative
    - ❖ Liaison staff from provincial ministries
    - ❖ Community Emergency Management Coordinator, or alternate
    - ❖ Red Cross Representative
    - ❖ School Board Officials
    - ❖ Hospital Officials
    - ❖ Any other officials, experts or representatives from the public or private sector as deemed necessary by the EOCG

The Emergency Operations Control Group will normally utilize the Incident Management System, with members filling or delegating the roles of:
- ❖ Command
- ❖ Operations
- ❖ Planning
- ❖ Logistics
- ❖ Administration and Finance

The EOCG may function with a limited number of persons filling only the roles that are required, depending upon the nature of the emergency. While the EOCG may not require the presence of all the people listed as members, all members must be notified of the activation of the EOCG, so that they may monitor the developing situation and responses.

Emergency Operations Centre

Upon notification required members of the EOCG will report to the primary Emergency Operations Centre (EOC) unless notified of a change of venue to the alternate EOC. In the event the alternate EOC cannot be used, the EOCG will be advised to attend another appropriate location.

Operating Cycle

Members of the EOCG will gather at regular intervals to inform each other of actions taken and problems encountered. The CAO will normally fill the role of EOC Commander. In some instances, the CAO will facilitate this role by delegating to an Executive Group member (or other level of management) who is a subject matter expert. The EOC Commander will establish the frequency of meetings of the IMS Section Chiefs. Meetings will normally consist of situational awareness updates for current operations, and planning for ongoing and future operations. The Chiefs of the Operations, Planning, Logistics and Finance sections will normally attend these operating cycle meetings.

Emergency Operations Control Group Responsibilities

The members of the Emergency Operations Control Group (EOCG) are likely to be responsible for the following overarching actions or decisions:

1. Providing Policy and Strategic Direction

2. Site Support and Consequence Management

3. Information Collection, Evaluation, and Distribution

4. Coordination of Agencies and/or Departments

5. Resource Management

6. Internal and External Communications

Additionally, through the IMS system as appropriate, Emergency Operations Control Group members are responsible for the following:

❖ Providing support as required to Site Incident Command

❖ Confirming the Site Incident Commander (Operations Chief)

❖ Utilizing the Incident Management System appropriately

❖ Ensuring that systems and services are maintained in the City areas not affected by the ongoing emergency operations

❖ Provide support to secure the emergency /incident site to establish crowd control, facilitate emergency operations access / egress, and prevent injuries / casualties

❖ Ensure the earliest possible response and overall control of emergency operations

❖ Supporting immediate actions to eliminate sources of potential danger within the affected area

❖ Ensuring coordinated acquisition and distribution of emergency resources, supplies and equipment

❖ Establishing an Emergency Operations Centre and any other necessary emergency operations control facilities, reception / evacuation centres, etc.

❖ Arranging Pre-Hospital Care and transport of casualties to hospitals and / or designated sites outside the designated site area

❖ Providing timely, factual, and official information to the emergency operations officials, media, public, and individuals information

❖ Evacuating any building that poses a threat to public safety

❖ Providing for a total or partial controlled evacuation of the City, as required

❖ Providing emergency food, lodging, clothing, and essential social services and assistance to persons affected by the incident and to emergency services personnel involved in the incident responses as required

❖ Arranging for assistance from private, voluntary, non-profit and government and non-governmental organizations and agencies as appropriate

❖ Commencement of coordinated recovery activities

❖ Authorization of expenditures

❖ Restoration of essential services.

❖ Ensuring all employed persons (and volunteers as deemed appropriate as per section 71 of the WSIA) shall be covered for the duration of the declared emergency under the Workplace Safety and Insurance Act, so long as it is declared by the head of council. (In the event of the foregoing, the City of Guelph shall require registration of the volunteer(s) to record that they are, in fact, volunteering on behalf of the City of Guelph, during the declared emergency).

❖ Ensuring that contingency planning activities take place in response to community risks identified through the Hazard Index and Risk Assessment tools.

❖ Acting as a member of the Executive Group or other role in the IMS structure at the EOC.

Deployment model

In this deployment of the EOC, consistent with the established international practices of the Incident Management System, only the sections of the EOC required will be activated. Primarily, this will be the Command and Operations sections. The initial decision on the activation level is made by the EOCG member or alternate authorizing the EOC deployment.

Planning, Logistics, Finance, PIO, Risk Management / Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Command or Operations sections.

Stage 1 response = Head of Council, EOC Command and Operations Section
Stage 2 response = Head of Council, EOC Command, Operations Section and all other required sections staffed
Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will be made to all members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing response category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the EOC will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required. See the stage 1 diagram contained at Annex D.

Stage 2 & 3 Response

Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from

the Executive Group to assist with the ongoing guidance and leadership for the control group. See the Stage 2 & 3 diagram contained at Annex D.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Response Goals

The following are established goals of this Emergency Management Program:
1. The Health and Safety of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect the public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce the economic and social losses in the community

Reporting Relationships

The following reporting relationships and area responsibilities have been established in this plan.

EOC Commander

EOC COMMANDER

The EOC Commander is responsible for the overall functioning of the EOC, ensuring that adequate and knowledgeable members are given the responsibility of section chiefs: Operations, Planning, Logistics, Administration and Finance.

The EOC Commander briefs members of the Executive Group, and consults with them for guidance as required. The EOC Commander confirms the appointments of section chiefs, and approves Incident Action Plans

The EOC Commander establishes operating cycles, and approves all current Incident Action Plans. The EOC Commander maintains situational awareness, and directs all efforts in a manner consistent with the Response Goals.

The EOC Commander appoints members to act as the Deputy Commander, Risk / Safety Officer, the Liaison Officer, and the Public Information Officer.

The EOC Commander is responsible for the effectiveness of the overall operations of the Emergency Operations Centre.

Deputy Commander

The role of deputy commander of the EOC will normally be filled by the CEMC or alternate who will act in an advisory capacity to the EOC Commander and the EOCG. May be required to assume the duties of the EOC Commander in their absence. Ensures efficient internal information / communication processes. Facilitates resolution of internal staffing / personnel challenges.
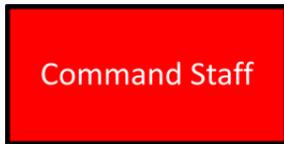
Command Staff

Risk / Safety Officer

The Risk/Safety Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Risk/Safety Officer monitors and assesses current operations to be an advocate for worker safety. The Risk/Safety Officer also provides the EOC Commander with recommendations about risks and liabilities to the City of Guelph. The Risk/Safety Officer in the EOC maintains contact with the Risk/Safety Officer at the site (if activated).

Liaison Officer

The Liaison Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Liaison Officer is responsible for establishing and maintaining communication with the Provincial Emergency Operations Centre and any other EOC's of other municipalities as required. The Liaison Officer seeks out and invites to the EOC any other agencies or subject matter experts required by the EOC.

The Public Information Officer (PIO) (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The PIO is the primary conduit of information to the general public from the EOC. The PIO establishes and maintains information flow to the media and public, ensures that information releases are provided promptly, and establishes a media centre as required. The PIO also monitors news media and other sources to ensure correct information is being conveyed through media and other means. The PIO will also provide background materials for media if required.

Operations Section Chief

Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs to maintain situational awareness of ongoing efforts to mitigate and respond to the emergency.   The Operations Chief is confirmed by the EOC Commander.

The Operations Section Chief maintains direct contact with the Site Commander and coordinates the support response to assist the site. The Operations Section will liaise closely with the Planning Section (when activated) to assist in planning for future operational periods and Incident Action Plans for future use. The Operations Section Chief has a close working relationship with the Planning Section Chief, and ensures that the Planning Section maintains situational awareness of the current operational status.

Operations Section Members

Members of the Operations Section report to the Operations Section Chief, and they are responsible for the execution of the current Incident Action Plan.

Planning Section Chief

Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Planning Section Chief

is confirmed by the EOC Commander. The Planning Section Chief has a close working relationship with the Operations Section Chief to allow for the identification of future needs, and develops options for future operational periods in consultation with the members of the planning section.

Planning Section Members

The Planning section members report to the Planning Section Chief, and produce Incident Action Plans (IAP) for future operational periods. Planning Section members monitor the current situational status; develop Incident Action Plans for future operational periods that include options for those future operational periods.

Logistics Section Chief

Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Logistic Section Chief is confirmed by the EOC Commander. The Logistics Sections Chief coordinates all requests for resources.

Logistics Section Members

The Logistics Section members report to the Logistics Section Chief, and are responsible for logistic functions for current and future operational periods.

Finance and Administration Section Chief

Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Finance and Administrative section will maintain financial records of employee time and materials used to support the site operations.

<u>Finance and Administration Section Members</u>

The Finance and Administration Section members report to the Finance and Administration Section Chief, and are responsible for all financial and administrative duties as assigned for previous, current and future operational periods.

Executive Group Members

All members of the Emergency Operations Control Group are members of the Executive Group. The Executive Group makeup is determined by the response required to the emergency. Normally, Emergency Operations Control Group members not deployed into the IMS system in Command, Operations, Planning, Logistics or Finance and Administration will have duties in the Executive Group.   Members of the Executive Group can be named as the EOC Commander or other functional positions. Members of the Executive Group are available to provide policy advice and guidance to the EOC Commander when extraordinary measures are taken by the EOCG.

Incident Management System (IMS)

The Incident Management System (IMS) is a standardized approach to emergency management that utilizes a common organizational structure to encompass personnel, facilities, equipment, procedures, and communications. IMS recognizes that every emergency has similar management functions that must be carried out. These management functions must occur regardless of the size of the emergency, the number of personnel affected, or the resources available. IMS is the methodology utilized to manage the emergency response. IMS is utilized as a best practice in many areas of the world, and is based in recognized standards in North America. IMS is flexible in its approach, able to scale up or down in the size and scope of support offered to the emergency site according to the needs of the site. IMS has been recommended for use by Emergency Management Ontario, and ensures that municipalities and regions are utilizing the same approach to dealing with emergency situations, and utilizing common terminology during the management of emergencies.

IMS essentially consists of 5 functions:
1. Command
2. Operations
3. Planning
4. Logistics
5. Finance and Administration

In a widespread or sweeping emergency that affects the entire community, all response efforts may be directed from the Emergency Operations Center (EOC), and these responses would include both tactical and strategic responses. In this instance, the EOC Commander may also fill the role as the Incident Commander.

Annex B is a chart showing the overall structure of Guelph's IMS response. The nature of IMS allows for the activation of only the portions of the structure that are required. All emergency response/support will have an EOC Commander and Operations section.

Deployment model

In this deployment of the EOCG, consistent with the established international practices of the Incident Management System, only the sections of the EOCG that are required will be activated. Primarily, this will be the Commander and Operations sections. Planning, Logistics, Finance, PIO, Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Commander or Operations sections.

Stage 1 response = Mayor, EOC Commander, and Operations Section
Stage 2 response = Mayor, EOC Commander, Operations Section and all other required sections staffed

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Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will normally be made to all EOCG members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing responses category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the Control Group will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required.

Stage 2 & 3 Response

Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from the Executive Group to assist with the ongoing guidance and leadership for the control group.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Reporting Relationships in the Incident Management System structure
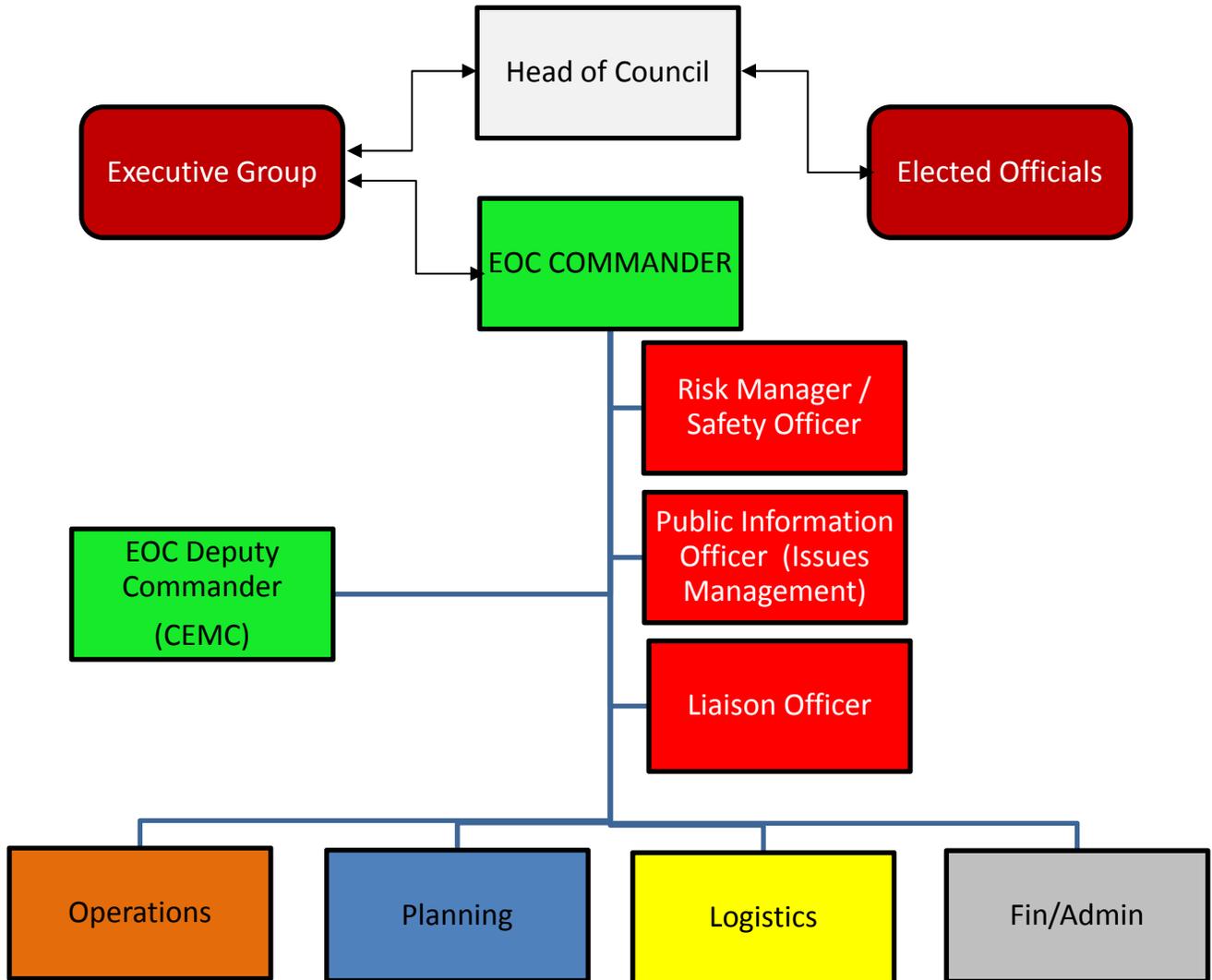
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                              ┌──────────────────┐
                    ┌────────►│  Head of Council  │◄────────┐
                    │         └──────────────────┘         │
         ┌──────────────────┐                    ┌──────────────────┐
         │ Executive Group  │◄──┐                │ Elected Officials │
         └──────────────────┘   │                └──────────────────┘
                              ◄──┤
                    ┌──────────────────┐
                    │  EOC COMMANDER   │
                    └──────────────────┘
                              │
                              │      ┌──────────────────┐
                              ├──────│  Risk Manager /  │
                              │      │  Safety Officer  │
                              │      └──────────────────┘
  ┌──────────────────┐       │      ┌──────────────────┐
  │   EOC Deputy     │       │      │ Public Information│
  │   Commander      │───────┼──────│ Officer  (Issues │
  │                  │       │      │   Management)    │
  │     (CEMC)       │       │      └──────────────────┘
  └──────────────────┘       │      ┌──────────────────┐
                              ├──────│  Liaison Officer │
                              │      └──────────────────┘
       ┌───────────┬──────────┴────────┬───────────┐
┌────────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
│ Operations │ │ Planning │ │ Logistics│ │ Fin/Admin│
└────────────┘ └──────────┘ └──────────┘ └──────────┘
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Operations/Operating cycle

During an activation of the Emergency Operations Centre, operations will be conducted in an operating cycle. The tempo of operations and the frequency of the operating cycle will be determined by the EOC Commander or alternate.

In general, the tempo of operations established will require the EOC Commander and the Section Chief's to schedule regular briefing/update meetings to maintain situational awareness across the areas of responsibility, and review priorities and support levels being provided by the EOC to the Site.

In a community wide emergency, when the EOC may take the overall lead during the emergency, these operating cycle meetings will determine both strategic and tactical priorities as the incident progresses.

The operating cycle has the following main areas that are to be addressed:

1. Planning – the time required to assess the situation and develop the incident action plan for the next operational period.
2. Action – the time necessary to implement the plan, evaluate the results and support the emergency response activities.
3. Reporting – the Operations Cycle meeting where the Section Chief's and EOC Commander report on and review the current status of the emergency, assess the results and validity of the current operational plan including any new strategies required, and the confirmation of existing priorities, and identification of any emerging priorities.

At the conclusion of the operating cycle meeting that has reviewed the current status, and the incident action plan for the following operational period, the planning section will begin to plan for future support of the operations section.

Appendix D to the Emergency Plan

EOC Activation Levels 1-3

LEVEL 1 ACTIVATION:

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                    ┌──────────────┐
                    │     EOC      │
                    │  Commander   │
                    └──────┬───────┘
                           │
                           │    ┌──────────────┐
                           ├────│   Liaison    │
                           │    └──────────────┘
                           │    ┌──────────────┐
                           ├────│ Information  │
                           │    └──────────────┘
        ┌──────────────┐   │
        │  Operations  │───┘
        │   Section    │
        └──────────────┘
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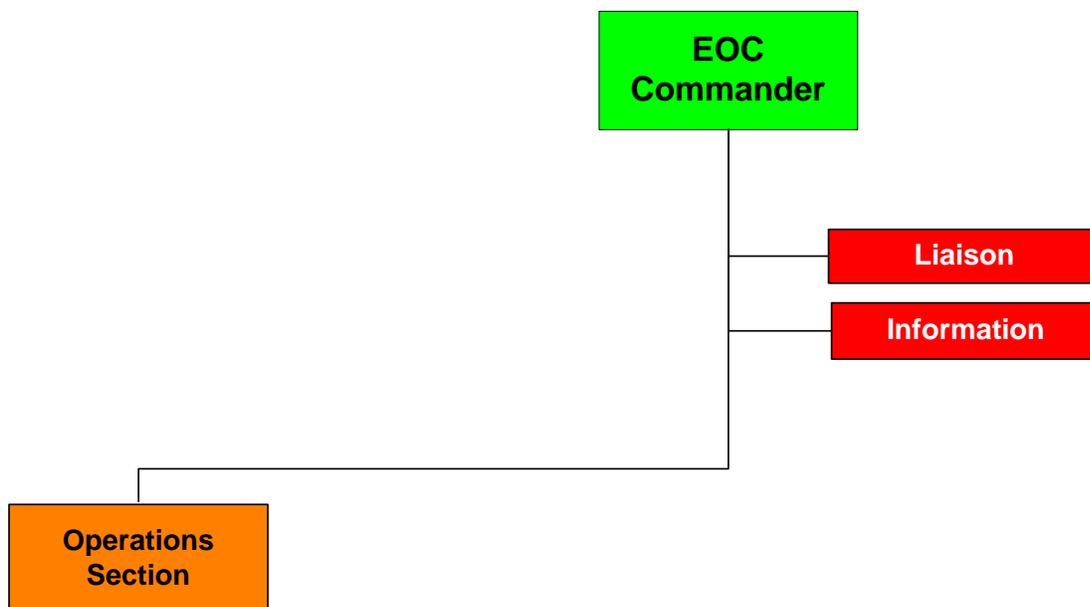
Figure 1: Level 1 Activation of the EOC. Conducting routine operations and monitoring.

LEVEL 2 ACTIVATION:
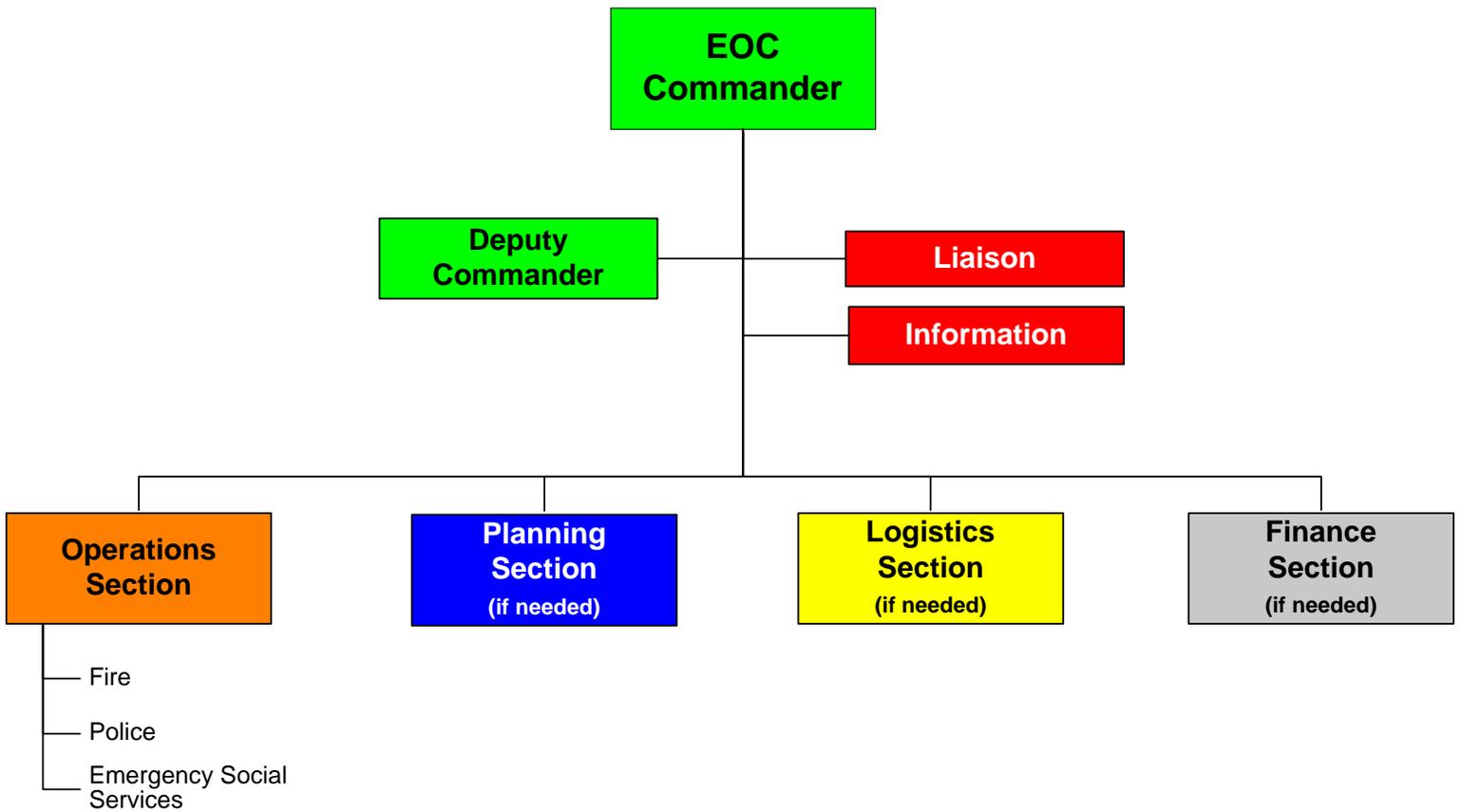
Figure 2: Level 2 Activation of the EOC. Enhanced operations and monitoring.

LEVEL 3 ACTIVATION

Executive Group

EOC Commander

Deputy Commander

Risk Management

Liaison

Information
— *Public Information*
— *Media Relations*
— *Internal Information*

Operations Section
— Fire
— Police
— Ambulance
— Health
— Emergency Social Services
— Environment
— Engineering/Public Works

Planning Section
— Situation
— Resources
— Documentation
— Advance Planning
— Demobilization
— Recovery
— Technical Specialists

Logistics Section
Information Technology
— *Communications*
— *Computer Systems*
EOC Support
— *Facilities*
— *Security*
— *Clerical*
— Supply
— Personnel
— Transportation

Finance Section
— Time
— Contract Administration
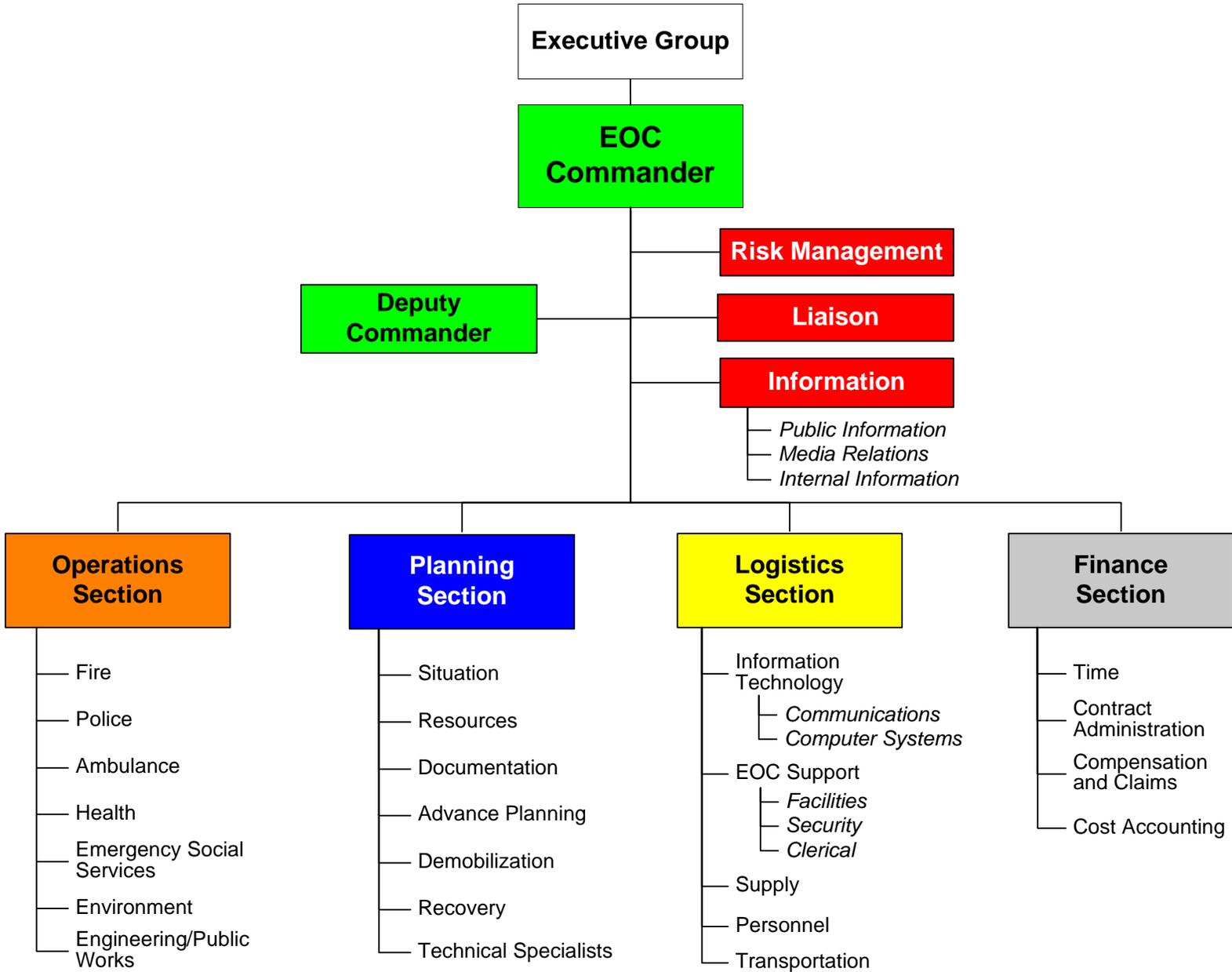— Compensation and Claims
— Cost Accounting

Figure 3: Level 3 Activation of the EOC: Full activation of all areas when sustained ongoing operations are likely to occur.