

County of Renfrew
Emergency Response Plan

September 2013

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PART ONE: INTRODUCTION

1.1 PREFACE

Emergencies are defined as: “a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”¹ Emergencies affect public safety – the health, welfare and property, as well as the environment and the economy of the County of Renfrew.

The Corporation of the County of Renfrew is comprised of 17 Lower Tier Municipalities and provides important services to the separated City of Pembroke making the combined resident population 99 220². Each resident of the County is first a resident of a Lower Tier Municipality or the City of Pembroke, hereinafter described as “local municipalities”; it is with these local municipalities that the primary responsibility for emergency management rests.

In order to assist the local municipalities within the County of Renfrew to protect their residents, businesses, and visitors, the Corporation of the County of Renfrew requires a coordinated emergency response by a number of County departments, municipal partners and external agencies. These are distinct arrangements, emergency operations and procedures, from the normal day-to-day operations of the corporation and its departments and address the elements of a fully developed Incident Management System

In the event of an emergency significantly implicating the resources of the Corporation of the County of Renfrew, every official, department³, municipal partner and external agency must be prepared to carry out specific and assigned responsibilities. The *County of Renfrew Emergency Response Plan* has been prepared to provide important emergency response information related to:

- roles and responsibilities during an emergency; and
- arrangements, services and equipment.

It is also important that the local municipalities and their residents, businesses and interested visitors be aware of these provisions. Copies of the *County of Renfrew Emergency Response Plan* may be viewed at the Administration Building of the County of Renfrew and on the County’s website at www.countyofrenfrew.on.ca. For more information, please contact:

Community Emergency Management Coordinator
County of Renfrew
9 International Drive
Pembroke, Ontario
K8A 6W5 (613) 735-7288

¹ *Emergency Management and Civil Protection Act*, 2006 – Appendix A

² Ontario Ministry of Finance Population Projections, Spring 2008.

³ “Department” includes all employees – full-time, part-time and contract.



1.2 AIM

The primary 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 economy of the residents, businesses and visitors to the County of Renfrew when faced with an emergency resulting from the effects of a natural, technological or human-caused disaster. Secondly, therefore, the aim is also to support the local municipalities in the implementation and operation of their individual and collective emergency response plans.

The *County of Renfrew Emergency Response Plan* enables a controlled and coordinated response to emergencies affecting the Corporation of the County of Renfrew and/or the local municipalities, and meets the legislated requirements of the *Emergency Management and Civil Protection Act*.

The *County of Renfrew Emergency Response Plan* has been developed to address the elements of a fully implemented Incident Management System and reflects the functions of: Command, Operations, Logistics, Planning, and Finance & Administration and respects the Emergency Response Plans of the 17 Lower Tier Municipalities and the City of Pembroke. An in-depth Hazard Identification and Risk Assessment has been conducted, in the preparation of this plan. The County of Renfrew also supports local municipalities in the mitigation of an emergency and provides available resources to assist the local municipalities during declarations at that level.



1.3 DECLARATION OF AN EMERGENCY

The *Emergency Management and Civil Protection Act* states that:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect the property of the health, safety and welfare of the inhabitants of the emergency area.”
R.S.O. 1990, E.9, s.4 (2).

1.3.1 COUNTY OF RENFREW DECLARATION

The Warden of the County of Renfrew or his/her designate has the authority to declare a state of emergency for the County of Renfrew. The designate for the Warden has been named as the Chair of the Health Committee of the County of Renfrew. The decision to declare a state of emergency is usually made in consultation with the CAO, CEMC and other available members of the County Control Group.

As the County of Renfrew is comprised of 17 Lower Tier Municipalities and provides important service to the City of Pembroke, each with its own Emergency Response Plan, the declaration of a state of emergency at the County level will likely occur in certain instances, including but not limited to the following:

- a situation compromising the critical infrastructure of the Corporation;
- a general health issue identified by the local Medical Officer of Health that may affect the entire County;
- a general situation, such as severe weather which affects a significant proportion of the County’s residents and/or property;
- at the request of one or more local municipalities that have already declared a state of local emergency;
- in situations where the County of Renfrew is requested to support local municipal emergency plans and mitigation measures;
- in situations where multiple requests for services provided by the County of Renfrew overwhelm specific departments and/or the Corporation as a whole beyond standard operational capability; and
- at the request of the Province of Ontario.

As a resource to assist the Warden, Emergency Management Ontario has prepared a *Checklist in Consideration of a Declared Emergency*⁴ for use.

Upon declaring a County emergency, the Warden will notify:

- The Minister of Community Safety and Correctional Services;
- Emergency Management Ontario;
- County Council;
- Public;
- Neighbouring community officials, as appropriate;
- Local Member of Provincial Parliament, as appropriate; and
- Local Member of Parliament, as appropriate.

⁴ Available to members of the County Control Group.



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- When an emergency situation exists but has not yet been declared by the Head of Council, County of Renfrew employees make take such actions as may be required to protect the health, safety, welfare and the property of the resident population and the Corporation. Employees acting under these conditions are obligated to immediately notify their supervisor, department head and the Community Emergency Management Coordinator to initiate proper activation and notification procedures of the *County of Renfrew Emergency Response Plan*.

1.3.2 TERMINATION OF EMERGENCY

The *Emergency Management and Civil Protection Act* defines that a municipal emergency may be terminated by the:

- Head of Council;
- Municipal Council; or
- Premier of Ontario.

The decision to terminate a declared emergency is usually taken in consultation with the County Control Group.

Upon termination the following will be notified:

- The Minister of Community Safety and Correctional Services;
- Emergency Management Ontario;
- County Council;
- Public;
- Neighbouring community officials, as appropriate;
- Local Member of Provincial Parliament, as appropriate; and
- Local Member of Parliament as appropriate.

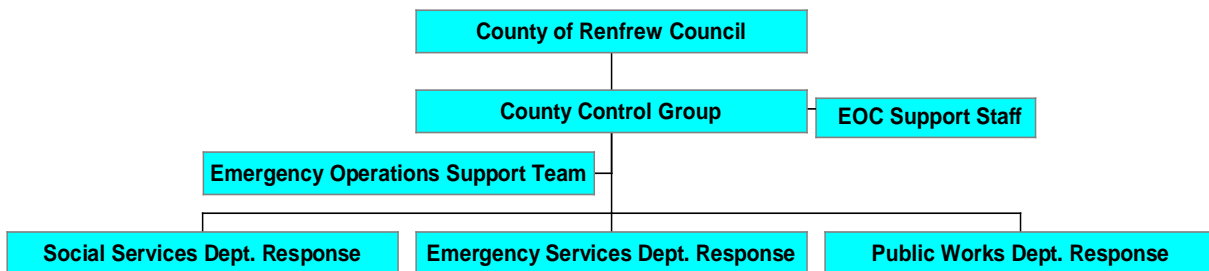


PART TWO: EMERGENCY OPERATIONS AND PROCEDURES

2.1 COUNTY CONTROL GROUP (CCG)

The County Control Group is responsible for the direction and control of the overall emergency response at the County level. In keeping with the elements of an Incident Management System, the County Control Group assumes the functions of: Command, Operations, Planning and Logistics. The County Control Group ensures the provision of essential services to minimize the impact of the emergency on the community. The County Control Group is responsible to implement the *County of Renfrew Emergency Response Plan*.

Emergency Operations Organizational Chart



2.1.1 MEMBERSHIP

The County Control Group is made up of the following members:

- Warden
- Operations Manager (CAO)
- Liaison Officer ⁵ –(Community Emergency Management Coordinator)
- Safety Officer – (Director of Emergency Services)
- Director of Social Services
- Director of Public Works & Engineering
- Emergency Information Officer (Media Relations/Grants Coordinator)

The County Control Group may function with only a limited number of persons depending upon the nature of the emergency. While the CCG may not require the presence of all members, all members must be notified whenever the plan is activated. The County Control Group requires the administrative assistance provided by the Emergency Operations Centre Support Staff. The roles associated with this support include: Operations Officer, Duty Officer and Scribe. The County Control Group may also require the assistance of external organizations and/or professionals to provide an effective response. Representatives from: the Ontario Provincial Police; Renfrew County Mutual Aid (Fire Services); Renfrew County & District Health Unit;

⁵ "The term "Officer" assigned to the positions of the Liaison Officer, Safety Officer, Emergency Information Officer, the Operations Officer and the Duty Officer relate specifically to the role assigned during the activation of the County of Renfrew Emergency Response Plan and does not encompass the rights, obligations and responsibilities of the designated officers of the Corporation of the County of Renfrew.



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Emergency Management Ontario; Environment Canada; Ministry of Natural Resources and other Provincial Ministries and/or Agencies⁶ may be invited to participate in an advisory capacity to the Group.

The Emergency Operations Support Team whose primary role includes assisting the County Control Group with the Finance and Administrative functions required to manage the emergency, supports the County Control Group.

Members of both the County Control Group and the Emergency Operations Centre Support Team are required to have designated alternates to respond in the event that the primary member is unavailable. All responsibilities of the primary member extend to the alternate member when acting in such capacity.

The Warden may request that Reeves and Mayors of the affected local municipalities within the County convene to advise the Warden concerning the response requirements of their municipalities.

2.1.2 COLLECTIVE RESPONSIBILITIES OF THE COUNTY CONTROL GROUP

The members of the County Control Group are responsible, as a group, for the following actions and/or decisions required to support an effective emergency response:

- Implementation of the *County of Renfrew Emergency Response Plan*, in whole, or in part, to respond to an impending, potential or existing emergency.
- Providing advice and information to the Warden concerning the declaration and termination.
- Advising the Warden regarding requests for assistance from local municipalities, the Province of Ontario, or the Government of Canada.
- Coordinating and directing County resources used to mitigate the effects of an emergency, in cooperation with and as a support to local municipalities.
- Ensuring the composition of the County Control Group is appropriate to mitigate the effects of a given emergency situation, by determining which, if any, ad hoc members are required.
- Ensuring the provision of essential resources and services to support emergency response activities.
- Ensuring timely Emergency Information is collected, developed and communicated to the media and public.
- Participating in interviews, press conferences and public information sessions, as required.
- Activating and directing the County of Renfrew Emergency Operations Support Team.
- Establishing advisory sub-committees, as required, to work on specific problem areas related to the emergency.

⁶ Not to be considered a complete or exclusive list.



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- Authorization of expenditures during the emergency; provision for cost accounting and facilitation of cost recovery.
- Participating in the operational de-brief of the emergency, upon termination.
- Maintaining a log outlining decisions made and actions taken related to the Emergency and submitting this log to the Chief Administrative Officer and copy to the Community Emergency Management Coordinator within seven working days of the termination of the emergency.



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2.1.3 ACTIVATION OF THE EMERGENCY RESPONSE PLAN

The activation of the *County of Renfrew Emergency Response Plan* will result in the County Control Group convening in the designated Emergency Operations Centre. Any member of the County Control Group, or Head of Council of a local municipality within the County, may request that the plan be activated. The request will be made to the Warden, or the Chief Administrative Officer, or the Community Emergency Management Coordinator. Only the Warden, the CAO and the CEMC have the authority to activate the *Emergency Response Plan*; activation of the plan is not dependent on, nor synonymous with, an official emergency declaration by the Head of Council. Activation of the plan includes:

- notification of the County Control Group and Emergency Operations Centre Support Staff;
- determination of the appropriate Emergency Operations Centre;
- set up of the Emergency Operations Centre; and
- any other actions required to implement the plan.

The *County of Renfrew Emergency Response Plan* may be implemented in whole, or in part, based on conditions at the emergency site(s) or the severity of the situation.

2.1.4 NOTIFICATION OF THE COUNTY CONTROL GROUP AND EOC SUPPORT STAFF

Upon activation of the *Emergency Response Plan* the Chief Administrative Officer will contact the Warden and the Community Emergency Management Coordinator. The Community Emergency Management Coordinator is responsible for notification of the County Control Group and the Emergency Operations Support Staff.

Initial notification attempts will occur by Blackberry Messenger, landline and/or cellular telephone, should the primary County Control Group and/or Support Staff member not respond in person to this initial attempt, their alternate(s) will be contacted by the same means. If electronic notification processes and telephone service are unavailable, the Community Emergency Management Coordinator and the Chief Administrative Officer will determine the method by which in-person contact will be made.



2.2 EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre is the central command for the County's emergency response. The Emergency Operations Centre has secure meeting rooms, appropriate communications equipment, rest areas, washrooms, and appropriate areas for meals. The Emergency Operations Centre Staff includes the County Control Group and the Emergency Operations Centre Support Staff.

2.2.1 LOCATION OF THE EOC

The Emergency Operations Centre (EOC) has both primary and alternate locations. During the notification process, direction to which location members of the County Control Group shall report will be given. The primary and alternate locations of the EOC are geographically separated so that if one site is endangered or rendered non-functional as a result of the emergency situation another should be safe and operational.

2.2.2 EOC PROCEDURES

The Community Emergency Management Coordinator, with the assistance of the Operations Officer and other members of the EOC Staff, will ensure that the EOC is operational within 120 minutes. Upon notification the Operations Manager (CAO) of the CCG may contact the Manager of the Emergency Operations Support Team, as required, to support the effective operations of the EOC.

Upon arrival at the Emergency Operations Centre, each CCG member will:

- i. Sign in with the Duty Officer.
- ii. Retrieve the designated Emergency Operations Centre Kit.
- iii. Check telephone/communications devices.
- iv. Open personal log.
- v. Contact own department/agency and obtain a status report.
- vi. Participate in the initial briefing.
- vii. Participate in planning the initial response/decision making process.
- viii. Communicate the County Control Group decisions on to department and/or agency staff.
- ix. Continue participation in the Emergency Operations Centre Operations Cycle.

Upon leaving the Emergency Operations Centre, each CCG member will:

- i. Sign out with the Duty Officer and provide location/contact information for the interim.
- ii. Fully brief any replacement/relief.

Once the initial response is established, the Operations Officer puts routine procedures into place. The County Control Group functions most efficiently on an Operations Cycle. Each member of the CCG and Support Service Team has specific roles and responsibilities related to the Emergency Operations Centre. These responsibilities are outlined in detail further in this document.



2.3 OPERATIONS CYCLE

Emergency management is cyclical in nature and the Operations Cycle is how the County Control Group manages over emergency operations. The Operations Cycle includes regular meetings to share information, discuss actions to be taken and/or issues to be resolved. These meetings are brief and free from interruptions; effective meetings are disciplined in nature.

Initial Operations Cycle meetings may take up to 90 minutes and be held frequently, but as the emergency response progresses meetings should be 30 minutes or less and be held less often. The Operations Cycle meetings are to be chaired by the Operations Manager. The Operations Manager, in conjunction with the Warden and CCG as a whole, will determine the meeting schedule. It is important to note that the Operations Cycle should reflect the pace of the emergency in order to meet the primary objectives of supporting the emergency site and coordinating the overall response.

The County Control Group will convene at the Emergency Operations Centre, usually around a planning board or a map, at which time they will in turn report their departments' or agencies' status to the Warden and Operations Manager. In the discussion regarding the decision/actions related to the priority items points concerning challenges, barriers, required resources, and any other relevant information so that timely and informed decisions can be made as a group. It is essential that every member of the CCG, covering each area of responsibility, be heard from during the Operations Cycle meeting process. The County Control Group is a team, and the actions taken by one, or the lack of action by one, may have a significant impact on an effective emergency response.

Specifically the agenda for each Operations Cycle meeting should consistently include:

1. Current Status of each CCG member area of responsibility; including 1st and 2nd priority issues for decision/action. (Once this round table is complete, then...)
2. List of 1st Priority Items.
3. Determination of decision/action for 1st Priority Items.
4. List of 2nd Priority Items.
5. Determination of decision/action for 2nd Priority Items.
6. Discussion of emerging issues for future planning.
7. Determination of Key Messages for Emergency Information Officer.
8. Time of Next Operations Cycle Meeting.

Once the Operations Cycle meeting is completed, the CCG members will contact their respective departments and partner agencies to pass on relevant information or directives from the CCG. In the time period following the Operations Cycle meeting and this information dissemination process, CCG members will begin the process of taking action on decisions, gathering information and preparing for the next Operations Cycle meeting.



2.4 ROLES AND RESPONSIBILITIES OF THE COUNTY CONTROL GROUP

In addition to the collective responsibilities outlined in Section 2.1.2, there are distinct responsibilities for each member of the CCG.

2.4.1 WARDEN

- Declaring an emergency.
- Terminating an emergency.
- Notifying the Minister of Community Safety and Correctional Services of the declaration and termination of the emergency.
- Ensuring the members of County Council are advised about the declaration and termination of an emergency.
- Communicating decisions/actions of the CCG to Council.
- Ensuring that neighbouring communities, the MPP and MP are advised of the declaration and termination of the emergency, as required.
- Approving all key messages, major announcements and media releases.
- Maintaining a personal log.
- Participating in the post emergency de-brief sessions.

2.4.2 OPERATIONS MANAGER – CHIEF ADMINISTRATIVE OFFICER

During an emergency the CAO is referred to as the Operations Manager in the Emergency Operations Centre and County Control Group. The Operations Manager performs the functions of the Incident Commander in the Incident Management System by:

- Activating the emergency notification system.
- Activating the Emergency Operations Support Team, if required.
- Coordinating the activities of the Emergency Operations Centre.
- Chairing the County Control Group Operations Cycle meetings.
- Advising the Warden on County of Renfrew Policies and Procedures, as required.
- Reviewing with, and advising the Warden on the key messages, major announcements and media releases; in the absence of the Warden approving such messages.
- Ensuring a communication link is established between the Emergency Site Commander and the County Control Group.
- Initiating and maintaining a business cycle format during emergency operations.
- Communicating the needs of the County Control Group to the Manager of the Emergency Operations Support Team.
- Ensuring a master record (main events board) is maintained to record all decisions/actions of the CCG.
- In conjunction with the Manager of the Emergency Operations Support Team, ensuring that all essential services of the County of Renfrew are maintained and that business continuity is minimally disrupted.
- Maintaining a personal log.
- Participating in the post emergency de-brief sessions.



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2.4.3 LIAISON OFFICER -COMMUNITY EMERGENCY MANAGEMENT COORDINATOR

The Community Emergency Management Coordinator role is maintained during both normal and emergency operations. The CEMC is responsible to play an active emergency management role prior to the declaration of an emergency at the County level as well as to play a supportive role to the local municipalities experiencing an emergency situation.

During an emergency at a Local Municipality(s) the Liaison Officer is responsible for:

- Initiating contact with the CEMC of the affected municipality(s).
- Conducting an assessment of the emergency situation regarding the level of assistance that may be requested and/or required of the County of Renfrew.
- Providing regular updates to the Chief Administrative Officer concerning the emergency and service implications for the County.
- Providing support to the CEMC and Community Control Group of the affected municipality, as requested.
- Providing liaison between the Community Control Group of the affected municipality(s) and the implicated departments and the County of Renfrew.
- Keeping a record of the activities and decisions taken during the emergency.
- Making recommendations to the Warden and CAO concerning the need to activate the County of Renfrew Emergency Response Plan.

During an emergency at the County level the Liaison Officer is responsible for:

- Activating the Emergency Response Plan and its notification procedures.
- Contacting the members of the County Control Group.
- Ensuring that the Emergency Operations Centre is operational within 120 minutes of activation.
- Providing information and assistance to the Warden and the CAO to facilitate decision-making.
- Providing information, advice and assistance to the County Control Group on matters of emergency management – liaison, legislation, policy, best practice and principles.
- Maintaining communication with the CEMCs of the affected local municipalities to ensure that required services are coordinated.
- Identifying resource needs, emerging issues and future planning requirements to the CCG.
- Coordinating the activation of Provincial Emergency Response Teams (CBRN, CISM, HUSAR, etc.)
- Liaising with Emergency Management Ontario.
- Providing direction to the Operations Officer and Duty Officer to ensure effective operation of the EOC.
- Participating in the Emergency Operations Cycle meetings.
- Tracking the key messages of the County Control Group during Operation Cycle meetings.
- Maintaining a personal log.



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- Coordinating the necessary post-emergency de-briefings (CCG, Emergency Operations Support Team, County of Renfrew Departments) and developing a final report for Council.

2.4.4 SAFETY OFFICER - DIRECTOR OF EMERGENCY SERVICES

The Director of Emergency Services is responsible for performing the functions of Safety Officer in the Incident Management System as well as:

- Alerting the Community Emergency Management Coordinator, the CAO, or the Warden of an emergency, or a threat of an emergency that may involve County resources.
- Requesting activation of the *Emergency Response Plan* to the Warden, CAO or the CEMC.
- Upon notification, proceeding to the designated Emergency Operations Centre.
- Activating departmental Notification Procedures, as required.
- Managing the Emergency Services Department response of the County related to: Emergency Medical Service (triage, treatment and transportation); ongoing provision of 9-1-1 service; and Fire Dispatch services.
- Providing direction to the Emergency Operations Centre Staff related to their Health and Safety.
- Providing direction/advice to the Deputy Chief of Operations and the Paramedic Service Site Commander regarding the emergency response.
- Participating fully in the Operations Cycle Meetings of the CCG regarding: staffing requirements, balanced emergency coverage, service depletion, mutual assistance, emergency communications, injuries and fatalities, and other matters related to the department's responsibilities.
- Providing leadership to the CCG members to ensure that the health and safety standards of the emergency site(s) and responders are maintained.
- Liaising with the Ministry of Health and Long Term Care – Emergency Health Services Branch.
- Liaising with Mutual Assistance partners.
- Maintaining a personal log.
- Participating in the post-emergency CCG de-brief sessions.

2.4.5 DIRECTOR OF SOCIAL SERVICES

The Director of Social Services is responsible for:

- Alerting the Community Emergency Management Coordinator, the CAO, or the Warden of an emergency, or a threat of an emergency that may involve County resources.
- Requesting activation of the *Emergency Response Plan* to the Warden, CAO or the CEMC.
- Upon notification, proceeding to the designated Emergency Operations Centre.
- Activating departmental Notification Procedures, as required.
- Managing the Social Services Department response.
- Contacting the Development and Property Department regarding building operations.
- Maintaining communications with the Canadian Red Cross.



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- Managing communication with contracted emergency social service providers.
- Maintaining communication and providing information to the Emergency Operations Support Team.
- Participating fully in the Operations Cycle Meetings of the CCG regarding: staffing requirements, reception centres, evacuation centres, evacuation procedures, meals, comfort centres, volunteer requirements and any other matters related to the department.
- Maintaining a personal log.
- Ensuring the health and safety standards of the Social Services Department staff responding to the emergency and their service locations are maintained.
- Participating in the post-emergency de-brief sessions.

2.4.6 DIRECTOR OF PUBLIC WORKS & ENGINEERING

The Director of Public Works & Engineering is responsible for:

- Alerting the Community Emergency Management Coordinator, the CAO, or the Warden of an emergency, or a threat of an emergency that may involve County resources.
- Requesting activation of the *Emergency Response Plan* to the Warden, CAO or the CEMC.
- Upon notification, proceeding to the designated Emergency Operations Centre.
- Activating departmental Notification Procedures, as required.
- Managing the Public Works response of the County.
- Providing direction/advice to the Public Works staff responding to the emergency.
- Participating fully in the Operations Cycle Meetings of the CCG regarding: staffing and equipment requirements, county roads, bridges, structural integrity, traffic plans and other matters related to the department's responsibilities.
- Maintaining communication and providing information to the Emergency Operations Support Team.
- Ensuring that the health and safety standards of the Public Works Department staff responding to the emergency are maintained.
- Activating the Amateur Radio Emergency Services, if required.
- Maintaining a personal log.
- Participating in the post-emergency de-brief session.

2.4.7 EMERGENCY INFORMATION OFFICER – MEDIA/GRANTS COORDINATOR

The Emergency Information Officer is responsible for:

- Requesting activation of the *Emergency Response Plan* to the Warden, CAO or the CEMC.
- Upon notification, proceeding to the designated Emergency Operations Centre.
- Opening the Emergency Information and Media Centres.
- Participating fully in the Operations Cycle Meetings of the CCG regarding: staffing requirements for the Emergency Information Centre, logistical requirements for the media, developing key messages for the public, and recording media coverage of the emergency.



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- Apprising the CCG of any significant information passed on to the public and correcting any misinformation.
- Liaising with Emergency Information Officers of the local municipalities to ensure consistency of messaging to the public.
- Recording and tracking the key messages of the County Control Group during Operation Cycle meetings.
- Coordinating interviews and media conferences for County Control Group members.
- Preparing media releases for review by appropriate officials.
- Maintaining chronological record of all media releases.
- Accessing copies of news report and interviews during, and following, the emergency.
- Monitoring news coverage.
- Maintaining communication and providing information to the Emergency Operations Support Team.
- Ensuring that the health and safety standards of the emergency information and media centres are maintained.
- Maintaining a personal log.
- Participating in post-emergency CCG de-brief sessions.

The membership of the County Control Group may be supplemented as required. The Operations Manager may make requests for participation in CCG meetings of other Department Heads, staff, municipal partners and allied agencies.

A Community Officer of Emergency Management Ontario and representatives from the Ontario Provincial Police, Renfrew County & District Health Unit and the Renfrew County Mutual Aid Committee may be invited to participate in an advisory capacity to the County Control Group. Representatives from other appropriate Provincial Ministries are also available as resources to the Control Group. Members from other private, commercial and/or industrial organizations (e.g. TransCanada Pipeline) may also be requested to participate as advisors to the Control Group to assist with the response and recovery efforts.



2.5 ROLES AND RESPONSIBILITIES OF THE EMERGENCY OPERATIONS CENTRE SUPPORT STAFF

The mandate of the County Control Group is to manage the overall County of Renfrew response to the emergency and the Control Group requires administrative and support services to function effectively. There are three, defined, support staff roles for the Emergency Operations Centre. These positions are not members of the CCG, but are present in the Emergency Operations Centre throughout the emergency.

2.5.1 OPERATIONS OFFICER – EXECUTIVE ASSISTANT TO THE CAO

The Operations Officer is responsible for the following:

- Upon notification, proceeding to the designated Emergency Operations Centre.
- Setting up the Emergency Operations Centre: seating, equipment and supplies.
- Maintaining the official record of all CCG decisions and directions.
- Maintaining an Emergency Operations Map(s) for the CCG.
- Arranging for security of the Emergency Operations Centre.
- Ensuring effective communications link between the Operations Manager and County staff responding to the emergency.
- Planning shift rotations for EOC staff.
- Arranging for scribes as required by the CCG.
- Providing administrative assistance to the Operations Manager to ensure effective implementation of the Planning Cycle and CCG Meetings.
- Recording all in-coming and out-going messages of the EOC Manager.
- Providing advice and guidance to members of the CCG on administrative and corporate procedures and operations.

2.5.2 DUTY OFFICER – ADMINISTRATIVE ASSISTANT TO EMERGENCY SERVICES

The Duty Officer is responsible for the following:

- Upon notification, proceeding to the designated Emergency Operations Centre.
- Opening and maintaining the Emergency Operations Centre sign-in process.
- Opening and maintaining a major Events Log.
- Ensuring that appropriate supplies are available to CCG members.
- Ensuring that refreshments, meals and rest breaks are provided for the CCG and EOC staff.
- To identify staffing, equipment and supply issues of the EOC to the Operations Manager.
- To identify outstanding Planning Cycle issues to the Operations Officer.
- Gathering CCG members' personal logs at the end of every shift.



2.5.3 SCRIBE⁷

The Scribe(s) is responsible for the following:

- Upon notification, or as requested by the Operations Officer, proceeding to the designated Emergency Operations Centre.
- Recording actions and decisions taken by the CCG member.
- To take messages for the CCG member during Planning Cycle Meetings.
- To regularly update the CCG member concerning outstanding issues.

⁷ Departments of the County of Renfrew may have assigned, trained administrative staff to fulfill the role of scribe as required.



2.6 EMERGENCY OPERATIONS SUPPORT TEAM

The Emergency Operations Support Team plays a supportive role to the County Control Group. The Team has two primary roles: to provide technical support and assistance to the County Control Group, and to ensure business continuity of the Corporation throughout the duration of the emergency.

The County Control Group relies on the assistance of the Emergency Operations Support Team to ensure the provision of the essential services necessary to minimize the effects of an emergency on the community.

Activation of the Emergency Operations Support Team is at the discretion of the Operations Manager (CAO) of the County Control Group. The Operations Manager of the County Control Group will activate the Emergency Operations Support Team by contacting the Team Manager and requesting that the Team be convened.

The Emergency Operations Support Team will conduct its business at the County of Renfrew Administration Building and/or a designated alternative should the County Building be deemed inaccessible. Meetings of the Team will be chaired by the Team Manager and held at least daily for the duration of the emergency. Meetings of the Emergency Operations Support Team will be scheduled to respond to the needs of the County Control Group.

The Chief Administrative Officer appoints the Team Manager. In the event that a member of the Emergency Operations Support Team is designated as the Team Manager his/her alternate may fulfill the primary role being vacated.

2.6.1 MEMBERSHIP

The Emergency Operations Centre Support Team is made up of the following members:

Team Manager
Treasurer/Deputy Clerk
Director of Human Resources
Director of Development and Property
Manager of Information Technology
Administrator of Bonnechere Manor (as required)
Administrator of Miramichi Lodge (as required)

2.6.2 ROLES AND RESPONSIBILITIES OF THE EMERGENCY OPERATIONS SUPPORT TEAM

The members of the Emergency Operations Support Team are responsible, as a group, for the following actions and/or decisions required to support an effective emergency response and to mitigate against further disruption to the corporation.

- Providing information to the County Control Group regarding matters of: finance; human resources; information technology; Geographic Information Systems; property; recovery planning; and business continuity.



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- Preparing documentation related to: volunteer screening and registration, overtime and payroll, grant applications, expenditures, maps, and recovery plans.
- Providing technical support and advice related to the technology needs of the County Control Group, Emergency Site Commander, Emergency Information and Media Centres.
- Securing human resources and services to support emergency response activities, as requested by County Control Group.
- Maintaining business continuity of the Corporation and identifying emerging operational issues to the CCG Operations Manager.
- As articulated by the County Control Group, keeping County of Renfrew staff advised of the emergency response and its implications.
- Participating on advisory subcommittees, as requested by the County Control Group, to work on specific problem areas related to the emergency.
- Participating in the operational de-brief of the emergency, upon termination.
- Maintaining a log outlining decisions made and actions taken related to the Emergency and submitting this log to the Chief Administrative Officer within seven working days of the termination of the emergency.

In addition to the collective responsibilities outlined above, each designated member of the Emergency Operations Support Team is responsible to carry out specific responsibilities.

2.6.2 A) TEAM MANAGER

The Team Manager is responsible for managing the team including:

- Upon notification from the Operations Manager of the County Control Group, activating the Emergency Operations Support Team.
- Acting as the primary liaison between the Team and the County Control Group.
- Coordinating and Chairing the Emergency Operations Support Team Meetings.
- Preparing briefings for the County of Renfrew staff, as required.
- Maintaining a master record of decisions and actions taken by the Team.

2.6.2 B) TREASURER/DEPUTY CLERK

The Treasurer/Deputy Clerk is responsible for:

- Providing information and advice to the County Control group on financial matters as they relate to the emergency and the capabilities of the County of Renfrew.
- Ensuring duties of the Clerk are maintained as per Ontario Municipal Act.
- Maintaining all regular Departmental processes to ensure continuity of service.
- Ensuring that all expenditures are documented for claim procedures and consolidating all purchase orders.
- Donations management.
- Establishing a Disaster Relief Committee, if required⁸, to be responsible for the provision of adequate funding for required services and supplies.

⁸ To meet the Ontario Disaster Relief Assistance Program requirements of the Ministry of Municipal Affairs and Housing.



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- Regular communication with departmental staff responding to the emergency.

2.6.2 C) DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources is responsible for:

- Assisting the Emergency Services Department, Social Services Department and Public Works Department to provide the necessary staff to address the emergency response.
- Staffing the Emergency Information Centre.
- Developing a communications plan for responding staff to be contacted by their family members.
- Working with the Community Emergency Management Coordinator to ensure that effective Critical Incident Stress Management and follow-up services are available to first responders, staff and their families.
- Providing advice to the CCG on matters related to collective agreements, hours of work and corporate human resource policy.
- Developing security clearance processes and documentation for County of Renfrew volunteers responding to the emergency.
- Providing advice to local municipal staff on general human resource matters.
- Regular communication with departmental staff responding to the emergency.

2.6.2 D) DIRECTOR OF DEVELOPMENT AND PROPERTY

The Director of Property is responsible for:

- Ensuring the safety and security of the Emergency Operations Centre.
- Providing assistance to the Operations Officer regarding building and equipment needs for the County Control Group.
- EOC maintenance related to cleaning and supplies.
- Logistical support to the Emergency Services, Social Services and Public Works departments related to the emergency response.
- Chairing and/or participating on ad hoc committees and/or working groups related to recovery planning.
- Providing advice and assistance to the County Control Group on matters related to the economic health of the County and the consequences of the emergency.
- Providing advice and assistance to the County Control Group and the local municipalities regarding land-use, zoning and environmental factors related to the emergency.
- Providing technical assistance and advice to the County Control Group, as requested.
- Preparing maps and geographical information packages for the CCG.
- Preparing visual aids related to GIS for the Emergency Information Officer and Emergency Information Centre staff.
- Providing technical assistance to local municipal staff developing geographical information related to the emergency.
- Regular communication with departmental staff responding to the emergency.
- Ensuring business continuity of the department.



2.6.2 E) MANAGER OF INFORMATION TECHNOLOGY

The Director of Information Technology is responsible for:

- Working with the Operations Officer to ensure that the communications system and information technology systems of the Emergency Operations Centre are activated.
- Initiating the necessary action to reasonably ensure that the information technology systems and telecommunications systems of the County Administration Building function effectively.
- Ensuring that the County of Renfrew telephone messaging is adjusted appropriately to reflect the circumstances of the emergency.
- Providing technical support and advice to the Emergency Information Centre and Media Centre as required.
- Regular communication with departmental staff responding to the emergency.

2.6.2 F) ADMINISTRATOR OF BONNECHERE MANOR (AS NEEDED)

The Administrator of Bonnechere Manor is responsible for:

- The safety and well being of the residents and staff of the Manor.
- Activating the Bonnechere Manor Emergency Plan, if required.
- Providing logistical support to the emergency responders (hot meals, shower facilities, rest areas), if requested by the CCG.
- Communicating with the Community Care Access Centre regarding the provision for assistance for fragile clients requiring emergency shelter and/or meals.
- Liaison with other Long Term Care facilities affected by the emergency.
- Communication with Manor staff responding to the emergency.

2.6.2 G) ADMINISTRATOR OF MIRAMICHI LODGE (AS NEEDED)

The Administrator of Miramichi Lodge is responsible for:

- The safety and well-being of the residents and staff of the Lodge.
- Activating the Miramichi Lodge Emergency Plan, if required.
- Providing logistical support to the emergency responders (hot meals, shower facilities, rest areas), if requested by the CCG.
- Communicating with the Community Care Access Centre regarding the provision for assistance for fragile clients requiring emergency shelter and/or meals.
- Liaison with other Long Term Care facilities affected by the emergency.
- Communication with Lodge staff responding to the emergency.



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2.6.2 I) ADMINISTRATIVE ASSISTANT (AS DESIGNATED)

The designated Administrative Assistant is responsible for:

- Coordination and set up of meeting rooms for Team meetings.
- Ensuring equipment and supplies are available to the Team during meetings.
- Recording Team meetings.
- Keeping a record of outstanding items for the Treasurer/Deputy Clerk.
- Coordinating the provision of administrative support (scribes) to the County Control Group, as requested.
- Assisting the Operations Officer and Duty Officer of the CCG as required.

The Manager of the Emergency Operations Support Team can request participation of other County of Renfrew staff, as required.



2.7 TELECOMMUNICATIONS

The primary methods of communicating to and from the Emergency Operations Centre will be by Blackberry Messenger, e-mail, telephone, facsimile, and messenger or courier. In the event that landline and/or cellular telephone service is not available, radio communications provided through the County of Renfrew Departments (Public Works and Emergency Services) may be employed to maintain direct contact with the Emergency Site responders. In such cases, Amateur Radio Emergency Services⁹ may also be activated to support the necessary communications between the CCG members and the Site. The Director of Public Works & Engineering is responsible to activate the ARES and provide for their needs.

⁹ ARES is bound to provide assistance to the County of Renfrew under written agreement with the Corporation.

PART THREE: ADMINISTRATION

3.1 AUTHORITY

3.1.1 EMERGENCY MANAGEMENT AND CIVIL PROTECTION ACT

The *Emergency Management and Civil Protection Act*¹⁰ is the legal authority for the *County of Renfrew Emergency Response Plan*.

The *Emergency Management and Civil Protection Act* states that:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect the property of the health, safety and welfare of the inhabitants of the emergency area.” R.S.O. 1990, E.9, s.4 (2).

With the determination of such authority, the *Emergency Management and Civil Protection Act* also prescribes that every municipality shall:

- Develop and implement an emergency management program and the council of the municipality shall by-law adopt the emergency management program. 2002, c.14, s. 4.
- The emergency management program shall consist of:
 - an emergency plan;
 - training programs and exercises; for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - public education on risks to public safety and on public preparedness for emergencies; and
 - any other element required by the standards for emergency management programs set under section 14. 2002, c. 14, s.4.
- Identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies. 2002 c14, s.4.
- 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-law adopt the emergency plan. 2002, c. 14, s.5 (1).
- Conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. 2002, c.14, s.5 (2).
- Review and, if necessary, revise its emergency plan every year. 2002, c. 14, s. 5 (3).

¹⁰ Appendix A

- Submit a copy of the emergency plan and of any revision to the emergency plan to the Chief, Emergency Management Ontario and shall ensure that the Chief, Emergency Management Ontario has, at any time, the most current version of their emergency plans. 2002, c.14, s.10.

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

- issued under the authority of the County of Renfrew By-Law (85-13)
- in conformity to the plan formulated by the Lieutenant Governor in Council¹¹; and
- filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services.

3.1.2 COUNTY OF RENFREW BY-LAW 85-13

*“A by-law requiring an emergency management program for the protection of public safety, health, the environment, the critical infrastructure and property, and to promote economic stability and a disaster resilient community”.*¹²

As such, County of Renfrew By-Law 85-13 provides for:

- development and implementation of an Emergency Management Program;
- the designation of one or more members of Council who may exercise the powers and perform the duties of the Head of Council during his/her absence or his/her inability to act; and
- reviewing and exercising the *County of Renfrew Emergency Plan* on an annual basis.

¹¹ The Lieutenant Governor in Council shall formulate an emergency plan respecting emergencies arising in connection with nuclear facilities, and any provisions of an emergency plan of a municipality respecting such an emergency shall conform to the plan formulated by the Lieutenant Governor in Council. R.S.O. 1990,c. E 9

¹³ A copy of the plan is provided to each member of the distribution list to retain in his/her office and at home and to provide a copy of the plan to his/her designated alternate(s).

3.2 Limitations

3.2.1 COUNTY OF RENFREW POLICY GA-01

“County of Renfrew Policy GA-01 Procurement of Goods and Services defines exceptions and exemptions to the general policy”

Section 22.2 of Policy GA-01 Procurement Policy states that “Where the extent or the severity of the “Special Circumstance” to warrant a sole source purchase is such that the expenditure is likely to be between \$75,000 and \$250,000, the Chief Administrative Officer may award the necessary contracts for the purchase of such goods, services and construction, as is considered necessary to remedy the situation without regard to the requirement for a bid solicitation, provided that adequate funds have been appropriated from accounts within the Council approved estimates.”

3.2.2 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

Any personal information collected under the authority of this plan shall be used solely for the purposes of planning, preparing and conducting response to emergencies as defined by the *Emergency Management and Civil Protection Act*, and the release of information under this plan shall be in conformity with the *Municipal Freedom of Information and Protection of Privacy Act*.

3.3 LEGAL IMPLICATIONS

3.3.1 EMPLOYEE INDEMNIFICATION

Section 11, subsection 1 of the *Emergency Management and Civil Protection Act* protects individual members of council and staff of municipalities from personal liability.

“No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise of performance of any power or duty under this Act or an order under this Act of for neglect or default in the good faith exercise or performance of such a power or duty.” 2006, c.13, s.1 (6).

3.3.2 COUNTY OF RENFREW BY-LAW 85-06

The County of Renfrew By-Law 85-06 “*A By-Law to provide for the indemnity and defence of councillors and employees of the County of Renfrew against liability incurred while acting on behalf of the County of Renfrew*” section 1, provides for the indemnification of employees provided that:

- a) the employee acted honestly and in good faith with a view to the best interests of the County, and
- b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the employee had reasonable grounds for believing that his or her conduct was lawful.

3.3.3 MUNICIPAL LIABILITY

In accordance with the *Emergency Management and Civil Protection Act* a municipality is not relieved from liability as stated in Section 11, subsection 3:

“Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council, as of the member were an employee of the municipality.” 2006, c. 13, s.1 (6)

3.4 PLAN MAINTENANCE

The County of Renfrew Emergency Plan was initially prepared in 2001 and significantly revised in: 2004, 2006, 2009 and 2013. It is essential that the plan be kept current and viable by adherence to a maintenance schedule. Responsibility for the maintenance of the plan rests with the Community Emergency Management Coordinator (CEMC) who may delegate tasks accordingly.

The emergency contact lists will be reviewed and the notification system will be tested annually.

The plan will be exercised once every year as a minimum legislative requirement.

The County Control Group and Emergency Operations Centre Staff will receive training and participate in an exercise once every year as a minimum legislative requirement.

Information related to, but not contained within the *County of Renfrew Emergency Response Plan* will be updated and circulated on an “as needed” basis.

3.5 DISTRIBUTION LIST¹³

POSITION	NUMBER OF COPIES
Warden	3
County Council	32
Chief Administrative Officer	4
Treasurer/Deputy Clerk	4
Community Emergency Management Coordinator	5
Director of Emergency Services	5
Manager of Information Technology	4
Director of Public Works & Engineering	4
Director of Social Services	5
Director of Development and Property	5
Director of Human Resources	4
Administrator of Miramichi Lodge	4
Administrator of Bonnechere Manor	4
Medical Officer of Health	3
OPP	5
County Fire Coordinator	3
Emergency Management Ontario	2
Media Relations/Grants Coordinator - Emergency Information Officer	3
Executive Assistant to the CAO – Operations Office	3
Administrative Assistant to Emergency Services Department – Duty Officer	3

¹³ A copy of the plan is provided to each member of the distribution list to retain in his/her office and at home and to provide a copy of the plan to his/her designated alternate(s).