



TOWN OF PELHAM

EMERGENCY MANAGEMENT PLAN

As adopted by Town Council By-Law #4179(2019)

Confidential Version
Amended November 5, 2019
Draft Only

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Preface

Municipal Emergency Plan

“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan”. 2002, c.14, s. 5(1)

Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9

Conformity with Upper-Tier Plan

Conformity between the emergency plans of the Town of Pelham (lower tier) and the Regional Municipality of Niagara (upper-tier), Section 5 of the Emergency Management and Civil Protection Act outlines the relationship between the municipalities, stating:

“The emergency plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the emergency plan of the upper-tier municipality and has no effect to the extent of any inconsistency.” [2002, c.17]

Public Accessibility to the Plan

A copy of the Town of Pelham’s Emergency Management Plan, By-Law 3334 (2013), is available to the public for review and duplication purposes as proposed in the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9: “...an emergency plan shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality” (Section 10)

Limitations to Public Access:

The Emergency Management Plan is a public document, excluding the appendices, which are deemed confidential. Limitations to public access of the EMP are outlined within the MFIPPA, specifically Sections 8,9,10 and 13.

Accessibility for Ontarians with Disabilities Act (AODA) 2005, S.O., 2005, C.11

The AODA identifies standards to be set by Regulation. Ontario Regulation 429/07 sets out requirements for Accessible Standards for Customer Service and providing documents in an accessible format.

The Town of Pelham shall provide copies of the EMP in an accessible format, upon request. Accessible conversion of the EMP will require a minimum of ten working days to complete.

O. Reg. 191/11: Integrated Accessibility Standards

Emergency procedure, plans or public safety information

13. (1) In addition to its obligations under section 12, if an obligated organization prepares emergency procedures, plans or public safety information and makes the information available to the public, the obligated organization shall provide the information in an accessible format or with appropriate communication supports, as soon as practicable, upon request. O. Reg. 191/11, s. 13 (1).

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1.0 Introduction

1.1 Background

The Town of Pelham is located in the centre of Niagara Region, in Ontario Canada. The town's southern boundary is formed by the Welland River, a meandering waterway that flows into the Niagara River. To the west is the township of West Lincoln, to the east the city of Welland, and to the north the city of St. Catharines. North Pelham contains the picturesque Short Hills. Two important creeks have their headwaters within Pelham; Coyle Creek, which flows south into the Welland River, and Twelve Mile creek, a spring-fed stream that flows north into Lake Ontario.

Pelham is accessible by Highway 406 south from the Queen Elizabeth Way. The Town encompasses the communities of Effingham, Fenwick, Fonthill, North Pelham and Ridgeville. It has a successful, well diversified economy with a population of approximately 18,000 residents and over 6,500 private dwellings.

The Niagara Peninsula and the Town of Pelham have a significant senior's population and the trend is expected to continue. Seniors make up 24% of the population and the proportion of seniors is 21% across the region (in 2016).

Pelham is home to 621 businesses; professional, scientific and technical services (169 companies), construction firms (153 companies) and real estate and rental leasing (121 companies) are the driving forces behind Pelham's growing community.

With population rapidly increasing, the Town is expanding with commercialism, rural/agricultural and urban residential. Pelham is one of the fastest growing municipalities in Niagara.

The Town of Pelham Strategic Plan was developed to focus on six key priority actions. These priorities outline the Town's commitment to enhance the quality of life, support a strong organization, ensure financial stability, enhance communication and engagement, build strong communities and cultural assets, develop a risk management framework and grow revenue while promoting cultural assets and protecting environment assets. The Town of Pelham Emergency Management Plan works in parallel with the Strategic Plan to achieve each of the six priorities with a focus on emergency preparedness to safeguard the life, property, environment and economy for the Town.

The foundation of the Town of Pelham's Emergency Management Plan is based on the four phases of emergency management.

Figure 1: The Four Phases of Emergency Management

The Four Phases of Emergency Management	
Mitigation Preventing future emergencies or minimizing their effects	Includes any activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Buying flood and fire insurance for your home is a mitigation activity. Mitigation activities take place before and after emergencies.
Preparedness Preparing to handle an emergency	Includes plans or preparations made to save lives and to help response and rescue operations. Evacuation plans and stocking food and water are both examples of preparedness. Preparedness activities take place before an emergency occurs.
Response Responding safely to an emergency	Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action. Seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities. Response activities take place during an emergency.
Recovery Recovering from an emergency	Includes actions taken to return to a normal or an even safer situation following an emergency. Recovery includes getting financial assistance to help pay for the repairs. Recovery activities take place after an emergency.

The Town has also adopted the standardized approach to emergency management that has been developed by the Province of Ontario; the Incident Management System (IMS). As such, the principles and concepts of the Ontario IMS Doctrine has been incorporated into this plan.

1.2 Document Title

The Town of Pelham Emergency Management Plan hereinafter will be referred to as ‘the Plan’. The Plan is a flexible and adaptable tool used to assist those who respond to emergency situations, such as first responders and municipal staff.

1.3 Purpose

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may be necessary for preserving and safeguarding life, property, the environment and the economy for the Town of Pelham when faced with a complex and large-scale emergency. For the purpose of the Plan, and in accordance with the Emergency Management and Civil Protection Act R.S.O. 1990, Chapter E.9 (the Act), an emergency is defined as:

“A situation or 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.”

1.4 Plan Maintenance and Review

“Every municipality shall review and, if necessary, revise its emergency plan every year.” 2002, c.14, s.5(3)

In accordance with the Act, the Town of Pelham Emergency Management Plan shall be reviewed and if necessary, revised on an annual basis. The By-Law associated with the Plan shall be reviewed and updated as required.

The Town of Pelham Emergency Management Program Committee shall be responsible for the maintenance, review and distribution of the Plan.

Town of Pelham Emergency Plan Distribution List

The completed Town of Pelham Emergency Management Plan with attached appendices has been distributed to the stakeholders listed in the table below.

[illegible]

Revision Control

Document Version	Document Name	Revision Date	Revision Summary
May 2019	EMP		Amended date
May 2019	EMP		Table of Contents; page number changes
May 2019	EMP		Page 6; By-Law # change
May 2019	EMP		Pages 7-12; Emergency Notification expanded to be more comprehensive
August 2019	EMP		Page 13; CAO replaced by CEMC
May 2019	EMP		Page 23; EIO information updated
August 2019	EMP		Page 31; Contact list updated

2.0 Authority

The Town of Pelham's Emergency Management Plan has been formulated by the Fire and By-Law Services Department under the authority describe in the section below.

2.1 Legislative Authority

The Act as amended, provides the authority for municipalities to prepare for and respond to emergencies in order to protect public health, safety, welfare and property in Ontario communities. *Ontario Regulation 3804/04* (the Regulation), effective December 31, 2004 sets the standards, including the approval of this Plan, for municipal emergency management programs. The Act requires that:

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

The municipal legislation under which the Town of Pelham, its employees and agents are authorized to respond to an emergency is by By-Law.

2.2 Freedom of Information and Protection of Privacy

Any personal information collected under the authority of the Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within the Plan and will be included as appendices. These appendices are deemed to be confidential and do not form part of the Plan. The release of any information under this Plan shall be made in conformity with the Municipality Freedom of Information and Protection of Privacy Act (MFIPPA), R.S.O. 1990, Chapter M.56 as amended:

“The personal information has been supplied by the individual to whom the information relates in confidence.” [Section 14(2) (h)]

2.3 Protection from Action for Implementation of the Plan

Section 11 of the Act states:

“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 member of the Crown, a public servant 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 or performance of any power or duty under this Act or an order under this Act or for neglect or defect in the good faith exercise or performance of such a power of duty” [2006, c. 13, s.1 (6)]

2.4 Policies and Procedures

Details relative to the implementation of the provision of the Plan shall be described in Standard Operating Procedures (SOPs) and other documented plans of the departments and agencies responsible for actions to be taken during an emergency. These SOPs and documented plans shall take into consideration the business continuity aspects of government and the additional resources required for the purpose of carrying out responsibilities identified or foreseen under the Plan.

2.5 Town of Pelham Emergency Management Program Committee

Section 11 of the Regulation describes that “every municipality shall have an emergency management program committee”.

Further, the committee shall be composed of,

- a. The municipality's emergency management program coordinator;
- b. A senior municipal official appointed by council;
- c. Such municipal employees who are responsible for emergency management functions as may be appointed by council; and
- d. Such other persons as may be appointed by council

The council shall also “appoint one of the members of the committee to be the chair” and the “committee shall advise the council on the development and implementation of the municipality's emergency management program” [O. Reg. 380/04, s.11(4), (5)].

Mandate of the Pelham Emergency Management Program Committee (PEMPC):

To serve and oversee the development of a comprehensive Emergency Management Program for the Town of Pelham, and to engage with and provide advice to Town Council on program implementation. The Town's Emergency Management Program shall address continuity of operations, services and security within the corporation paired with a controlled and coordinated response to any emergency in order to preserve the property, health, safety and welfare of the inhabitants, workers and visitors.

Composition:

The membership of the PEMPC should remain flexible to accommodate any changes that may occur in the Town of Pelham's corporate structure. However, the general composition of the Committee should be considered as follows:

- Chair, required by Regulation: Community Emergency Management Coordinator (CEMC)/Fire Chief
- Alternate Chair: Alternate CEMC
- Senior Municipal Official, required by Regulation: Chief Administrative Officer (CAO) or Designate;
- Member of Council, required by Regulation: Appointed Councilor as liaison
- Fire Chief or Designate; and
- City Clerk or Designate

In addition, municipal employees who are responsible for emergency management functions, namely those from the Senior Management Team (IMS) operational sections that are established during an emergency, have also been included in the composition of the PEMPC:

- Operations: Designates are determined by the SLT
- Planning: Designates are determined by the SLT
- Logistics: Designates are determined by the SLT
- Finance and Administration: Designates are determined by the SLT
- Communications: (as a functional role within the Command Group): Designates are determined by the E.I.O

Following the principles and concepts of IMS, inter-organizational collaboration is promoted by inviting any additional Town of Pelham employees, as well as representatives of organizations outside the municipal government who are involved in emergency management, to attend the EMPC meetings, as required. External agencies that are stakeholders in the Town of Pelham Emergency Management Program, and private sector industry representatives, may provide valuable support and input.

3.0 Plan Implementation

3.1 Levels of Emergency / Emergency Notification Procedures

Pelham Emergency Response Plan

Activation / Notification Levels

The Town of Pelham Emergency Management Program recognizes four levels of Emergency Operations Centre (EOC) activation or notification. While the Town of Pelham's Emergency Management Team is always engaged in routine monitoring for any potential threats to safety, should a situation be identified that may impact or has impacted the Town of Pelham services or systems, the EOC activation levels procedure may be used to ensure readiness. Emergencies are dynamic so this procedure is flexible and the level of activation may be changed as more information becomes available or as the situation warrants. This procedure can be implemented by the Emergency Management Coordinator, alternate CEMC or the CAO. The levels of activation are outlined below:

Activation Levels

Level	Description	Staffing Notification
Emergency is Declared FULL ACTIVATION	Emergency is Declared (Optional) - Catastrophic Event - Hazmat (Large) - Rail, Spill release (Large) - Tornado, Extensive Damage loss of life - Pandemic - M.C.I	E.O.C activation (Emergency Declared) - Control Group - Emergency Management Team - Mayor & Council is notified - E.I.O updates web site & social media - Regional Emergency Coordinator - P.E.O.C - Group Staff
Significant Event PARTIAL ACTIVATION	E.O.C is not fully activated (Partial) - Ice Storm, wide spread - Wind Storm, wide spread - Flooding, wide spread - Infrastructure Failure, large scale - Long periods of utility loss, wide spread	E.O.C is not fully activated (Partial) - Control Group - SLT - E.I.O updates web site & social media - Group Staff - Council is notified
Isolated Event ENHANCED ACTIVATION	- Road closure, not planned - Large fire loss - Life Loss (Fire) - Tornado touch down - Damage to Town Facilities - Weather event Town closures	E.O.C is not activated - Control group - E.I.O updates web site & social media - Group Staff - SLT - Council is notified
Pending Event ROUTINE MONITOR	- Snowstorms - Ice storms - Wind storms - Heat wave - Cold spells - Loss of infrastructure	Group SLT - Group staff are notified - Council is notified

Full Activation

The EOC may be at full activation during or in advance of an incident that could have a significant impact on the Town or multiple municipalities in Niagara and/or Regional services. These types of incidents may last for a prolonged period or occur on a large regional scale. In the case of a full activation, the majority of EOC personnel may be asked to staff the EOC. Multiple shifts may be required depending on the incident.

- Present or anticipated large scale incident that could cross municipal boundaries within the Region.
- Present or anticipated need to access Province or Federal resources.
- Present or anticipated severe impact resulting in much higher than normal resource demands to manage a significant community impact.

The procedure is outlined below.

1. Emergency Management will notify selected personnel to report to the EOC. This responsibility may also be undertaken by a designate or other role depending on the circumstances, particularly if the response is already underway.
2. The EOC will use the IMS model and an EOC Director will be established. The Director will be the CAO or designate as appropriate based on the incident and the IMS model.
3. Situational awareness will be ongoing.
4. Business cycle meetings will be coordinated based on the needs of the situation. Status updates will be provided and an action plan will be developed. Minutes of meetings and other records are to be maintained.
5. Plans for staffing and resources will be made in case of a long duration response.

Partial Activation

Partial activation may be used when a situation is identified that may impact or has the potential to impact the Town's services or systems and may require short term planning and actions beyond enhanced monitoring or if a municipality requests Regional support to manage a municipal response. During a partial activation, not all EOC members will need to attend. This is an active system and can be implemented by the CAO or the Community Emergency Management Coordinators (CEMCs). Examples of incidents that may require partial activation include potential threats to water sources or imminent or ongoing flooding or severe weather with a high probability of damages and impacts. In some instances, when a municipality in Niagara is responding to an emergency, this group may be required in order to identify and support impacted regional facilities and services.

- Town has received requests to support a Municipal emergency response, which require some coordination.
- Town facilities/services/resources are likely to be negatively impacted resulting in a potential disruption or Business Continuity issue.
- Town emergency response that does not necessarily require the Region's support but does require a Regional effort to mitigate the impacts on Regional facilities and services.
- It is anticipated that there may be a need for non-routine Town resources/services due to a significantly larger demand than normal.

The procedure is outlined below.

1. Emergency Management will notify selected personnel to report to the EOC. This responsibility may also be undertaken by the Personnel delegated or other role depending on the circumstances.
2. Each response to an incident will operate according to the Incident Management System (IMS) whereby there will be an EOC Director. The Director will be the CAO or designate as appropriate based on the incident and the IMS model.

3. Individuals with technical expertise and/or program/service responsibilities will be identified, notified and asked to gather to assist with the situation. At minimum, the CAO and Council will be notified of the situation.
4. Situational awareness will be ongoing.
5. Business cycle meetings will be coordinated based on the needs of the situation. Status updates will be provided and an action plan will be developed. Minutes of meetings and other records are to be maintained.

Enhanced Monitoring

Enhancing Monitoring may be activated when the Emergency Management Team is notified of a potential hazard that may impact the Town but there is still a relatively strong degree of uncertainty regarding the magnitude of the impacts. It is used for situations which warrant additional monitoring as they could escalate into an emergency and possibly require movement into the Partial Activation or Full Activation Levels.

- Incident that requires heightened situational awareness as it may progress into an emergency.
- Could have a moderate to significant impact on Town services, residents, communities, or infrastructure.
- It is anticipated that there may be a need for non-routine Town resources/services due to a significantly larger demand than normal.
- There is present or anticipated political sensitivity regarding the potential incident or heightened media attention.

The procedure is outlined below.

1. Once a potential hazard has been identified, Emergency Management staff will assess the situation to determine whether Enhanced Monitoring is required.
2. If Enhanced Monitoring is required, Emergency Management Staff will notify the staff with roles related to emergency response depending on the situation.
3. The Emergency Management will reach out to the municipal CEMCs to alert them to the potential event and to encourage them to report any impacts.
4. If the incident occurs on a weekend or after hours, the Emergency Management Team will continue to monitor the situation and provide updates as needed.

Routine Monitoring

The Town of Pelham Emergency Management Team continually monitors for potential or actual emergencies. If a potential threat is detected, then the decision to escalate to Enhanced Monitoring may be made.

3.2 Incident Reporting

Citizens usually report incidents by dialing 911 to access Niagara Regional Police Service, municipal fire and emergency medical service. These organizations will be among the first on scene of a potential emergency.

3.3 Primary Responsibility

Whenever an emergency occurs or threatens, the initial primary responsibility for providing immediate assistance and control rests with the responding public safety agency or municipal service department.

Town of Pelham Fire Chief (or designate), Town of Pelham Director of Public Works (or designate), Niagara Regional Police Service Duty Officer, or Niagara Emergency Medical Service Paramedic shall personally assume control at the site of an incident, establishing Incident Command (or arrange for someone on-site to take charge immediately until an Incident Commander, if required, is appointed).

3.4 Authority for Activating the Emergency Plan

The Incident Commander at the site of an incident, may decide to contact the Town of Pelham Community Emergency Management Coordinator (CEMC), or alternate. The CEMC has delegated authority to activate the Plan and implement the Municipal Emergency Control Group. The CEMC shall make the decision to activate the Plan following consultation with the responding agencies and will advise and update the Mayor, Chief Administrative Officer and key stakeholders as soon as possible.

Fire and By-Law Services is responsible for the coordination of emergency management. The Fire Chief/CEMC (or designate) should be notified of incidents that are considered Levels Two, Three and One. In the case of Level Three incidents, the Fire Chief may be notified and placed on standby in preparation for the potential scale-up of the incident. Standby may involve monitoring the situation, alerting stakeholders of potential risk, collecting and disseminating information, preparing for a full activated response and other actions, as needed.

The Fire Chief/CEMC (or designate) monitors, collect and disseminates information about the incident to the appropriate sources and is responsible for notifying and activating the Municipal Emergency Control Group (MECG).

3.5 Emergency Community Control Group

a) Emergency Operations Centre

The CCG will report to the Emergency Operations Centre located at Pelham Fire Station # 1 located at 177 Hwy #20 West, Fonthill. In the event this operation centre cannot be used, then the alternate location will be Pelham Fire Station # 2 located at 766 Welland Road, Fenwick.

b) Community Control Group (CCG)

The emergency response will be directed and controlled by the Community Control Group (CCG) – 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 CCG consists of the following officials:

- ♦ Mayor or Alternate (E.I.O)
- ♦ C.A.O. or Alternate
- ♦ Clerk, or Alternate
- ♦ Police Chief or Alternate
- ♦ Fire Chief or Alternate
- ♦ Director of Operations or Alternate
- ♦ Treasurer or Alternate
- ♦ Medical Officer of Health
- ♦ Regional Social Services Representative/Community Services Department
- ♦ Emergency Medical Services (EMS) Representative
- ♦ Community Emergency Management Coordinator
- ♦ Electrical Utility Representatives – Pen West Utilities/Hydro One
- ♦ E.I.O

Additional personnel called or added to the CCG may include:

- ♦ Emergency Management Ontario Representative
- ♦ Ontario Provincial Police Representative
- ♦ Niagara Peninsula Conservation Authority Representative
- ♦ Liaison staff from provincial ministries

Any other officials, experts or representatives from the public or private sector as deemed necessary by the CCG.

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

c) Operating Cycle

Members of the CCG will gather at regular intervals to inform each other of actions taken and problems encountered. The C.A.O. will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible, thus allowing members to carry out their individual responsibilities. Support staff from the Town's Administration will maintain status boards and maps, which will be prominently displayed and kept up-to-date.

d) Community Control Group Responsibilities

The members of the Community Control Group (CCG) are likely to be responsible for the following actions or decisions:

- ♦ Calling out and mobilizing their emergency service, agency and equipment;
- ♦ Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- ♦ Determining if the location and composition of the CCG are appropriate;
- ♦ Advising the Mayor or alternate as to whether the declaration of an emergency is recommended;
- ♦ Advising the Mayor or alternate on the need to designate all or part of the Town as an emergency area;
- ♦ Ensuring that an Emergency Site Manager (ESM) is appointed;
- ♦ Ensuring support to the ESM by offering equipment, staff and resources, as required;
- ♦ Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger;
- ♦ Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza/mall;
- ♦ Arranging for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs;
- ♦ Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies not under community control, as considered necessary;
- ♦ Determining if additional volunteers are required and if appeals for volunteers are warranted;
- ♦ Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- ♦ Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Coordinator and Citizen Inquiry Supervisor, for dissemination to the media and public;
- ♦ Determining the need to establish advisory groups and/or subcommittees/ working groups for any aspect of the emergency including recovery;

- ♦ Authorizing expenditure of money required dealing with the emergency;
- ♦ Notifying the service, agency or group under their direction, of the termination of the emergency;
- ♦ Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the C.A.O. within one week of the termination of the emergency, as required;
- ♦ Participating in the debriefing following the emergency.

3.6 Emergency Response System

a) Individual Responsibilities of the Community Control Group

1. Mayor, or Alternate

The Mayor is responsible for:

- ♦ Declaring an emergency within the designated area;
- ♦ Declaring that the emergency has terminated (Note: Council may also terminate the emergency);
- ♦ Town Council;
- ♦ CAO;
- ♦ Public;
- ♦ Neighboring Community Officials;
- ♦ Local MPs;
- ♦ Local MPPs;
- ♦ Notifying Emergency Management Ontario, Ministry of Public Safety and Security, of the declaration of the emergency, and termination of the emergency;
- ♦ Ensuring that members of Council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation.

2. C.A.O. or Alternate

The C.A.O. for the Town of Pelham is responsible for:

- ♦ Providing order leadership in response to an emergency;
- ♦ Ensuring liaison with the Police Chief regarding security arrangements for the EOC;
- ♦ As the Operations Officer, coordinating all operations within the EOC, including the scheduling of regular meetings;
- ♦ Advising the Mayor on policies and procedures, as appropriate;
- ♦ Approving, in conjunction with the Mayor, major announcements and media releases prepared by the Emergency Information Coordinator, in consultation with the CCG;
- ♦ Ensuring that a communication link is established between the CCG and the Emergency Site Manager (ESM);
- ♦ Calling out additional Town staff to provide assistance, as required.

3. Clerk, or Alternate

The Clerk is responsible for:

- ♦ Assisting the C.A.O., as required;
- ♦ Ensuring all important decisions made and actions taken by the CCG are recorded;
- ♦ Ensuring that maps and status boards are kept up to date;
- ♦ Providing a process for registering CCG members and maintaining a CCG member list;
- ♦ Notifying the required support and advisory staff of the emergency, and the location of the Emergency Operations Centre;
- ♦ Initiating the opening, operation and staffing of switchboard at the community offices, as the situation dictates, and ensuring operators are informed of CCG members' telephone numbers in the EOC;
- ♦ Arranging for printing of material, as required;
- ♦ Coordinating the provision of clerical staff to assist in the Emergency Operations Centre, as required;
- ♦ Upon direction by the Mayor, ensuring that all Council Members are advised of the declaration and termination of the emergency;
- ♦ Upon direction by the Mayor, arranging special meetings of Council, as required, and advising members of council of the time, date, and location of the meetings;
- ♦ Procuring staff to assist, as required.

4. Police Chief or Alternate

The Police Chief is responsible for:

- ♦ Activating the emergency notification system, and ensuring all members of the CCG are notified;
- ♦ Notifying necessary emergency and community services, as required;
- ♦ Establishing a site command post with communications to the EOC;
- ♦ Depending on the nature of the emergency, assign the Site Manager and inform the CCG;
- ♦ Establishing an ongoing communications link with the senior police official at the scene of the emergency;
- ♦ Establishing the inner perimeter within the emergency area;
- ♦ Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel;
- ♦ Providing traffic control staff to facilitate the movement of emergency vehicles;
- ♦ Alerting persons endangered by the emergency and coordinating evacuation procedures;
- ♦ Opening of evacuee centers in collaboration with the Social Services Representative;
- ♦ Ensuring liaison with the Social Services Officer regarding the establishment and operation of evacuation and reception centers;
- ♦ Ensuring the protection of life and property and the provision of law and order;
- ♦ Providing police service in EOC, evacuee centers, morgues, and other facilities, as required;
- ♦ Notifying the coroner of fatalities;
- ♦ Ensuring liaison with other community, provincial and federal police agencies, as required;

- ♦ Providing an Emergency Site Manager, if required.

5. Fire Chief or Alternate

The Fire Chief is responsible for:

- ♦ Providing the CCG with information and advice on firefighting and rescue matters;
- ♦ Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- ♦ Establishing an ongoing communications link with the senior fire official at the scene of the emergency;
- ♦ Informing the Mutual Aid Fire Coordinators and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed;
- ♦ Determining if additional or special equipment is needed and recommending possible sources of supply, e.g., breathing apparatus, protective clothing;
- ♦ Providing assistance to other community departments and agencies and being prepared to take charge of or contribute to non-firefighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation;
- ♦ Providing an Emergency Site Manager, if required.

6. Director of Operations or Alternate

The Director of Operations is responsible for:

- ♦ Providing the CCG with information and advice on engineering and public works matters;
- ♦ Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- ♦ Establishing an ongoing communications link with the senior public works official at the scene of the emergency;
- ♦ Ensuring liaison with the public works representative from the neighboring community(ies) to ensure a coordinated response;
- ♦ Ensuring provision of engineering assistance;
- ♦ Ensuring construction, maintenance and repair of Town's roads;
- ♦ Ensuring the maintenance of sanitary sewage and water systems;
- ♦ Providing equipment for emergency pumping operations;
- ♦ Ensuring liaison with the Fire Chief concerning emergency water supplies for firefighting purposes;
- ♦ Providing emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health;
- ♦ Discontinuing any public works service to any resident, as required, and restoring these services when appropriate;
- ♦ Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions;
- ♦ Providing public works vehicles and equipment as required by any other emergency services;
- ♦ Ensuring liaison with the conservation authority regarding flood control, conservation and environmental matters and being prepared to take preventative action.

7. Treasurer or Alternate

The Treasurer is responsible for:

- ♦ Providing information and advice on financial matters as they relate to the emergency;
- ♦ Ensuring liaison, if necessary, with the Treasurers/Directors of Finance of neighboring communities;
- ♦ Ensuring that records of expenses are maintained for future claim purposes;
- ♦ Ensuring the prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency.

8. Medical Officer of Health

The Medical Officer of Health is responsible for:

- ♦ Acting as a coordinating link for all emergency health services at the CCG;
- ♦ Ensuring liaison with the Ontario Ministry of Health and Long Term Care, Public Health Branch;
- ♦ Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- ♦ Establishing an ongoing communications link with the senior health official at the scene of the emergency;
- ♦ Ensuring liaison with the ambulance service representatives;
- ♦ Providing advice on any matters, which may adversely affect public health;
- ♦ Providing authoritative instructions on health and safety matters to the public through the Emergency Information Coordinator;
- ♦ Coordinating the response to disease-related emergencies or anticipated emergencies, such as epidemics, according to Ministry of Health and Long Term Care policies;
- ♦ Ensuring coordination of care of bed-ridden citizens and invalids at home and in evacuee centers during an emergency;
- ♦ Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating public health resources;
- ♦ Ensuring coordination of all efforts to prevent and control the spread of disease during an emergency;
- ♦ Notifying the Director of Operations regarding the need for potable water supplies and sanitation facilities;
- ♦ Ensuring liaison with Social Services Representative on areas of mutual concern regarding health services in evacuee centers.

9. Regional Social Services Representative/Community Services Department

The Regional Social Services Representative is responsible for:

- ♦ Ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquiries and personal services;
- ♦ Supervising the opening and operation of temporary and/or long-term evacuee centers, and ensuring they are adequately staffed;
- ♦ Ensuring liaison with the police chief with respect to the pre-designation of evacuee centers which can be opened on short notice;

- ♦ Liaison with the Medical Officer of Health on areas of mutual concern regarding operations in evacuee centers;
- ♦ Ensuring that a representative of the District School Board of Niagara and/or the Niagara Catholic District School Board is/are notified when facilities are required as evacuee reception centers, and that staff and volunteers utilizing the school facilities take direction from the Board representative(s) with respect to their maintenance, use and operation;
- ♦ Ensuring liaison with Residential Senior Facilities as required;
- ♦ Making arrangements for meals for the staff and volunteers at the EOC and the Site.

10. Emergency Medical Services (EMS) Representative

The Emergency Medical Services Representative is responsible for:

- ♦ Ensuring emergency medical services at the emergency site;
- ♦ Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- ♦ Establishing an ongoing communications link with the senior EMS official at the scene of the emergency;
- ♦ Obtaining EMS from other municipalities for support, if required;
- ♦ Ensuring triage at the site;
- ♦ Advising the CCG if other means of transportation are required for large-scale response;
- ♦ Liaising with the Ministry of Health and Long Term Care Central Ambulance Communications Centre to ensure balanced emergency coverage is available at all times throughout the community;
- ♦ Ensuring liaison with the receiving hospitals;
- ♦ Ensuring liaison with the Medical Officer of Health, as required.

11. Community Emergency Management Coordinator

The Community Emergency Management Coordinator (CEMC) is responsible for:

- ♦ Activating and arranging the Emergency Operations Centre;
- ♦ Ensuring that security is in place for the EOC and registration of CCG members;
- ♦ Ensuring that all members of the CCG have necessary plans, resources, supplies, maps, and equipment;
- ♦ Providing advice and clarifications about the implementation details of the Emergency Response Plan;
- ♦ Supervising the Telecommunications Coordinator;
- ♦ Ensuring liaison with community support agencies (e.g. St. John Ambulance, Canadian Red Cross);
- ♦ Ensuring that the operating cycle is met by the CCG and related documentation is maintained and kept for future reference;
- ♦ Addressing any action items that may result from the activation of the Emergency Response Plan and keeping CCG informed of implementation needs;
- ♦ Maintaining the records and logs for the purpose of debriefings and post-emergency reporting that will be prepared.

12. Electrical Utility Representatives – Niagara Peninsula Energy/Hydro One

The Utility Representative – Niagara Peninsula Energy/Hydro One is responsible for:

- ♦ Monitoring the status of power outages and customers without services;
- ♦ Providing updates on power outages, as required;
- ♦ Ensuring liaison with the Operations representative;
- ♦ May provide assistance with accessing generators for essential services, or other temporary power measures.

a) Support and Advisory Staff

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

- ♦ Legal Services Representative (If required)
- ♦ Telecommunications (ARES) Coordinator
- ♦ Emergency Information Officer or Alternate
- ♦ Other Agencies
- ♦ District School Board of Niagara / Niagara Catholic District School Board
- ♦ Niagara Health System – Welland Site Administrator

1. Legal Services Representative

The Legal Services Representative is responsible for:

- ♦ Providing advice to any member of the Community Control Group on matters of a legal nature as they may apply to the actions of the Town of Pelham in its response to the emergency, as requested.

2. Telecommunications (ARES) Coordinator

The Telecommunications Coordinator reports to the Emergency Management Coordinator and is responsible for:

- ♦ Activating the emergency notification system of the local amateur radio operators group;
- ♦ Initiating the necessary action to ensure the telephone system at the community offices functions as effectively as possible, as the situation dictates;
- ♦ Ensuring that the emergency communications centre is properly equipped and staffed, and working to correct any problems which may arise;
- ♦ Maintaining an inventory of community and private sector communications equipment and facilities within the community, which could, in an emergency, be used to augment existing communications systems;
- ♦ Making arrangements to acquire additional communications resources during an emergency;

3. Communications & Public Works Specialist

The Town's public relations and marketing specialist will act as the Emergency Information Officer during an emergency. The Emergency Information Officer is responsible for the dissemination of news and information to the media for the public.

4. Other Agencies

In an emergency, many agencies may be required to work with the Community Control Group. Two such agencies are the school boards and the hospital, as detailed below. Others might include Emergency Management Ontario, Ontario Provincial Police, and the Office of the Fire Marshal, industry, volunteer groups, conservation authorities, and provincial ministries.

5. District School Board of Niagara and Niagara Catholic District School Board

The District School Board of Niagara and Niagara Catholic District School Board are responsible for:

- ♦ Providing any school (as appropriate and available) for use as an evacuation or reception centre and a representative(s) to co-ordinate the maintenance, use and operation of the facilities being utilized as evacuation or reception centers;
- ♦ Ensuring liaison with the municipality as to protective actions to the schools (i.e., implementing school stay in place procedure and implementing the school evacuation procedure)

6. Niagara Health System - Welland Site Administrator

The Niagara Health System - Welland Site Administrator is responsible for:

- ♦ Implementing the hospital emergency plan;
- ♦ Ensuring liaison with the Medical Officer of Health and local ambulance representatives with respect to hospital and medical matters, as required;
- ♦ Evaluating requests for the provision of medical site teams/medical triage teams;
- ♦ Ensuring liaison with the Ministry of Health and Long Term Care, as appropriate.

c) Relationship between CCG and Emergency Site Manager (ESM):

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

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

d) Relationship between ESM, and command and control structures of emergency responders

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

Regular briefings will be held at the site and chaired by the Emergency Site Manager, so as to establish the manner and process by which response to the emergency will be provided.

Emergency Telecommunications Plan

Upon implementation of the Emergency Response Plan, it will be important to ensure that communications are established between the emergency site(s) and the EOC. Also, communications may be required at various locations including evacuation centers, hospitals, and other key responding agencies.

The Emergency Telecommunications Coordinator for the Town of Pelham is a predestinated Amateur Radio Operator. The Emergency Telecommunications Coordinator is part of the initial Emergency Notification Procedure who, in turn, will call upon his contacts for further communications support, as required.

The Emergency Telecommunications Office is located in the office adjacent to the EOC. It is equipped with portable hand radios, battery back-up, two-way radio with the necessary channels to communicate with police, fire, EMS and the Ontario Fire Marshall.

Communications between the EOC and the other responding agencies will be with the support of a runner. All messages are to be written on the Amateur Radio Message Forms and logged.

Should the Town of Pelham lose all telephone communications, pre-arranged communications could be obtained from school bus radios, which will act as relay to the EOC and the emergency site.

Emergency Information Plan

Upon implementation of this Emergency Response Plan, it will be important to co-ordinate the release of accurate information to the media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following positions will be established:

- ♦ Emergency Information Officer;
- ♦ Community Spokesperson; and
- ♦ Citizen Inquiry Supervisor.

The local Emergency Information Centre (EIC) will be located in the Pelham Fire Station # 2 location on Welland Road. In the event that this centre cannot be used, the secondary location will be Pelham Fire Station #3 on Sixteen Road.

Depending on the nature of the emergency, it may be necessary to establish a media information area adjacent to the emergency site, as decided by the Community Control Group. This area, if established, will be staffed as determined by the community spokesperson.

The Citizen Inquiry Section is located in the Pelham Station # 2 location, under the supervision of the Social Services Representative.

a) Emergency Information Officer

The Emergency Information Officer reports to the C.A.O. and is responsible for:

- ♦ Establishing a communication link with the Community Spokesperson, the Citizen Inquiry Supervisor and any other media coordinator(s) (i.e. provincial, federal, private industry, etc.) involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- ♦ Ensuring that the EIC is set up and staffed and a site EIC, if required;
- ♦ Ensuring liaison with the CCG to obtain up-to-date information for media releases, co-ordinate individual interviews and organize press conferences;
- ♦ Ensuring that the following are advised of the telephone number of the media centre:
 - Media;
 - Community Control Group;
 - Switchboard (Town and Emergency Services);
 - Community Spokesperson;
 - Police Public Relations Officer;
 - Neighboring Communities;
 - Citizen Inquiry Supervisor;
 - Any other appropriate persons, agencies or businesses.
- ♦ Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public;

- ♦ Ensuring that the media releases are approved by the C.A.O. (in consultation with the Mayor) prior to dissemination, and distributing hard copies of the media release to the EIC, the CCG, Citizen Inquiry Supervisor and other key persons handling inquiries from the media;
- ♦ Monitoring news coverage, and correcting any erroneous information;
- ♦ Maintaining copies of media releases and newspaper articles pertaining to the emergency.

b) Community Spokesperson

The community spokesperson will be appointed by the Community Control Group and is responsible for:

- ♦ Giving interviews on behalf of the Council;
- ♦ Establishing a communication link and regular liaison with the Emergency Information Officer at the EOC;
- ♦ Redirecting all inquiries about decisions made by the CCG and about the emergency as a whole, to the Emergency Information Officer;
- ♦ Coordinating media photograph sessions at the scene when necessary and appropriate;
- ♦ Coordinating on-scene interviews between the emergency services personnel and the media.

c) Emergency Information Officer (E.I.O)

The Emergency Information Officer is responsible for:

- ♦ Establishing a Citizen Inquiry Service, including the appointment of personnel and designation of telephone lines;
- ♦ Informing the affected emergency services, the CCG and Municipal switchboards of the establishment of the Citizen Inquiry Service and designated telephone numbers;
- ♦ Ensuring liaison with the Emergency Information Officer to obtain current information on the emergency;
- ♦ Responding to, and re-directing inquiries and reports from the public based upon information from the Emergency Information Officer. (Such information may be related to school closings, access routes or the location of evacuee centers.);
- ♦ Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service;
- ♦ Responding to and redirecting inquiries pertaining to persons who may be located in evacuation and reception centers to the registration and inquiry telephone number(s);
- ♦ Procuring staff to assist, as required.

Fire Dispatch	Telephone Number
St. Catharines	(905) 684-4311

3.7 Municipal Emergency Control Group (MECG)

Section 12 of the Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act describes that 'every municipality shall have a municipal emergency control group' and that the composition of the group consist of officials, employees and/or members of council, as may be appointed by council. To be equipped and ready to manage an incident, the members of the group shall complete annual emergency management related training, and conduct an annual practice exercise for a simulated emergency incident, to ensure their readiness to direct the Town of Pelham's response in an emergency, including the implementation of this emergency response plan.

In following what is required of the municipality by the Regulation, the MECG of the Town of Pelham is responsible for providing coordination of necessary support to the incident during a Major Emergency (Level Two and Level One) in order to minimize the effects of the emergency on the Town. The MECG is responsible for emergency site support and for ensuring the continuity of town operations during an emergency event.



During activation, the lead response agency at the Emergency Site may require additional coordinated support. In such situations, town employees and representatives from partner agencies will assemble at the EOC for the purposes of providing emergency response support or making emergency response decisions, depending on the nature and scale of the incident.

3.8 Emergency Operations Centre (EOC)

Section 13 (1) of the Ontario Regulation 380/04 of the EMCPA describes that 'every municipality shall establish an emergency operations centre to be used by the municipal emergency control group in an emergency.' In the Town of Pelham, following the scale of the Corporate Levels of Emergency, the EOC would be activated for a Major Emergency (Level One) and likely a General Emergency (Level 2).

The CEMC has selected a suitable location for the Primary EOC, which has been equipped with the appropriate technological and telecommunications systems and space to ensure effective response and communications during an emergency. The EOC is also a restricted and secured facility for emergency management staff only.

Other locations within the Town have been designated and equipped to serve as the Alternate EOC, in the vent that the Primary EOC is unavailable or adversely affected by incident.

EOC	Location	Contact No.	Address	Photo
Primary	Town of Pelham Fire Station #1	905-892-2607 x201	177 Hwy. #20 West Fonthill	
Alternate	Town of Pelham Fire Station #2	905-892-6658	766 Welland Road Fenwick	

a) Emergency Telecommunications Office

Upon implementation of the Plan, it will be important to ensure that communications are established between the emergency site(s) and the EOC. Communications may also be required at various locations including evacuation centers, hospitals and with other key responding agencies.

The Emergency Telecommunications Office is located in the office adjacent to the Primary EOC. It is equipped with portable hand radios, battery back-up, two-way radio with necessary channels to communicate with Police, Fire, EMS and the Office of the Fire Marshal.

In the event of a major loss of electricity or communications infrastructure, the Telecommunications Coordinator for the Town of Pelham will serve as the designated certified Amateur Radio Operator and support the initial emergency notification procedure by calling upon their contacts for communications support, if required.

A 'runner' will support communications between the EOC and other responding agencies. All messages will be prepared on a Radiogram by Amateur Radio Operators. Should the Town of Pelham lose all telephone (landline) and cellular infrastructure, pre-arranged communications support may be available from local school bus radios, acting as a relay to the EOC and the emergency site.

3.9 Action Prior to the Declaration of Emergency

When an emergency exists, but has not yet been declared to exist, Town employees are authorized to take such action(s) under this Plan as may be required to protect life, property, the environment and the economy within the boundaries of the Town of Pelham.

3.10 Declaration of Emergency

The official Declaration of Emergency is the process defined under the Act whereby:

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

A Declaration shall be made by the Head of Council upon recommendation of the MCEG. In making its recommendation, the MCEG may consider a number of matters including the 'Declaration of Emergency Checklist' developed by the Office of the Fire Marshal and Emergency Management. Refer to Annex H

The formal declaration results in the following:

- The implementation of a process to advise the public, the media and the Province that a major emergency exists and that preparation for extraordinary emergency management measures are underway;
- All volunteers registered with the Town and in responding to the emergency are considered municipal employees, and as such, fall under the protection of the Act; and
- Providing personal protection against liability for municipal employees, elected officials and volunteers in emergencies.

Official notification of emergency: the declaration of emergency shall be set out in a standard operating procedure of the Crisis Communications Plan to ensure that the emergency is immediately communicated to the following:

- Office of the Fire Marshal and Emergency Management, Ministry of the Solicitor General (Provincial Emergency Operations Centre)
- Members of Council for the Town of Pelham

- The Niagara Region CEMC
- Neighboring municipal officials as required
- Local Member of Provincial Parliament for Niagara West
- Local Member of Parliament for Niagara West
- The local media as required
- The public as required

3.11 Mutual Assistance

Subsection 13(3) of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E. 9, as amended (the “Act”) provides that the council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency; and the parties wish to provide for mutual aid and assistance to each other through provision of personnel, services, equipment or material to one or the other within the meaning of the Act.

Whenever a situation cannot be adequately dealt with solely by the Town of Pelham, or with mutual co-operation from other municipal departments, further actions may be required through mutual assistance with neighboring municipalities or other stakeholders without any loss of control or authority.

Refer to Appendix I: Mutual Assistance Agreement Between the Regional Municipality of Niagara and Local Municipalities (2018)

3.12 Regional Assistance

When an emergency declared in the Town involves a large portion of the municipality or reaches beyond the boundaries of Pelham, it may become necessary for inter-jurisdictional collaboration with assistance from Niagara Region.

Niagara Region may provide assistance without implementing their Emergency Management Plan. In the event that the emergency is related to health, or other issues that are of regional jurisdiction (i.e. water wastewater, transportation, etc.), the Region may declare an emergency, while there is no municipal declaration. The municipality may provide support to the Region in this instance.

3.13 Provincial Assistance

The OFMEM is responsible for monitoring, coordinating and assisting in the formulation and implementation of emergency plans throughout Ontario. OFMEM is responsible for the coordination of response and preparedness programs in Ontario and responsible by Order in Council (OIC) for any emergency that requires the coordination of provincial emergency management in Ontario.

If locally available resources, including those that might be available from bordering municipalities and Niagara Region, are insufficient to meet emergency requirements, then assistance may be requested from the Province. Such requests must be directed through area/region/district offices of the provincial ministry that normally provide services in the local area, or directly through the OFMEM Field Officer (Golden Horseshoe Sector).

3.14 Termination of Emergency

Once the emergency has scaled down to a manageable incident or has ended, the following officials may terminate the emergency state at any time:

- The Head of Council, in consultation with the MECG
- The Premier of Ontario

4.0 Emergency Operations

4.1 Introduction

This section provides a brief list of potential agencies that would be involved in emergency operations and a description of the roles and responsibilities that are typically assigned to key emergency response personnel following the structure of the Incident Management System (IMS). All City departments shall have departmental plans and Standard Operating Procedures (SOPs) that provide the details of the implementation of the roles and responsibilities described in this section.

4.2 Initial Response Agencies Involved in Emergency Operations

Before an incident has been assessed as one that requires a larger coordination of service support, the Initial response agencies potentially include the following:

Internal	External
Town of Pelham Fire and By-Law Services	Niagara Regional Police Service
Town of Pelham Public Works Department	Niagara Emergency Medical Service
Town of Pelham Facilities Management	Niagara Region Public Health
	Niagara Region Public Works
	Niagara Region Community Services
	Utility and Infrastructure Agencies

4.3 Incident Management System

The Province of Ontario adopted the Incident Management System (IMS) as a standardized approach to emergency management, built on international recommended practices and designed to reflect the unique needs of municipalities across Ontario. The IMS standard encompasses all the areas that are needed for managing an emergency, including personnel, facilities, equipment, procedures and communications, operating within a common organizational structure.

IMS is predicated on the understanding that in any and every incident, (Level One to Level Four), there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

The key IMS management functions are:

- **Command (Green)**
- **Communications (Red)**
- **Operations (Orange)**
- **Planning (Blue)**
- **Logistics (Yellow)**
- **Finance and Administration (Gray)**

A standard IMS functional organization structure is illustrated in the figure below:

Figure 1: Provincial IMS Structure

The key benefit for the Town of Pelham, in following the Provincial IMS standard, is that it allows for interoperability in the event that an incident is cross-jurisdictional and the municipality needs to connect with the EOC's of neighboring lower-tier municipalities (for example: City of Welland, City of Thorold, City of St. Catharines), the upper-tier municipality (Niagara Region), other levels of government (for example: Ministry of Transportation, St. Catharines) and/or external agencies. Furthermore, operating under IMS guidelines will result in the adoption of common terminologies between agencies, and allow all responders to communicate more effectively in managing the incident.

4.4 Organization of the Emergency Operations Centre and Section Responsibilities

The MCEG represents the entire staffing of the EOC. In the event of a major emergency (Level One), a full activation of the MCEG would be required to assemble at the EOC. The functions of the members of this group, in keeping with the Incident Management System, are subdivided into five sections, with pre-determined functional roles and responsibilities.

The general roles and responsibilities of the IMS sections are as follows:

Command

The Command function is responsible for decisions that give strategic direction to the overall response to the event

Communications

The Communications team is a sub-section of Command and fills four main functions of: Liaison, Internal Communications, Public Inquiry and Media Relations

Operations

The Operations section will provide minute-by-minute support to emergency responders in the field. Operations is in contact with staff in the field to ensure they have the information about the emergency, that requests for supplies, equipment or personnel are processed and that there is coordination between the agencies involved

Planning

The Planning section will assemble as part of the MCEG with the specific responsibility of gathering, analyzing and evaluating the situational information from the emergency in order to develop recommendations on an appropriate Incident Action Plan (IAP), to be approved by Command. This section also provides periodic forecasts on the potential disruptions and impacts of the emergency

Logistics

The Logistics section is primarily responsible for locating and acquiring all the necessary personnel, equipment, and material items needed by the municipality to manage the emergency

Finance and Administration

The Finance and Administration section is responsible for financial management of the operations, which includes tracking all expenses and preparing claims where possible

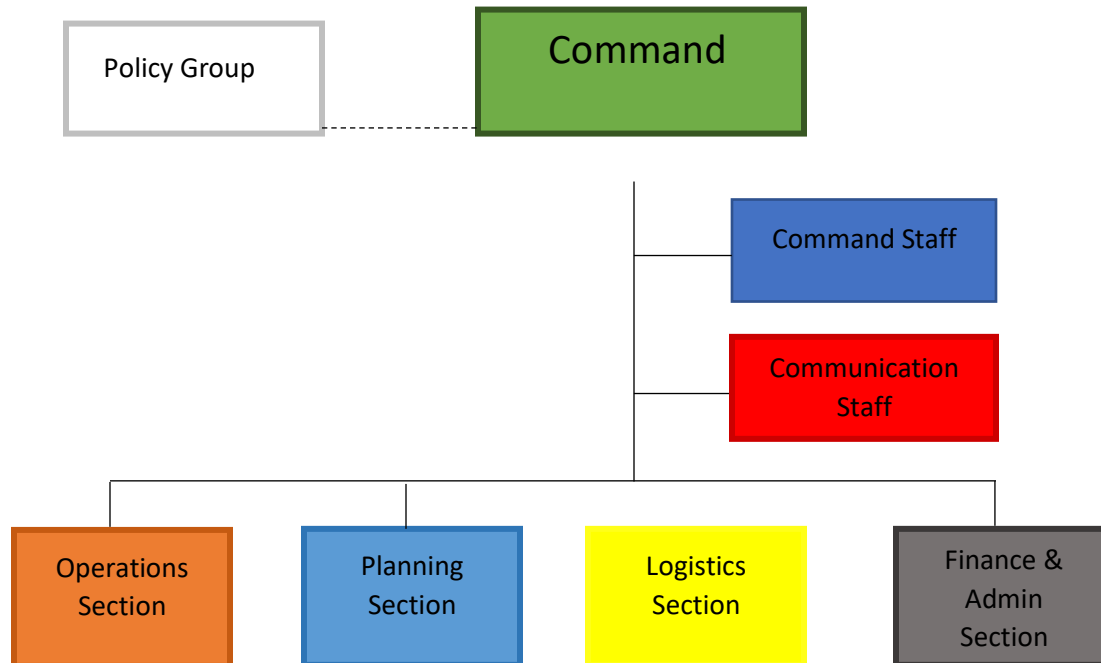


Figure 2: IMS Position Quick Reference Guide

IMS POSITION QUICK REFERENCE GUIDE - TOWN OF PELHAM

COMMAND

Responsible for the overall **management of the incident** and executive **decision making**. This includes:

- Establishing incident objectives/strategies
- Coordination of incident activities
- Determining appropriate level of activation, based on the situation

COMMUNICATIONS

Responsible for developing and distributing all **internal and external communication** about the incident, including to:

- Provide **emergency information and messaging** on the Town's website, social media channels, and any emergency information lines including Niagara 211
- Liaise with Mayor, Council, and Senior Management Team with **regular updates**
- Liaise with Media, including preparing **media releases, conferences, and interviews**
- **Monitor coverage** through various channels and take corrective actions when required

OPERATIONS – “NOW”

Responsible for coordinating all **operational duties** relating to incident response, including:

- Input into the Incident Action Plan (IAP)
- Implementing the IAP
- Organizing, assigning, and supervising all resources assigned with operational tasks
- Relay situational information to **Command** and **Planning** Communicate resource needs to **Logistics**

PLANNING – “FUTURE”

Responsible for developing the **Incident Action Plan (IAP)** and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the incident. This includes:

- **Prepare and distribute** the IMS 1001: Incident Action Plan
- Populate the IMS 207 **EOC Org Chart**
- Maintain all EOC **documentation**
- Plan for next operational cycle
- Obtain information from **technical experts**, as required
- Develop contingency plans
- Assist other functions with any planning related requests

LOGISTICS – “GETTERS”

Responsible for providing facilities, services, and materials in support of the response. This includes:

- Identify immediate resource needs
- Procure additional resources, as required
- Organize food and sheltering for personnel
- Liaise with **Finance & Administration** for contracts with vendors, as required

FINANCE & ADMINISTRATION – “PAYERS”

Responsible for **financial and administrative** support to an incident, including:

- Ensuring compliance with financial policies/procedures
- Cost analysis
- Service agreements and contracts
- All related business processes

SENIOR MANAGEMENT TEAM

Resource for internal staff to **respond to a business disruption**. The SMT will:

- Ensure **service continuity**
- Ensure availability of critical services, operations, and resources
- Maintain public image and reputation
- Ensure fulfillment of legislative/regulatory requirements
- Identify key contacts

Refer to Annex J: IMS Functional Roles and Responsibilities of the MCEG and Annex K: Functional Roles and Responsibilities of Support and Advisory Staff

5. Emergency Recovery

5.1 Recovery

The last phase of an emergency is the recovery phase. This phase focuses on procedures that will enable both the Town of the Pelham and the community to return to daily operations as soon as possible following an emergency. All Town departments will have several tasks to undertake during the recovery, depending on the severity of the emergency.

The MCEG may activate the recovery phase once the immediate response to the emergency has been completed. The task of the MCEG in this phase is to establish the Post-Emergency Recovery Committee, which may be composed of municipal and regional officials representing legal, health, community services, facility and operations sectors including others depending on the nature of the emergency and the needs for recovery. The Committee will provide direction and coordinate recovery activities.

5.2 Debriefing, Reporting and Implementing Lessons Learned

Debriefing following a significant incident is an important process for the Town to engage in, as it is a valuable forum for capturing views from a wide range of stakeholders involved in the incident.

The Town of Pelham may choose to facilitate one or more debriefing sessions, depending on the nature and scale of the incident, and they can be conducted with internal and/or external stakeholders. Following the debriefing session(s), an After-Action Report (AAR) and Corrective Action Plan (CAP) is developed to capture the feedback. The AAR and CAP are also ways to capture the lessons learned from the event and as a driving force to implement recommendations for improvement. Implementing lessons learned is an opportunity to review and update the Plan and other supporting emergency-related documentation developed by the Town.

The Town should also take the opportunity during this phase to renew partnerships with community stakeholders.

In the Town of Pelham, the emergency management process is cyclical in nature; constant review and revision of plans and procedures is undertaken to ensure an effective and coordinated response and recovery process.

6. Municipal Preparedness

6.1 Training and Exercises

The Act requires that “every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan”. The municipal emergency management program is mandated to include ‘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”.

To prepare Town staff, the CEMC is responsible for the development of a comprehensive training and exercise program to be approved by the Pelham Emergency Management Program Committee. The objective of the training and exercises is to ensure that Town staff are able to cope effectively with any emergency situation. Town departments are also encouraged to test their departmental emergency procedures on a regular basis.



Annex A: Glossary of Terms

Pelham Emergency Management Program Committee (PEMPC)	The committee established pursuant to the Regulation to advise the Council on the development and implementation of the Municipality's emergency management program; see Section 1.6.
Business Continuity	A holistic process that identifies, prioritizes, and restores critical functions and processes required to maintain an acceptable level of service in the event of a disruption. Business continuity planning includes risk assessment, business impact analysis, plan development, testing, training, and maintenance.
Business Cycle / Operations Cycle	The cycle whereby the members of the Municipal Emergency Control Group meet on a regular basis to share information, identify actions, and set priorities.
Chief Administrative Officer (CAO)	The Chief Administrative Officer of the Town of Pelham, or in his or her absence, the Acting Town Manager.
Command Post	The mobile communications/central control centre where the Emergency Site Manager and On-Scene Commander(s) manage on-site activities and communicate with the Emergency Operations Centre and other operational communications centres.
Community Emergency Management Coordinator (CEMC)	<p>The person designated in accordance with the Regulation who shall co-ordinate the development, implementation, and maintenance of the municipality's emergency management program. They shall also strive to harmonize the Town's emergency management program as close as possible with the emergency management programs of other municipalities, ministries of the Ontario government and of organizations outside government that are involved in emergency management.</p> <p>The Town of Pelham's CEMC is the Fire Chief.</p>
Critical Infrastructure	Critical infrastructure refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructure can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructure could result in

catastrophic loss of life, adverse economic effects and significant harm to public confidence.

Municipal declaration of emergency

A signed declaration of emergency made by the Head of Council of a municipality, based on established criteria in accordance with the Emergency Management and Civil Protection Act. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community response

Emergency
(as defined in the Act)

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.

Emergency Operations Centre Director

The person assigned to chair the Municipal Emergency Control Group in the event that the Plan is activated, and whose responsibilities include:

- ☐ Directing the Municipal Emergency Control Group at the Emergency Operations Centre;
- ☐ Ensuring coordination of all actions that support the Emergency Site;
- ☐ Ensuring coordination of all actions aimed at resolving the emergency when no specific site is involved; and
- ☐ Ensuring Continuity of Government measures are activated when applicable.

Emergency Information Officer (EIO)

The person designated in accordance with the Regulation to act as the primary media and public contact for the municipality in an emergency, and who shall be responsible for all media releases and public announcements during an emergency.

The Emergency Information Officer shall be a member of the Communications Team of the Municipal Emergency Control Group.

Emergency Information Centre	The designated location to be determined by the Emergency Information Officer (EIO) where updated media releases and press conferences are held.
Emergency Operations Centre (EOC)	The designated area where the Municipal Emergency Control Group (MECG) assembles to direct and control all operations in support of the Emergency.
Emergency Site	The immediate area where an emergency is occurring.
Incident Commander / Emergency Site Manager	The entity / individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.
Evacuation Centre / Reception Centre	A facility that provides temporary shelter to persons displaced by the Emergency. An evacuation centre is normally co-located with a reception centre, where evacuees are registered.
Head of Council	The Head of Council of the Town of Pelham is the Mayor, or in his or her absence, the Acting Mayor in accordance with the Town's Procedure By-law.
Incident Action Plan (IAP)	A written or spoken plan to provide all incident supervisory personnel with objective and strategies, tactics, and directions for achieving them. It may also include (among others) resources, structures, as well as safety, medical and telecommunications instructions.
Incident Management System (IMS)	A standardized approach to emergency management, encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.
Municipal Emergency Control Group (MECG)	<p>The MECG is responsible for providing coordination of the necessary support to the Emergency Site in order to minimize the effects of the Emergency and is responsible for ensuring continuation of necessary municipal operations within the Town during an Emergency.</p> <p>The MECG shall direct the response of the Town to an Emergency including the implementation of the Plan in accordance with the Regulation.</p> <p>To meet the requirements of the Regulation, the Municipal Emergency Control Group is</p>

	composed of senior officials and organized in accordance with the Incident Management System. The MCEG includes all teams assembled at the Emergency Operations Centre.
Emergency Information Centre	The location at or near the Emergency Site where the media may gather for updated media releases and press conferences, as determined by the Emergency Information Officer, in consultation with the Emergency Site Manager.
Post-Emergency Recovery Committee	This committee, comprised of municipal officials and key members representing various departments, agencies, and stakeholders, provide direction and coordinate activities addressing the recovery needs of all residents in the Town.
Regional Emergency Control Group	Under the Town of Pelham Emergency Plan, the key department leads and officials at the regional level, including external agencies (example: Canadian Red Cross), who are responsible for coordinating all emergency response operations are required to minimize the effects of an emergency on the Town of Pelham

Annex B: Acronyms

PEMPC	Pelham Emergency Management Planning Committee
CAO	Chief Administrative Officer
CEMC	Community Emergency Management Coordinator
EIO	Emergency Information Officer
EOC	Emergency Operations Centre
IAP	Incident Action Plan
IMS	Incident Management System
MECG	Municipal Emergency Control Group
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
OFMEM	Office of the Fire Marshal and Emergency Management
PEOC	Provincial Emergency Operations Centre
RECG	Regional Emergency Control Group (Niagara Region)
SOP	Standard Operating Procedure

Annex C: List of EOC Equipment (Primary and Alternate)

Emergency Operations Centre	Equipment and Supplies Inventory	
Primary Pelham Station #1 177 Hwy. #20 Fonthill	Equipment Fax Machine Photocopier Television Telephones White Boards Flip Charts Computer Laptops Stationery Overhead Projector Base Radio Handheld Radios Ham Radio Unit MECG EOC Kits	Details Fax Number: 905-892-8499 Telephone Number: 905-892-2607 x201 Radio Channel: P25-700MHZ
	Equipment Fax Machine Photocopier Television Telephones White Boards Flip Charts Computer Laptops Stationery Overhead Projector Base Radio Handheld Radios Ham Radio Unit MECG EOC Kits	Details Telephone Number: 905-892-6658 Radio Channel: P25-700MHZ

Annex D: Emergency Information Centre (EIC)

EIC	Location	Address
Primary	Town of Pelham Fire Station #2 905-892-6658	766 Welland Road, Fenwick
Secondary	Town of Pelham Fire Station #3 905-892-5507	2355 Cream Street North Pelham

Public Inquiry Centre (PIC)

PIC	Location/Address	Regional Department Lead
Primary	Meridian Community Centre 100 Meridian Way, Fonthill 905-732-7872	R.C.W

Annex E: IMS Functional Roles and Responsibilities

Command Section
<p>Description: The Command function is responsible for decisions that give strategic direction to the overall response to the event.</p>
<p>Membership:</p> <ul style="list-style-type: none"> • CEMC • All IMS Section Chiefs <p>The following may be asked to join Command for strategic direction, if required:</p> <ul style="list-style-type: none"> • Service Department leads involved in the event (i.e. Director of Public Works) • Town of Pelham Fire Chief, or designate • Town of Pelham Legal Counsel • Chief of Police • Regional Medical Officer of Health (MOH), or designate • Regional Community Services Commissioner, or designate
<p>Roles and Responsibilities:</p> <ul style="list-style-type: none"> • Advise the Head of Council as to whether an Emergency Declaration is recommended • Notify, request assistance from, and / or liaise with various levels of government and any public or private agencies not under municipal control as may be required to support the emergency • Designate any area of the Town as an 'emergency area' • Coordinate and direct department/agency service providers, ensuring that all actions taken to mitigate the emergency are conducted and not contrary to law • Mobilize any municipal personnel and equipment which is required in the emergency • Ensure adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site • Arrange for services and equipment from local agencies not under municipal control (i.e. private contractors, volunteer agencies, Amateur Radio Ham Operators, etc.) • Determine if additional volunteers are required and if appeals for volunteers are necessary • Determine the need to establish advisory group(s) and/or sub-committees • Authorize expenditures of funds for implementing the Plan • Decide to discontinue utilities or services provided to the public or private sector when continuation of such utility or services constitutes a hazard to public safety within an emergency area • Decide to evacuate the buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from other sources • Arrange for transportation, accommodation and the provision of human needs on a temporary basis, for residents who are in need of assistance due to displacement as a result of the emergency • Ensure the pertinent information regarding the emergency is promptly forwarded to the Town's Emergency Information Officer (EIO) for dissemination to the media and to the public • Advise the Head of Council on when to terminate the Declaration of Emergency • Before emergency response efforts have been completed, determine if a Post Emergency Recovery Committee needs to be established and if so, confirm the Chair and composition of the committee, along with its reporting structure • Maintain a log outlining actions regarding decisions made, or directives given, and submit a summary of the log to the CEMC for reporting purposes at the end of the emergency

Communications Section

Description: The Communications Team is a sub-section of Command and fills four main functions of: liaison, internal communications, public inquiry and media relations

Membership:

Section 14 of the Ontario Regulation 380/04 of the EMCPA describes that ‘Every municipality shall designate an employee of the municipality as its Emergency Information Officer’ (EIO) and that the EIO ‘shall act as the primary media and public contact for the municipality in an emergency.’

- Town of Pelham Communications and Public Relations Specialist
- A representative from Council to coordinate the liaison with the Town and Regional Councilors
- A representative from the Town’s Corporate Services Department to ensure proper dissemination of information from the Town’s website

Roles and Responsibilities:

- Establish liaison with Town and Regional Councilors and major stakeholders in the municipality
- Establish liaison with other levels of government, likely to be involved or affected by the emergency, including neighboring municipalities, regional government (Niagara Region) and provincial ministries
- Develop and distribute all internal and external communications, as approved by Command
- Support the municipal Call Centre and by preparing approved messaging (utilize 211 Niagara for emergency information management, if appropriate)
- Provide updated emergency information on the Town of Pelham’s website and other emergency information networks
- Provide updated emergency information via the Town of Pelham’s social media channels (at the end of the emergency)
- Liaise with media, including preparation of press releases, press conferences and interviews
- Develop and implement an emergency information plan for the incident, including the dissemination of information to the general public, the public at risk and the media
- Monitor the coverage of the emergency by social and traditional media, and take appropriate corrective actions when required

Operations

Description: The Operations section will provide minute-by-minute support to emergency responders in the field. Operations is in contact with staff in the field to ensure they have all of the information about the emergency, that requests for supplies, equipment or personnel are processed and that there is coordination between the agencies involved.

Membership:

- Town of Pelham Public Works Department
- Town of Pelham Community Planning and Development Department
- Town of Pelham Fire and By-Law Services
- Niagara Regional Police Services
- Niagara Emergency Medical Service (NEMS)
- Niagara Region Public Health
- Niagara Region Community Services

In addition, the following stakeholders may be asked to join the Operations section for support, as required:

- Representatives from utility suppliers
- Industry stakeholders
- Private sector organizations affect by or involved in the emergency

Roles and Responsibilities:

The Operations section has two major roles, those being: (a) emergency site support and (b) evacuation support. To support these roles, the following responsibilities, fall under the Operations section:

- Ensure efficient transmission of information from the site to the EOC and vice-versa
- Transfer information received to the Planning section in order to prepare Incident Action Plans (IAPs) and to the Communications section in order to prepare public information about the emergency
- Ensure coordinated actions of all agencies involved in the emergency, either at the site or outside the perimeter
- Transmit all instructions related to decisions made by Command to the site and ensure compliance
- Receive requests for supplies, equipment, personnel, and services from the site and take necessary actions, transferring information as required to the Logistics and Finance & Admin sections
- Evaluate impact of evacuation and determined preferred locations for establishment of Reception Centre's and/or Evacuation Centre's
- Liaise with Recreation, Culture and Wellness staff for the opening of facilities selected as Reception Centers and/or Evacuation Centre; collaborate with Niagara Region Community Services as to staffing and management
- Provide support through activities and other care at facilities for evacuees
- Ensure efficient transmission of information from the Reception Centre and/or Evacuation Centre to the MCEG and vice-versa
- Address coordinated actions of all agencies involved in the evacuation
- Address implementation of the Incident Action Plan developed by the Planning section, once approved by Command, as it pertains to the evacuation

Planning

Description: The Planning section will assemble as part of the MCEG with the specific responsibilities for gathering, analyzing and evaluating the situational information from the emergency in order to develop recommendations on an appropriate Incident Action Plan (IAP) to be approved by Command. This section also provides periodic predictions on the potential disruptions and impacts of the emergency

Membership:

- A senior member from the Public Works Department
- A senior member from the Corporate Services Department
- Representatives from the lead department or agency involved in the emergency
- The Town Clerk to maintain appropriate records, coordinate log-keeping and maintain the status board
- The Town of Pelham Geographic Information Systems (GIS) section or Niagara Region GIS analysts

The following stakeholders may be asked to join the Planning section for support, as required:

- Other representatives from the Town of Pelham departments likely to be impacted by the emergency who will help in planning appropriate actions to reduce such impact
- A representative from the Fire Service to help coordinate the MCEG
- A representative from Corporate Services to provide input on how the emergency response aligns with corporate initiatives and corporate effectiveness including economic impact
- A representative from Amateur Radio Emergency Services (ARES) to help in collecting information from the emergency site and from other sources
- Technical advisors from various departments to help gather, analyze and evaluate information
- Technical advisors and/or representatives from stakeholder agencies and organizations including industry representatives, school boards, utility providers and owners/operators of critical infrastructure

Roles and Responsibilities:

- Receive data from all possible sources (internal, partner agencies, stakeholders, media) to evaluate the situation as accurately as possible and make recommendations on courses of action to Command
- Maintain maps and diagrams of the Emergency Site and the surrounding areas to enable the MCEG to better understand the situation
- Maintain logs, status boards, and statistical reports of the situation as it develops
- Analyze collected data to provide an assessment of the impact of the situation on the immediate surroundings of the site and on the City as a whole and provide to Command
- Prepare prediction evaluation of the situation and its potential to evolve in the short-term and over the long-term for review by Command
- Develop an IAP focused on responding to the forecast as efficiently as possible for approval by Command
- Update plans and data based on changes received
- Coordinate initiatives and programs related to the specific impacts on the business community, as required
- Ensure the continuity of Town of Pelham municipal services

Logistics

Description: The Logistics section is primarily responsible for locating and acquiring all the necessary personnel, equipment and material items needed by the municipality to manage the emergency

Membership

- A senior member of the Public Works Department
- A senior member of the Community Planning and Development Department
- A representative from the IT section to coordinate technical support
- A representative from the Corporate Services Department – Human Resources to coordinate staff and volunteer assignment
- A representative from Corporate Services Human Resources/Health and Safety to address health and safety and peer support
- A representative from Fixed Asset Management to locate facilities within the Town as may be required

Roles and Responsibilities:

- Identify and obtain equipment, vehicles, machinery, equipment and supplied, as required and as requested by the Operations section
- Identify and mobilize personnel, volunteers and expert help as required
- Address health and safety concerns of personnel and volunteers assigned to the emergency
- Provide and install information technology and/or telecommunication equipment as requested by the Communications or Operations sections and required at the EOC, Reception Centre, Evacuation Centre
- Locate and obtain access to any Town facility required for the management of the emergency
- Coordinate the contracting of any service required

Finance and Administration

Description: The Finance and Administration section is responsible for the financial management of the operations, which includes tracking all expenses and preparing claims where possible

Membership

- A senior member from the Corporate Services Department (Treasurer) division
- A representative from Corporate Services Purchasing to coordinate acquisitions
- A representative from Risk Management and insurance to process claims
- A representative from the Corporate Service Treasury Unit to track expenses

Roles and Responsibilities:

- Track all expenses incurred by the emergency operations
- Prepare all financial reports on the cost of the emergency and process claims whenever applicable
- Facilitate access to the Ontario Municipal Disaster Recovery Assistance Program, when applicable
- Coordinate with Risk Management and Insurance

Emergency Operations Centre Support Roles
<p>Description:</p> <p>In parallel to the sections of the IMS structure at the EOC, additional support roles may be needed, especially in the case of a Major Emergency or an incident that requires an activation of the EOC that extends over a significant period of time.</p>
<p>Membership</p> <ul style="list-style-type: none"> • The EOC Coordinator will, in most cases, be team members of the Town of Pelham Fire and By-Law Services Department
<p>Roles and Responsibilities:</p> <ul style="list-style-type: none"> • Provide support to the EOC Director • EOC access control including identification of members of the MECG and their support staff as well as restriction of access to unauthorized persons • Health, safety and security of EOC staff • Coordination of parking for members of the MECG and their staff at the EOC • IT and telecommunications support to the MECG • Provision of supplies and equipment to the EOC • Catering services and provision of rest areas at the EOC <p>The EOC Coordinator will also be responsible for constantly evaluating the efficiency of operations within the EOC, in coordinating the emergency response support. In particular, the EOC Coordinator will assess and make recommendations to the EOC Director/CEMC on:</p> <ul style="list-style-type: none"> • The need to call in additional personal or volunteers to participate in one or more teams • The efficient flow of communications from one team to another • The efficient use of incident status boards, logs, maps, technology and other telecommunications • The need for nourishment, rest and stress debriefing of the MECG members • The organization of smooth transition during the changing of shifts at the EOC (i.e. transfer of command and debriefings) • The lighting and other environmental concerns of the EOC facilities