

SCHEDULE “A”
NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM

DEFINITIONS

“Program”	Refers to the Niagara West Emergency Management Program.
“Act”	Refers to the <i>Emergency Management and Civil Protection Act</i> , R.S.O. 1990, c.E.9 and Ontario Regulation 380/04 enacted thereunder.
“HIRA”	Refers to the Hazard Identification and Risk Assessment.
“CI”	Refers to Critical Infrastructure.
“BCP”	Refers to Business Continuity Planning.
“IMS”	Refers to Incident Management System.
“EOC”	Refers to Emergency Operations Centre.
“EOCMT”	Refers to the Emergency Management Operations Centre Management Team
“EMPAC”	Refers to the Niagara West Emergency Management Program Advisory Committee.
“EMPC”	Refers to the Emergency Management Program Committee specific to each Niagara West Municipality.
“Niagara West”	Refers to the municipalities of Lincoln, Pelham, West Lincoln, Wainfleet, and any additional party to the Shared Services Agreement for the Provision of Emergency Management Services.

1. INTRODUCTION

1.1 The Act prescribes that:

“2.1(1) Every municipality shall, in accordance with the regulations, develop and implement an emergency management program that contains the emergency management plan required by section 3 and meets the requirements of this section and the regulations.”,

and further that:

“2.1(2) The council of the municipality shall by by-law adopt the emergency management program.”

and further that:

“2.1(2.1) A regulation made for the purposes of subsection (1) may provide for the development and implementation of an emergency management program jointly by two or more municipalities.”

and further that:

“3(1) Every municipality shall, in accordance with the regulations, develop and implement an emergency management plan that conforms to the provincial planning framework and meets the prescribed requirements.”

1.2 The Program allows for continuous improvement to develop, implement, maintain and evaluate emergency management and the continuity of operational programs that address prevention, mitigation, preparedness, response and recovery that meet and exceed all of the necessary requirements of the Act.

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- 1.3 The Program includes the following:
- (a) A municipal emergency plan;
 - (b) Community HIRA and CI identification;
 - (c) Implementation of the IMS model;
 - (d) Training programs for EOC personnel;
 - (e) Exercises for EOC personnel and key stakeholders;
 - (f) Public education on risks, safety and preparedness;
 - (g) Guidance and advice from the EMPAC;
 - (h) Identification and equipping of a primary EOC in each municipality, and shared use of other Niagara West EOCs as alternates;
 - (i) Identification of Regional EOC personnel;
 - (j) Emergency Information Management; and
 - (k) Updates when necessary to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards and codes of practice made at various levels of government and other decision-making authorities.
- 2. EMERGENCY PLAN**
- 2.1 Schedule B of By-Law No. 2026-XX to Adopt an Emergency Management Program for the Town of Pelham sets out the Niagara West Emergency Plan.
- 3. HIRA and CI IDENTIFICATION**
- 3.1 The *Act* requires each municipality to identify and assess the various hazards and risks to public safety and identify facilities and infrastructure that may be affected by these risks.
- 3.2 The Program, in partnership with key stakeholders, annually identifies and monitors the hazards that can have an impact on operations and areas of responsibility. Hazards from the following three categories will be considered:
- (a) Natural;
 - (b) Human; and
 - (c) Technology.
- 3.3 The Program will conduct annual risk assessments that include evaluating the likelihood of a hazard or combination of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends, and probability. The risk assessments will include data on the impact of the risk event on the municipalities of Niagara West and on citizens, property and the environment.
- 3.4 The CI will be identified based on critical categories for Niagara West in alignment with the CI for the Region of Niagara. It will include identification of ownership and contact information for each infrastructure which will be updated on an annual basis
- 4. INCIDENT MANAGEMENT SYSTEM (IMS) MODEL**
- 4.1 To manage an incident, the Program has established and implemented the IMS model to direct, control and coordinate operations during and after an emergency. IMS assigns specific organizational roles, titles and responsibilities

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for each incident management function, and procedures for coordinating response, continuity and recovery activities.

5. TRAINING AND EXERCISE PROGRAMS

- 5.1 The Program will develop, implement and maintain a competency-based training and educational curriculum to support the EOC personnel. The objective of the curriculum is to provide knowledge and enhance the skills required to develop, implement and execute the Program within the IMS model.
- 5.2 The Program evaluates program plans, procedures, and capabilities through reviews, testing, and annual exercises. Exercises will be designed to test individual essential elements, interrelated elements, or the entire plan. Additional evaluations are based on post-incident analyses and reports, lessons learned, and performance evaluations.
- 5.3 Procedures will be established to correct and improve on any areas identified during evaluation. Training records of EOC personnel will be maintained.
- 5.4 For each exercise, an after-action report identifying the strengths, opportunities and improvement plan will be developed and shared with the EMPC.

6. PUBLIC EDUCATION

- 6.1 Public awareness and public education programs will be implemented to increase the capacity of the public to be prepared for, respond to, and recover from an emergency incident.
- 6.2 Where the public is potentially impacted by a hazard, procedures will be developed to communicate information and respond to requests from internal and external audiences, including media, for pre-incident information.

7. EMERGENCY MANAGEMENT PROGRAM ADVISORY COMMITTEE (EMPAC)

- 7.1 The Niagara West Emergency Management Program Advisory Committee (EMPAC) will support the administration of the Program and ensure that the Program is implemented by all participating municipalities in an effective and harmonized manner.
- 7.2 The EMPAC will consist of the Niagara West Emergency Management Coordinator, and the Community Emergency Management Coordinator, the Chief Administrative Officer or designate, and such other municipal employees as may be appointed from each participating municipality in the Program.
- 7.3 In addition to the EMPAC, each municipality will have a separate municipal EMPC as prescribed by the *Act*, which will consist of such members appointed by each respective Council.
- 7.4 The Niagara West Emergency Management Coordinator will chair the EMPAC.
- 7.5 The EMPAC provides a venue for discussion, collaboration and strategic support to the Program. The objectives of the EMPAC are to:
 - (a) Foster communication, integration and collective decision making among key stakeholders;
 - (b) Consider issues related to emergency readiness, interoperability, business continuity and recommend a course of action;
 - (c) Address areas of possible collaboration, sharing and common benefit between departments and between community partners;

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- (d) Act as a conduit for information regarding the Program to the Corporate Leadership Teams and to various departments; and
 - (e) Conduct annual reviews of the Program and make recommendations to each Council for its revision if necessary.
- 7.6 The appointment of at least one (1) senior municipal official to the EMPAC from each municipality is required and must be approved by the respective Council. Other appointments to the EMPAC do not require Council approval.
- 8. EMERGENCY OPERATIONS CENTRE (EOC)**
- 8.1 Each municipality will maintain a primary EOC with technology and resources required by the EOCMT, including Emergency Information Management systems, to ensure effective communications in an emergency.
- 8.2 Each municipality may use any other Niagara West EOC as their alternate EOC.
- 8.3 The EOCs should be utilized during exercises to increase familiarity with the layout and resources available.
- 9. EMERGENCY OPERATIONS CENTRE MANAGEMENT TEAM (EOCMT)**
- 9.1 The EOCMT (referred in the *Act* as the Municipal Emergency Control Group) will be made up of senior staff, technical specialists, and key stakeholders in each municipality.
- 9.2 The IMS model will be implemented in Niagara West. The primary and alternate staff position for each role will be identified for all sections within the IMS structure.
- 9.3 EOCMT personnel will be provided training in the principles of IMS, as well as specific training based on the section that he/she may potentially be assigned to in the EOC, such as Management Team, Operations, Planning, Logistics, Finance and Administration.
- 9.4 Standard Operating Guidelines have been developed and distributed for the EOC which include an overview of the IMS model, position checklists, contact information and required forms.
- 9.5 In addition, each municipality will provide trained Scribes to support the key personnel in the EOC with documentation functions.
- 10. EMERGENCY INFORMATION MANAGEMENT**
- 10.1 Emergency Information Management includes the set-up of:
- (a) Telecommunications and other communications systems that are regularly tested. Consideration is given to the need for redundancy, interoperability, and security of communications systems;
 - (b) Emergency communication and warning systems to alert people who may be impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment, either directly, or through authorized agencies, will be developed and periodically tested; and
 - (c) Communication procedures inclusive of protective action guidelines for emergencies where potentially impacted populations can be advised to shelter-in-place, evacuate or take any other actions as directed.

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- 10.2 The Program works with the designated Emergency Information Officers to ensure there exists the following:
- (a) A central point of contact for the media;
 - (b) Procedures to gather, monitor, and disseminate emergency information;
 - (c) Pre-scripted information bulletins;
 - (d) Procedures to coordinate and approve information for release;
 - (e) Procedures to communicate with vulnerable populations; and
 - (f) Protective action guidelines for shelter-in-place and evacuation.
- 11. BUSINESS CONTINUITY PLAN (BCP)**
- 11.1 The Program will develop and implement BCP to continue critical operations following an emergency.
- 11.2 The BCP will:
- (a) Include the identification of time-sensitive critical functions and applications, associated resource requirements and interdependencies;
 - (b) Take the entire municipality into consideration when the critical operational services, associated resource requirements and interdependencies are identified;
 - (c) Build on the findings from risk assessments; and
 - (d) Consider possible events and how they could affect each municipality over time.
- 11.3 The Program will follow a planning process for the purpose of developing and maintaining its emergency management and continuity of operations programs. The planning requirements will depend on the program’s objectives and the results of the HIRA and BCP.
- 11.4 The Niagara West municipalities will engage in a planning process on a regularly scheduled basis, or when a situation has occurred that the existing BCP needs updating. When applicable, the municipalities will include all key stakeholders in the planning process.