

Schedule “A” to By-law Number 2012-162

THE CORPORATION OF
THE TOWNSHIP OF UXBRIDGE

IN THE REGIONAL MUNICIPALITY OF DURHAM

51 Toronto St. South, P.O. Box 190, Uxbridge, Ontario L9P1T1

**EMERGENCY
PREPAREDNESS
PLAN**

OCTOBER 2012

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TOWNSHIP OF UXBRIDGE EMERGENCY PLAN

1. INTRODUCTION

1.1 TITLE

This PLAN shall be known as the “Township of Uxbridge Emergency Plan”, hereinafter referred to as "The Plan". It came into effect on April 10, 2006, in accordance with Township of Uxbridge By-law Number 2006-72. This latest revision of the Plan came into effect on October 22, 2012 by By-law Number 2012-162 (see ANNEX A: TOWNSHIP OF UXBRIDGE EMERGENCY PLAN BY-LAW)

1.2 PURPOSE

The purpose of the Plan is to establish emergency preparedness, response and recovery guidelines, plus an emergency management structure for the Township of Uxbridge and related emergency agencies in the event of a major emergency originating in the Township of Uxbridge that is beyond the normal response capabilities of the first responders, in order to:

- Be prepared for the emergency (maintain the Plan, train staff)
- Be able to respond to an emergency anywhere in the Township of Uxbridge:
 - ❖ maximize the emergency response capability and level of preparedness
 - ❖ efficiently and rapidly deploy emergency services
 - ❖ minimize the impact of the emergency on the health, safety and welfare of the citizens, on property, infrastructure and on the environment
 - ❖ preserve essential municipal services
- recover from the emergency

1.3 EMERGENCY MANAGEMENT PROGRAM

As per the *Emergency Management and Civic Protection Act, R.S.O., 1990*, the Township of Uxbridge must develop an emergency management program that includes this Plan, staff training, and exercises to test the Plan, public education, public preparedness and other items as prescribed by the Act.

The Community Emergency Management Coordinator (CEMC) (Fire Chief) is

Township of Uxbridge Emergency Preparedness Plan

responsible for the Uxbridge emergency management program and chairs the Emergency Management Program Committee (EMPC), which has representatives from each Department. The CEMC reports to the CAO.

1.4 EMERGENCY – DEFINED

The *Emergency Management and Civil Protection Act, R.S.O., 1990* defines an **emergency** as:

"A situation caused by the forces of nature, an accident, and an intentional act or otherwise that constitutes a danger of major proportions to life or property."

An **emergency area** is defined as "an area in which an emergency exists." An emergency can result from an existing danger or it can be a threat of an impending situation that could abnormally affect property and/or the health, safety and welfare of the community. Its nature and magnitude must be such as to require a controlled and coordinated response by a number of agencies, both governmental and private, under the direction of the Municipal Control Group (MCG). The emergency is distinct from routine operations carried out by first response agencies (e.g., fire, police, ambulance, and works).

1.5 STRUCTURE OF THE PLAN

This Plan identifies the authority and responsibilities of the Municipal Control Group (MCG) and Township Departments, and their roles and interaction with neighbouring municipalities, Durham Region, Provincial and Federal agencies, volunteer agencies and the private sector to respond to a major emergency. It is designed to be a generic document, flexible and adaptable to a wide range of emergencies that may occur in the Township. To augment this generic document, see ANNEX B: RISK-BASED EMERGENCY PLANS for those hazards most common to the municipality, as defined by the Hazard Identification and Risk Assessment (HIRA) (see ANNEX C: HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)). ANNEX D: CRITICAL INFRASTRUCTURE provides a listing of the municipality's critical infrastructure which must be protected in the event of an emergency. All Emergency Plans that support this Plan (i.e., Department level Plans) must conform to this Plan.

While all circumstances cannot be addressed, the content of this Plan should be used as a guide for those events that do occur but are not specifically addressed.

1.6 AMENDING THE PLAN

This Plan forms Schedule "A" to By-law Number 2012-162 and may only be amended by Township Council. Proposals for amendments to this Plan shall be submitted to the Community Emergency Management Coordinator (CEMC) (Fire Chief), for review and submission to Township Council.

The Annexes in the Emergency Plan are not considered part of the Plan for this purpose and can be revised as required without enactment of an amending by-law. The Community Emergency Management Coordinator (CEMC) (Fire Chief) is delegated authority to approve amendments to the Annexes (see Annex J-1B: RECORD OF PLAN AMENDMENTS).

1.7 DISTRIBUTION OF THE PLAN

Copies of the Plan are distributed to persons on the Distribution List provided in Annex J-2: DISTRIBUTION LIST. Copyholders will receive amendments from the Community Emergency Management Coordinator (CEMC) (Fire Chief), as required and will be responsible for keeping their copy up-to-date by inserting amendments. An up-to-date official copy of the Plan will be maintained on a secure link on the network.

1.8 PUBLIC ACCESS TO THE PLAN

Public copies of the Plan are available at the Township of Uxbridge Administration Office and may be copied during normal business hours subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, as amended. Public copies of the Plan are also available at each of the Uxbridge Public Libraries. Annexes to the Plan will not be available to the public.

1.9 PLAN CUSTODIAN

The custodian of this Plan is the Community Emergency Management Coordinator (CEMC) (Fire Chief), who is also the Chair of the Emergency Management Program Committee (EMPC).

The Emergency Management Program Committee (EMPC) shall be responsible for the maintenance, review and updating of the Plan; as well as for the recommendation of by-law amendments to Township Council as appropriate.

Any comments or suggestions on the Plan shall be directed to the Community Emergency Management Coordinator (CEMC) (Fire Chief).

2. AUTHORITY

2.1 LEGAL AUTHORITY

Under the legal authority of the *Emergency Management and Civil Protection Act, R.S.O., 1990, Section 3(1)* this Emergency Plan for the Township of Uxbridge was originally approved by Township Council by the enactment of By-law Number 2012-162 on October 22, 2012.

The Plan governs “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.” [*Emergency Management and Civil Protection Act, R.S.O., 1990, Section 3.3. (1)*].

A copy of the Plan is filed with Emergency Management Ontario (EMO), Ministry of Community Safety and Correctional Services.

2.2 LEGAL POWERS AND LIABILITY

2.2.1 Action Prior to the Declaration of an Emergency

- See Sec. 4.5 regarding actions prior to the declaration of an emergency (*Emergency Management and Civil Protection Act, R.S.O., 1990, Sec. 9*).

2.2.2 Declaration /Termination of an Emergency

- See Sec. 4.5 regarding declaration and termination of an emergency (*Emergency Management and Civil Protection Act, R.S.O., 1990, Sec. 4*).

2.2.3 Reciprocal Agreements

- See Section 4.6 regarding seeking assistance from outside the Township via reciprocal agreements.

2.2.4 Authorizing Contracts and Expenditures

The Executive Authority (Mayor) may authorize contracts and expenditures.

Under the *Emergency Management and Civil Protection Act, R.S.O., 1990, Section 11(1)*, no staff or council member of the Township is liable for any act or neglecting to do any act in good faith in implementing this Plan.

Section 11(3) states, however, that this does not relieve the Township of liability for the acts or omissions of staff or council member of the Township as per 11(1).

2.3 CONFORMANCE OF MUNICIPAL AND REGIONAL PLANS

This Plan conforms to higher tier Emergency Plans, including all Durham Region and Provincial Plans. This plan shall be reviewed on an annual basis to ensure conformity to higher tier Emergency Plans.

If the Durham Region Emergency Master Plan is implemented, this plan may also be implemented to provide support to Durham Region.

2.4 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

Any personal information collected under the authority of this Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within this Plan. The release of any information under this Plan shall be made in conformity with the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, Ch. M.56 as amended.

2.5 VOLUNTEER PROTECTION

As per the *Workplace Safety and Insurance Board Act (WSIB)*, S.O. 1997, Chapter 16, a volunteer worker will be covered in respect to injury or death while employed in operations arising out of an emergency, provided that an emergency has been declared, under the following two conditions:

- If the volunteer worker is employed by a person in authority within the Township of Uxbridge (employee/contractor) or
- If duly enrolled by completing the appropriate registration form (see Annexes J-12: VOLUNTEER REGISTRATION FORM; J-13: VOLUNTEER AGREEMENT).

3. HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

3.1 INTRODUCTION

The Township of Uxbridge is vulnerable to a wide range of hazards and risks. Hazards can be defined as events or physical conditions that have the potential to cause fatalities, serious injuries, property damage, infrastructure damage, environmental damage, business interruption or other types of harm or loss (FEMA).

The Township is experiencing minimal growth in population, as well as commercial and industrial development. An increase in industrial activity can create new or escalated risks with respect to the use and transportation of hazardous materials. Current industries are widely spread throughout the Township and include mineral aggregate, plastic automobile parts manufacturers, metal fabricating company, spice factory, concrete product manufacturers and a corn drying operation. The large agricultural sector is reflective of the rural community. Dairy farming dominates the agricultural sector that also includes beef, hog, sheep, poultry and cash crop operations. Maintaining milking operations during an emergency is critical to dairy farmers.

Many residents are commuters and are therefore outside the Township during working hours. Transportation in and out of the Township is therefore critical and residents may be impacted by emergencies outside of the Township, thus affecting families.

Nearness to the Pickering and Darlington Nuclear Generating Stations may mean that Uxbridge could be a receiver of a large number of evacuees in a nuclear emergency.

Being situated within the Oak Ridges Moraine raises issues of environmental sensitivity that must be taken into consideration.

Uxbridge has an abundance of history and many historical sites and buildings that need to be protected.

Finally, with global warming, there are an increasing number of extreme weather conditions that need to be taken into consideration when planning for, responding to and recovering from emergencies.

3.2 HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

A Hazard Identification and Risk Assessment (HIRA) was conducted for Uxbridge, taking into consideration the following factors:

- type of hazard,
- scale (larger scale = greater risk)
- frequency of occurrence (more frequent = greatest risk),
- duration
- speed of onset,
- pre-warning,
- cost regarding the economy, society and the environment,
- historical events.

The most likely types of emergencies that may occur in the Township of Uxbridge as noted by the Hazard Identification and Risk Assessment (HIRA) are provided in ANNEX C: HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA).

As per the requirements of the *Emergency Management and Civic Protection Act, R.S.O., 1990*, the Township of Uxbridge has prepared emergency procedures that are risk specific and provided in ANNEX B: RISK-BASED EMERGENCY PLANS.

3.3 CRITICAL INFRASTRUCTURE (CI)

It is important to protect critical infrastructure in an emergency. Critical infrastructure is the “basic structural foundation of a society or an enterprise. It is the assets or systems that if disrupted or destroyed, could have a critical impact on health, safety, security and the economic well-being of citizens or could adversely affect the functioning of government.” (Durham Region Emergency Master Plan, pg. 12).

Critical infrastructure is prioritized from Level 1 (the most critical) to Level 3 (the least critical). Level 1 critical infrastructure in the Township of Uxbridge is identified in ANNEX D: CRITICAL INFRASTRUCTURE.

4. EMERGENCY RESPONSE ORGANIZATION

4.1 INTRODUCTION

Figure 1 provides an overview of the Township's Emergency Response Organization and consists of:

- Community Emergency Management Co-ordinator (CEMC) (Fire Chief);
- Emergency Management Program Committee (EMPC)
- Municipal Control Group (MCG)
- On site emergency responders (including external agencies); and,
- Off-site emergency responders (including external agencies)

4.2 COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)

The Community Emergency Management Coordinator (CEMC) is the Chair of the Emergency Management Program Committee (EMPC) and reports to the CAO. The CEMC is responsible for the development, implementation and maintenance of a comprehensive emergency management program, consisting of:

- Emergency Plan preparation, annual review, revision and maintenance,
- Department levels Plans and other emergency plans and/or operating procedures that support the main Plan,
- Staff training and exercises,
- public education and preparation,
- Council advice on emergency planning matters and recommendations to Council for revisions for the Emergency Plan
- Submit required documents to Emergency Management Ontario (EMO),
- and other required elements as set forth in the *Emergency Management and Civil Protection Act, R.S.O., 1990*.

The Community Emergency Management Coordinator (CEMC) (Fire Chief) ensures that all requirements of the legislation are complied with and submitted to the Province.

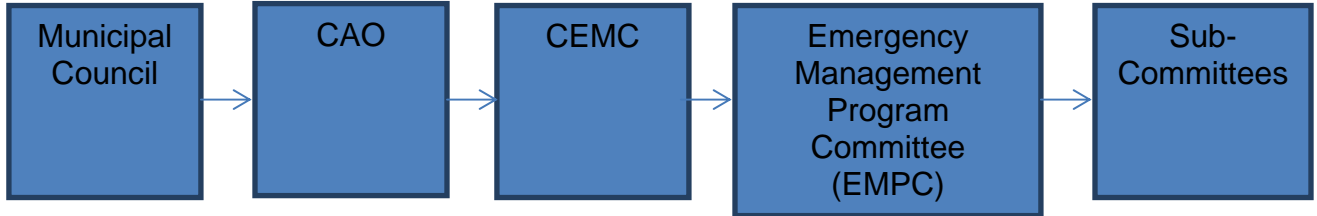
4.3 EMERGENCY MANAGEMENT PROGRAM COMMITTEE (EMPC)

The Emergency Management Program Committee (EMPC) is chaired by the Community Emergency Management Coordinator (CEMC) (Fire Chief), is tasked to perform the functions identified in 4.2 and is responsible for interdepartmental

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and municipal coordination and cooperation of the Program (i.e., coordination of department level plan preparation). Each Township Department is represented on the Committee and is comprised of the designate Municipal Control Group (MCG) members that are Uxbridge staff (no DRPS, EMS representation). The Committee will meet at least biannually. Agendas, minutes and reports will be maintained. Figure 2 illustrates the emergency management program structure.

Figure 2: Emergency Management Planning Structure



4.4 MUNICIPAL CONTROL GROUP (MCG)

The Municipal Control Group (MCG) is comprised of the following, or their alternates, each with the delegated full authority to make decisions on all matters affecting their agency’s participation in an emergency. A contact list is provided in ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL.

Table 1: Composition of Municipal Control Group (MCG)

MUNICIPAL CONTROL GROUP (MCG) (or alternates)	ASSIGNED SPECIAL ROLE (in addition to normal responsibilities)	AGENCY	HYPERLINK
Mayor	<u>Executive Authority</u> <ul style="list-style-type: none"> • declare / terminate the emergency • chair meetings of Municipal Control Group (MCG) • speak to the media as Twp. Representative 	Twp. Of Uxbridge	8.1 MAYOR (Executive Authority)
CAO	<u>Manager of Municipal Control Group (MCG)</u> <ul style="list-style-type: none"> • coordinate, plan, administer and manage all MCG and MEOC emergency operations 	Twp. Of Uxbridge	8.2 CHIEF ADMINISTRATIVE OFFICER (CAO) (Head of MCG)
Fire Chief	<u>Community Emergency Management Coordinator (CEMC)</u> <ul style="list-style-type: none"> • Principle emergency advisor to MCG and principle liaison with all other emergency services • Review and maintain the Plan on an on-going basis (i.e., annual test, review and update of Plan, staff training, public education) • set-up and manage the MEOC; 	Twp. Of Uxbridge	8.3 COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC) (Manager of MEOC)
Director of Public Works	<u>Alternate Community Emergency Management Coordinator (CEMC)</u>	Twp. Of Uxbridge	8.5 DIRECTOR OF PUBLIC WORKS (Alternate CEMC)
Deputy Chief of Operations, Fire Dept.	•	Twp. Of Uxbridge	8.4 FIRE DEPT. DEPUTY CHIEF OF OPERATIONS
Clerk	<u>Emergency Information Officer (EIO)</u> <u>Public Information Coordinator (PIC)</u> <ul style="list-style-type: none"> • establish a Media Centre and Public Inquiry Service • inform the media and the public of the status of the emergency 		8.6 CLERK [Emergency Information Officer (EIO)]

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MUNICIPAL CONTROL GROUP (MCG) (or alternates)	ASSIGNED SPECIAL ROLE (in addition to normal responsibilities)	AGENCY	HYPERLINK
	<ul style="list-style-type: none"> Coordinate release of all information to media/ public to ensure that consistent and accurate information is released Obtain appropriate approval for major releases of information 		
Treasurer, Finance Dept.	<u>Emergency Telecommunications Coordinator</u> <ul style="list-style-type: none"> ensure primary and back-up telecommunications at the Municipal Emergency Operations Centre (MEOC) and Township facilities as required, 	Twp. Of Uxbridge	8.8 TREASURER (Finance Department)
Representative of Development Services	<u>Transportation Coordinator</u> <ul style="list-style-type: none"> coordinate transportation services to assist with evacuating evacuees, and transporting emergency responders and volunteers to/from emergency site Arrange for mapping and other resource information for use by MCG at MEOC 	Twp. Of Uxbridge	8.9 REPRESENTATIVE OF DEVELOPMENT SERVICES (Transportation Coordinator)
Manager of Recreation, Culture and Tourism		Twp. Of Uxbridge	8.10 MANAGER OF RECREATION, CULTURE AND TOURISM
Manager of Parks and Facilities Services	<u>Evacuation Centre Coordinator</u>	Twp. Of Uxbridge	8.11 MANAGER OF PARKS AND FACILITIES SERVICES
Chief Librarian	<u>Volunteer Coordinator</u> Solicit and register volunteers.	Twp. Of Uxbridge	8.6 CHIEF LIBRARIAN
Detachment Commander, Durham Regional Police		Durham Regional Police	8.12 DETACHMENT COMMANDER, DURHAM REGIONAL POLICE SERVICE (DRPS)
EMS		Durham Region	8.13 EMERGENCY MEDICAL SERVICES (EMS)

The Municipal Control Group (MCG) reports to the Mayor or alternate, as the Executive Authority. The CAO, with advice of the Municipal Control Group (MCG), is authorized to appoint additional representatives to attend the Municipal Emergency Operations Centre (MEOC) and/or become a member of the MCG to provide expertise in specialized areas as required.

The Community Emergency Management Coordinator (CEMC) is responsible for the planning, coordination, administration and management of operations related to the MCG.

The Municipal Control Group (MCG) has the authority to make decisions on behalf of the Township without having all members of the MCG present. However, all members of the MCG must be notified of the implementation of the Plan. The Municipal Control Group (MCG) should have at least six (6) members to make decisions on behalf of the Township.

When this Plan is implemented, the Municipal Control Group (MCG) will assemble in the Municipal Emergency Operations Centre (MEOC) to:

- Implement the Plan

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- assist the Executive Authority (Mayor) in making decisions and directing the municipal response with respect to the emergency;
- provide overall direction to the Uxbridge Emergency Response Organization within the mandate of the Township;
- provide assistance to support the incident site(s);and,
- coordinate Township departments with external agencies (municipal, regional, volunteer and private sector agencies).

The Executive Authority (Mayor) shall provide informational reports to Township Council at suitable times.

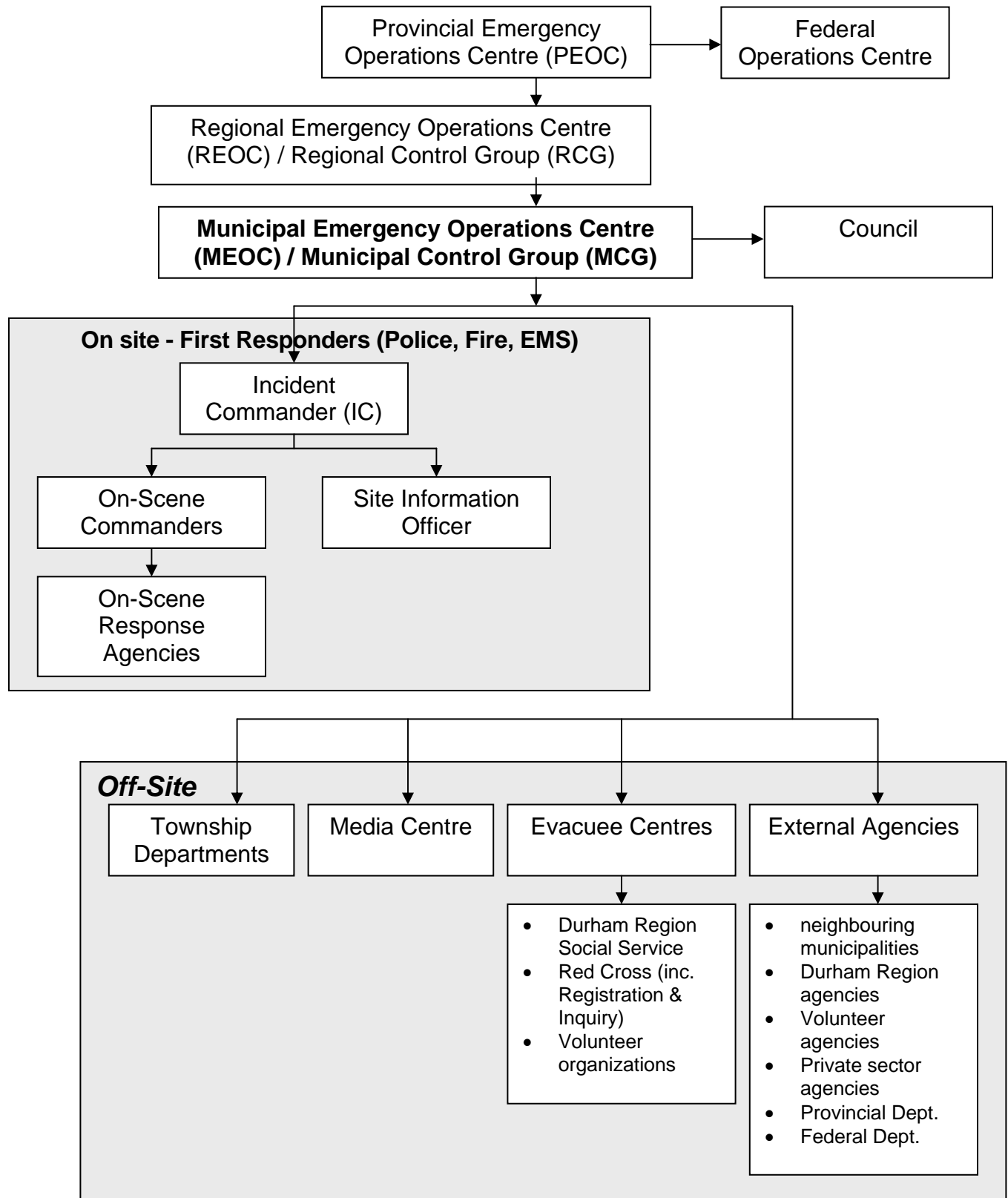
4.5 SPECIAL ROLES ASSIGNED AT THE EMERGENCY SITE

In addition to the Municipal Control Group (MCG), there are several “special positions” created *at each emergency site*, as illustrated in Table 2:

Table 2: Composition of Special Roles

TITLE	POSITION	SPECIAL ADDITIONAL ROLES	HYPERLINK
Incident Commander (IC) Incident Commander (IC)	The Municipal Control Group (MCG) may appoint the IC or confirm/override the selection made by the emergency site response teams.	The IC will report immediately to the emergency site & will; <ul style="list-style-type: none"> • coordinate the emergency site and the activities/resources of all response agencies to the site; • report to Executive Authority or alternate to coordinate on and off site activities; • delegate specialized operations to the Incident Commander of on scene agency as required; • ensure one IC is appointed for each emergency site. 	<u>9.1 EMERGENCY SITE MANAGER (ESM) / INCIDENT COMMANDER (IC)</u>
Agency On-Scene Incident Commander (IC)	Each response agency at the emergency site shall appoint an IC who will report to the IC of the lead agency.	Each IC shall report immediately to the emergency site & shall; <ul style="list-style-type: none"> • Report to the Incident Commander (IC) Incident Commander (IC) of the lead agency; • Coordinate the emergency response of their agency at the emergency site. 	
Site Information Officer	MCG may appoint the Site Information Officer or confirm/override the selection made by the emergency site response teams.	The Site Information Officer will immediately report to the emergency site and shall; <ul style="list-style-type: none"> • establish a temporary media centre <i>at each emergency site</i>; • release information to media at emergency site; • coordinate and communicate with the Emergency Information Officer (EIO).CAO 	<u>9.2 SITE INFORMATION OFFICER</u>

Figure 1: Emergency Response Organization



5. PREPARATION – BEFORE AN EMERGENCY

Prior to an emergency, an on-going Preparation Phase is conducted to maximize the level of preparedness of the Township. The Community Emergency Management Coordinator (CEMC) (Fire Chief), in coordination with the Emergency Management Program Committee (EMPC), is primarily responsible for preparing the Township for emergencies and maintaining the Emergency Plan. Departments that have their own emergency plan are responsible for maintaining it. The Preparation Phase may include:

	ACTIVITY	WHO	FREQUENCY
1.	<u>Emergency Management Program</u> Develop, implement and maintain the Program. Monitor new requirements of the Act.	CEMC EMPC	Ongoing
2.	<u>EMO Documents</u> Submit the required documents to Emergency Management Ontario (EMO)	CEMC	Annually
3.	<u>EMPC Meetings</u>	CEMC EMPC	4 x /yr.
4.	<u>Plan Exercise</u> <ul style="list-style-type: none"> - Conduct an annual exercise to test the Plan (with Durham Region and/or separate from the Region to test something specific to the Township (i.e., notification, communications, MEOC, media centre, PIC, MCG, EC). - Exercise all main components of the Plan every five years. - Conduct a debriefing immediately following each exercise. Make recommendations to the CEMC. 	CEMC EMPC Council (to approve changes)	Annually
5.	<u>Plan Review</u> <ul style="list-style-type: none"> - Conduct an annual review of the Plan after an exercise or after implementing the Plan. - Revise the Plan as required. - Submit recommendations for changes to the Plan to Council (excluding annexes). - Distribute revisions/amendments to those on the Distribution List (SEE Annex J-2: DISTRIBUTION LIST). - Document amendments on Record of Amendments (see Annex J-1B: 	CEMC EMPC Council	Annually

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	ACTIVITY	WHO	FREQUENCY
	<p style="text-align: center;"><u>RECORD OF PLAN AMENDMENTS</u>).</p> <ul style="list-style-type: none"> - Ensure revisions are compatible with upper tier Plans. 		
6.	<p><u>Contact and Resource Lists</u> Review and update lists.</p>	MCG members	Twice annually
7.	<p><u>Test MEOC Operating Systems</u> Test primary and back-up MEOC's, including telecommunications, network, back-up power, security systems and equipment.</p>	CEMC Clerk Treasurer Works	Twice annually
8.	<p><u>Test other Emergency Facility Operating Systems</u> Media Centre, Evacuation Centre - Test telecommunications, IT systems, back-up power, safety and security</p>	CEMC Clerk Treasurer Works	Annually
9.	<p><u>Staff Training</u></p> <ul style="list-style-type: none"> - Ensure Municipal Control Groups (MCG) members and their alternates are trained, as well as all potential first responders and those that may respond to an emergency in a support role (i.e., media centre, public inquiry service, MEOC, event log, IT support, GIS). - Provide information to staff via email, website, training sessions (in house or via EMO). - Ensure new staff or staff that is transferred or promoted is trained accordingly. - Provide cross-training, especially for critical functions. 	CEMC EMPC Health and Safety Committee	Annually
10.	<p><u>Public Education and Awareness</u></p> <ul style="list-style-type: none"> - Provide public education programs to provide information on public hazards and risks, prevention measures for home/business, what to do before, during and after an emergency, how public will be notified, how public can find additional information. - Public education can take the form of mailings with utility bills, website information/links, emergency 	CEMC EMPC	Ongoing, Business Continuity Awareness Week (March), Fire Prevention Week

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	ACTIVITY	WHO	FREQUENCY
	<p>preparedness week, in school programs, media advisories, public service announcements, community displays, social media notices, presentations/programs at schools, service clubs, industries, community organizations, institutions).</p> <ul style="list-style-type: none"> - Consideration must be given too hard to reach populations (hearing/visual/physical/mental impairments, language and cultural barriers, tourists / visitors not familiar with the area) - Identify what information is to be delivered, how, when and where. - Coordinate with neighbouring municipalities, Durham Region, EMO to consolidate efforts and avoid duplication. 		
11.	<p><u>Inventories of Equipment, Supplies, Resources</u></p> <ul style="list-style-type: none"> - Maintain an inventory of all facilities, equipment, supplies and resources that may be needed in an emergency (i.e., number, types, location, age, when replacement needed). - Assess the Township needs, review new products/services. - Make purchases, budget for items in capital plans, make arrangements to access equipment, supplies or resources in an emergency (mutual assistance agreements) or consider bulk/shared purchases with neighbouring municipalities and/or Durham Region. 	CEMC EMPC Each Dept.	Annually
12.	<p><u>Meet EMO Requirements</u></p> <p>Submit the required documents to Emergency Management Ontario (EMO) to ensure the Emergency Management Program meets the requirements of the Emergency Management and Civil</p>	CEMC	Annually

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	ACTIVITY	WHO	FREQUENCY
	Protection Act.		
13.	Prepare personal family contingency plan for the home (i.e., plans for family, pets if evacuated)	MCG members	Review annually
14.	Ensure Ready Boxes for MCG members are complete. Replenish consumables.	CEMC	Annually
15.	Identify and document use, storage and transportation of dangerous goods	Fire	Ongoing
16.	Capital planning for major emergency preparedness expenditures	Treasurer, CAO, Council	Annually
17.	Insurance coverage review	Treasurer	Annually
18.	Develop emergency accounting and purchasing procedures, recovery accounts, etc. as required	Treasurer	Ongoing
19.	Develop emergency human resource policies as required for (i.e., union, staff compensation, work refusals, benefits, human rights)	Treasurer	Ongoing
20.	Develop Mutual aid/assistance agreements, letters of understanding and/or contracts with Durham Region, neighbouring municipalities, private, volunteer and NGO agencies, including vendors and suppliers that are key to critical functions (identify the Township as a priority client).	Clerk	Ongoing
21.	Test evacuation/closure procedures for recreation facilities	Parks and Facilities Services	Annually
22.	Develop, maintain and update list of transportation resources	Development Services	Annually
23.	Develop, maintain and update list of volunteer resources. Register volunteers	Chief Librarian	Annually
24.	Assess staffing, expertise, vehicles, equipment, PPE, supplies, resources	All	Annually
25.	Land use planning and policy review	Develop. Services	Ongoing
26.	Prepare new Plans as required to augment Emergency Plan (i.e., Dept. level Plans)	All	Ongoing
27.	Establish Emergency Planning Committee with private sector partners	Develop. Services	Meet 2x/yr.
28.	Assist/advise private, volunteer, NGO	Fire,	Ongoing

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	ACTIVITY	WHO	FREQUENCY
	agencies with emergency preparedness	Develop. Services	
29.	Liaise with counterparts of Durham Region and neighbouring municipalities on emergency planning issues.	All	Ongoing
30.	Develop manual processes and create forms for manual purposes, especially for critical functions, in the event that the network or computers are not working.	All	Ongoing
31.	Develop work-arounds in the event that all or part of municipal buildings is inaccessible.	All	Ongoing
32.	Develop work-at-home policies in the event that the Township office is not accessible.	HR	Ongoing
33.	Create hard copies for all confidential and critical files. Store a copy off-site.	All	Ongoing
34.	Pre-identify an alternate workplace that can accommodate staff, equipment and supplies for critical functions in the event that the Township office is inaccessible.	Clerk	
35.	Pre-identify alternatives to phones, internet, network, etc.	Clerk, Treasurer	

6. RESPONSE – DURING THE EMERGENCY

6.1 INTRODUCTION

The Response Phase includes actions required to respond to an emergency. There are several functions that must be performed to respond to an emergency and to implement the Township of Uxbridge Emergency Plan, many of which are implemented simultaneously.

6.2 LEVEL OF IMPLEMENTATION

Table 3: Durham Region Emergency Notification Categories

Classification	Response Levels
<p>Level I Routine Incident (Municipal <i>Advisory</i>)</p>	<ul style="list-style-type: none"> • Daily routine events managed by Police, Fire, EMS (first responders) only. • Township and Region monitors situation, possibly place MCG/RCG on stand-by if situation has potential to escalate to Level II.
<p>Level II Major Emergency (Municipal <i>Emergency</i>)</p>	<ul style="list-style-type: none"> • Managed by Township and first responders. • Uxbridge Emergency Plan implemented. • MCG notified. • MEOC activated. • Lower tier Plans implemented to support Township Plan, as required. • May require significant multi-agency response and resources. • MCG takes lead and coordinates response. • Region coordinates and dispatches Region resources as required and requested by Township, without taking control or lead. • Region monitors and may activate the REOC to support Township. • MCG can at any time request the Durham Regional Control Group (RCG) to assume control of the emergency.
<p>Level III Disaster (Municipal &/or Regional <i>Emergency</i>)</p>	<ul style="list-style-type: none"> • Managed by Township and/or area municipalities with first responders. • Full multi-agency response. • Uxbridge Emergency Plan implemented. • MCG and RCG notified. • MEOC and REOC activated. • Likely Declaration of Emergency at Township and/or Region.

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Classification	Response Levels
	<ul style="list-style-type: none">• Durham Region Emergency Master Plan likely implemented and Region takes lead as likely beyond the response capability of the Township and/or because the disaster impacts two or more municipalities. Municipalities then provide support role.• Regional Chair communicates/corresponds with Mayor(s).• Likely to exceed municipal and possible Regional resources.• May require significant Provincial or Federal resources for extended periods of time.

6.3 EMERGENCY NOTIFICATION SYSTEM

6.3.1 Introduction

Upon receipt of a warning of a real or potential emergency, the following procedures will be followed to contact the Municipal Control Group (MCG), notify MCG members of the implementation of the Plan and to either report to the Municipal Emergency Operations Centre (MEOC) or remain on standby. Municipal Control Group (MCG) members will then notify the necessary staff to respond to the emergency or remain on standby.

6.3.2 If Public Call to Township Office

If notification from the public is reported to the Township Office during working hours, reception will take the call, or after hours, the answering service Tigertel will take the call, and redirect it to the DRPS Communications Centre/911 Centre and 24/7 Fire Dispatch. Fire Dispatch will collect the pertinent information (see Annex J-3 RECORDING MESSAGE IN A MAJOR EMERGENCY) and notify the Municipal Control Group (MCG) as per 6.3.6 Municipal Control Group (MCG) Call-out.

6.3.3 If Public Call to 911

If the public notifies 911 of the emergency, the Durham Regional Police Service (DRPS) Communications Centre will collect the pertinent information, dispatch response agencies and notify the DEMO Duty Officer and the Uxbridge Fire Dispatch, who will notify the Regional Control Group (RCG) and Municipal Control Group (MCG) respectively, as required (as per 6.3.6 Municipal Control Group (MCG) Call-out).

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6.3.4 If First Responder / Incident Commander Identifies the Emergency

If a first responder identifies a Level II or Level III emergency, he/she will notify the Incident Commander (IC) at the scene and the IC will contact the Durham Regional Police Service (DRPS) Communications Centre/911 Centre and Fire Dispatch and provide pertinent information. DRPS will notify the DEMO Duty Officer who will notify the Regional Control Group (RCG) as required. Uxbridge Fire Dispatch will notify the Municipal Control Group (MCG) (as per 6.3.6 Municipal Control Group (MCG) Call-out).

6.3.5 Information Needed About the Emergency

Upon being notified of a major emergency, the Durham Regional Police Service (DRPS) Communications Centre (911) and/or the Uxbridge Fire Dispatch will collect pertinent information about the emergency, record it and verify and authenticate it (see J-3: RECORDING MESSAGE IN A MAJOR EMERGENCY).

6.3.6 Municipal Control Group (MCG) Call-out

The Uxbridge Fire Dispatch or the first Municipal Control Group (MCG) member receiving the notification of an emergency will conduct the fan-out notification and will:

- Gather the pertinent details of the emergency, record it and verify and authenticate it (see J-3: RECORDING MESSAGE IN A MAJOR EMERGENCY),
- Activate the Municipal Control Group (MCG) Emergency Notification as per Figure 3.
- Notify all Municipal Control Group (MCG) members in the order shown on the Contact List and record the status of the notification (see J-4: MUNICIPAL CONTROL GROUP (MCG) NOTIFICATION). Provide pertinent details. Instruct them to report to the Municipal Emergency Operations Centre (MEOC) or remain on standby [**Note: Conduct the MCG Notification from the existing location. When the Notification is complete, report to the MEOC or remain on standby**]
- If the designate Municipal Control Group (MCG) member cannot be reached at any of the listed numbers, or cannot comply with the message, contact the first alternate.
(Note: Do not leave messages on voice mail or with support staff. If the named person cannot be spoken to directly, call his/her alternate.)

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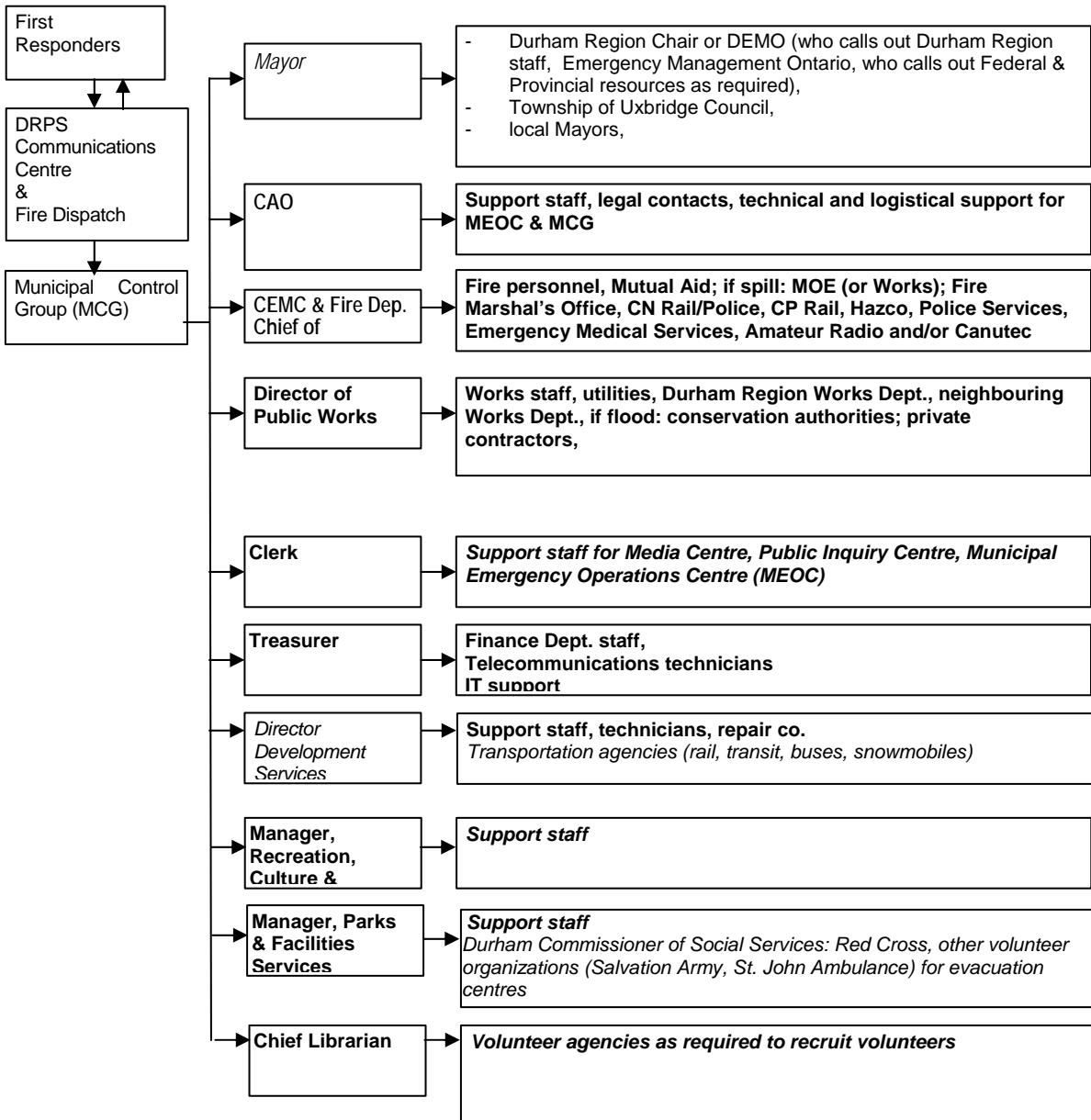
- If the designate or first alternate cannot be reached, or cannot comply with the message, go to the next Municipal Control Group (MCG) member on the Contact List and continue as described above.
- Once the end of the Municipal Control Group (MCG) Contact List has been reached, try again to reach those who's MCG designate or alternate could not be reached on the first attempt.
- Record information on the notification on the form (see J-4: MUNICIPAL CONTROL GROUP (MCG) NOTIFICATION).
- Report to the Head of Municipal Control Group (MCG) (CAO) on the status of the Municipal Control Group (MCG) notification.

6.3.7 Continuation of Emergency Notification System

Upon receipt of notification that the Uxbridge Emergency Plan has been activated, each Municipal Control Group (MCG) member will continue the departmental notification in the order shown in the Contact List (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL), as per the procedures above. The extent of the department fan-out will depend on the nature, extent, assistance required, and location of the emergency.

The Municipal Control Group (MCG) member (or designated staff) will then notify any external agencies or organizations if their assistance is or may be required (see ANNEX F: EMERGENCY CONTACT LISTS – EXTERNAL – BY DEPARTMENT).

Figure 3: Fan-out Notification System



6.4 RESPONSE vs. STAND-BY

6.4.1 Response

Unless the Municipal Control Group (MCG) members are requested to remain on standby alert they will:

- Begin the Department fan-out notification.
- Report immediately to the Municipal Emergency Operations Centre (MEOC) or designated location and upon arrival, report to the Executive Authority (Mayor).
- Set-up work area.
- Deploy appropriate personnel and equipment or place personnel on standby until further notice.

6.4.2 Stand-by

Where the threat of an impending emergency exists:

- The Municipal Control Group (MCG) will be notified and placed on standby.
- The Municipal Control Group (MCG) will notify their staff to remain on standby.
- The Municipal Emergency Operations Centre (MEOC) will be set up ready for operation but not fully staffed [skeletal staff only, including the Community Emergency Management Coordinator) (CEMC) (Fire Chief) and Manager of the MEOC (CAO).
- All individuals notified shall remain at their location. If they leave, they shall inform the person above them in the fan-out (the person who called them) of the new phone number and location where they can be reached.
- Where any plan requires certain actions to be automatically taken upon a standby directive, the individuals responsible shall commence implementation of these actions.

6.5 MUNICIPAL EMERGENCY OPERATIONS CENTRE (MEOC)

6.5.1 Purpose

The purpose of the Municipal Emergency Operations Centre (MEOC) is to provide a venue for the Municipal Control Group (MCG) to gather and exchange information and documentation required to make informed decisions and manage the emergency.

6.5.2 Location

The designate and back-up/alternate locations for the Municipal Emergency Operations Centre (MEOC) are identified in ANNEX G: EMERGENCY FACILITIES. The back-up Municipal Emergency Operations Centre (MEOC) will be selected if the designate MEOC is in or is expected to be in the danger zone of the emergency, is not otherwise available, or circumstances indicate that a back-up MEOC is more appropriate. See Annex H.3 MUNICIPAL EMERGENCY OPERATIONS CENTRE (MEOC) - LAYOUT.

6.5.3 Set-up

If the Municipal Control Group (MCG) is placed on stand-by, the Municipal Emergency Operations Centre (MEOC) will be set-up and staffed by skeletal staff (CEMC and CAO) ready to receive the MCG.

If the Emergency Plan is activated and the Municipal Control Group (MCG) is to report to the Municipal Emergency Operations Centre (MEOC), the MEOC will be set-up and made operational immediately and will be fully staffed.

Upon arrival to and departure from the MEOC, MCG members will sign the Entry/Exit Log (see Annex J-5: MEOC STAFF REGISTRATION & ENTRY/EXIT LOG). The CEMC will establish security and permit only authorized personnel entry to the MEOC.

Set-up of the Municipal Emergency Operations Centre (MEOC) includes:

- Set up Municipal Control Group (MCG) workstations as per the MEOC floor plan (see Annex H.3 MUNICIPAL EMERGENCY OPERATIONS CENTRE (MEOC) - LAYOUT), with Ready Boxes (see Annex H.4 READY KITS FOR MCG, MEOC, PUBLIC).
- Set up security with entry log.
- Ensure functionality of all equipment and telecommunications (faxes, phones, laptops, copier, printer, status boards, televisions, radio, and

- audiovisual equipment).
- Open individual Municipal Control Group (MCG) member log and Master Events Log.

6.5.4 Slow Moving Emergency / Infection Control

In the event of health emergency such as a contagious disease, or similar type slow moving emergency, the Municipal Control Group (MCG) may not activate the Municipal Emergency Operations Centre (MEOC) and may communicate remotely (i.e., via their offices, homes) via conference call for the Operations Cycle and via phone and email for other communication.

Infection control measures include: stay home if ill, hand hygiene, sneeze and cough control (cover mouth, use N-95 masks), regular sanitation of all public surfaces that may be contaminated.

6.5.5 Roles at the MEOC

The following have specific responsibilities pertaining to the MEOC:

- CAO, as the Head of the MCG, is responsible for the set-up and overall operation
- Treasurer is responsible for telecommunications – maintenance, repairs, arranging for additional equipment, back-up communication, inter-operational communication with response agencies
- CEMC is responsible for security (functioning security system, access control at all entry/exit points, security guards), maintenance and repairs (heating, plumbing, electrical, janitorial), primary and back-up power¹
- Clerk's Department is responsible for support staff to maintain the Master Events Log, recording and directing all outgoing and incoming communication, assist MCG members, logistics (staff shift schedules, water, food, sleep/rest area, supplies, municipal information).

6.5.6 Equipment and Supplies at MEOC

Annex J-6: MEOC EQUIPMENT / SUPPLIES / RESOURCES provides a checklist of equipment and supplies needed in the Municipal Emergency Operations Centre (MEOC). Portable kits (Ready Box) are available for each Municipal Control Group (MCG) member and can be transported to the alternate MEOC in the event that the primary location is not accessible (see Annex H.4

¹Public Works is responsible for security, maintenance, repairs and power at Township facilities other than the MEOC.

READY KITS FOR MCG, MEOC, PUBLIC).

Each MCG member needs to have personal effects and any medications with them. Each MCG member should also have a family emergency plan.

6.6 MASTER EVENTS LOG

The Clerk is responsible for setting up and maintaining a Master Events Log at the Municipal Emergency Operations Centre (MEOC). Staff will record major events, decisions, actions of the Municipal Control Group (MCG) on a template (see Annex J-7: MCG MASTER EVENTS LOG TEMPLATE). The record will be displayed electronically in the MEOC so that the MCG can easily refer to it. Hard copies will also be maintained. In the event of a telecommunications failure, Clerk's staff will record the Master Events Log manually. A record of all incoming and outgoing communications will be maintained. Minutes of the Operations Cycle meetings will be maintained in the Master Events Log. Record times using the 24 hour clock.

At the termination of the emergency, the Master Events Log will be submitted to the Community Emergency Management Coordinator (CEMC) (Fire Chief). All documents will be filed with the Treasurer for safe storage.

6.7 LOGBOOKS

Each Municipal Control Group (MCG) member will maintain their own personal logbook of major events, actions taken, decisions made, directions given and communications to and from, documents. At the beginning and end of each shift, logbooks must be signed and dated. See Annex J-8: MCG PERSONAL LOG TEMPLATE.

At the termination of the emergency, the logbooks will be submitted to the Community Emergency Management Coordinator (CEMC) (Fire Chief). Relevant documents should be attached for review to confirm records of decision-making, expenditures, etc. (document control). Logbooks must be filed and maintained for a period of seven (7) years. Record times using the 24 hour clock. All documents will be filed with the Treasurer for safe storage.

6.8 OPERATIONS CYCLE MEETINGS

The Manager of the Municipal Control Group (MCG) (CAO) shall establish Operations Cycle meetings to:

- Receive updates from each Municipal Control Group (MCG) member of

- actions taken (briefings);
- evaluate the status of the emergency and any changes in status;
 - review current situation, identify problems, make decisions, plan actions and strategies, prioritize as required;
 - coordinate expertise, personnel, equipment and supplies;
 - request assistance from other agencies where necessary;
 - advise the staff, media, and public via the Emergency Information Officer (EIO) (Clerk).
 - Establish time for next meeting.

Key points will be recorded on the Master Events Log by Clerk's Dept. staff and an Action Plan will be prepared and distributed to the MCG. Record times using the 24 hour clock. Following each meeting, the MCG members will brief their staff and implement the Action Plan.

6.9 STAFF SHIFTS / SCHEDULES

Municipal Emergency Operations Centre (MEOC) support staff, under the authority of the Clerk, will maintain a staffing list and staff shift schedule (see Annex J-9: MEOC EMERGENCY STAFFING CHART). Staff shifts will be a maximum of 12 hours. Include an overlap period to ensure incoming staff receive a detailed briefing, including any outstanding actions items for the Department from the Operations Cycle meetings.

6.10 COMMAND POST(S) - EMERGENCY SITE(S)

In establishing command posts, the Incident Commander (IC) from the lead agency represented at the emergency scene will:

- Immediately establish an agency temporary command post upon arrival at each emergency site. Request a better equipped Command Post (CP) as required. The Incident Commander (IC) will designate one Command Post (CP) as the primary on site communications centre, from which he/she will operate to coordinate the response, in cooperation with all other Incident Commanders (IC) from the various agencies on the scene. All inter-agency communication will be channelled through this Command Post (CP) and a direct link (radio and/or telephone) will be established with the Municipal

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Control Group (MCG) at the Municipal Emergency Operations Centre (MEOC).

- Establish a coordinated communications system within and between agencies at the emergency site(s), and between the site(s) and the Municipal Emergency Operations Centre (MEOC).
- Establish liaison with the Emergency Information Officer (EIO) (Clerk) to keep him/her informed of events at the emergency site.
- Maintain communication logs for all actions/decisions related to the emergency that are transmitted from the Command Post(s) (CP).

6.11 CHAIN OF COMMAND – EMERGENCY SITE

6.11.1 Introduction

All emergency site operations by response agencies will be performed within existing respective internal chain of command structures, however overall emergency site coordination will be under the control of the Incident Commander (IC) **where one has been appointed**. The IC will report directly to the Municipal Control Group (MCG) and will not be subject to the command structures of his/her own organization.

6.11.2 Emergency Site Manager (Incident Commander))

The Emergency Site Manager (also called the Incident Commander (IC) in some municipalities) will usually be determined by the response agencies at the emergency site; usually the ranking on-scene member of the agency with primary jurisdiction. If the response agencies do not identify an Incident Commander (IC), the Municipal Control Group (MCG) may appoint the IC and/or confirm/override the selection made by the emergency site response agencies.

The Incident Commander (IC) role is to manage, organize and coordinate the on-scene response with the various agency Incident Commanders (IC). If there is more than one emergency site, one IC will be appointed for each site.

6.11.3 Agency On-Scene Incident Commander (OSIC)

The ranking on-scene official for each agency responding to the emergency will assume the role of that agency's Incident Commander (IC). Each agency will have one Incident Commander at each emergency site that shall be responsible for

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managing the agency's response operations in consultation and coordination with the Municipal Control Group (MCG). Senior agency officials will be sent to the emergency site as required to take over as the Incident Commanders (IC).

6.12 EMERGENCY SITE SET-UP

The Municipal Control Group (MCG) will confirm or decide otherwise, the emergency site(s) and the emergency area(s). Perimeter zones will be established by Durham Regional Police Service (DRPS), which will also take steps to control access to the emergency area and ensure traffic and crowd control to and within the emergency area (and beyond if required). Perimeter zones shall be the primary responsibility of Fire Services for hazmat or chemical spill incidents.

6.13 DECLARING / TERMINATING AN EMERGENCY

This Plan may be activated in whole or in part. If a request has been made to activate the Plan, the *Emergency Management and Civil Protection Act, R.S.O., 1990* states that Township staff is authorized to take the necessary actions under the Plan where an emergency exists but has not yet been (officially) declared (by the Mayor) to exist.

Similarly, if immediate implementation of a protective measure is required, the on-scene Incident Commander(s) (IC) are authorized by the Municipal Control Group (MCG) to take such reasonable action as considered necessary under the circumstances until the MCG assembles and assumes control. It is not necessary for the Township to declare an emergency to implement the necessary actions.

- The Mayor, as Head of Council (or his/her alternate), is responsible for officially declaring and terminating a Township of Uxbridge emergency (see Annexes J-10: DECLARATION OF A MUNICIPAL EMERGENCY; J-11: TERMINATION OF A MUNICIPAL EMERGENCY). These decisions are usually made in consultation with the Municipal Control Group (MCG) and the Incident Commander (IC).
- The Mayor (or alternate) may declare an emergency in all or part of the Township and may take actions or make orders as he/she considers necessary and within the law to implement the Plan and protect life, limb, infrastructure and property (*Emergency Management and Civil Protection Act, R.S.O., 1990*).
- The Mayor (or alternate), as well as the Township Council or the Premier of Ontario, may declare that an emergency has terminated (see Annex J-11: TERMINATION OF A MUNICIPAL EMERGENCY). The Regional Chair cannot terminate a Township emergency.

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- The Premier of Ontario may at any time declare a provincial emergency, and declare that a provincial or municipal emergency has terminated.
- A member of Council may be designated to perform the duties and roles of the Mayor if he/she is absent or unable to act [*Emergency Management and Civil Protection Act, R.S.O., 1990*].
- The Mayor shall brief the members of Township Council immediately of a declaration of an emergency or as soon thereafter as practicable, unless the emergency has been terminated prior to that time.
- Upon declaration or termination of an emergency, the Mayor or alternate will notify the:
 - Minister of Community Safety and Correctional Services [*Emergency Management and Civil Protection Act, R.S.O., 1990*], via Emergency Management Ontario (EMO). A copy of the signed declaration will be faxed to the Duty officer at the 24/7 Provincial Emergency Operations Centre (PEOC); Fax Number: 416-314-0474
 - Township Council;
 - Neighbouring Municipal officials (as required);
 - Durham Region Chairman (as required);
 - Public;
 - Media.

NOTE: The Municipal Control Group (MCG) can be called together in whole or in part without the declaration of an emergency.

6.14 REQUESTING ASSISTANCE

The Township of Uxbridge may request assistance (i.e., to augment existing resources, provide specialized expertise) at any time from any person or agency including the following without any loss of control or authority of the emergency:

- Public sector (i.e., neighbouring municipalities, Durham Region (Via Durham Emergency Management Office (DEMO) Duty Officer, adjacent Regions/Counties, Provincial Government, Federal Government)
Note: Requests for assistance from Provincial or Federal; Authorities *must be made* through Durham Emergency Management Office (DEMO) Duty Officer.
- Volunteer agency sector
- Private sector

The Township of Uxbridge may incur charges for any services requested. The Township may seek reimbursement for all or part of the costs incurred via legal recourse (charge the responsible parties) or via a request to the Province through the Ontario Disaster Relief Assistance Program (ODRAP).

6.15 MUTUAL ASSISTANCE AGREEMENTS (MAA's)

Mutual assistance agreements define the set of term and conditions by which assistance will be provided/received (personal, services, equipment, materials). For consistency, it is recommended that the Clerk negotiates all agreements.

Where mutual assistance agreements are in place under the *Emergency Management and Civil Protection Act, R.S.O., 1990*, they may be invoked in accordance with their terms (i.e., agreements with “another municipality, or any person for the provision of any personnel, service, equipment or material during an emergency”). ANNEX K: MUTUAL ASSISTANCE AGREEMENTS provides a list of Uxbridge mutual assistance agreements and a guideline for creating such agreements.

6.16 REQUESTING COMMUNITY VOLUNTEERS

At the direction of the Municipal Control Group (MCG), the Chief Librarian shall coordinate temporary workers and community volunteers, including:

- Request the Emergency Information Officer (EIO) (Clerk) to broadcast an appeal for temporary workers and community volunteers;
- Set up a registration site;
- Register temporary workers and community volunteers;
- Via the Transportation Coordinator (Representative of Development Services), arrange transportation for temporary workers and community volunteers as required;
- Request the Emergency Information Officer (EIO) (Clerk) to cancel the broadcast appeal when the required number of temporary workers and community volunteers has been enrolled.

By registering volunteers, they are covered under the Workplace Safety and Insurance Board Act (WSIB), S.O. 1997, Chapter 16, and are eligible for injury benefits. See Annexes J-12: VOLUNTEER REGISTRATION FORM; J-13: VOLUNTEER AGREEMENT

6.17 PROTECTIVE ACTIONS

Protective actions minimize the impact on responders and the public. Responders may take protective actions via:

- personal protective equipment (PPE) (masks, gloves, SCBA, hazmat suits),
- staging upwind, etc.
- establishing site perimeters and staging areas in safe zones
- identifying any hazardous materials and taking precautionary

measures accordingly
Public protection actions include:

- evacuation,
- shelter-in-place,
- alerting and informing
- facility/event/park closure,
- entry control/ cordoning off danger area,
- ingestion control (Ban contaminated foods, water consumption)
- water control (shut down all/part of water system; provide alternate water sources; boil water advisories)
- Utility shutdown (i.e., to prevent gas explosions, hydro fires)

6.18 MITIGATION

Mitigation measures are initiatives taken to minimize the impact on the public, including:

- community education and awareness
- Staff training and education
- Up to date and comprehensive emergency plans and preparedness
- forecasting / warning systems (i.e., public alerting system, flood warning, severe weather warnings)
- insurance coverage
- land use planning and policies (i.e., prevent development in flood plains)
- power redundancy
- IT redundancy
- Safety and security
- Personal protective equipment (PPE)
- facility/park/event closures,
- workplace closures,
- compensation to injured parties
- evacuation
- shelter-in-place

6.19 COMMUNICATIONS MEANS (to be used by response agencies)

6.19.1 Establishing Communications Links

Telecommunication links will be established as required between the Municipal Control Group (MCG) and:

- Incident Commander (IC)
- Agency Incident Commanders (IC)

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- Site Information Officer
- Municipal Departments
- All or any Durham Region Departments
- Non-municipal response agencies
- Media Centre
- Evacuation Centres,
- Registration and Inquiry Service.

6.19.2 Primary Communication Means

The primary means of communication will be:

- landline telephones
- Cell phones²
- Radio communication system (Police, Fire, Ambulance, Public Works).

Note: Radios are not to be used in the Municipal Emergency Operations Centre (MEOC). Fire Department Dispatch is designated as a Communications Room where radios may be used.

6.19.3 Back-up Communication Means

Back-up communication may be established as required, including:

- amateur radio network;
- Social media (text messaging, twitter, BBM, IM, Facebook, LinkedIn)
- e-mail, fax;
- scanners/multi-frequency radios for communication and monitoring;
- couriers, runners to deliver messages;
- Satellite phones.

Sensitive or classified information will be transmitted where possible via secured means (i.e., landline telephone, encrypted cellular or fax, or encrypted radio communications).

6.20 MEDIA SPOKESPERSONS

The Municipal Control Group (MCG) oversees the release of emergency information to staff, the media and the public.

²Pre-identify cell dead areas (no service) in areas/buildings and ensure landlines are available. Cell networks may be overloaded in an emergency. Consider a Wireless Priority Access (WPA) service.

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Only specified persons are authorized to release information to the media and public. All other staff is to refer the media and public to the Emergency Information Officer (EIO) (Clerk) or to the Site Information Officer if at the emergency site. Authorized staff is:

- Emergency Information Officer (EIO) (Clerk): The designated communications person and member of the Municipal Control Group (MCG), the EIO is responsible for determining what information is to be released, by whom, to whom, where and when. The EIO will set-up and manage a Media Centre and Public Inquiry Service at the time of the emergency.
- Mayor: The municipal spokesperson, the Mayor will make critical or major announcements to the media. The Mayor will coordinate with the EIO to prepare the messages.
- Municipal Control Group (MCG) members: The Emergency Information Officer (EIO) (Clerk) may call upon additional Municipal Control Group (MCG) members to address the media as it pertains to their area of expertise (i.e., Director of Public Works in an emergency flood).
- Site Information Officer: The Site Information Officer will be designated by the lead first response agency, as required. He/she will establish a temporary on site Media Centre and release information to the media as required. The Emergency Information Officer (EIO) (Clerk) will approve all information prior to its release by the Site Information Officer. Where possible, media will be re-directed away from the emergency site to the Media Centre and the EIO.
- Public Inquiry Service Staff: The Emergency Information Officer (EIO) (Clerk) will set up and be responsible for a Public Inquiry Service to respond to phone calls from the public. The Emergency Information Officer (EIO) (Clerk) will approve all information to be released by the Public Inquiry Service staff. Generally, these staff will redirect calls to the appropriate person/agency.
- Durham Regional Police Service (DRPS): As required, the DRPS will notify the public via loud hailers, door-to-door notification (i.e., to evacuate, shelter-in-place). If fatalities, DRPS will coordinate with the Coroner to notify next-of-kin and release information on deaths to the media/public on approval of the Coroner.
- Red Cross: As directed by the Durham Region Commissioner of Social Services, establish and coordinate a Registration and Inquiry Centre at Evacuation Centres to provide information to the public on Evacuation Centres and the safety and whereabouts of registered evacuees.

6.21 COMMUNICATING WITH STAFF, MEDIA, PUBLIC

The Emergency Information Officer (EIO) (Clerk) is responsible for determining what information is to be released, by whom, to whom, where and when.

In an emergency, emergency information will be released to:

- Uxbridge staff (i.e., where to go, what to do, where to get staff information, staff shifts and schedules)
- Media (status of emergency, what is being done, instructions for the public)
- Public (what to do re: evacuation, shelter-in-place, closures, protective actions, where to get information (website, media), etc.)

The Emergency Information Officer (EIO) (Clerk) will use the following means to communicate with staff, the media and public:

Contacts	Communication Means
Uxbridge Staff	<ul style="list-style-type: none"> • In person • Phone • Email (business and home for after hours) • Township website (secure link) • Social media (text, BBM, IM, Twitter)
Media	<ul style="list-style-type: none"> • Media Centre – briefings, presentations, interviews, press conferences • Email and social media
Public	<ul style="list-style-type: none"> • Media – TV, radio, newspaper • Township website • Social media (Facebook, Twitter, LinkedIn)

6.22 FINANCIAL MANAGEMENT/ASSISTANCE

The Treasurer is responsible for financial management and assistance and will:

- Approve emergency expenditures as required
- Document all emergency expenditures
- Establish emergency purchasing policies as required
- Identify costs incurred to the Township and where possible, implement procedures to recoup costs from the responsible parties. Take legal action as required/appropriate.
- As required, recoup costs through insurance policies.
- As appropriate, apply to the Ontario Disaster Relief Assistance Program (ODRAP) (if natural disaster). Ensure the Mayor declares an emergency if there is a possibility of applying to ODRAP. Contact the local Municipal Services Office of the Ministry of Municipal Affairs and Housing to inquire

about eligibility. To be eligible Council must adopt a Council Resolution within 14 days of the disaster, outlining the Township's request for a disaster area declaration by the Minister and the specific disaster area. The Council Resolution must be accompanied by the following information:

- Number of private properties, farms, small businesses and non-profit organization that have incurred damages as a result of the disaster
- Number of residents, small businesses and farms affected
- Extent and preliminary cost estimates of damages
- Newspaper clippings, photographs and other documentary evidence
- Other pertinent information (i.e., Conservation Authority reports)
- As appropriate, apply to the Federal Disaster Financial Assistance Arrangements (DFAA). The DFAA can provide financial assistance to the Province through this program and the Province can distribute it to a municipality.

6.23 EVACUATION and SHELTER-IN-PLACE

6.23.1 Who Decides to Evacuate / Shelter-in-place

The Municipal Control Group (MCG) in consultation with the Incident Commander (IC) and agency Incident Commanders at the emergency site will:

- Identify if evacuation or shelter-in-place is needed
- Identify area to be evacuated or area to impose sheltering
- Identify institutions that may be difficult to evacuate (i.e., hospitals, nursing homes)
- Create a strategy to evacuate or shelter
- Identify the evacuation centres to be opened
- Notify Durham Region Emergency Measures Office (DEMO) of the evacuation centres

If the Municipal Control Group (MCG) has not yet assembled, the Incident Commander (IC) may make decisions regarding evacuation or sheltering.

6.23.2 How to Evacuate

- a) If a large or high density area needs to be evacuated, evacuation may be organized to evacuate the area in greatest danger first, followed by surrounding areas so as not to congest evacuation routes.
- b) Identify persons needing assistance to evacuate and arrange for the necessary assistance via the Transportation Coordinator (Representative of Development Services) and EMS (ambulances, St. John, handi-transit, buses, snowmobiles).
- c) Seal and secure Township buildings after being evacuated. Conduct a head count of staff to ensure everyone has been evacuated. If persons

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- are not accounted for, notify the Fire Department and if safe to enter the building and resources are available, firefighters will conduct a search and rescue.
- d) Assist persons with mobility, hearing, sight, physical and mental impairments with evacuation of Township facilities.
 - e) Identify evacuation routes as required. Cordon off danger areas and re-route traffic as required.
 - f) Emergency Information Officer (EIO) (Clerk) will request evacuees to either relocate to a friend, relative, hotel/motel or designated Evacuation Centre via the media, twitter, Facebook, email, website, etc.
 - g) The Durham Regional Police Service (DRPS) will go door-to-door and/or use loud hailers/sirens/yelpers as required to notify people to evacuate and will arrange to help those who need assistance.
 - h) The Durham Regional Police Service (DRPS) will plan evacuation routes and provide traffic control to facilitate evacuation plus emergency vehicle access to the emergency site (i.e., one-way routes out, close roads, detours, etc.). Public Works will ensure evacuation routes are clear of debris and accidents.
 - i) The Durham Regional Police Service (DRPS) will provide security for evacuation areas (control entry/exit, monitor area, secure Evacuation Centres).
 - j) Identify and set up Evacuation Centres (EC). Notify Durham Region Emergency Measures Office (DEMO) of the Evacuation Centres (EC). DEMO will contact Durham Region Social Services, who will report to the Evacuation Centres to oversee and coordinate the EC operations. Arrange for Red Cross to establish a Registration and Inquiry Service. The Emergency Information Officer (EIO) (Clerk) will notify the media and public of the location of evacuation centres, plus any instructions (pets, medications,). Ensure the necessary food, water, clothing, beds, bedding, first aid, medications, janitorial services, sanitation, hygiene, pest control, garbage and sewage disposal, security, crowd control, pet control and psychological support is provided for evacuees.
 - k) Assess evacuees in evacuation centres that need special care and either arrange for care at evacuation centre or relocate them to a suitable facility.
 - l) If Township buildings are inaccessible for a lengthy period of time, arrange for staff to work from home or at an alternate location with the necessary equipment, supplies and resources. As required, expand access to the network off site to assist staff with working from home.
 - m) Upon clearance by the Municipal Control Group (MCG), evacuees will be authorized to return to their homes. The Emergency Information Officer (EIO) (Clerk) will notify the public via designated media and social media. The Transportation Coordinator (Representative of Development

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Services) will arrange for transportation of evacuees at Evacuation Centres as required. Durham Region Social Services and the Manager of Parks and Facilities will sign-out and discharge evacuees from Evacuation Centres (EC) and restore the Centres to pre-emergency use. The Durham Regional Police Service (DRPS) will control re-entry of evacuees and provide security. Red Cross will help to reunite families via Registration and Inquiry.

6.23.3 Evacuation Centres

The Township will identify and set-up Evacuation Centres at facilities owned by the Township that are in a safe location. Durham Region Social Services will report to the Evacuation Centre(s) to oversee the operation.

6.23.4 Transportation of Evacuees

The Transportation Coordinator (Representative of Development Services) will arrange with Durham Region (buses, handi-trans), EMS (ambulances), and private sector transportation companies (buses, snowmobiles, etc.) for transportation to assist evacuees without transportation. Vehicles will be dispatched to specific priority locations (i.e., hospitals, nursing homes, residential care facilities, group homes, schools) where it is known that assistance is needed.

6.23.5 Pets / Service Animals

Most evacuation centres will not permit pets, but will permit service animals. The Emergency Information Officer (EIO) (Clerk) will direct persons with pets who are going to Evacuation Centres to leave their pets at home with plenty of water and food and secure the premises. If a large number of pets are brought to Evacuation Centres, Township Animal Control will set up a designated area at the Evacuation Centre and provide animal accommodate, food and water.

6.23.6 Sheltering-in-Place

If there is inadequate time to evacuate, or if it is unsafe to evacuate, the Emergency Information Officer (EIO) (Clerk) will instruct the public to shelter in place with the following directions:

- a) Close all doors and windows.
- b) Shut off HVAC if air contamination.
- c) Remain in location or assemble people in a common area if appropriate.
- d) Depending on the type of emergency (fire, hazardous material release), seal exterior openings (doors, windows, vents, with plastic sheeting and duct tape, plus wet towels along door thresholds.
- e) Fill sink(s) and/or bathtub with water if potential for water disruption/contamination.
- f) Move to a safe location in the building (i.e., interior space) and protect oneself.
- g) In a power outage, purchase ice for fridge/cooler in warm weather, or move perishables outside in cold weather to keep perishables longer.
- h) Once outside air is safe, go outside, and ventilate building immediately.
- i) Listen to radio or TV for instructions.

6.24 CRITICAL INCIDENT STRESS COUNSELLING

The CAO and/or Durham Emergency Management Office (DEMO) shall coordinate critical incident stress counseling requests. Counseling and psychological support (assessment and referral) shall be arranged for staff and the public as required, during and after the emergency, for mental health disorders, emotional trauma and shock suffered as a result of the emergency. Ongoing counseling and support will be provided as required.

6.25 INCIDENT MANAGEMENT SYSTEM (IMS)

6.25.1 Introduction

The Incident Management System (IMS) is an emergency management operational structure that will be mandated by the Province. An outline is provided below, with details in ANNEX L: INCIDENT MANAGEMENT SYSTEM (IMS) - ROLES AND RESPONSIBILITIES.

6.25.2 Incident Action Plan (IAP)

The **Incident Action Plan (IAP)** provides the Municipal Control Group (MCG)/Incident Management Team (IMT) with direction for the actions that are to be implemented to respond to the emergency.

6.25.3 Who Prepares the IAP?

After assessing the emergency, both the CAO as the Manager of the Municipal Control Group (MCG) at the Municipal Emergency Operations Centre (MEOC) and the Incident Commander (IC) at the emergency site shall develop IAPs, with assistance from MCG members/agency IC's as required. The IAP will be available electronically at the MEOC and hard copies will be distributed to Municipal Control Group (MCG) members and the Incident Commander (IC).

6.25.4 Duration of the IAP / Operations Cycle

Each IAP will be valid for one Operation Cycle. An Operations Cycle will occur at regular intervals as defined by the CAO/IC. The CAO will chair the Operations Cycle. At each cycle, each MCG/IMT member will provide an update of the status of their activities. At the end of each Operations Cycle, the IAP will be reviewed and revised as required.

Operations Cycles can occur every hour in a rapidly evolving emergency or less frequency, at the discretion of the CAO/IC (minimum once per day).

The Clerk will maintain a Master Events Log of discussions, decisions, actions for MCG/IMT operations cycle meetings.

6.25.5 Content of the IAP

The IAP will identify what to do, by whom, by when, issues/concerns, outstanding action items, and includes:

- a) Objectives to be achieved to resolve the emergency. Identify what is to be done in general (e.g., protect public, buildings and the environment, stabilize/mitigate the threat, and minimize financial impact).
- b) Strategy that will be used to achieve the objectives.
- c) Tactics required to implement the strategies. Tactics explain *how* the strategy will be carried out; how staff, equipment and resources will be deployed. Tactics can be prioritized.
- d) Resources available/needed.
- e) Members of MCG/IMT involved and their tasks. The complexity of the IAP will depend on the complexity of the emergency (duration, scale, need for special skills or resources, risk, etc.)

A template is provided in Annex J-14: INCIDENT ACTION PLAN (IAP).

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6.25.6 Roles of IMT in Implementing IAP

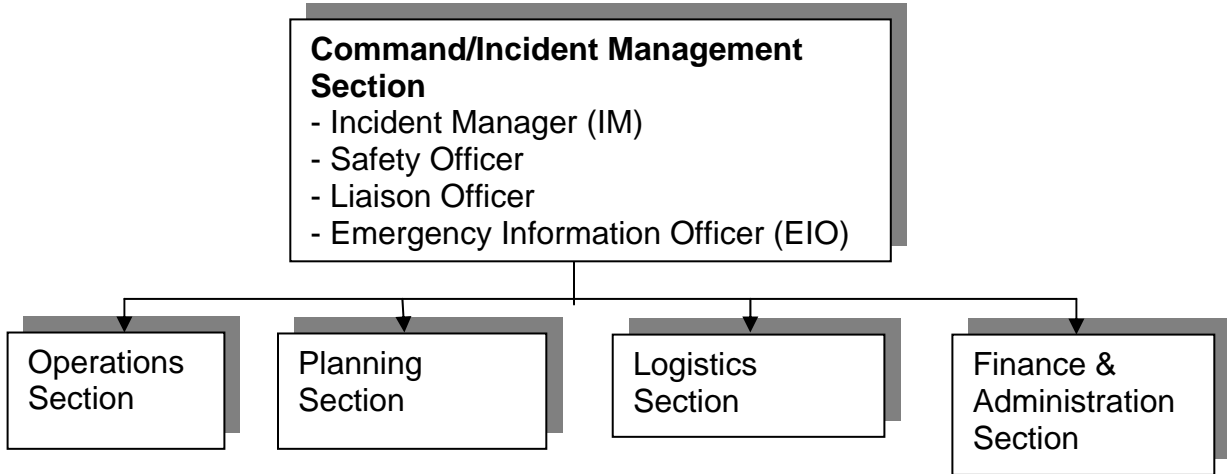
	IMT Section	Roles
1.	Incident Manager (IM)	Oversee the implementation of the IAP
2.	Operations Lead	Prepare the draft tactical plan, Identify assignments, Develop tactics, Identify available and needed resources, Conduct an incident safety analysis.
3.	Planning Lead	Develop maps as required, Start contingency planning as required, Information gathering. Master Events Log of IMT operations cycle meetings.
4.	Logistics Lead	Decide location of facilities (MEOC, Media Centre, evacuation centres), Estimate support and service needs for IMT, Assess communications and medical needs, Establish information management systems as needed, Identify and brief assisting and supporting organizations.
5.	Finance & Administration Lead	Assess what agreements are in place already, Establish procurement and tracking systems, Assess potential for liability issues.

6.25.7 Incident Management System (IMS) Structure

The Incident Management System (IMS) provides a command or management structure that is consistent across Federal, Provincial, municipal, volunteer and many private sector agencies. It will be implemented by first response agencies at emergency sites and by the Municipal Control Group (MCG) at the Municipal Emergency Operations Centre (MEOC). Each IMS section maintains communications with their counterpart at Municipal and Durham Region Emergency Operations Centres.

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The IMS is comprised of an Incident Management Team (IMT) that includes several sections. The IMT is responsible for pre-planning, response and recovery. The following is the set-up of the standard IMS:



The following person(s) are assigned to each IMT section. Contact information is provided in ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL.

IMS Section	Designate (Lead)	Alternate(s)	Other Members
Incident Manager (IM)	CAO	Mayor	
Safety Officer	Director of Public Works	Manager of Parks & Facilities	
Liaison Officer	Fire		
Emergency Information Officer (EIO)	Clerk		
Operations Lead	Fire	Works	Police, EMS, Transportation Coordinator
Planning Lead	Development Services	Clerk (Master Events Log)	CEMC
Logistics Lead	Clerk	Library Staff	
Finance & Administration Lead	Treasurer	Clerk	

6.25.8 IMS – Roles and Responsibilities

The general responsibilities for each IMS Section are as follows.

Command/Incident Management Group: has the authority to give formal orders, instructions or directives.

Incident Manager: has the authority to give formal orders, instructions and directives.

Safety Officer: Ensures the safety of all emergency site and MEOC personnel.

Liaison Officer: Provides a link between Command (Municipal Control Group – MCG) and their respective groups involved in the site response.

Emergency Information Officer (EIO): Develops and disseminates approved information related to the Township's emergency response to the media and public.

Operations Section: Responsible for coordinating the operations requirements (resources, equipment) of the site. Staff implements decisions of the agency Incident Commanders (IC). Agency IC's shares information with the site IC. The ICs report to their Command counterparts.

Planning Section: Responsible for the development, dissemination and evaluation of emergency management and response plans.

Logistics Section: Responsible for coordinating all large scale staffing, material, service and equipment required for the emergency response.

Finance and Administration Section: Responsible for administrative, financial and staffing duties specific to the emergency response, including addressing emergency—related costs, maintenance and scheduling of support personnel, records and administration contracts.

7. RECOVERY – AFTER THE EMERGENCY

Following the response to an emergency and the stabilization of the situation as determined by the Incident Commander (IC), the Recovery Phase is required to bring the community back to pre-emergency state as much as possible. The recovery phase will be under the control of the Municipal Control Group (MCG). As required and appropriate, the MCG may create Committees to be responsible for specific facets of the Recovery Phase.

As part of the Operations Cycle meetings/Incident Action Plan (IAP), the Municipal Control Group (MCG) will prioritize recovery functions and establish timelines for completion. For example, priority might be given to:

- repairing, rebuilding, restoring Critical Infrastructure (CI) (i.e., water, sewer, roads, bridges, power)
- maintaining critical functions of the municipal government as per the Business Continuity Plan.
- providing residents with basic essential needs, including food, water, clothing, shelter, money and post-traumatic stress counselling.
- protecting property, life, economic activity and the environment from further damage,
- returning evacuees to their homes
- assisting residents with insurance claims
- applying for Provincial financial assistance and/or recovering costs incurred from persons/agencies responsible

Because recovery may occur over a lengthy time period, the Municipal Control Group (MCG) may disband from the Municipal Emergency Operations Centre (MEOC) and reconvene periodically for an Operations Cycle to bring MCG members up to date on the recovery process and continue strategizing.

At the end of the Recovery Phase, Municipal Control Group (MCG) members and/or Recovery Committees will submit a report to the Community Emergency Management Coordinator (CEMC) (Fire Chief). The CEMC will compile the information and prepare a report, with recommendations for improving emergency preparedness and submit recommendations to Council for consideration.

The Recovery Phase may include:

	Recovery Action	Who Responsible
	Emergency Reporting	
1.	Advise all response agencies that the emergency has terminated and to stand down and deactivate	MCG, IC

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	Recovery Action	Who Responsible
	emergency operations centres.	
2.	Debriefing immediately following emergency	MCG, IC Clerk - minutes
3.	Post emergency MCG Operation Cycle meetings	MCG Clerk organizes
4.	Submit logbooks to Community Emergency Management Coordinator (CEMC) (Fire Chief)	MCG, IC – submit logbooks CEMC – reviews, confirms decisions, expenditures, etc.
5.	Prepare Dept. Post-Emergency Report (see Annex <u>J-15: POST EMERGENCY REPORT TEMPLATE</u>).	Each MCG member prepares Dept. Report and submits to CEMC within one week of end of emergency,
6.	Prepare Township Post-Emergency Report based on debriefing, logbooks, Master Events Log, Dept. Reports (see Annex <u>J-15: POST EMERGENCY REPORT TEMPLATE</u>). Submit to Council.	CEMC prepares Report, identifies key issues and submits to EMPC for review and action. Make recommendations to Council as required to revise the Plan.
	Recovery Plan	
7.	Develop a Recovery Plan, identifying what needs to be done, by when and by whom. Prioritize the items to be done. Estimate recovery timelines. Identify additional equipment, expertise, supplies and/or resources needed to implement the Recovery Plan and make arrangements accordingly.	MCG, IC
	Demobilization	
8.	Demobilization	All
9.	Converting all municipal facilities used in the emergency, including the MEOC, to pre-emergency use	Treasurer – telecom. Development Services CEMC - MEOC
10.	Debris clean-up	Works Private contractors
11.	Traffic and access control	Police, Works
12.	Decontamination of persons, vehicles, equipment, clothing, supplies, resources (or dispose, replace)	Fire, Works Private Contractors
13.	Re-entry of evacuees once safe to do so	Durham Regional Police Service (DRPS) Transportation Coordinator (Manager of Develop. Services)
14.	Ensure impacted residents basic	Durham Region

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	Recovery Action	Who Responsible
	essential needs are met (food, water, clothing, shelter, money, counselling)	Red Cross Salvation Army Works - water
15.	Replenish all equipment, supplies and resources	Police, Fire, EMS, Works
16.	Call special Council meetings as required.	Mayor Clerk
	Security	
17.	Secure unsafe area, buildings, infrastructure	Works, Police Building Dept.
18.	Ensure security of municipal buildings, equipment, key data, sensitive and confidential documents, archives, and vaults for cash.	Works
	Buildings & Infrastructure	
19.	Building and infrastructure Damage Assessment. Test all systems to ensure functionality.	Development Services re. buildings Fire, Fire Marshal Works re. infrastructure Private contractors
20.	Tenders/estimates for facility repairs, demolition, replacement, construction. Hire contractors.	Treasurer / Clerk
21.	Building and infrastructure repair, demolition, replacement, construction, demolition permits	Development Services Private contractors
	Alternate Facilities	
22.	Identify, set-up and operate alternate municipal locations as required. Identify and arrange for adequate space, furnishings, equipment and supplies are needed to maintain critical functions. Redirect mail, phone calls, and public, shipping/handling.	Clerk
	Finance	
23.	Identify and apply for funding/grants to cover construction costs (ODRAP). Implement fundraising strategies as required. Recover costs incurred from party at fault.	Treasurer DEMO Province ODRAP
24.	Process Dept. invoices and claims for reimbursement	Treasurer

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	Recovery Action	Who Responsible
25.	Compensation to staff, volunteers, injured parties	Treasurer
26.	Coordinate with Township bank to ensure deposits, payroll, bill payments, loans, emergency funds, etc. are dealt with and penalties avoided.	Treasurer
27.	Monitor cash flows and impacts associated with business events due to occur (payables and receivables, payrolls, tax payments). Identify and prioritize payments and minimize penalties for non/late payment.	Treasurer
28.	Open a restoration/recovery phase account as required.	Treasurer
29.	Insurance coverage – arrange for adjustors on site, report damage, and submit claims. Open dialogue with Durham Insurance Pool for processing insurance claims from public.	Treasurer
30.	Coordinate monetary donations for disaster relief	Treasurer
	Communications	
31.	Crisis communication: Inform staff, volunteers, vendors, suppliers, community program users, media and public of activities, status and progress. Identify what information, frequency and method of communication for each stakeholder.	Clerk Mayor
	Human Resources	
32.	Post-Traumatic Stress Counselling for staff, volunteers, public	CAO Durham Social Services
33.	Implement manual processes as required.	All
34.	Implement workarounds as required.	All
35.	Implement work at home policies as required.	All
36.	Assess the impact on Human Resources. If shortages due to 24/7 recovery, injury, illness and/or death, make necessary short and long term arrangements, reallocate human	Treasurer Library (Volunteers)

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	Recovery Action	Who Responsible
	resources, address critical functions first, set up staff schedules/teams, take advantage of cross training, solicit volunteers, request assistance from retired employees/community organizations, succession planning (hire and train new FT/PT staff, contract staff). Identify how long, who, when, notification process.	
37.	Contact WSIB if employees injured.	Treasurer
38.	Test processes as they are brought back on line to ensure functionality.	All
39.	Contact vendors/suppliers to ensure deliverables. Find alternate vendors/suppliers as required.	All
40.	Outsource certain functions temporarily, as required, if they cannot be completed in house.	All
41.	Community education and awareness	Emergency Management Program Committee (EMPC)
42.	Staff training and education	Emergency Management Program Committee (EMPC) Health & Safety
	IT & Telecommunications	
43.	IT: Assess damage to servers and repair accordingly. Reload software as required. Repair/replace hardware as required. Access data back-up and validate. Set up a new server at a new site as required. Identify IT recovery timelines.	Treasury GDL
44.	Recovery of hard and soft copy files (on and off site).	Treasurer
45.	Telecommunications: Contact Bell, Primus regarding telecommunications alternatives if phone system not operational.	Treasurer Clerk
	Animal Control	
46.	Animal control: Arrange for additional holding facilities, shelter food, water, veterinary care, etc. as required. Disposal and/or storage of deceased animals.	Clerk
	Other	
47.	Re-scheduling community events as	Recreation, Culture & Programs

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	Recovery Action	Who Responsible
	required	
48.	Emergency Plan review and revision	Emergency Management Program Committee (EMPC) Council for approval of changes
49.	Land use planning and policy review to provide better protection as required	Planning
50.	Implement Business Continuity Plan as required to ensure critical municipal services are maintained	CAO oversees.
51.	Mass burial arrangements. Issue burial permits. Record deaths in Death Register. Forward Death Registration forms to Ministry Division Registrar.	Clerk

8. MUNICIPAL CONTROL GROUP (MCG) MEMBERS – ROLES AND RESPONSIBILITIES

Roles and responsibilities of each Municipal Control Group (MCG) member are provided in this chapter. Roles and responsibilities for key on-site staff are provided in ON SITE KEY PERSONNEL – ROLES & RESPONSIBILITIES. Roles of external agencies to the Township that may respond to an emergency are provided in ANNEX M: EXTERNAL AGENCY – RESPONSE EXPECTED.

8.1 MAYOR (*Executive Authority*)

The Mayor or Acting Mayor, as Executive Authority, and with advice from the Municipal Control Group (MCG), will:

8.1.1 Before the Emergency

- (a) Advise and liaise with Council regarding revisions to the Emergency Management Program.
- (b) Ensure familiarity with the Plan.

8.1.2 During the Emergency

Initial Actions

- (c) Implement a “personal” family contingency plan.
- (d) Bring personal effects (medications, toiletries, and clothes).
- (e) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (f) Report to the CAO (Head of MCG).
- (g) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).

Specific Actions

- (h) On the advice of the Municipal Control Group (MCG), declare the following as required (in writing and via a public announcement) (see Annexes J-10: DECLARATION OF A MUNICIPAL EMERGENCY; J-11: TERMINATION OF A MUNICIPAL EMERGENCY).
 - an emergency to exist in all or part of the Township,

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- any evacuation areas,
 - suspension of work in specified areas,
 - closure of municipal facilities,
 - termination of the emergency (Note: The Premier of Ontario may also declare or terminate the emergency. Township Council may also terminate the emergency).
- (i) Notify the following or their alternates of the declaration or termination of the emergency and keep them apprised of the status of the emergency:
- Uxbridge Township Council,
 - Durham Region Chair,
 - Ministry of Community Safety & Correctional Services (via Emergency Management Ontario (EMO) or, during evenings, O.P.P. Duty Officer),
 - Neighbouring municipal officials (Mayor) (as required),
 - the public via the Emergency Information Officer (EIO) (Clerk)
- (j) Authorize expenditures without reference to the purchasing procedures and by-laws of the Township, until such time that Township Council can meet (Note: The Township CAO has equivalent authority in the absence of the Mayor).
- (k) Formally request assistance from the following as required:
- Durham Region Chair or alternate
 - Neighbouring municipalities
 - Provincial or Federal government (via Emergency Management Ontario (EMO) or, evenings, OPP Duty Officer).
- (l) Ensure continuity of the Township of Uxbridge government and its functions.
- (m) Act as the Township spokesperson and announce major/critical releases of information to the media and public on behalf of the Township. Major releases require prior approval of the Municipal Control Group (MCG) and Emergency Information Officer (EIO) (Clerk) (Note: The Emergency Information Officer (EIO) may make non-critical announcements).
- (n) Provide liaison between the Municipal Control Group (MCG) and Councilors.
- (o) Delegate any or all responsibilities to an alternate as required (except declaration of emergency).
- 8.1.3 After the Emergency
- (p) Request reconciliation of municipal costs by the Treasurer.
- (q) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.

- (r) Attend a debriefing session.
- (s) Submit a copy of the persona/ logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (t) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).

8.2 CHIEF ADMINISTRATIVE OFFICER (CAO) (Head of MCG)

The CAO or alternate, as a member of the Municipal Control Group (MCG) will:

8.2.1 Before the Emergency

- (a) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (b) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (c) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (d) Maintain and update a list of authorized personnel permitted entry to the Municipal Emergency Operations Centre (MEOC). Provide them with identification. Prepare generic identification badges for persons who may be requested to attend the MEOC in an emergency.

8.2.2 During the Emergency

- (e) Implement a “personal” family contingency plan.
- (f) Bring personal effects (medications, toiletries, and clothes).
- (g) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless on standby) and communications with staff.
- (h) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).

As Head of Municipal Control Group (MCG)

- (i) Order activation of the Emergency Notification System.
- (j) Order activation of the Township of Uxbridge Emergency Plan.
- (k) Oversee the operation of the Municipal Control Group (MCG).
- (l) Ensure the Municipal Control Group (MCG) carries out its functions

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effectively and that decisions are properly executed.

- (m) Maintain continuous liaison with the Municipal Control Group (MCG) members to keep informed of the actions taken by the Township.
- (n) Chair operations cycle meetings of the Municipal Control Group (MCG). Ensure minutes are recorded (Clerk implements, CAO oversees).
- (o) Create an Incident Action Plan (IAP) for the Municipal Control Group (MCG), identifying details of the emergency, what needs to be done, by whom, by when, any issues/concerns, weather conditions. Review and revise the IAP after each Operations Cycle meeting of the Municipal Control Group (MCG), or after each operational period (see Annex J-14: INCIDENT ACTION PLAN (IAP)).
- (p) Ensure all incoming and outgoing communications of the Municipal Control Group (MCG) are recorded (Clerk implements, CAO oversees).

Other Responsibilities

- (q) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).
- (r) Assist the Mayor in his/her duties and responsibilities.
- (s) Advise the Mayor and Municipal Control Group (MCG) on Township policies, procedures and administrative matters as appropriate.
- (t) In the absence of, or at the direction of the Executive Authority (Mayor), authorize the Township Departments to discharge any or all responsibility for disregarding any or all municipal by-laws as required to expediently and efficiently respond to a major emergency (i.e., authorize contracts or Township expenditures under the Township of Uxbridge purchasing procedure. Report major expenditures to Township Council as soon as possible/practicable).
- (u) Take such action and make such orders as deemed necessary and are not contrary to law to implement the Plan and to protect health, safety, welfare, property and inhabitants of the Township of Uxbridge.
- (v) Liaise with appropriate authorities regarding legal matters and interpretations of the *Emergency Management and Civil Protection Act, R.S.O., 1990*.
- (w) Liaise with CAO's of neighbour municipalities as required.

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8.2.3 After the Emergency

- (x) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (y) Chair the debriefing session.
- (z) Arrange post-emergency meetings of Municipal Control Group (MCG) as required.
- (aa) Review all Municipal Control Group (MCG) member logbooks and Master Events Log to confirm records of decision-making, expenditures, coroner's inquiries, etc.
- (bb) Submit a copy of the CAO personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (cc) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (dd) Oversee the preparation of the post-emergency report and any amendments to the Plan and the Emergency Management Program (CEMC prepares).
- (ee) Arrange post-emergency counseling for staff.
- (ff) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (gg) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (hh) Arrange for post emergency counseling for staff, temporary workers and community volunteers as required via Durham Region Social Services Dept.

**8.3 COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)
(Manager of MEOC)**

8.3.1 Before the Emergency

- (a) Coordinate the development and implementation of the Township's Emergency Management Program. Ensure the Program meets the minimum standards set by Emergency Management Ontario (EMO).
- (b) Submit required documents to Emergency Management Ontario (EMO) to maintain program standard certification.
- (c) Chair the Emergency Management Program Committee (EMPC). Ensure minutes are recorded.
- (d) Conduct quarterly updates of the internal fan-out notification list.
- (e) Test the Emergency Plan annually, followed by a debriefing and review and revision of the Plan as required. Council approval and by-law amendment required for amendments to the Plan, but not the annexes.
- (f) Distribute revisions of the Plan to the persons on the Distribution List.
- (g) Ensure the primary and alternate Municipal Emergency Operations Centres (MEOC) are equipped and arranged so they can be activated and fully functional on short notice in the event of an emergency.
- (h) Test the primary and alternate Municipal Emergency Operations Centres (MEOC) (communications tested monthly, instruments and equipment tested bi-annually, back-up power tested annually).
- (i) Ensure the Ready Boxes for the Municipal Control Group (MCG) are complete and replenished if any supplies are consumed.
- (j) Prepare a sign-in sheet for all Municipal Control Group (MCG) members and support staff.

8.3.2 During the Emergency

Initial Actions

- (k) Implement a "personal" family contingency plan.
- (l) Bring personal effects (medications, toiletries, and clothes).
- (m) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.

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- (n) Report to the CAO (Head of MCG).
- (o) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).

Specific Actions as Manager of the Municipal Emergency Operations Centre (MEOC):

- (p) Oversee the opening, set-up/coordination/operation of the Municipal Emergency Operations Centre (MEOC).
- (q) When the Municipal Control Group (MCG) is on standby, request the set-up of the Municipal Emergency Operations Centre (MEOC) so it is ready for operation, but not fully staffed [skeletal staff only: Manager of MCG (CAO) and Community Emergency Management Coordinator (CEMC) (Fire Chief)]. When the MCG and the Plan are activated, ensure the MEOC is fully operational and fully staffed A.S.A.P.
- (r) Activate the back-up Municipal Emergency Operations Centre (MEOC) if required and as directed by the CAO or Mayor.
- (s) Arrange for specialized equipment, supplies, services, and/or expertise for the Municipal Emergency Operations Centre (MEOC) as required (i.e., pre-arranged services with agencies for telecommunications equipment and repairs, generators, fuel for generators, etc.). A checklist of MEOC equipment is provided in Annex J-6: MEOC EQUIPMENT / SUPPLIES / RESOURCES.
- (t) Arrange for logistical support for the Municipal Emergency Operations Centre (MEOC) and/or for the site Command Post as required (food, water, rest area, equipment, supplies, services, expertise, sanitary facilities, accommodation, information, Ready boxes).
- (u) Manage record-keeping for the Municipal Emergency Operations Centre (MEOC) and Municipal Control Group (MCG). Ensure the Master Events Log is activated and maintained. Ensure a record of events, actions, decisions and incoming and outgoing correspondence is maintained. (Clerk implements, CEMC oversees) (see Annex J-7: MCG MASTER EVENTS LOG TEMPLATE).
- (v) Provide clerical and administrative staff support at the MEOC (work area, staff shifts and schedules, supplies)³.

³ Each Municipal Control Group (MCG) member may designate, in advance, support staff who will report to the Municipal Operations Centre (MOC) to assist the MCG member as required.

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- (w) Forward pertinent information as required to the Region, Province, adjacent municipalities or other response agencies as required.
- (x) Set up security at the Municipal Emergency Operations Centre (MEOC). Permit entry only to authorized personnel and to visitors authorized by the Municipal Control Group (MCG). The CAO will provide the authorized list. Ensure all persons in the MEOC are wearing identification badges. Ensure all MCG members and support staff sign in upon entry to the MEOC (see Annex J-5: MEOC STAFF REGISTRATION & ENTRY/EXIT LOG).
- (y) Prepare a three shift schedule for Municipal Control Group (MCG) members and alternates (see Annex J-9: MEOC EMERGENCY STAFFING CHART).
- (z) Monitor and document changes to the weather and post information on a status board (Environment Canada, Weather Network website).
- (aa) Ensure the following at the primary (Fire) and alternate (Public Works) Municipal Emergency Operations Centres (MEOC) (Public Works responsible for these items at other municipal facilities):
 - Open and provide security (functioning security system, guarded entry/exits as required (via Police, private sector security),
 - Auxiliary power supply systems
 - Maintenance and repairs (HVAC, plumbing, janitorial)

8.3.3 After the Emergency

- (bb) Restore the Municipal Emergency Operations Centre (MEOC) back to its previous use at the termination of the emergency.
- (cc) Assemble/analyze information collected from the debriefing, logbooks and post-emergency summary reports from each department. Identify issues to discuss with Emergency Management Program Committee (EMPC).
- (dd) Prepare a post-emergency report (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (ee) Review the Plan (with the Emergency Management Program Committee (EMPC)) and submit recommendations for changes to Township Council for approval (review with Durham Region EMO to ensure conformance).
- (ff) Record costs/expenses incurred for the emergency response. Forward them to the Treasurer.
- (gg) Attend the debriefing session.

8.4 FIRE DEPT. DEPUTY CHIEF OF OPERATIONS

The Fire Chief will be the CEMC at the MEOC. The Deputy Chief of Operations will have overall responsibility for the Fire Dept. actions. A designate will be assigned to implement the Fire Dept. response at the emergency site (Fire Dept. Incident Commander (IC)). He/she will liaise with and advise the Fire Chief and Deputy Chief and the Incident Commander (IC) on the Fire Dept. response. The Deputy Chief of Operations is a member of the Municipal Control Group (MCG) and will:

8.4.1 Before the Emergency

- (a) Provide assistance/direction with preparing emergency plans for facilities at risk.
- (b) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (c) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (d) Ensure mutual aid agreements are in place.
- (e) Liaise with the Office of the Fire Marshal and the Regional Fire Coordinator.
- (f) Test telecommunications systems at the primary and alternate Municipal Emergency Operations Centre (MEOC) every six months.
- (g) Test back-up power and lighting at the primary and alternate Municipal Emergency Operations Centre (MEOC) every six months.
- (h) Stockpile Personal Protective Equipment (PPE) as required for staff (i.e., N95 masks, gloves, Iodine tablets, etc.).
- (i) Establish a regulating by-law for the Fire Department regarding hazardous materials.

8.4.2 During the Emergency

Initial Actions

- (j) Implement a “personal” family contingency plan.
- (k) Bring personal effects (medications, toiletries, and clothes).

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- (l) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (m) Report to the CAO (Head of MCG).
- (n) Open and maintain a personal logbook (SEE ANNEX J-8: MCG PERSONAL LOG TEMPLATE).

Specific Actions

- (o) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM). Have firefighters report to the Fire Station immediately.
- (p) Act as liaison officer with emergency site response agencies on behalf of the Township as required.
- (q) Advise Municipal Control Group (MCG) on matters under jurisdiction of the Fire Dept. (i.e., emergency procedures, Plan implementation, mutual aid, firefighting).
- (r) Monitor and advise the Municipal Control Group (MCG) of the status of the on-site emergency response.
- (s) Ascertain the extent of the need for fire-fighting operations.
- (t) Establish Fire Dept. Command Post at the emergency site as required. Coordinate with other emergency site response agencies to establish a common on-scene command post as required.
- (u) Establish/maintain communications with Fire Dept. personnel, other emergency site response agencies, and between the emergency site and Municipal Emergency Operations Centre (MEOC).
- (v) Perform Fire Dept. responsibilities: fight fires, search and rescue, extrication, life support and emergency first aid (until ambulance can take over), prevent/contain/control/stabilize/clean-up/decontaminate/dispose of hazardous materials in coordination with Public Works and private sector.
- (w) Report all spills to the MOE Spills Action Centre (Fire Dept. takes the lead and Public Works assists).
- (x) Employ appropriate strategies, tactics and safety precautions for various types of emergencies to:

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- Identify products and quantity spilled/released
 - Ascertain risk to firefighters, people, property, and environment.
 - Take appropriate precautions.
 - Prevent, contain, stabilize or extinguish. Clean-up, decontaminate or dispose. Actions shall comply with Awareness Level training only.
- (y) Request mutual aid from other Fire Dept. as required.
- (z) Arrange for specialized equipment/expertise for Fire Dept. purposes as required (i.e., advice from MOE, CANUTEC, dangerous goods manufacturers re: handling and decontamination of dangerous goods).
- (aa) Coordinate with Public Works for clean-up, decontamination and disposal by private contractors.
- (bb) Evacuate Fire Dept. facilities as required and if safe to do so, relocate emergency equipment to a suitable location.
- (cc) Liaise with the Fire Marshal Office (FMO). Call in the FMO as required for a fire investigation.
- (dd) Liaise with Durham Region Works Dept. concerning emergency water supplies for fire-fighting purposes (i.e., identify alternate water supplies).
- (ee) In a power outage, arrange with Uxbridge Public Works for the delivery of fuel to vehicles and equipment as required.
- (ff) Arrange for equipment, supplies, resources, expertise as required to augment Fire Dept. operations.
- (gg) Relocate resources to provide continued emergency services coverage for the entire Township.
- (hh) Request Amateur Radio to provide backup communications links between the Municipal Emergency Operations Centre (MEOC) and other locations as required.
- (ii) Assist emergency site response agencies with non-firefighting operations as required and as the availability of resources allows (i.e., casualty collection, evacuation).
- (jj) Delegate any or all responsibilities to an alternate as required.
- (kk) Distribute personal protective equipment (PPE) to response staff as required (i.e., N95 masks, gloves in a health outbreak).

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8.4.3 After the Emergency

- (ll) Arrange for rehabilitation/decontamination/cleaning/disposal/replacement of Fire Dept. facilities, vehicles, equipment, clothing and supplies as required.
- (mm) Liaise with the Uxbridge Building Division as required to investigate the safety of structures and eliminate potential hazards.
- (nn) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (oo) Attend a debriefing session.
- (pp) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (qq) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (rr) Review and revise the Fire Emergency Plan, SOGs and implementing procedures as required based on results of post-emergency report.
- (ss) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (tt) Assist with assessing damages related to fire.

8.5 DIRECTOR OF PUBLIC WORKS (Alternate CEMC)

The Uxbridge Director of Public Works or alternate will have overall responsibility for the Public Works Dept. actions. A designate of the Director will be assigned to implement the Public Works Dept. response at the emergency site (the Works Incident Commander). He/she will liaise with and advise the Director and the Incident Commander (IC) on matters concerning the Public Works Dept. response. The Director of Public Works is a member of the Municipal Control Group (MCG) and will be responsible for the following:

8.5.1 Before the Emergency

- (a) Develop, maintain and annually test, review and revise a Department Emergency Plan conforming to this Plan (i.e. close facilities, re-locate equipment, evacuate, shelter, maintain fuel supplies, inventory of staff, equipment, vehicles, resources).
- (b) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required (including support staff for the Works Director at the MEOC).
- (c) Arrange (via Clerk) mutual aid agreements, contracts or letters of agreement with public and private sector as required to back-up existing resources.
- (d) Ensure the primary and back-up Municipal Emergency Operations Centres (MEOC), Media Centre and any other municipal facilities that may be needed in an emergency are/can be secured (ensure security systems functioning, ensure entries/exits are/can be secured).

8.5.2 During the Emergency

Initial Actions

- (e) Implement a "personal" family contingency plan.
- (f) Bring personal effects (medications, toiletries, and clothes).
- (g) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (h) Report to the CAO (Head of MCG).
- (i) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL

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LOG TEMPLATE).

Specific Actions

- (j) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).
- (k) Coordinate the response of Public Works, including the provision of municipal hard services (storm sewers on Township roads, Township roads, sidewalks).
- (l) Establish and maintain communications and liaise with the Works Incident Commander (IC), Works Operations Centre and other agencies responding to the emergency as required (i.e., utilities).
- (m) Liaise with the Emergency Information Officer (EIO) (Clerk) to share information.
- (n) Provide the Municipal Control Group (MCG) with information and advice on public works, environmental, flood and engineering matters.
- (o) Arrange the set-up of the Works Operations Centre at the Public Works Depot, mobilize staff and/or place on standby.
- (p) Order protective actions for Public Works facilities and staff as required (i.e., stop work order, evacuation, relocation of machinery/equipment needed for response to a safe location, protective actions for staff responding in the danger zone, personal protective equipment (PPE)).
- (q) Arrange for/ensure logistical support for staff at Public Works buildings as required (meeting room, communications, staff shift schedule, on call staff, equipment and supplies, information).
- (r) Ensure Township emergency facilities [except primary and alternate Municipal Emergency Operations Centre (MEOC), which is the responsibility of the CEMC] are/can be secured [functioning security system, guarded entry/exits as required (via Police), are maintained and repaired (heating, plumbing, janitorial) and have power (generators)].
- (s) Arrange for or construct, maintain and repair/restore structures and systems under the Directors jurisdiction (Township roads, bridges and other public ways, storm sewers on Township roads, waste collection).
- (t) Coordinate with Fire Dept. to provide emergency pumping operations.

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- (u) Liaise with Durham Region Works and the Fire Dept. concerning emergency water supplies for firefighting.
- (v) Discontinue any public works service to any consumer as required and restore these services when appropriate.
- (w) Liaise with public utilities to disconnect any service representing a hazard and/or arrange for the provision of alternate services or functions.
- (x) Provide public works staff, vehicles and equipment as required by other emergency services (if available) (help evacuate people, control traffic).
- (y) Request assistance from Durham Region Works Dept., neighbouring municipalities and/or the private sector as required (equipment, supplies, resources, expertise).
- (z) Coordinate with the Fire Dept., Ministry of the Environment (MOE) and private sector response teams to respond to spills and contaminated materials/debris (containment, control, clean-up, decontamination and disposal). Call MOE Spills Action Centre if a spill (Fire Dept. takes lead, Public Works assists).
- (aa) Liaise with flood control, conservation authorities, the Ministry of Natural Resources and environmental agencies and be prepared to take or arrange for preventative action, response and flood relief.
- (bb) Take the lead in the on-site response and provide Site Information Officer and/or Site Incident Commander (IC) as required (i.e., in flood, spill situations).
- (cc) Coordinate with Durham Regional Police (DRPS) to close/blockade emergency and evacuation routes on Township roads as required. Public Works will set up blockades and Police will patrol them.
- (dd) Assist Durham Regional Police (DRPS) with traffic movement by clearing evacuation/emergency routes as required and assisting with re-entry.
- (ee) Assist Durham Region Works with emergencies on Region roads as required as staff and equipment are available. Note: Uxbridge Public Works will provide the initial response if requested by the Municipal Control Group (MCG) or the Region and offer back-up assistance to the Region upon its arrival.
- (ff) Assist other Uxbridge Departments as required as staff and equipment are available (i.e., blockade park entrances).

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- (gg) Assist Durham Social Services in identifying and arranging to distribute portable sanitation facilities and emergency potable water for human consumption to meet the requirements of the Medical Officer of Health (MOH).
- (hh) Delegate any or all responsibilities to an alternate as required.

8.5.3 After the Emergency

- (ii) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (jj) Attend a debriefing session.
- (kk) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (ll) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (mm) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (nn) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (oo) Close off/barricade streets/blocks/buildings/structures/bridges that are identified as unsafe.
- (pp) Arrange for decontamination of Public Works facilities, equipment and vehicles as required.
- (qq) Assess damage and arrange for the re-building of roads/bridges, sewers, water systems as required.
- (rr) Assist Durham Regional Police Service (DRPS) with traffic and access control to emergency/evacuated routes during re-entry of evacuees.

8.6 CLERK [Emergency Information Officer (EIO)]

The Clerk, as a member of the Municipal Control Group (MCG), will:

8.6.1 Before the Emergency

- (a) Prepare pre-arranged contracts or letters of agreement with public and private sector agencies as required on behalf of all Township departments (see ANNEX K: MUTUAL ASSISTANCE AGREEMENTS).
- (b) Develop, maintain and annually review and revise a Department Emergency Plan and Communications Plan conforming to this Plan.
- (c) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (d) Ensure the Media Centre can be activated and set-up quickly in an emergency.
- (e) Test the Media Centre annually.
- (f) Pre-plan key messages related to higher risks that may be used/modified in an emergency. Translate the messages into alternate languages as required (see Annex J-16: EMERGENCY NEWS RELEASE – TEMPLATE).
- (g) Maintain a list of persons trained as switchboard operators to assist with the Public Inquiry Service.
- (h) Maintain a list of multilingual staff persons who could respond to non-English calls from the public. Identify Translation Services that may be called upon in an emergency.
- (i) Maintain a list of media contacts.
- (j) Prepare a record sheet for Public Inquiry Service staff (see Annex J-17: PUBLIC INQUIRY SERVICE – RECORD OF PUBLIC CALLS).

8.6.2 During the Emergency

Initial Actions

- (k) Implement a “personal” family contingency plan.
- (l) Bring personal effects (medications, toiletries, and clothes).

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- (m) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (n) Report to the CAO (Head of MCG).
- (o) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (p) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).

Specific Actions

- (q) Update the Uxbridge website as required to provide information and instructions to the public. Information has to be approved by the Emergency Information Officer (EIO) (Clerk). Post press releases on website.
- (r) Arrange for administrative and clerical support to assist the Municipal Control Group (MCG) members as required.
- (s) Respond to inquiries pertaining to the Township switchboard and telephones.
- (t) Provide information and advice to the Municipal Control Group (MCG) as required on clerical issues (policies, procedures, administrative matters).
- (u) Coordinate and oversee the Clerk Department response as required.
- (v) With approval of the Mayor or CAO, authorize the Township Departments to discharge any or all responsibility for disregarding any or all Municipal By-laws as required to quickly and efficiently respond to a major emergency.
- (w) Contact public and private sector agencies to provide prearranged services for the Municipal Emergency Operations Centre (MEOC), as required.
- (x) Schedule Operations Cycle meetings of the Municipal Control Group (MCG). Record the minutes.
- (y) At the direction of the Mayor, arrange emergency Council meetings (i.e., to adopt a resolution for assistance from the Ontario Disaster Relief Assistance Program (ODRAP) for extraordinary damage to public

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- infrastructure due to natural disaster).
- (z) Assist with providing pertinent information to Council members, as required.
 - (aa) Issue burial permits as required, in the event of large scale burial operations.
 - (bb) Coordinate and maintain a Master Events Log for the Municipal Control Group (MCG) (i.e., log of events, decisions, actions, outstanding items). Maintain a record of all communication to/from the Municipal Control Group (MCG).
 - (cc) Arrange for animal control services at Evacuation Centres (EC) to separate pets from evacuees.
- Responsibilities as Emergency Information Officer (EIO) (PIC)
- (dd) Manage information during an emergency (collect, control, disseminate, monitor).
 - (ee) Identify who needs information (stakeholders), what information to be released, how it is to be released and when.
 - (ff) Set-up and coordinate the Media Centre (see ANNEX G: EMERGENCY FACILITIES for locations). In the event that the Media Centre is in the danger zone, it will be set up at the alternate location, as declared by the CAO/Mayor. Inform media of the address and phone number of the Media Centre. See Annex J-23: MEDIA CONFERENCE SIGN-IN SHEET – TEMPLATE.
 - (gg) Release information to the media and public on behalf of the Township. Major or critical releases require prior approval of the Municipal Control Group (MCG). The Mayor, as the spokesperson for the Township, will make major announcements.
 - (hh) Gather, verify, coordinate, formulate and approve all public information regarding the emergency that is released to the media, in consultation with the Municipal Control Group (MCG).
 - (ii) Prepare for press conferences and briefings with the media (agendas, identify key messages to be delivered, identify rules to conduct conference, media kit (press release, backgrounders, biographies of speakers, pictures). Identify potential questions and prepare answers (see Annex J-18: PUBLIC INQUIRY SERVICE – QUESTIONS & ANSWERS TEMPLATE). Meet with the media regularly at the Media Centre to provide up-to-date and accurate information. See Annexes J-19: MEDIA

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CONFERENCE – TEMPLATE, J-20: MEDIA PRESS RELEASE DISTRIBUTION – TEMPLATE, J-21: MEDIA MONITORING RECORD – TEMPLATE, J-23: MEDIA CONFERENCE SIGN-IN SHEET – TEMPLATE.

- (jj) Establish communication links and regular liaison with the Incident Commander (IC) and MCG members to collect information and with those designated to speak to the media on behalf of the Township to coordinate the release of authorized information (i.e., Site Information Officer, Durham Region spokesperson, Public Inquiry Service staff).
- (kk) Arrange for Municipal Control Group (MCG) members or other experts to speak to the media as required. Prepare them for briefings. See Annex J-18: PUBLIC INQUIRY SERVICE – QUESTIONS & ANSWERS TEMPLATE.
- (ll) Prepare information packages and disseminate them regularly to the media. Maintain copies of all media releases. See Annex J-20: MEDIA PRESS RELEASE DISTRIBUTION – TEMPLATE.
- (mm) Establish and coordinate a Media Centre (support staff, telecommunications, security, media registration, audiovisual, chairs, microphones, podium, parking area). Ensure a temporary Media Centre is established at each emergency site.
- (nn) Ensure a Site Information Officer is designated at each emergency site.
- (oo) Establish communication and liaison with the Incident Commander (IC), Site Information Officer, Municipal Control Group (MCG), Registration and Inquiry Centre, Media Centre, the media and any other locations as required.
- (pp) Issue instructions, information and warnings to the general public through the media (i.e., life safety procedures, public health advisories, evacuation, shelter-in-place, area impacted, road and facility closures, relief and assistance programs, etc.). When informing the public, take into consideration language barriers (information translated), visual impairment, hearing impairment and complexity of language used (easy to understand). See Annex J-16: EMERGENCY NEWS RELEASE – TEMPLATE.
- (qq) Respond to special information requests from the media or the public, and redirect inquiries as required.
- (rr) If the emergency impacts more than one municipality, coordinate with the Emergency Information Officers (EIO) at the impacted municipalities and

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- the Durham Region EIO to release coordinated and consistent information.
- (ss) At the Media Centre, establish Rumour Control. Monitor published and broadcast information to take immediate action to correct misinformation published/ broadcast (television, radio, newspaper, internet). See Annex J-21: MEDIA MONITORING RECORD – TEMPLATE.
- (tt) Inform the Municipal Control Group (MCG) of media and public perceptions and reactions to information releases, and recommend remedial/mitigating actions.
- (uu) Establish and maintain communication with Township staff to keep them apprised of the emergency situation, call them in to work to assist with the response, maintain critical functions, work from home, staff shifts, precautionary measures, overtime payment, union rules, etc. Communication may be established via one or more of the following:
- secure internal Township website,
 - secure staff only phone line for information updates,
 - broadcast email and/or text messages
 - social media (twitter account, Facebook sites, BBM, Skype)
- (vv) Provide the Regional Emergency Operations Centre (REOC) and Provincial Emergency Operations Centre (PEOC) with copies of media releases.
- (ww) Arrange MEOC tour for media (photo-op) if it does not compromise safety, security, operations and logistics. Request the Site Information Officer to do the same for the site as required and as appropriate. Ensure media have appropriate and authentic identification (media card with photo ID, DEMO issued ID card).
- (xx) Establish public communication via a public Township website, Facebook page, twitter account and Public Information Service with designated phone number to provide updates, instructions, directions, mitigation measures being taken, etc.
- (yy) Update the Township website with approved information for the media and public, including press releases.

Specific Actions Re: Telephone Communications

- (zz) Ensure emergency primary and back-up telephone communications are provided at the primary and back-up Municipal Emergency Operations Centre (MEOC) and between the MEOC and other emergency locations (e.g., Municipal offices, Incident Command (IC), Evacuation Centres,

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Media Centre, Public Inquiry Centre (PIC), Durham Region Operations Centre (ROC) and Registration and Inquiry Centre).

- (aaa) Ensure the Township's telephone system is secure and operable.
- (bbb) Track the Township's collection of portable phones and radios and re-distribute them, as required.
- (ccc) Arrange emergency repairs of telephone communications at the Municipal Emergency Operations Centre (MEOC) and other Township facilities as required.
- (ddd) Arrange for additional telephone resources as required (e.g., portable radios, portable phones, Bell/TELUS/Rogers Mobile phone centre).
- (eee) Arrange to record incoming calls as required.

Specific Actions Re: Public Inquiry Coordinator

- (fff) If the public is calling the Township Office for information, arrange for staff to provide a Public Inquiry Service.
- (ggg) Ensure Public Inquiry Service staff sign-in.
- (hhh) Arrange for back-up staff to provide support at the Public Inquiry Service as required.
- (iii) Establish communication link between the Public Inquiry Centre (PIC) and the Municipal Emergency Operations Centre (MEOC).
- (jjj) Prepare a question and answer sheet to help staff respond to public inquiries See Annex J-18: PUBLIC INQUIRY SERVICE – QUESTIONS & ANSWERS TEMPLATE.
- (kkk) Provide the following for Media Centre and Public Inquiry Service staff: desk, phone, headset, forms/templates (electronic and hard copy), TV's and radios (or monitor radio and/or TV via computer) with headsets (for rumour control), computer, internet and network access, whiteboard(s), access to office equipment, Township logos, banners, podium, stationery items, phone/contact information lists.
- (lll) Answer and/or re-direct public calls as required (to Township website, to specific agencies/Departments/persons). See Annex J-17: PUBLIC INQUIRY SERVICE – RECORD OF PUBLIC CALLS.
- (mmm) Re-direct evacuation inquiries to Red Cross Registration and Inquiry Service.

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- (nnn) Re-direct inquiries on the emergency response to the Emergency Information Officer (EIO) (Clerk).
 - (ooo) Record complex questions requiring further investigation, and ask the caller to call back in 1-2 hours so that the Public Inquiry Service staff can consult with the Emergency Information Officer (EIO) (Clerk).
 - (ppp) Arrange for translation services as required.
 - (qqq) Arrange for Public Inquiry Centre (PIC) staff shifts/schedules as required.
 - (rrr) Instruct Public Inquiry Service manager/staff on what information can be released to the public. Release only information approved by the EIO. Provide the EIO with a summary of the public concerns and issues.
 - (sss) Keep a record of all public calls and the response provided. See Annex J-17: PUBLIC INQUIRY SERVICE – RECORD OF PUBLIC CALLS.
 - (ttt) If the Township Office is in the emergency area, arrange for a telephone recording to provide basic information to the public (see J-22: PUBLIC INQUIRY SERVICE PHONE MESSAGE – TEMPLATE). Organize the relocation of the Public Inquiry Service to an alternate location as required (a Township community centre would be selected at the time of the emergency). Relay calls to a phone number at the alternate location.
 - (uuu) Inform the Public Inquiry Service staff of the location. Inform the media of the telephone number.
- 8.6.3 After the Emergency
- (vvv) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
 - (www) Organize and attend a debriefing session. Ensure minutes are recorded.
 - (xxx) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
 - (yyy) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
 - (zzz) Review and revise the Department Emergency Plan as required based on results of post-emergency report.

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- (aaaa) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (bbbb) Organize post-emergency meetings of the Municipal Control Group (MCG)
- (cccc) Continue to provide information to the media and public regarding post emergency conditions, advice and warnings.
- (dddd) Monitor post emergency reporting.

8.6 CHIEF LIBRARIAN

8.7.1 Before the Emergency

- (a) Develop a list of contacts for civilian volunteers and pre-register them as appropriate.
- (b) Ensure equipment and supplies are available to assemble and register civilian volunteers (registration forms, timesheets, ID badges, staff schedules and shifts, tables, chairs, signage). See Annexes J-12: VOLUNTEER REGISTRATION FORM, J-13: VOLUNTEER AGREEMENT.
- (c) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (d) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required. Ensure staff has training to assist with Clerk responsibilities.

8.7.2 During the Emergency

Initial Actions

- (e) Implement a “personal” family contingency plan.
- (f) Bring personal effects (medications, toiletries, and clothes).
- (g) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (h) Report to the CAO (Head of MCG).
- (i) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (j) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, AND 6.3 EMERGENCY NOTIFICATION SYSTEM).

Responsibilities re. the Call-Out of Community Volunteers

Coordinate through administrative support staff from the Corporation the following for soliciting community volunteers.

- (k) Advise the Municipal Control Group (MCG) on all matters relating to the deployment of non-employee (or community) volunteers.

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- (l) Under the direction of the Municipal Control Group (MCG), coordinate appeals for temporary workers and community volunteers to assist (i.e., contact community organizations, request the Emergency Information Officer (EIO) (Clerk) to ask for help from the public via the media).
- (m) Set up an assembly/registration site (at a Township-owned building determined at the time of the emergency). Ensure the necessary equipment, forms and supplies are available (identification for volunteers, registration forms, time sheets, information on insurance coverage, instructions, pens, tables, chairs).
- (n) Register temporary workers and community volunteers. Retain a copy of registrations. See Annexes J-12: VOLUNTEER REGISTRATION FORM, J-13: VOLUNTEER AGREEMENT.
- (o) Inform temporary workers and community volunteers of liability, insurance coverage and compensation.
- (p) Issue identification to temporary workers and community volunteers (i.e., badge or armband) for feeding and other support services.
- (q) Inform temporary workers and community volunteers that they must check in at the registration site and turn in their identification before leaving.
- (r) Arrange with the Transportation Coordinator (Representative of Development Services) to transport temporary workers and community volunteers to and from the assembly/registration site and emergency site(s).
- (s) Inform the Emergency Information Officer (EIO) (Clerk) when the required number of temporary workers and community volunteers has been reached, and request the cancellation of the broadcast appeal.
- (t) Ensure each temporary worker and community volunteer records the number of hours of assistance provided.

8.7.3 After the Emergency

- (u) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (v) Attend a debriefing session.
- (w) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).

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- (x) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (y) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (z) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.

8.8 TREASURER (Finance Department)

The Treasurer or alternate, a member of the Municipal Control Group (MCG) will:

8.8.1 Before the Emergency

- (a) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (b) Develop financial, accounting and purchasing policies and procedures needed to manage emergency expenditures. Ensure that all staff that may have to respond to a major emergency is familiar with these procedures. Regularly review purchasing policies/by-laws to ensure they are appropriate for emergency purchasing purposes (i.e., permit emergency purchases by MCG/Department Heads without getting quotes, without approval from Council).
- (c) Test and configure IT equipment for the Municipal Emergency Operations Centre (MEOC) and other municipal facilities that may be used in an emergency.
- (d) Advise the Community Emergency Management Coordinator (CEMC) (Fire Chief) on required and/or new IT technologies that may enhance emergency preparedness. Train staff on new technology accordingly.
- (e) Maintain hardware, software and data security.
- (f) Establish human resources policies specific to an emergency (i.e., labour/union, staff compensation, work refusals, benefits, human rights, etc.). Define which staff is required to respond to an emergency.
- (g) Develop and maintain an Uxbridge Business Continuity Plan.

8.8.2 During the Emergency

Initial Actions

- (h) Implement a “personal” family contingency plan.
- (i) Bring personal effects (medications, toiletries, and clothes).
- (j) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless on standby) and communications with staff.
- (k) Report to the Head MCG (CAO).

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- (l) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).

Specific Actions re. Financial Issues

- (m) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).
- (n) Assist with purchasing goods and services needed for the emergency response.
- (o) Provide information and advice to the Municipal Control Group (MCG) as required on financial, accounting and purchasing policies and procedures as they relate to the emergency.
- (p) Ensure all Departments follow emergency purchasing procedures.
- (q) Implement Department purchasing procedures.
- (r) Process, coordinate, administer, monitor and track all financial, accounting and purchasing matters related to the emergency, as directed by the Municipal Control Group (MCG) (i.e., gather/record/review records of costs/expenses incurred, verify and process invoices and claims for reimbursement).
- (s) Set up special emergency accounts as required for departmental expenditure tracking (i.e., accounts for materials, services, salary).
- (t) Ensure temporary workers and community volunteers submit all necessary records.
- (u) Liaise with Emergency Information Officer (EIO) (Clerk) to share information.
- (v) Provide staff to perform accounting and purchasing tasks to support the Municipal Control Group (MCG), as required.

Specific Actions re. Human Resources

- (w) Track municipal employee's time. Address excessive overtime issues.
- (x) Provide the Chief Librarian with timesheets to distribute to temporary workers and community volunteers, as required.
- (y) Provide services, information and advice to the Municipal Control Group (MCG), staff and emergency personnel as required on labour laws,

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collective agreements (outside workers unionized), Ontario Health and Safety, WSIB, Human Rights legislation, work refusals, salary compensation, or other benefits.

- (z) Address issues related to staff shortages (i.e., re-assign responsibilities, bring in casual staff, volunteers).

Specific Actions Re: Data Communications

- (aa) Ensure emergency primary and back-up data communications are provided at the primary and back-up Municipal Emergency Operations Centre (MEOC) and between the MEOC and other emergency locations [e.g., Municipal offices, Incident Command (IC), Evacuation Centres, Media Centre, Public Inquiry Centre (PIC), Durham Region Operations Centre (ROC) and Registration and Inquiry Centre].
- (bb) Provide the Municipal Emergency Operations Centre (MEOC) with maintenance and technical support for PCs, laptops, the network, software.
- (cc) Provide IT support for invited Municipal Control Group (MCG) representatives from external agencies.
- (dd) Move, relocate and install PCs/laptops to alternate sites as required.
- (ee) Ensure the Township's computer system and network is secure and operable, including email and internet. Arrange for alternate/back-up server set-up and operation as required.
- (ff) Arrange emergency repairs of telecommunications at the Municipal Emergency Operations Centre (MEOC) and other Township facilities as required via private vendors (Oracle for IT hardware, Global for IT software).
- (gg) Arrange for additional data communications resources as required.
- (hh) Arrange for all/designated staff to be able to access the server from their homes if work-from-home required.
- (ii) Ensure all Municipal Control Group (MCG) members have access to a computer and the network.

8.8.3 After the Emergency

- (jj) Process Department invoices and claims for reimbursement from all Uxbridge departments as directed by the Municipal Control Group (MCG). Verify claims for reimbursement from other agencies.

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- (kk) Attend a debriefing session.
- (ll) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (mm) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (nn) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (oo) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (pp) Implement processes for recovering municipal costs incurred in an emergency, under the direction of Council (i.e., from discharger of spill, from Province if an emergency was declared).
- (qq) Ensure staff involved in the emergency response is compensated.
- (rr) Ensure staff injured in an emergency is compensated via WSIB. Address volunteer claims for injuries.
- (ss) Provide Health and Safety assistance for investigating accidents/ claims/ exposures related to the emergency.
- (tt) Arrange for insurance adjusters as required for Township facilities. Submit insurance claims as required.
- (uu) Track, collect, coordinate and administer monetary donations for disaster relief. Coordinate with volunteer/NGO agencies. Specify what is needed (no food, no clothing, money), how to donate, how to get a tax receipt. Issue tax receipts.
- (vv) Ensure prompt payment and settlement of all legitimate invoices and claims incurred during the emergency.

8.9 REPRESENTATIVE OF DEVELOPMENT SERVICES (Transportation Coordinator)

The Representative of Development Services, as a member of Municipal Control Group (MCG), will:

8.9.1 Before the Emergency

- (a) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (b) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (c) Liaise with local businesses and industries. Arrange meetings as required to discuss how the Township and private sector can work together to identify risks and prevent, respond to and recover from emergencies. Raise issues at Chamber of Commerce monthly breakfast meetings. See ANNEX N: AGRICULTURE SECTOR EMERGENCY PREPAREDNESS.
- (d) Maintain and annually update an inventory of transportation resources available in an emergency, particularly local resources (i.e., buses, handi-trans, trains, snowmobiles, trucks, all-terrain vehicles).
- (e) Liaise with the Durham Region Transit Coordinator.

8.9.2 During the Emergency

Initial Actions

- (f) Implement a “personal” family contingency plan.
- (g) Bring personal effects (medications, toiletries, and clothes).
- (h) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (i) Report to the CAO (Head of MCG).
- (j) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (k) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3

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EMERGENCY NOTIFICATION SYSTEM)

Specific Actions

- (l) Liaise with local businesses and industry to coordinate the response (identify existing/potential impacts, mediate, etc.).
- (m) Liaise with Emergency Information Officer (EIO) (Clerk) to share information.
- (n) Coordinate and oversee the Department response as required.
- (o) Liaise with staff, Township Departments, neighbouring Municipalities, Durham Region and external agencies as required to collect information requested by the Municipal Control Group (MCG), including GIS and web-based information, mapping, etc.
- (p) Provide the Municipal Control Group (MCG) with GIS information and mapping as required.

Specific Duties re: Building Division

- (q) Determine building and/or structure safety (via private engineers) and, under the direction of the Municipal Control Group (MCG), arrange the evacuation of unsafe buildings/structures (Ministry of Housing may also order closure of buildings due to health hazards).
- (r) Investigate and recommend the suitability of alternative and temporary use of buildings and accommodation at the request of the Municipal Control Group (MCG).

Specific Actions – Transportation Coordinator

- (s) Track transportation expenditures.
- (t) Liaise with the Durham Region Transit Coordinator to help ensure transportation is provided to Uxbridge evacuees as required.
- (u) Take measures as required to provide transportation for Uxbridge evacuees until the Durham Region Transit Coordinator is able to (i.e., may be a delay, may be inadequate transportation resources). Coordinate with public and/or private transportation companies, clubs, etc. as required to provide transportation (buses, trains, snowmobiles, all-terrain vehicles) to:
 - move persons/supplies as directed by Municipal Control Group (MCG),
 - assist ambulatory people to evacuate, under the direction of Police,
 - assist those with special needs to evacuate as required (coordinate with the Manager of Handi-Transit, Community Care Access Centre (CCAC), private companies and Ambulance),

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- Assist evacuees at Evacuation Centres (EC) with returning to their homes at the termination of the emergency.

8.9.3 After the Emergency

- (v) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (w) Attend a debriefing session.
- (x) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (y) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (z) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (aa) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.

Building Official

- (bb) Arrange for assessment of building and other structures to determine if they are structural safe and re-habitable. Assess the damage and the demolition/re-building/repair as required (in coordination with Fire Dept., Fire Marshal's Office, Public Works re: roads, bridges, sewers, water mains).
- (cc) As required, make an emergency order requiring repairs or other work to be carried out immediately to terminate the danger as per 15.7 and 17.1 of the *Building Code Act*. As required, put a lien on properties in an amount equivalent to the inspection/repair/demolition cost.
- (dd) Administer demolition permits on site as required and conduct or arrange and supervise demolition by private sector contractors. Coordinate with Public Works to cordon off the unsafe area.

Transportation Coordinator

- (ee) Under the direction of Durham Regional Police Services (DRPS) and the Durham Region Transit Coordinator, arrange for transportation of evacuees from Evacuation Centres (EC) to their homes.

8.10 MANAGER OF RECREATION, CULTURE AND TOURISM

The Manager of Recreation, Culture and Tourism, as a member of Municipal Control Group (MCG), will:

8.10.1 Before the Emergency

- (a) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (b) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (c) Annually test the Department procedures for evacuating and closing municipal recreation programs. Identify how to notify people and how to control crowds.
- (d) Pre-plan messages, notices, signage, website information, etc., for recreation program closures.
- (e) Request the Clerk to establish pre-arranged contracts or letters of agreement with public, volunteer and/or private agencies as required.

8.10.2 During the Emergency

Initial Actions

- (f) Implement a “personal” family contingency plan.
- (g) Bring personal effects (medications, toiletries, and clothes).
- (h) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (i) Report to the CAO (Head of MCG).
- (j) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (k) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).

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Specific Actions

- (l) Implement municipal recreation facility emergency plans, as required.
- (m) As ordered by the Municipal Control Group (MCG), evacuate, close and secure municipal community events, municipal recreation programs, parks and facilities in danger. Coordinate with Works to set up blockades as required.
- (n) Request Public Works to provide blockades / barriers to entrances of closed events, parks, facilities.
- (o) Telephone parents or guardians of children in municipal recreation programs to pick up their children or inform them of their whereabouts if evacuated. Make public announcements via the Emergency Information Officer (EIO) (Clerk).
- (p) Request the Emergency Information Officer (EIO) (Clerk) to make announcements of recreation facility closures. Inform the public via other means as required (intercom, signage, load hailer, website).
- (q) After evacuating recreation facilities, check to ensure nobody is remaining. If not safe to do the check, request the Fire Dept. to do so.
- (r) Request the Transportation Coordinator (Representative of Development Services) to arrange for transportation to assist recreation programs users with evacuation as required.
- (s) Request assistance from Durham Region (Social Services), other Township Departments, neighbouring municipalities, Red Cross and the private sector as required.

8.10.3 After the Emergency

- (t) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (u) Attend a debriefing session.
- (v) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (w) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).

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- (x) Review and revise the Department Emergency Plan as required based on results of post-emergency report.
- (y) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (z) Arrange for decontamination of parks, recreation facilities, vehicles and equipment as required.

8.11 MANAGER OF PARKS AND FACILITIES SERVICES

The Manager of Parks and Facilities Services, as a member of Municipal Control Group (MCG), will:

8.11.1 Before the Emergency

- (a) Develop, maintain and annually review and revise a Department Emergency Plan conforming to this Plan.
- (b) Coordinate with Health and Safety Committee and Emergency Management Program Committee (EMPC) to develop and implement department training for staff that may have to respond to an emergency, as required.
- (c) Annually test the Department procedures for evacuating and closing municipal recreation facilities, testing Fire safety Plans and emergency shut-down procedures. Identify how to notify people and how to control crowds.
- (d) Pre-plan messages, notices, signage, etc., for facility closures/use of Township facilities as evacuation centres.
- (e) Request the Clerk to establish pre-arranged contracts or letters of agreement with public, volunteer and/or private agencies as required.

8.11.2 During the Emergency

Initial Actions

- (f) Implement a “personal” family contingency plan.
- (g) Bring personal effects (medications, toiletries, and clothes).
- (h) Report to the Municipal Emergency Operations Centre (MEOC) and establish working location (unless instructed to remain on standby) and communications with staff.
- (i) Report to the CAO (Head of MCG).
- (j) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (k) Complete the Internal Fan-out Notification for the Department (see ANNEX E: EMERGENCY CONTACT LISTS – INTERNAL, and 6.3 EMERGENCY NOTIFICATION SYSTEM).

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Specific Actions

- (l) Implement municipal recreation facility emergency plans, as required.
- (m) As ordered by the Municipal Control Group (MCG), evacuate, close and secure municipal facilities (shut down and secure mechanical plants as required) in danger (signage, website, media via Emergency Information Officer (EIO) (Clerk). Alert people to evacuate via PA systems and staff direction.
- (n) Arrange for the opening/closing and assist with the operation of municipal recreation buildings to be used as Evacuation Centres (EC) as required by Durham Region Social Services or the Municipal Control Group (MCG).
- (o) Coordinate with Durham Region Social Services to identify, set-up and operate evacuation centres outside of Uxbridge if Township facilities are not available or in the danger zone.
- (p) Assist Durham Region Social Services/Red Cross with organizing activities in Evacuation Centres (EC) set up in Uxbridge recreation facilities, as required.
- (q) Request the Clerk to arrange for animal control services at Evacuation Centres (EC) at Uxbridge recreation buildings.
- (r) Arrange for municipal arenas to be used as a temporary morgue as required by the Coroner's Office and Durham Regional Police (DRPS).
- (s) Close vehicle access to municipal recreation facilities that are evacuated or used as evacuation centres. Coordinate with Public Works as required for barricades.
- (t) Shut down and secure municipal recreation facilities and mechanical plants as required. Prepare for closure for extended periods.
- (u) If safe to do so, periodically visit closed municipal recreation facilities to ensure they are secure and that operating mechanical systems are functioning satisfactorily.
- (v) Request assistance from Durham Region, other Township Departments, neighbouring municipalities and the private sector as required.
- (w) Ensure security, maintenance and primary and back-up power at municipal recreation facilities used in the emergency response.
- (x) Sanitize public area surfaces where there is likely to be hand contact in the event of a contagious outbreak.

8.11.3 After the Emergency

- (y) Process Department invoices and claims for reimbursement as directed by the Municipal Control Group (MCG). Forward them to the Treasurer.
- (z) Attend a debriefing session.
- (aa) Submit a copy of the personal logbook to the Community Emergency Management Coordinator (CEMC) (Fire Chief).
- (bb) Prepare a Department post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief) (see Annex J-15: POST EMERGENCY REPORT TEMPLATE).
- (cc) Review and revise the Department Emergency Plan and emergency procedures as required based on results of post-emergency report.
- (dd) Review and revise Department staff training programs and provide staff training as required based on results of post-emergency report.
- (ee) Arrange for decontamination of parks, recreation facilities, vehicles and equipment as required.

8.12 DETACHMENT COMMANDER, DURHAM REGIONAL POLICE SERVICE (DRPS)

The Detachment Commander or designate will have overall responsibility for Durham Regional Police Service (DRPS) action and will report to the Municipal Emergency Operations Centre (MEOC) if the Emergency Plan is activated. An On-Scene Commander will implement the DRPS response at the emergency site. He/she will liaise with/advise the Detachment Commander or designate and the Incident Commander (IC) on matters concerning the DRPS response. The Detachment Commander or designate will:

- (a) At the request of the Municipal Control Group (MCG) or Durham Region, dispatch the Durham Mobile Command Post to facilitate the coordination of communications with on-site first responders, other on site Command Posts (i.e., if more than one emergency site), the Municipal Emergency Operations Centre (MEOC), and any other emergency agencies as required.
- (b) Appoint the Incident Commander (IC) and/or the Site Information Officer (Media Relations Officer) as required (if requested by the Municipal Control Group (MCG) or if Durham Police is the lead response agency and the MCG confirms the appointment).
- (c) If the Incident Commander (IC) is designated by another response agency, assist the IC with establishing a scene organization (inner and outer perimeter, security, access control).
- (d) Provide traffic control.
- (e) Provide crowd control and dispersal as required.
- (f) Provide door-to-door/loud hailer notification to the public of protective measures as required.
- (g) Plan, coordinate and direct the implementation of a public evacuation, including:
 - plan evacuation routes
 - inform evacuees in residential areas of the need to evacuate and how/where to evacuate to
 - assist with transporting evacuees who need assistance to evacuate, if resources allow
 - coordinate the evacuation of large numbers of people from congested areas and large public facilities
 - ensure that evacuation routes are kept open
 - provide security for evacuated areas and prevent looting/vandalism

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- provide security & law and order at Evacuation Centres (EC)

NOTE: Police can initiate evacuation if there is no time to wait for a declaration from the Mayor.

(h) In the event of fatalities:

- advise the Coroner's Office (DRPS will call the Local Coroner. If multiple deaths, the Local Coroner will call in the Regional Coroner or, in his/her absence, the Office of the Chief Coroner). The Coroner will investigate all deaths.
- act as the Coroner's investigator [Sec. 9(1), *Coroners Act of Ontario*]
- assist the Coroner with taking control of the scene to ensure the completion of all necessary investigations (Sec. 16, *Coroners Act of Ontario*)
- in cooperation with the Coroner, communicate with the next-of-kin
- in cooperation with the Coroner, assist in the release of information of deaths to the media depending on the stage of the investigation

NOTE: The Coroner will arrange for transportation of deceased persons to an appropriate morgue facility. For multiple fatalities, the facilities of the Central Morgue in Toronto will be made available.

NOTE: Upon completion of the investigation, the Coroner will ensure completion of necessary documents to allow for burial of the deceased persons.

(i) Dispatch special Police units as required (i.e., Police Bomb and Hostage Units).

8.13 EMERGENCY MEDICAL SERVICES (EMS)

The Ambulance Manager or alternate, in coordination with the Central Ambulance Communication Centre (CACC), will:

- (a) Notify the Medical Officer of Health re: details of the emergency (CACC).
- (b) Activate, direct and coordinate on-scene emergency medical services, including
 - transport injured/ill to hospital(s),
 - transport patients out of hospital or other special care facilities if evacuated
 - provide limited medical aid and patient treatment/care as authorized under the Medical Act for Level 1 and 2 paramedics
 - provide triage and tagging of casualties
 - maintain a list of victims transported to hospital and final disposition
- (c) Establish Ambulance Service triage and staging areas (to coordinate the movement of vehicles) in the outer perimeter of the emergency site.
- (d) If available, provide/arrange for portable carrying devices for the Fire Dept. so it can retrieve casualties inside the inner perimeter as required.
- (e) Identify if a person requires first aid, medical treatment or breathing assistance and take over these responsibilities from the Fire Dept. upon arrival.
- (f) In a rescue/extrication emergency, the Triage Officer will provide advice and information as to the medical status of the casualty and provide emergency medical care if such aid can be provided safely.
- (g) Liaise, in person, via portable radio (interagency frequency), or via C.A.C.C. (ambulance dispatch) with:
 - Triage Officers of hospitals serving the Township to:
 - inform/update them on the emergency (i.e., number and type of injuries and casualties dispatched and pending, exposure to chemicals)
 - receive update on emergency capacity of the hospital (so casualties can be transported to the nearest hospital with space to receive immediate attention)
 - Durham Regional Police Service (DRPS) (i.e., information on traffic control, road closures, access into and out from the emergency, to/from hospitals)
 - Fire Dept. (ensure the outer perimeter is safe to enter to receive casualties, determine the presence of dangerous or radioactive materials)

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- Incident Commander (IC) regarding the ambulance response
 - St. John Ambulance or other rescue or first aid services
- (h) Coordinate with Durham Regional Police Service (DRPS) and Uxbridge Fire Dept. to establish a common on-scene command post and a coordinated communications system within and between agencies, and between the emergency site and the Municipal Emergency Operations Centre (MEOC), as required.
- (i) Arrange to decontaminate attendants, casualties, vehicles and/or equipment as required, as advised by the Uxbridge Fire Dept.
- (j) Coordinate with Durham Regional Police Service and Uxbridge Fire Dept. to evacuate people who need assistance [i.e., arrange transportation to suitable facility: Evacuation Centre (EC), hospital, nursing home)].
- (k) Notify the Ambulance Districts, hospitals, and St. John Ambulance of the emergency (C.A.C.C.).

9. ON SITE KEY PERSONNEL – ROLES & RESPONSIBILITIES

9.1 EMERGENCY SITE MANAGER (ESM) / INCIDENT COMMANDER (IC)

The Municipal Control Group (MCG) will appoint the Emergency Site Manager/Incident Commander (IC) or confirm/override any selection made by the emergency site response teams. The ESM will report to the MCG and will:

- (a) Open and maintain a personal logbook (see Annex J-8: MCG PERSONAL LOG TEMPLATE).
- (b) Organize, direct and coordinate the on-scene response at the emergency site(s) through the various Agency Incident Commanders (IC).
- (c) Liaise with Agency Incident Commanders (IC), Municipal Control Group (MCG) and outside expertise to assess the emergency, consider alternative actions, plan strategies and implement actions to minimize the impact.
- (d) Activate all or part of the Emergency Plan and the emergency notification system as required, prior to assembly of the Municipal Control Group (MCG) or declaration of an emergency by the Mayor.
- (e) Ensure the necessary equipment, supplies, personnel and expertise is available at the emergency site(s).
- (f) Liaise with the Municipal Control Group (MCG) to provide detailed reports on the on-scene situation to enable the MCG to make informed decisions.
- (g) Periodically hold briefings with Agency Incident Commanders (IC) to verify the status of each agency's response.
- (h) Coordinate an evacuation (vs. sheltering) as required.
- (i) Establish an on-site Command Post. Assemble the Agency Incident Commanders (IC) at the Command Post to coordinate on-site decision-making and activities. Ensure adequate inter-agency communications is established from the Command Post.
- (j) Develop a scene organization plan/layout (inner and outer perimeter) with the assistance of On Scene Commanders (OSC). Control access.
- (k) In association with the Municipal Control Group (MCG), periodically brief

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the Emergency Information Officer (EIO) (Dir. of Planning) of the status of the emergency and discuss what information may be distributed to the public and media.

- (l) Request logistical support required for the emergency personnel at the scene from the Municipal Control Group (MCG).
- (m) Ensure the overall safety of the emergency site.
- (n) Develop and approve a site de-mobilization plan following the official termination of the emergency by the Mayor.
- (o) Attend the debriefing session.
- (p) Prepare a post-emergency report and submit it to the Community Emergency Management Coordinator (CEMC) (Fire Chief).

9.2 SITE INFORMATION OFFICER

The Municipal Control Group (MCG) will appoint the Site Information Officer or confirm/override selection made by emergency site response teams. He/she will report to the Emergency Site Manager/Incident Commander (IC) at the emergency site who will liaise with the Emergency Information Officer (EIO) (Clerk) to confirm the information to be released to the media at the emergency site, and will:

- (a) Open and maintain a personal logbook.
- (b) Report to the emergency site and establish working location.
- (c) Establish a temporary Media Centre at/near the emergency site.
- (d) Inform media of location and phone number of the on-site Media Centre.
- (e) Establish communication links and regular liaison with the Incident Commander (IC) and, as required, with the Emergency Information Officer (EIO) (Clerk) to obtain current information about the emergency response at the emergency site and identify what information is to be released.
- (f) Release information to the media at the emergency site that has been confirmed and approved by the Incident Commander (IC) and Emergency Information Officer (EIO) (Clerk).
- (g) Redirect all inquiries that do not pertain to operations at the emergency site to the Emergency Information Officer (EIO) (Clerk).
- (h) Ensure that media arriving at the emergency site are directed to the on-site temporary Media Centre.
- (i) Coordinate media access to the emergency site, escort media groups, arrange media photography pools, walking tours, vehicle convoys, air shoots. Media site visits will be cleared with Incident Commander.
- (j) Arrange for staging areas for news media.
- (k) Coordinate on-scene interviews, with approval of Incident Commander.
- (l) De-mobilize the temporary Media Centre at termination of the emergency.
- (m) Attend the debriefing session.
- (n) Prepare a post-emergency report and submit to the Community Emergency Management Coordinator (CEMC) (Fire Chief).

ANNEX G: EMERGENCY FACILITIES

	Type	Designate Location	Alternate Location
1.	Municipal Emergency Operations Centre (MEOC)	Uxbridge Fire Station 17 Bascom St., Uxbridge, ON L9P 1J3	Public Works Depot 519 Regional Road #8, Uxbridge, ON L9P 1R1
2.	Media Centre	Uxbridge Public Library, 9 Toronto St. South, Uxbridge, ON L9P 1P3	Uxbridge Seniors Centre, 75 Marietta St Uxbridge, ON L9P 1J5
3.	Public Inquiry Service / Call Centre	Township Office 51 Toronto Street South Uxbridge, ON L9P 1T1	Uxbridge Public Library, 9 Toronto St. South, Uxbridge, ON L9P 1P3
4.	Evacuation Centres	Uxbridge Community Centre 291 Brock Street West Uxbridge, ON L9P 1G1 Sandford Community Centre 433 Sandford Road Sandford, ON L0C 1E0 Goodwood Community Centre 268 Highway 47 Goodwood, ON L0C 1A0 Zephyr Community Centre 310 Zephyr Road Zephyr, ON L0C 1T0	