The Corporation of The Municipality of Hastings Highlands

Bylaw 2023-050

A Bylaw to Adopt an Emergency Management Program, Emergency Response Plan, Emergency Flood Plan, Continuity of Operations Plan and All Other Requirements Under the *Emergency Management and Civil Protection Act*

Whereas under the *Emergency Management and Civil Protection Act, R.S.O. 1990*, c. E. 9 as amended and Ontario Regulation 380/04 (the "Act") every municipality in the province is required to:

- Develop and implement an emergency management program, which shall consist of:
  - an Emergency Plan,
  - training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities:
  - public education on risks to public safety and on public preparedness for emergencies; and
  - any other elements required by the standards for emergency management set under the Act or by Emergency Management Ontario,
- Designate an employee of the municipality or a member of the council as its emergency management program coordinator,
- Establish an emergency management program committee,
- Establish a municipal emergency control group,
- Establish an emergency operations centre to be used by the municipal emergency control group in an emergency; and
- Designate an employee of the municipality as its emergency information officer.

And Whereas it is prudent that the emergency management program developed under the Act be in accordance with international best practices, including the five (5) core components of emergency management, prevention, mitigation, preparedness, response, and recovery,

And Whereas the purpose of such a program is to assist with protecting public safety, public health, the environment, critical infrastructure, and property during an emergency and to promote economic stability and a disaster resilient community,

And Whereas except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6 or 8 shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality, ministry or branch of government, as the case may be,

And Whereas the Council of the Corporation of the of the Municipality of Hastings

Highlands deems it expedient to pass Bylaw 2023-050,

Now Therefore the Council of the Corporation of the Municipality of Hastings Highlands hereby enacts as follows:

Emergency Management Program:

1) An Emergency Management Program, which consists of the Emergency Response Plan, Emergency Flood Plan, and Continuity of Operations Plan for the municipality, will be developed and reviewed annually by the Emergency Management Program Committee (EMPC) consistent with and in accordance with the Act, Regulations, and international best practices, including the five (5) core components of emergency management, namely: Prevention, Mitigation, Preparedness, Response and Recovery, and such program shall include:

a) Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities,

b) Public education on risks to public safety and on public preparedness for emergencies, and

c) Any other elements required by the standards for emergency management set under the Act or by Emergency Management Ontario.

2) The Emergency Management Program shall be consistent with the objectives of protecting public safety, public health, the environment, critical infrastructure, and property, and to promote economic stability and a disaster-resilient community.

Emergency Response Plan, Emergency Flood Plan and Continuity of Operations Plan:

3) The Emergency Response Plan, Emergency Flood Plan and Continuity of Operations Plan, which has been developed in accordance with the requirements of the Act, Regulations, and international best practices, is hereby adopted as Schedule 'A' (the "Plan"), attached hereto, Schedule 'B' (the "Flood Plan"), attached hereto and Schedule 'C' (the "Continuity of Operations Plan") which is confidential.

4) The Plan, Flood Plan, and Continuity of Operations Plan shall be reviewed annually by the Community Emergency Management Coordinator (CEMC) and the Municipality's Emergency Management Program Committee (EMPC). The CEMC is authorized to make such administrative changes to the Plans, Flood Plan, and Continuity of Operations Plan as appropriate to keep them current, such as personnel, organizational and contact information updates. Any significant revision to the body of the plans shall be presented to Council for approval.

5) When an emergency exists but has not yet been declared to exist, Municipal employees and the Municipal Emergency Control Group (MECG) may take such action under the Plan, Flood Plan, and Continuity of Operations Plan as may be required to protect property and the health, safety, and welfare of the inhabitants of the Municipality of Hastings Highlands.

Community Emergency Management Coordinator (CEMC):

6) The Chief Administrative Officer (CAO) is hereby appointed as the primary Emergency Management Program Coordinator known also as the Community Emergency Management Coordinator (CEMC) and is responsible for the emergency management program for the Municipality including maintenance of the plans, training, exercises, public education and such other duties and responsibilities as outlined in the Act.

7) The Chief Building Official, Martin Cox and Volunteer Public Fire Safety Educator, Dawn Bowers are hereby appointed as alternate CEMC's to act in place of the primary CEMC in their absence.

Emergency Management Program Committee (EMPC):

8) The mission of the Emergency Management Program Committee (EMPC) is to oversee the development, implementation, and continuous improvement of the Municipality's Emergency Management Program.

Meetings:

The EMPC shall hold a minimum of two (2) meetings per calendar year.

Composition:

The persons from time to time holding the following positions in the municipality or designates comprise of the Emergency Management Program Committee and are as follows:
- Chief Administrative Officer (CAO) - Chair
- CEMC and Alternate CEMC's
- Head of Council
- Fire Chief
- Operations Manager
- Municipal Clerk
- Treasurer

9) The CAO is hereby appointed as the Chair of the Emergency Management Program Committee.

10) The Emergency Management Program Committee shall advise Council on the development and implementation of the Municipality's Emergency Management Program and shall review the Program annually.

Municipal Emergency Control Group (MECG):

11) The emergency response will be directed by members of the Municipal Emergency Control Group (MECG). The MECG is responsible for coordinating the provision of management, the monitoring and control of the emergency response and/or possibilities, any resources necessary to minimize the effects of an emergency on the community.

The persons holding the following positions in the Municipality comprise of the MECG and are as follows:

- Chief Administrative Officer (CAO)
- CEMC and Alternate CEMC's
- Head of Council
- Fire Chief
- Operations Manager
- Municipal Clerk
- Treasurer

The MECG will assign roles according to the functions of the I.M.S. (Incident Management System) as noted below. The IMS functions will be assigned based on the needs of the emergency. Not all functions will be activated for all emergencies.

- Municipal Emergency Operations Commander (MEOC)
- Safety Officer
- Emergency Information Officer
- Liaison Officer
- Operations
- Planning
- Logistics
- Finance
- Scribe
- Policy Group

Community Partners to provide assistance/technical information to the MECG, as required:

- Emergency Planning Coordinator – County of Hastings
- OFMEM Sector Field Officer
- OPP Representative
- Hastings-Quinte Paramedic Services
- Education Services
- Social Services Representative
- Health Unit Representative
- MNRF Representative
- Provincial Emergency Operations Centre (PEOC)

- Ontario Power Generation (OPG) Public Affairs Officer
- MMAH Advisor
- Others, as required

Emergency Operations Centre (EOC):

12) A primary and an alternate Emergency Operations Centre have been established for use by the Municipal Emergency Control Group in an emergency and with the appropriate technological and telecommunications systems to ensure effective communications in an emergency. The locations of the Emergency Operations Centres are identified in the Emergency Response Plan.

Emergency Information Officer (EIO):

13) The Municipality's Deputy Clerk is hereby appointed as the Emergency Information Officer (EIO). The EIO is responsible for the development and release of emergency information regarding an incident to the public. All emergency information that is released shall be approved by the Incident Command (IC) or CEMC. The role of the EIO will be determined by members of the MECG. The person filling the role of the EIO may vary from time to time depending on the emergency incident and availability.

Administration:

14) The Emergency Response Plan and the Emergency Flood Plan shall be made available to the public at the Municipal Office at 33011 Highway 62, Maynooth Ontario during regular business hours.

15) The Emergency Response Plan, Emergency Flood Plan and Continuity of Operations Plan, or any amendments to these plans shall be submitted to the Chief, Emergency Management of Ontario as identified in the Act.

16) Any schedules attached to this Bylaw form part of this Bylaw.

17) **That** Bylaw 2021-020 and any previous bylaws adopting the Emergency Response Plan, Emergency Flood Plan and Continuity of Operations Plan for the Municipality of Hastings Highlands are hereby repealed.

Short Title

18) **That** this bylaw may be cited as the "Emergency Management Program Bylaw."

Effective Date

19) **That** this Bylaw shall come into effect on the day it was passed.

Read a first time in Council on the 28th day of June 2023
Enacted and **Passed** in Council on the 19th day of July 2023.

_____
Tony Fitzgerald, Mayor

_____
Suzanne Huschilt, Municipal Clerk

Schedule 'B' to Bylaw 2023-050

The Corporation of The Municipality of Hastings Highlands

Municipal Flood Management Plan

Municipal Food Management Plan approved by Council as Schedule 'B' to Bylaw 2023-050 dated July 19, 2023.

This Municipal Flood Management Plan is a public document.

Section One: Introduction

1.1 Background

The Municipality of Hastings Highlands was incorporated on January 1, 2001. The Municipality is comprised of 972.54 square kilometres (375.50 square miles) with over 20 lakes. Other than the Municipality's numerous lakes, Hastings Highlands also has dozens of smaller pools of water such as ponds, streams, and wetlands. The Municipality has a permanent population of 4,385 (2021 Canadian Census) that doubles or even triples in the spring and summer months due to the cottage owners and visitors that are attracted to the area.

Many watercourses within the Municipality of Hastings Highlands respond quickly to weather events such as heavy rainfall or rain/snowmelt. Therefore, an emergency response to flooding requires collaboration between agencies, sectors, and departments.

The extent of the initial flood response will depend on the warning time (which will vary based on the cause of the flooding) and on the scale of the flood event. Intense storms may produce a flood in minutes or a few hours, while areas downstream from heavy rains may have from twelve hours to several weeks to prepare. Flash floods can occur within six hours or less from the beginning of a heavy rainfall. Dam failure may occur within hours of the first signs of breaching.

The Municipality of Hastings Highlands experiences significant flooding almost annually and recognizes the need for a Municipal Flood Management Plan to coordinate flood preparedness and response actions.

1.2 Purpose

The purpose of this Municipal Flood Management Plan is to prepare for the most efficient deployment of resources to achieve the following:

• To provide effective intra-agency and inter-agency cooperation and communication before, during, and after a flood event.

• A coordinated response consistent with prevailing conditions and information provided by external agencies including the Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) Flood Forecasting and Warning System, local dam operators, and/or other sources.

• To define the roles and responsibilities of the Municipality's departments and supporting agencies involved in a flood emergency.

• To define the procedures to be utilized in minimizing the effects of a flood emergency in the Municipality of Hastings Highlands.

1.3 Scope

This Municipal Flood Management Plan outlines the assistance that will be provided to the Municipality and its residents during flood emergencies. The Municipality of Hastings Highlands will work in conjunction with the NDMNRF, stakeholders and Provincial authorities to help prepare for, prevent and/or mitigate where possible, and coordinate a response to flood emergencies.

1.4 Planning Assumptions

The plan assumes the following:

• The NDMNRF will provide watershed condition statements as they become available.

• The Municipality of Hastings Highlands will have the primary responsibility for mitigation, prevention, preparedness, response, and recovery in flood emergency/disaster situations.

• It is highly likely that with events such as climate change and weather anomalies, the Municipality of Hastings Highlands could experience flash flooding or a major flooding event to some degree in the future.

• The Municipality of Hastings Highlands and partner agencies will follow the response activities set out in the Emergency Response Plan, the Municipal Flood Management Plan and Departmental Operating Procedures.

• Residents of the Municipality of Hastings Highlands will take active measures to protect their personal property and mitigate flooding from their property onto neighbouring properties and the road allowance and otherwise for the benefit of those areas at risk of flooding within the Municipality.

1.5 Plan Limitations

• While efforts will be made to assist residents in the protection of their property during a flood emergency, the protection of critical Municipal infrastructure must be the priority to ensure continuity of Municipal services to the community.

• The Municipality will provide bags and sand to residents, when adequate supplies are available, however, no Municipal personnel will be deployed for the protection of private property.

• There may be factors that will adversely affect the Municipality's ability to respond to flood emergencies. Response may be delayed if roads become impassable, normal channels of communications may be disrupted and utilities may be unavailable for extended periods of time.

• Response to flooding varies depending on the cause of flooding. In the event of a heavy rain fall or sever storm the response and recovery may take place simultaneously as there is little or no time to prepare.

1.6   Authority

This plan is published as an annex to the Municipality of Hastings Highlands Emergency Response Plan, the *Emergency Management and Civil Protection Act, R.S.O. 1990,* and the Municipality of Hastings Highlands' Emergency Management Program.

1.7   Activation of the Plan

This plan may be activated in whole or in part, as required, by any member of the Municipality's Emergency Control Group (MECG), with or without the formal declaration of an emergency. Upon activation, all participating agencies will respond in accordance with the procedures described within this plan and in accordance with their agency operating procedures.

Section Two: Flood Information

2.1   Types of Flooding

The causes of flooding within the Municipality of Hastings Highlands could include one of the following, or a combination thereof:

Snow and Ice Melt Runoff Floods

Snowmelt runoff floods are the most common type of flooding in the Municipality of Hastings Highlands. During the winter, most of the precipitation is stored as snow or ice on the ground. When the spring melt occurs, heavy runoff results from the rapid melting of the snow under the combined effect of sunlight, winds, and warmer temperatures. This causes huge quantities of water to be released. When the ground is frozen or paved over, the melting snow is unable to penetrate and runs off over the ground surface into streams and lakes resulting in flooding.

Lake Flooding

Normal water levels of lakes are largely modulated by precipitation, natural springs and rivers. Lakes water levels typically rise during the spring into summer, but major winter snowfalls and excessive rainfall are primary drivers for high water as well. Lake flooding may occur along the shores of the lakes, in some places repeatedly, and can intensify during high wind events and storms. Although water levels in lakes are in constant flux, the recent observed shifts have been particularly extreme.

Spring Rainfall

In the spring, the predominant form of precipitation changes from solid (snow and ice) to liquid (rain). The impact of spring rainfall will vary depending on a number of factors including:

• How much rain falls

• How much melting occurred before a rain event

• The water content of the existing snow on the ground

• The ground conditions (frozen or unfrozen)

The worst-case scenario is above-zero temperatures combined with rain on frozen ground, or rain on snow with above-average water content. These conditions provide the greatest threat for flooding.

Severe Summer Storms

During high intensity thunderstorms, rainfall is often so heavy (torrential downpours) that the ground is incapable of absorbing the water quickly enough, resulting in very high runoff rates. As a result, flash flooding may occur. Hastings Highlands has experienced flash flood events on numerous occasions. They usually occur in built up residential areas near streams and wetlands/floodplains.

Ice Jams / Frazil Ice

Ice jams result from the accumulation of ice fragments that build up to restrict the flow of water and then act as a temporary obstruction. Jams form during both the freeze-up and break-up periods, but it is usually the break-up jams that have the greater flood potential. Ice jamming may also occur in the coldest period of winter, owing to the formation of anchor ice (submerged ice attached to the bottom) or frazil ice (a collection of loose scattered ice plates/crystals). Ice jamming occurs after prolonged periods of anchor and/or frazil ice formation resulting in ice build-up around bridge piers, islands, bends, shallow slope reductions, and constrictions.

Debris Jams

Debris jams are triggered during extreme, high-intensity rainfall events where large quantities of organic and inorganic material are washed into streams.

Dam Break or Breach

When a dam fails and water is released from a reservoir, the flood wave travelling downstream can cause significant property damage and possible loss of life. Dam failures can be divided into two broad classifications:

1) Failures caused by overtopping during extreme rainfall / snowmelt events, or failure of an upstream dam.

2) Structural failures due to foundation problems (i.e., deterioration of concrete, erosion of earth, etc.), geological conditions, or earthquakes. Overtopping the crest of the dam (i.e., dam breach), whether alone or in combination with a dam failure, can occur when an extreme hydrologic event or failure of an upstream dam causes large water inflows to exceed the capacity of the reservoir and its spillway. Overtopping may also be caused by an accumulation of debris or ice that restricts flow through the dam's spillway.

2.2   Potential Adverse Effects Caused by Flooding

A flooding event could result in, but is not limited to, the following:

• Threat to life and property,

• Destruction of public property, including damage to critical infrastructure,

• Utility failure (power, water / wastewater, gas),

• Communications disruption (telephone, internet, radio, television, newspaper production, delivery, etc.),

• Structural damage,

• Erosion,

• Damage to the watershed ecosystems,

• Traffic disruptions (road, bridge or rail closures, stranded motorists,

• Difficulty in attaining and delivering emergency services (Police, Fire, Paramedic Services, Operations Dept and utility services),

• Food and water shortages,

• Evacuation of people and animals,

• Crop damage,

2.3 Factors Affecting Emergency Response to a Flood Event

• Flooding can occur at any time during the year due to a variety of natural phenomenon (i.e., weather) and/or human induced circumstances (i.e., debris jamming, improper dam operation, etc.), but is most likely to occur during inclement weather conditions that will affect response times and procedures.

• The amount and extent of damage caused by any flood depends on several variables, including how much area is flooded, the depth of flooding, the velocity of flow, the rate of rise, sediment and debris carried, the duration of flooding and the effectiveness of mitigation strategies.

• The potential for damage and/or loss of life due to flooding is magnified because, generally, the public may not recognize the safety hazards associated with flooding.

• Flooding does not necessarily occur in isolation of other emergency situations, and may occur simultaneously with another unrelated type of emergency, whether it is a natural or human-induced emergency.

• Flooding can also result in secondary emergency events, including landslides, contamination of drinking water supplies, sewage back-up in homes and businesses and a significant impact on the environment, etc.

2.4 Flood Emergency Management Priorities

In a flood situation, the Municipality and its partner agencies will focus its efforts on achieving the following objectives:

• Preservation of life and safety of emergency responders, residents, and visitors.

• Support for stranded and evacuated persons.

• Protection critical infrastructures of the Municipality of Hastings Highlands.

• Protection of the environment, watercourses, and potable water supplies.

• Reducing the economic and social suffering and losses to the residents of The Municipality, where possible.

• Returning communities to normal through a coordinated recovery process that includes re-entry of displaced persons.

• Reducing the impact to private property where possible and appropriate.

2.5 Sources of Flooding

The Municipality of Hastings Highlands has many major tributaries of creeks and rivers that are hazard areas and can experience annual/seasonal flooding. Examples include but are not limited to:

• York River
• High Falls
• Little Papineau Creek
• Lighthouse Creek
• Mink Creek
• Rockingham Creek
• Johnson Creek
• Purdy Creek

2.6 Response Time of Watercourses

In the Municipality of Hastings Highlands various watercourses take different lengths of time to reach flood stages due to snowmelt/rain, heavy rainfall events, etc. Flood conditions can vary based on the size, shape, watershed development, and land use characteristics.
Generally, the large river systems are slow to respond to snowmelt/rainfall events and

can sometimes take days to reach flood stage. In contrast, peak flooding on smaller, watercourses can occur in less than 24 hours of the onset of snowmelt/rainfall or rainfall alone. Severe thunderstorm events can trigger flooding in a few hours, therefore, many of the smaller tributaries in the Municipality are termed "flash flooders". The large river systems usually consist of lower flows from early summer through the winter months with peak flows in April, May and sometimes June. Large river flows will increase due to snowmelt, heavy continuous rainfall, ice jams or a combination of all.

Compounding the problem is the flooding of homes in a rural area. Rain gutter downspouts, septic systems, weeping tiles and sump pumps are designed solely for wastewater, meaning that additional water flow from other sources can exceed the design capacity of these systems. This increases the risk of flooded basements and overflow of wastewater into waterways.

2.7 Knowing Where It Floods

Baseline knowledge of flood-vulnerable areas is important to providing emergency response during flood events. The NDMNRF uses flood plain maps available for operational use to illustrate areas that may be flooded based on level/flow forecasts. The Municipality of Hastings Highlands' zoning maps illustrate the flood plain of the various watersheds within the Municipality's boundaries.

Section Three: Plan Implementation

The Municipality of Hastings Highlands Flood Management Plan is intended to provide guidance to initial responding municipal staff to prevent or reduce loss of life or severe injury and /or damage to property and infrastructure during a major flooding event.

Subject to determining the severity of the flooding event, the initial responding agency, service, or department will immediately contact the Municipality's CEMC, Mayor, Chief Administrative Officer (CAO) or the local Municipal office as to the need to implement the Emergency Notification Procedures of the Municipality of Hastings Highlands Emergency Response Plan that sets out the procedures for notifying the Municipal Emergency Control Group of an emergency.

Section Four: Functional Roles and Responsibilities

Figure 1: Interaction of Agencies – Overview
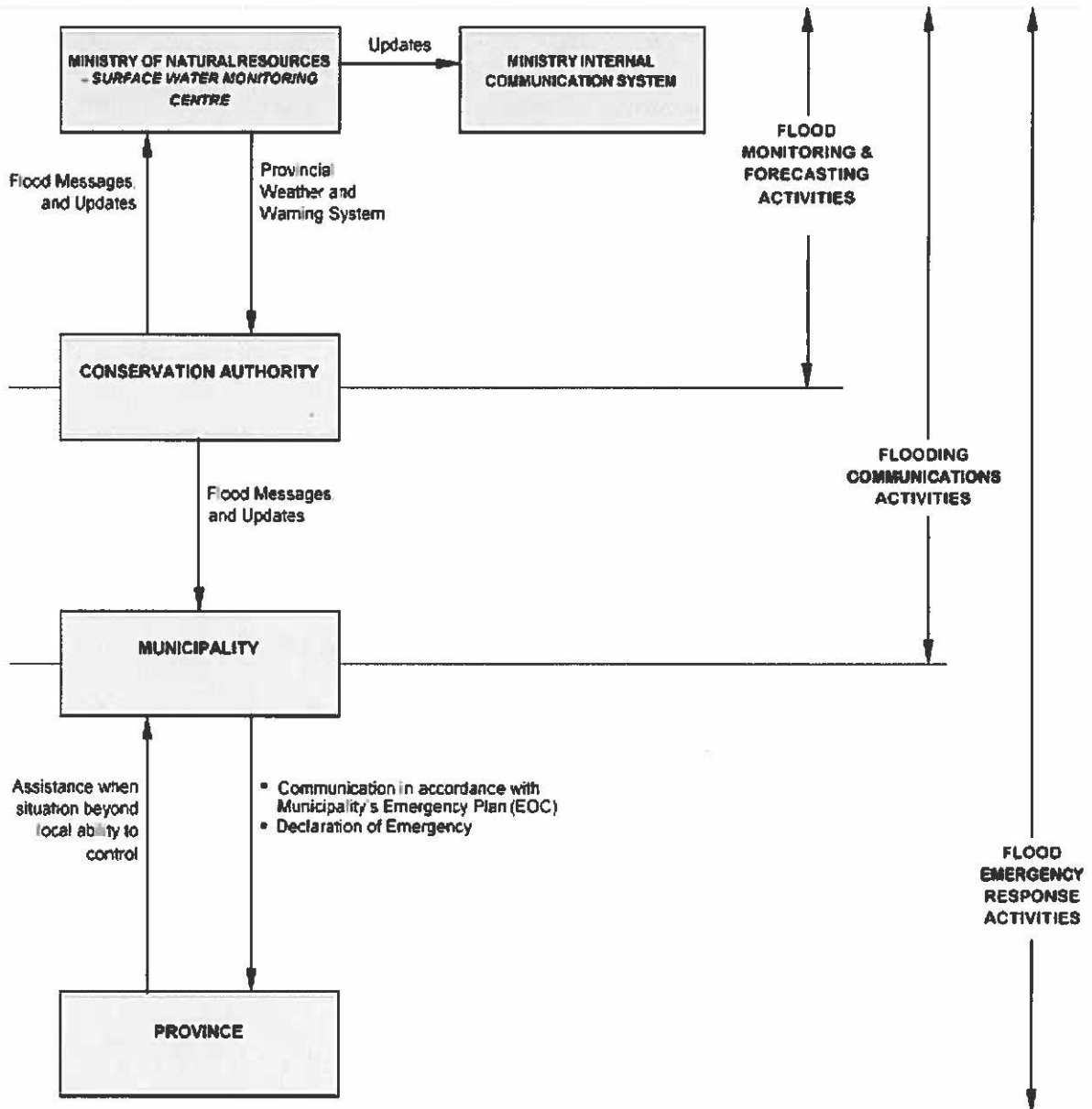
4.1 Federal Government

Part of Environment Canada's mandate as it relates to this Flood Management Plan, is to preserve and enhance the quality of the natural environment, including water, air and soil quality, conserve and protect Canada's water resources, and to carry out meteorology.

Environment Canada's Ontario Storm Prediction Centre in Toronto uses current weather observations in combination with information from weather radars and satellites, a North American lightning detection network and a number of computer models to provide seven-day forecasts for locations across the province.

This information is also used to issue Special Weather Statements, Watches and Warnings when severe weather that could endanger life and property becomes a possibility.

Some weather events can be extremely localized and are not always captured by an observation site. Examples include intense, localized rainfall due to severe thunderstorms during the spring and summer or snow squalls during the fall and winter.

Municipal staff receive regular weather reports, advisories, and warnings from Accuweather. These services are provided by severe weather meteorologists located in either Ottawa or Toronto.

4.2 Provincial Government

The Province of Ontario, through its various ministries, provides resources and support to Municipalities and Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF). The province will:

• Declare a Provincial emergency when warranted.

• In a declared Provincial emergency, invoke the Provincial Emergency Response Plan and coordinate delivery of the Provincial response.

The NDMNRF is responsible for Provincial flood emergency management and response including:

• Operating the Provincial Flood Forecasting and Warning System,

• Monitoring and reporting on surface water conditions,

• Issues flood messaging to NDMNRF and municipalities regarding status of provincial flood potential,

• Upon declaration of a municipal flood emergency, responds to municipal requests for assistance; and

• MNRF flood messages.

The MNRF provides Provincial Watershed Conditions Statements that include information regarding provincial watershed conditions and their potential for flooding and an outlook regarding expected spring weather conditions, and Provincial Flood Watch information including current technical information about the potential for flooding.

The Ministry of Environment, Conservation & Parks (MECP) provides information to municipalities regarding the safe handling and disposal of hazardous waste and the disposal of sandbags.

The Ministry of Municipal Affairs (MMA) advises municipalities on the Disaster Recovery Assistance for Ontarians (DRAO) and Municipal Disaster Recovery Assistance (MDRA) applications, dispatches Personnel Disaster Assessment Teams (PDAT) to affected municipalities and activate these programs.

The Ministry of Transportation (MTO) provides advice and assistance as needed on debris management to affected municipalities.

The MTO also provides a traveller information service website for the public called, *Ontario 511* (https://511on.ca/). *Ontario 511* has been designed by and for users to help people plan their routes and travel safely and efficiently across the province of Ontario.

The Office of the Fire Marshal and Emergency Management (OFMEM) is responsible for operation of the Provincial Emergency Operations Centre (PEOC).

4.3 The Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF)

The NDMNRF's role is to establish and undertake programs to promote the conservation, restoration, development, and management of natural resources in partnership with local municipalities and the province.

The NDMNRF maintains a flood forecasting and warning system called The Surface Water Monitoring Centre. The Surface Water Monitoring Centre is part of a broader Early Warning System. It provide access to tools and maps, and provides information on flood or low water risks within the Municipality.

The Surface Water Monitoring Centre reduces risk to life and damage to property by providing local agencies and the public with advance notice, information, and advice so that they can respond to potential flood emergencies.

This includes:

- water level data (hydrometric data),

- weather data (meteorological),
- MNRF weather forecasts,
- snow data,
- river ice coverage data.

Flood Message Definitions

- **Watershed Conditions Statement – flood outlook** gives early notice of flooding based on weather forecasts calling for heavy rain, snow melt, high winds, or other conditions.
- **Watershed Conditions Statement – water safety** indicates that high flows, melting ice or other factors could be dangerous for boaters, anglers, and swimmers. However, flooding is not expected.
- **Flood Watch Bulletin** indicates there is the potential for flooding.
- **Flood Warning** Bulletin indicates flooding is imminent or occurring.

In general, during a flood event, the advisories sequence through all three levels, beginning with a Watershed Conditions Statement, but in certain circumstances the first notification for an event may be a Flood Watch Bulletin. The timing of the advisories before a flood event can vary from a few hours to about 72 hours. The NDMNRF distributes these advisories to key stakeholders by email and posts the information on its website.

In situations where there is some advance warning (>72 hours) of the potential for flood-producing weather systems, the NDMNRF may alert stakeholders of these conditions prior to releasing a Watershed Conditions Statement, Flood Watch or Warning Bulletin.

4.4 Office of the Fire Marshall and Emergency Management (OFMEM)

OFMEM through the Provincial Emergency Operation Centre (PEOC) is the Municipal link to provincial and federal resources and support. OFMEM will:

- Provide appropriate provincial assistance as required.
- Determine provincial funding as appropriate.
- Assist with the identification of potential liability issues and possible solutions.
- Liaise with other municipalities as required.
- Liaise with federal government agencies as required.
- Assist with emergency information communication.
- Assist with the identification and implementation of short and long term recovery strategies.

4.5 Municipal Government - The Corporation of the Municipality of Hastings Highlands

Under the *Emergency Management and Civil Protection Act* (Ontario Regulation 380/04), municipalities have the primary responsibility and authority for response to

flooding and flood emergencies, and for the welfare of residents and protection of property. This responsibility is intended to prevent or reduce loss of life or severe injury and/or damage to property and infrastructure within the Municipality of Hastings Highlands.

Upon receiving a Flood Watch or Warning, the Municipality of Hastings Highlands will:

• Notify appropriate Municipal officials, departments, and agencies in accordance with the Municipality of Hastings Highlands Emergency Response Plan.

• Determine the appropriate response to a flood threat and, if warranted, deploy Municipal resources to protect life and property.

• If required, declare a flood emergency, and implement the Emergency Response Plan.

• If required, notify residents of the active measures to be taken by residents on their properties to mitigate the impact of flooding.

• Request Provincial assistance under the *Emergency Management and Civil Protection Act* if municipal resources are inadequate to respond to the emergency.

• Maintain liaison with the Ministry of Natural Development, Mining, Natural Resources and Forestry (NDMNRF).

Prevention / Mitigation Responsibilities

The Municipality is responsible for developing and implementing mitigation strategies to prevent or lessen the occurrences and/or severity of flooding. These strategies include:
• Controlling development in and around flood zones using Zoning Bylaws, the Official Plans and Site Plan Development.

• Working with Hastings County and NDMNRF to map the flood areas and the impact on critical infrastructure.

• Developing and circulating public education material concerning flood prevention and clean-up.

Response / Recovery Responsibilities

When flooding occurs, the initial responsibility for the welfare of residents is at the Municipal level. As with any emergency, the first priority is responder and public safety. The second priority is the protection and maintenance of public critical infrastructure in order to maintain basic services (hydro, water/wastewater, gas, telecommunication systems, etc.).

When flood conditions are present the Municipality will:

• Activate the HH Flood Management Plan.

• Activate the Municipal Emergency Response Plan.

• Convene the Municipal Emergency Control Group (MECG).

• Appoint an Incident Commander.

• If necessary, recommend the declaration of a Municipal emergency.

• Direct and control all flood response operations in the Municipality.

• Coordinate the acquisition of emergency response equipment, personnel and other resources required at the incident site.

• Provide assistance to residents displaced by flooding.

• Address concerns related to private wells or private surface water intakes.

• Liaise with Hastings County, local dam operators, Environment Canada, and the Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF).

• Disseminate vital emergency information to staff, the media and citizens using appropriate channels.

• Provide information to the public concerning water supply safety, alternative sources of water, and protective actions to be taken.

• Request assistance from agencies not under Municipal control, as required (i.e. Municipal Mutual Assistance Agreements, Red Cross, local industries, etc.).

• Request Provincial assistance to perform specific flood combat/control tasks as may be required.

• Coordinate disaster recovery assistance (Municipal Disaster Recovery Assistance) as deemed necessary.

• Assist the Provincial authorities with damage estimation and assessment after the flood.

• Provide residents and businesses with information on safe handling of items damaged by water/sewage.

• Explore mitigation and prevention strategies to reduce the impact of future flood events.

Historical Flooding Areas and Past Mitigation and Response Actions

Flooding will continue to happen, no matter the level of preparation for a flood event. By knowing when and where floods are more likely to occur based on historical flooding areas, the Municipality and its residents can be better prepared and equipped when flooding happens.

The Municipality continues to use previous successful Mitigation that includes actions taken to reduce the effects of flooding and the use of structural measures and floodproofing standards to protect development. To improve upon mitigation to flooding in the Municipality, the following is recommended:

- Refrain from building any future infrastructures within affected flood zones.

- Keeping people and property out of flood-prone areas and taking steps like floodproofing and other approaches to reduce the impact of flooding. Affected flood zones include lands zoned Flood Lands (FL), Environmental Protection (EP), and Environmental Protection Wetland (EPW).

- Residents around lakes and rivers should be aware of potential seasonal flood risks. During flood season, the municipality could post regular media releases on the municipal website and through newspaper, radio stations and social media.

- Understanding flood risks, taking steps to reduce potential losses, and being prepared in the event of a flood emergency are effective measures in which everyone can participate.

How the province and municipalities respond to flood events is critical to ensure the safety and recovery of people and property and our communities. The goal of this priority is to ensure emergency response and recovery programs are well coordinated and effective in supporting communities and Ontarians in their time of need. Ensuring the people of Ontario receive the support they need to respond to and recover from flood emergencies would be an intended outcome for this priority.

Response is one of the interdependent components of emergency management in Ontario. Response includes actions taken to respond to a flood emergency, such as the use of emergency services (e.g., providing access to sandbags, community evacuations, etc.) to protect people and property during flood events. Response can also include training for emergency response staff and meeting with stakeholders/partners to ensure an effective response. It also includes providing logistical support and social, financial and health services and the taking of emergency actions such as community evacuations during flood events.

During the spring of 2019, heavy rains paired with melting snow and a sudden temperature increase led to devastating flooding across many areas throughout Ontario.

Response - Emergency declarations were made by many municipalities with significant flooding impacting households, commercial properties, roads, and other key infrastructure such as bridges. Emergencies were first declared starting in early April and lasting through July in many cases. Homeowners, municipal and provincial emergency response personnel, and countless volunteers worked tirelessly for weeks defending against the high water, reminiscent of a similar scene only two years earlier in 2017.

Enhance Emergency Response Activities

- Continue to implement the province's recommendations for improving emergency management in accordance with a workplan and report on progress through existing plans.

- Continue to encourage ministries to enhance their continuity of operations program on an annual basis.

- Finalize the procurement of an emergency management software solution which will make the interaction with communities during times of emergency more efficient. This solution will provide a more effective means of communicating and tracking support requests from municipalities to ensure that they are assigned, prioritized and actioned more quickly.

- Ensure that the process for requesting assistance is better understood by municipal officials during both their preparedness activities and during times of emergency.

- Continue to evolve the Incident Management System by developing updated guidance.

4.6 Property Owner's Roles and Responsibilities

Each property owner in a flood vulnerable area (low area along water body) is advised to be aware of the flood potential and have a flood contingency plan for minimizing the impact of floodwaters (e.g., backup sump pump, generator, sandbags and sand and deployment plan).

4.7 Hastings Highlands Environmentally Protected (EP), Environmentally Protected Wetlands (EPW) and Flood Land Maps

This section provides maps of historical and future flood areas in Hastings Highlands along with the critical infrastructure for each area.
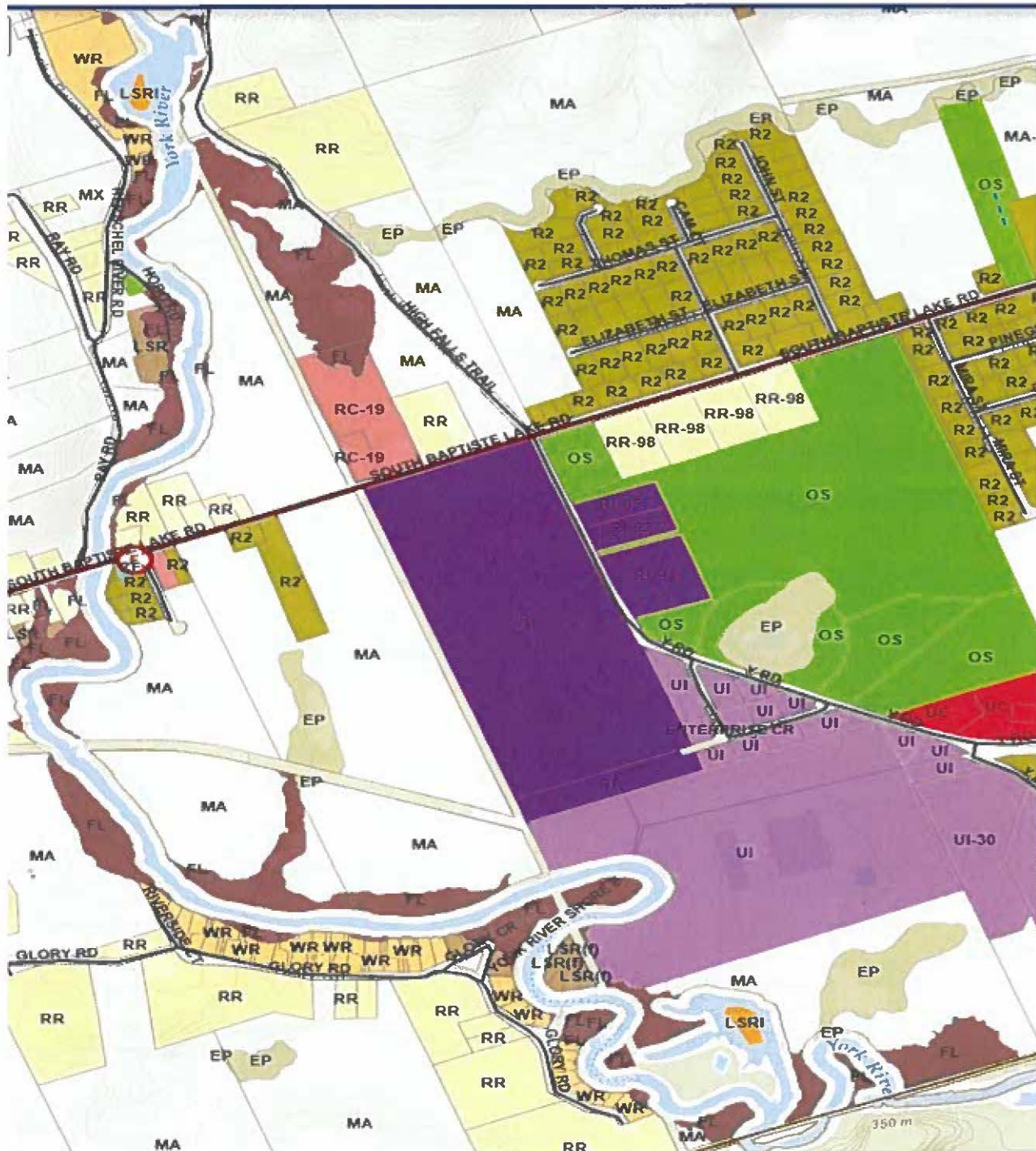
2019 Hastings Highlands Flood Activation Map

County of Hastings Flood Activation Area (Municipality of Hastings Highlands)

LEGEND

Program activation area in the
Municipality of Hastings Highlands

The information displayed on the base map has been
compiled from various sources, may not accurately
reflect the area affected by the disaster and may not be
to scale. The contents of this map may be changed at
any time without notice. The Province of Ontario
assumes no responsibility or liability for any
consequences of any use of this map.

Information provided by the Ministry of Municipal Affairs under licence
with the Ministry of Natural Resources.
© Queen's Printer for Ontario, 2019

Hastings Highlands Flood Lands
York River Area

Flood Land

Hastings Highlands Flood Lands
York River Area Critical Infrastructure

- Herschel Fire Station

- High Falls Dam (MNRF)

- High Falls Trail Culvert

- Residences

- Bird's Creek Public School

- Herschel Community Centre/Emergency Operations Centre (EOC)

- Y Road Works Yard

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Roads and Highways (Municipal and MTO)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands McClure Area

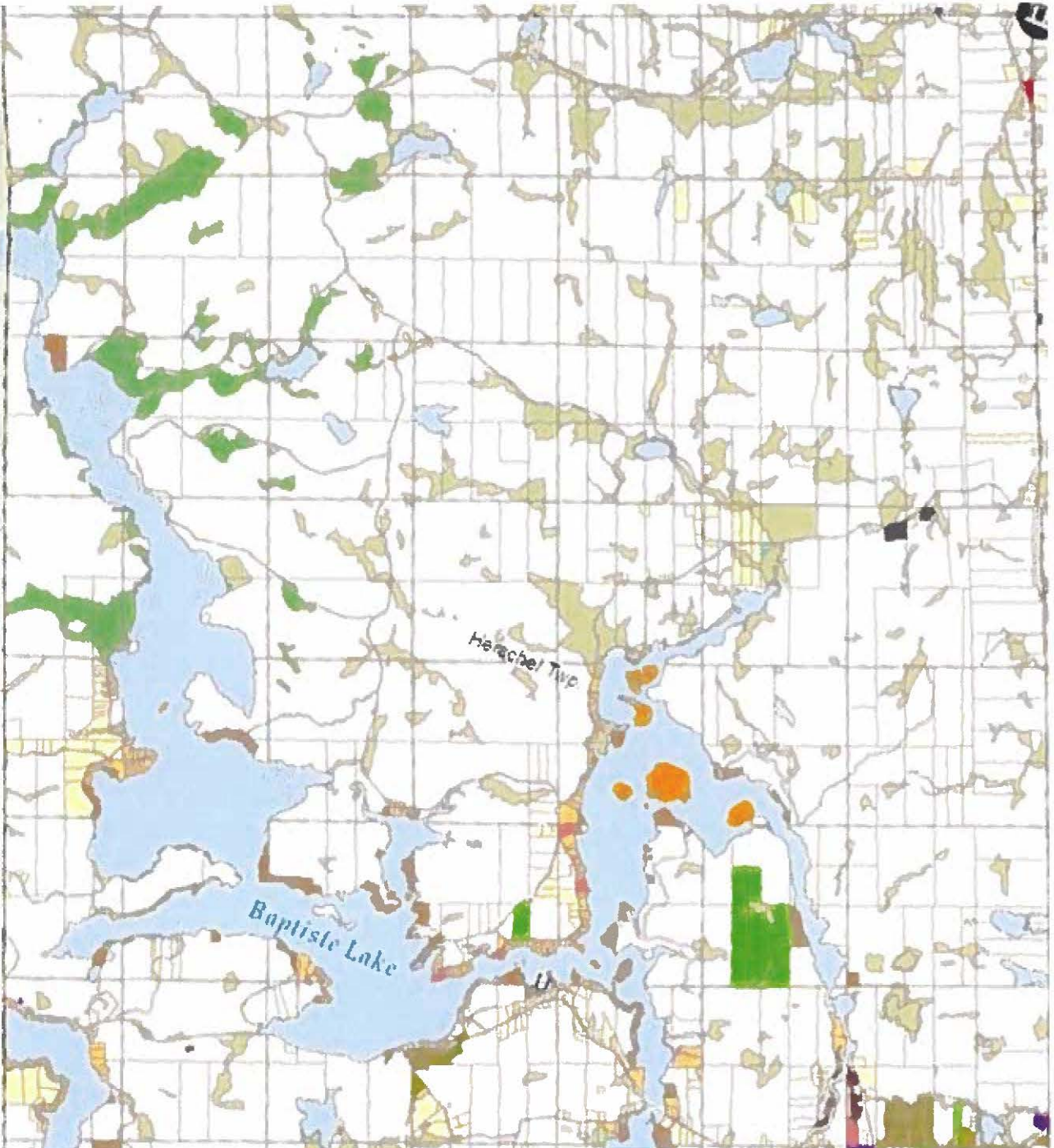Environmental Protection (EP)
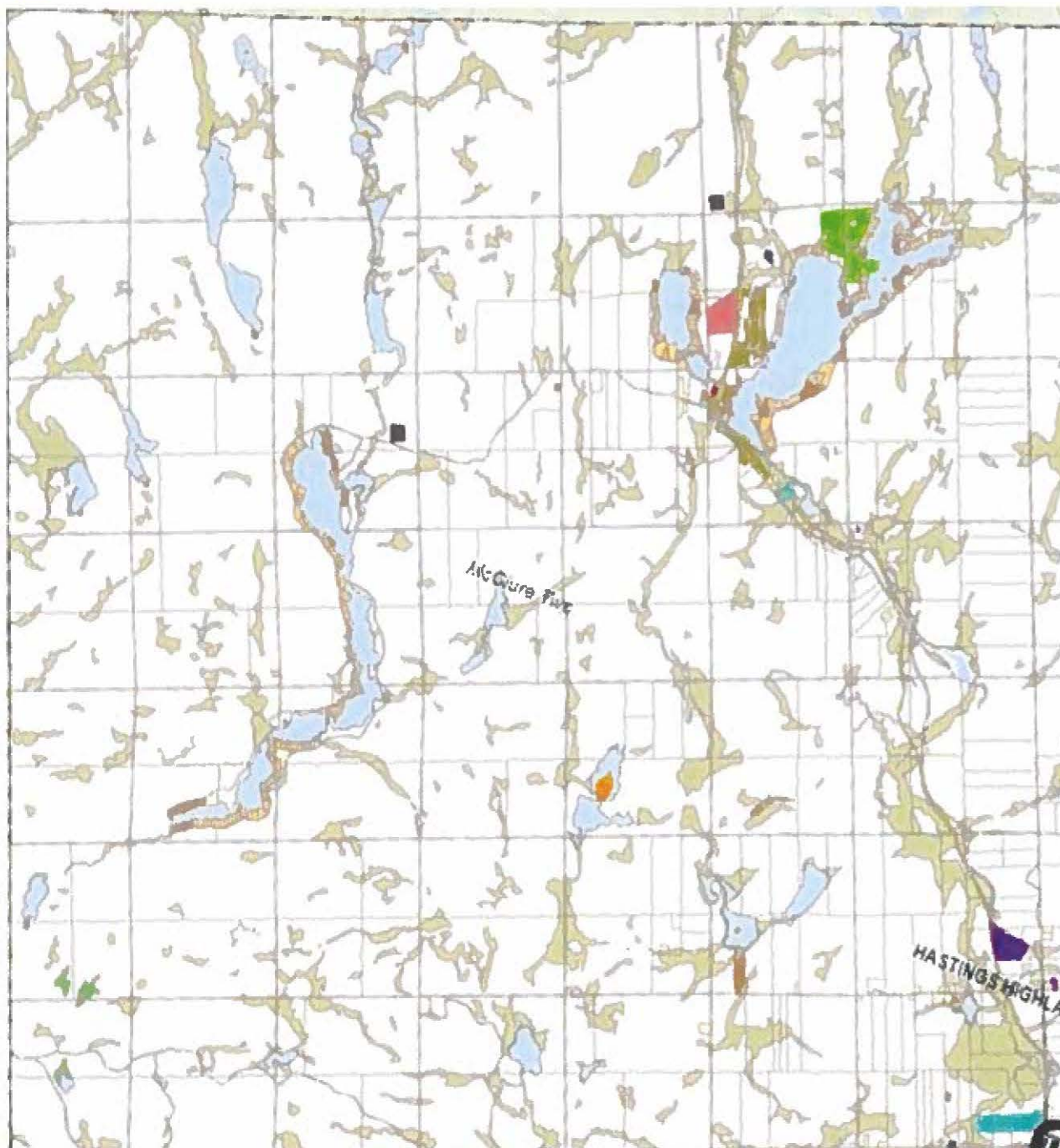
Environmental Protection Wetland (EPW)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands McClure Area Critical Infrastructure

- Mink Lake Rd Bridge

- Papineau Creek Bridge

- ~~Lake St. Peter Fire Station~~ (inactive)

- Lake St. Peter Community Hall

- Lake St. Peter Waste Site

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Canada Post Office

- Roads and Highways (Municipal and MTO)

- Williams Lake Rd Culvert

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Wicklow Area

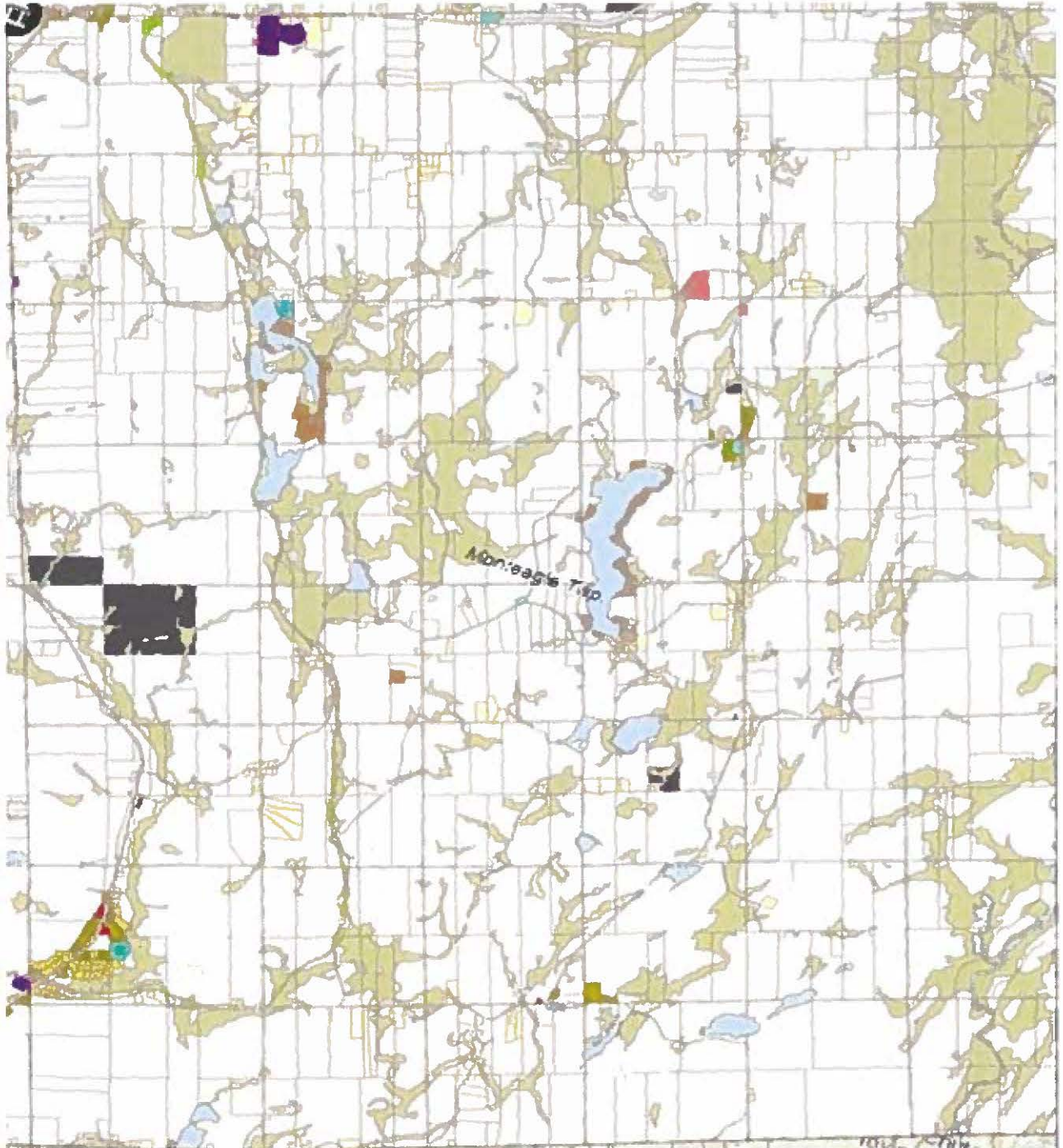Environmental Protection (EP)
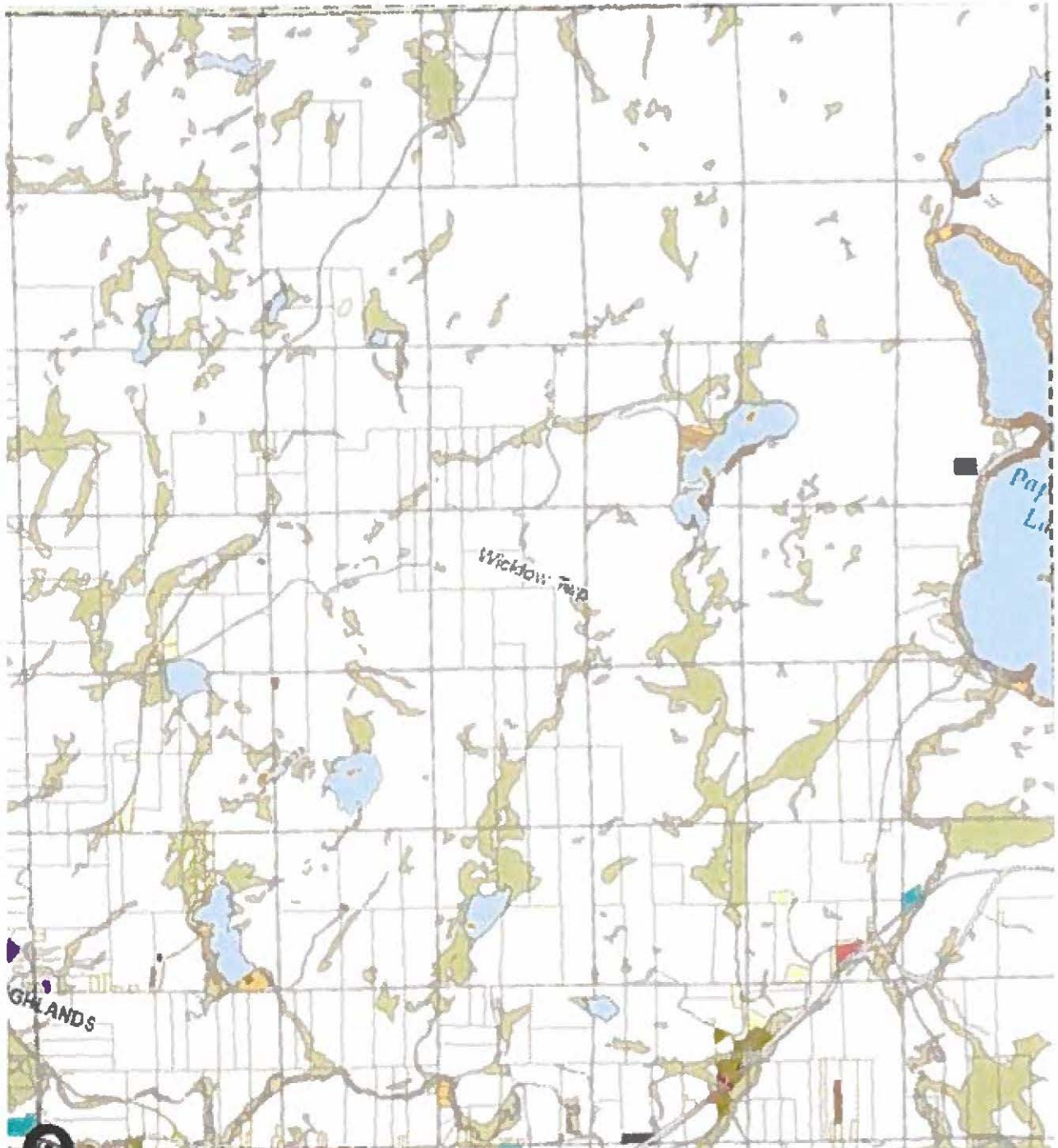
Environmental Protection Wetland (EPW)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Wicklow Area Critical Infrastructure

- Hydro One 40,000 Feeder Line (Hwy 62/Hwy 127)

- Hydro One Electrical Substation (Peterson Rd)

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Bell Canada Switching Equipment Location (Old Hastings Rd)

- Canada Post Office

- Roads and Highways (Municipal and MTO)

- Hastings Highlands Centre/Emergency Operations Centre (EOC)

- Maynooth Fire Station

- Little Papineau Creek Bridge/Hwy 62 N

- Soble Rd Bridge

- Boulter Rd Bridge

- Cassidy Creek Bridge

- South Papineau Lake Rd Culverts

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Bangor Area

■ Environmental Protection (EP)
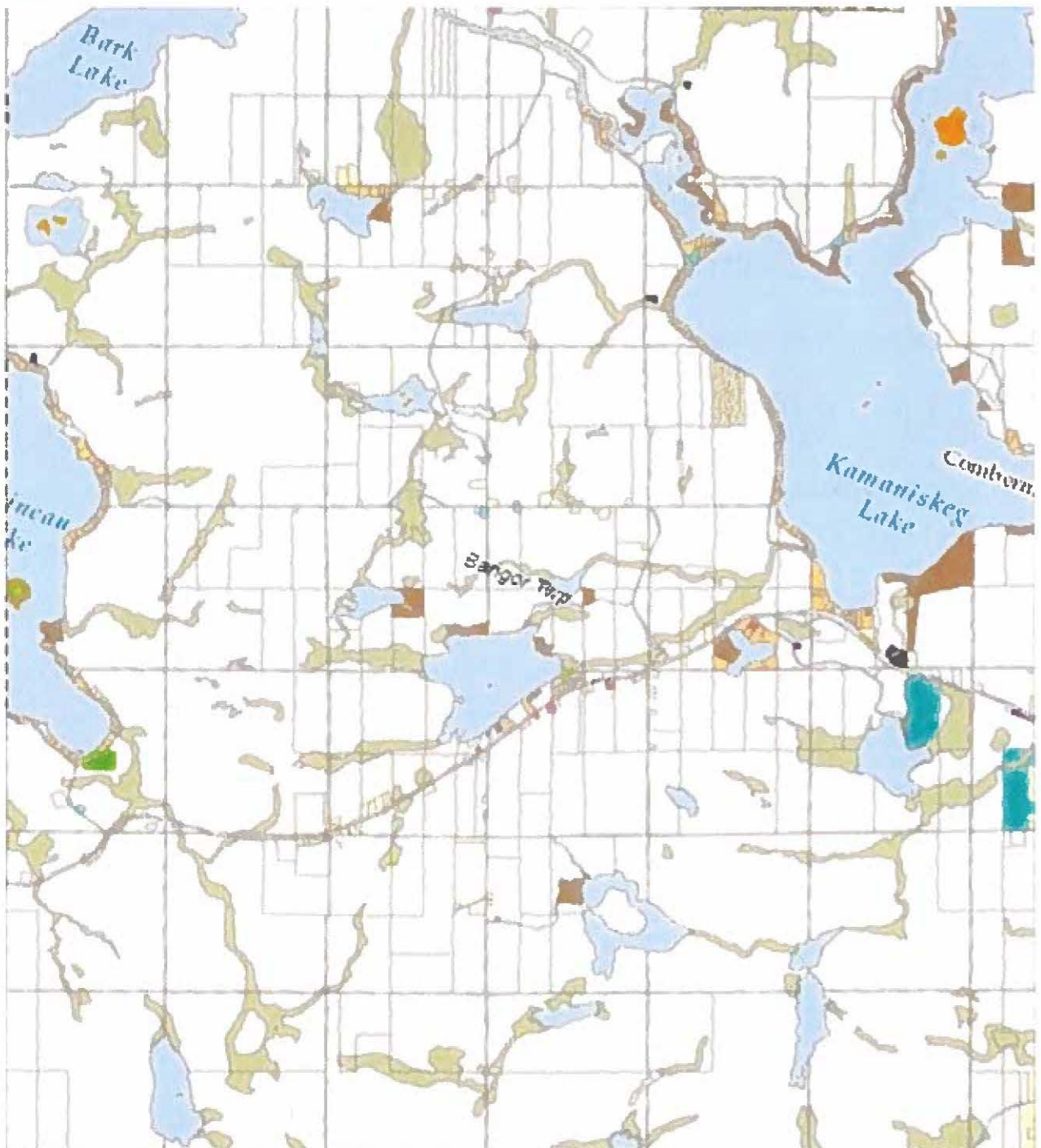
■ Environmental Protection Wetland (EPW)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Bangor Area Critical Infrastructure

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Canada Post Office

- Roads and Highways (Municipal and MTO)

- Bangor Community Centre

- Bangor Fire Station

- Siberia Rd Bridge

- Kamaniskeg Lake Rd Culvert

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Herschel Area

Environmental Protection (EP)

Environmental Protection Wetland (EPW)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Herschel Area Critical Infrastructure

- Network Base Tower - Ridge Com./Fire Dept. (Brethour Rd)

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Roads and Highways (Municipal and MTO)

- Grant Road Bridge

- Bird Lake Culvert

- Grant Rd Culverts

- North Baptiste Lake Rd Culvert

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Monteagle Area

Environmental Protection (EP)

Environmental Protection Wetland (EPW)

Hastings Highlands Environmental Protection / Environmental Protection Wetlands Monteagle Area Critical Infrastructure

- Hydro One Transmission Lines and Towers

- Bell Canada Telephone Lines

- Roads and Highways (Municipal and MTO)

- Municipal Repeater Tower

- Monteagle Fire Station

- Filip Rd Bridge

- Musclow-Greenview Bridge

- Papineau Creek Bridge/Hwy 62 N

- Musclow-Greenview Rd Culvert

4.8 Incident Management System (IMS) Function Descriptions

The Incident Management System (IMS) is a model for command, control and coordination of an emergency. It provides a way of coordinating the efforts of agencies and resources as they work together toward safely responding to an emergency incident. IMS consists of five key functions: Command, Operations, Planning, Logistics and Finance/Administration.

I. Mitigation
Keeping people and property out of flood-prone areas and taking steps like floodproofing and other approaches to reduce the impact of flooding

II. Preparedness
Helping people prepare for emergencies, including using flood forecasting and warning to predict when and where flooding will occur

III. Response
Providing emergency services during flooding events, such as distributing sandbags and supporting community evacuations

IV. Recovery
Providing financial assistance to help individuals and communities impacted by flood emergencies to help restore property to pre-flood conditions

Flood Event

Center circle quadrants:
- MNRF, MMAH, Conservation Authorities, Municipalities, Other partners
- MNRF, SolGen, Conservation Authorities, Municipalities, Other partners
- Federal Government, MMAH
- Federal Government, MNRF, SolGen, Municipalities

Figure 2: Incident Management System (IMS) Organizational Chart
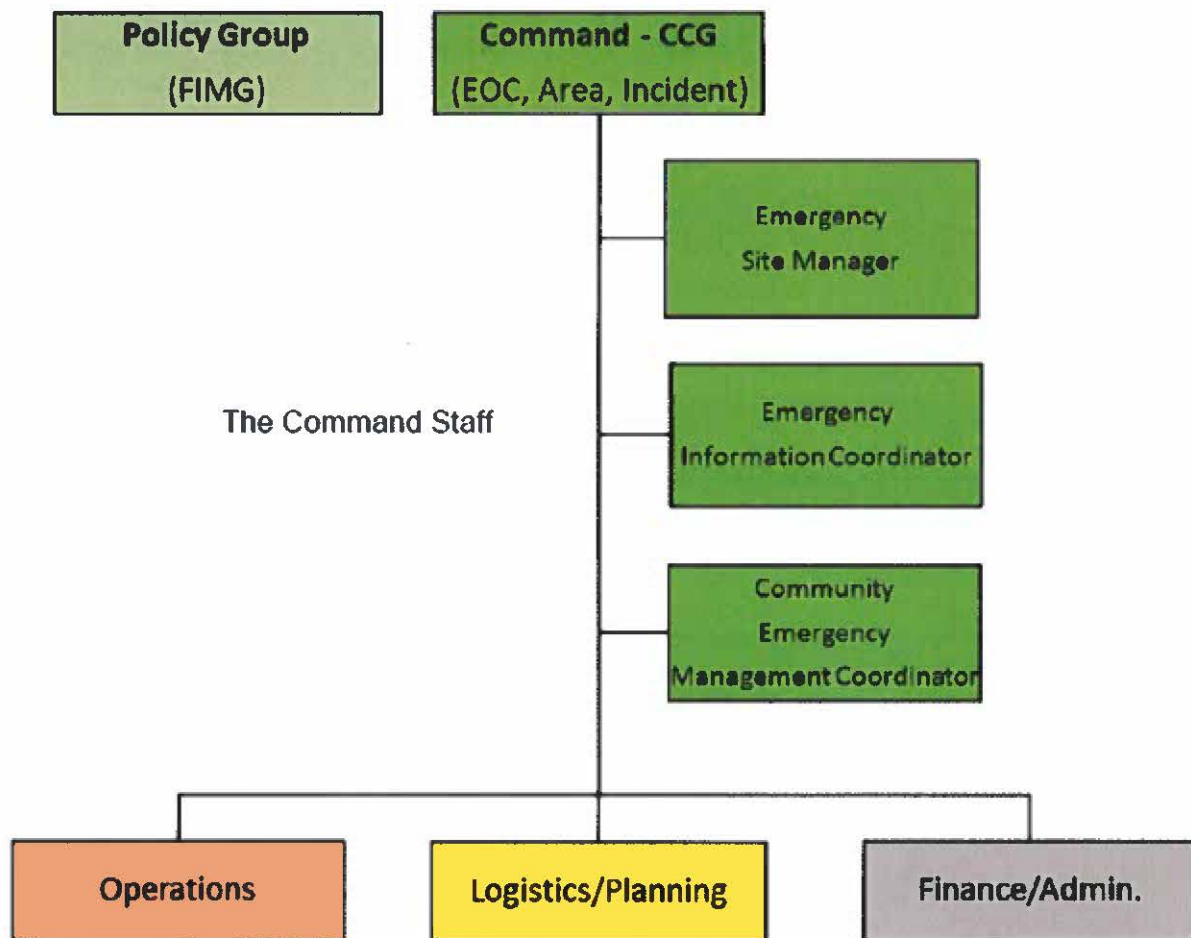
Municipal Emergency Control Group (MECG)

The emergency response will be directed and controlled by the Municipal Emergency Control Group (MECG) – a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The MECG is activated as per the Municipal Emergency Response Plan based on flood potential, flood forecasts or the onset of flooding as guided by the Community Emergency Management Coordinator (CEMC). The MECG consists of the following officials:

• Mayor or Deputy Mayor
• CAO/CEMC
• Municipal Clerk
• Fire Chief
• Operations Manager
• Chief Building Official, Martin Cox/Alt. CEMC
• Treasurer
• Volunteer Public Fire Safety Educator, Dawn Bowers /Alt. CEMC

The MECG will assign roles according to the functions of I.M.S. (Incident Management System) as noted below. The IMS functions will be assigned based on the needs of the emergency. Not all functions will be activated for all emergencies.

- Municipal Emergency Operations Commander (MEOC)
- Safety Officer
- Emergency Information Officer
- Liaison Officer
- Operations
- Planning
- Logistics
- Finance
- Scribe
- Policy Group

Community Partners to provide assistance/technical information to the MECG, as required:

- Emergency Planning Coordinator – County of Hastings
- OFMEM Sector Field Officer
- OPP Representative
- Hastings-Quinte Paramedic Services
- Education Services
- Social Services Representative
- Health Unit Representative
- MNRF Representative
- Provincial Emergency Operations Centre (PEOC)
- OPG Public Affairs Officer
- MMAH Advisor
- Others

The MECG role is to:

- Evaluate the situation and assess involvement,
- Provide strategic and policy direction to the CEMC,
- Support the activation of the EOC,
- Oversee the implementation of cross department communications, and
- Brief elected and senior officials on the flood threat as well as flood readiness, response, and recovery activities.

The Command Staff

Incident Commander (Site Operations) – The Incident Commander (IC) assumes responsibility for the overall coordination of all operations at the emergency site and is the point of contact between the Municipal Emergency Control Group and site operations.

The Incident Commander is responsible for:

• Identifying the flood risk areas.
• Prioritizing response activities.
• Evaluating and identifying equipment and resources needed.

Command Staff are responsible for key activities in coordination with the General Staff functional elements.

Community Emergency Management Coordinator (CEMC) – The Community Emergency Management Coordinator (CEMC) is the Incident Commander's point of contact for representatives of other governmental departments and agencies and/or the private sector.

The CEMC also serves as Safety Officer monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Emergency Information Officer (EIO) – The Municipal Emergency Information Officer will coordinate emergency information tools (such as news releases, news conferences, etc.) advising the public of actions that they should or should not take during the event.

Examples of information released by the EIO would include:

• Who should evacuate and to where,
• What they should do prior to leaving their residence or place of business,
• What they should take with them.

Updates on the event would be supplied to the public via the media and copies of news releases should be distributed to staff involved in the event as they may be questioned and/or asked for assistance by the public. Updates should be posted in public areas and evacuation centres.

All emergency information that is released shall be approved by the Municipal Emergency Operations Centre (MEOC). The role of the EIO will de determined by members of the MECG. The person filling the role of the EIO may vary from time to time depending on the emergency incident.

The General Staff

Operations – The Operations Department coordinates the operational requirements and their response as well as directs resources and equipment as required to fulfill emergency management requirements. These resources may include but are not limited to:

• The Hastings Highlands Fire Department,

• The Municipality's Operstions and Roads Maintenance Department,
• The Municipality's Chief Building Official.

Logistics/Planning – Planning gathers and shares information critical to the incident to develop, disseminate and evaluate incident action plans.

Logistics arranges for and coordinates all material, services, equipment, and resources required to manage and resolve the emergency. Logistics tracks usage and current locations of these same items. Logistics is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Finance/Administration – Finance/Administration performs duties related to administration, finance, and staffing specific to the emergency. This includes keeping track of incident-related costs, purchasing, compensation, and claims. These actions would include:

• Pre-existing contracts with 24/7 suppliers,
• Extra-ordinary expenditures,
• Expenditure authorities (e.g., who can authorize/sign),
• Human resources considerations (e.g., tracking of overtime, volunteers, collective agreements),
• Potential cost recovery (e.g., third party liability),
• Location and procedure for accessing emergency petty cash,
• Donations management,
• If applicable, contact Ministry of Municipal Affairs and Housing for Ontario Disaster Relief Assistance Program (ODRAP).

Section Five: Recovery Operations

Recovery refers to activities and programs designed to return a situation to an acceptable pre-emergency condition. Recovery activities may be carried out at the municipal, county, or provincial level as is required by the complexity of the flood event. Specific activities at the local level include:

• Policies and procedures for debris removal,
• Public education on the appropriate cleanup of property and belongings,
• Determining who will carry out property damage assessments,
• Identification of vulnerable populations:
  o elderly living alone,
  o disabled,
  o homeless.

• Volunteer management program:
  o identification of areas where volunteers can be of assistance,
  o explore the use of existing organizations and define potential costs,
  o define registration process for non-affiliated volunteers.

Section Six: Plan Maintenance and Review

This plan will be reviewed annually by the Municipal Emergency Control Group (MECG) and, where necessary, revised with input from municipal departments and other responding agencies.

Section Seven: References

The websites listed below will provide the reader with additional information on flood preparedness and response from the various levels of government and the Conservation Authorities.

Ministry of Natural Resources and Forestry
- https://www.ontario.ca/ministry-natural-resources-and-forestry

Hastings County
- https://hastingscounty.com/?s=flood
- https://hastingscounty.com/services/gis-mapping/

Municipality of Hastings Highlands
- https://hastingshighlands.ca/?s=flood

Hastings Prince Edward Public Health
- https://hpepublichealth.ca/?s=flood

Conservation Authority
- https://conservationontario.ca/policy-priorities/flood-management

Government of Ontario
- https://www.gisapplication.lrc.gov.on.ca/webapps/flood/
- https://www.ontario.ca/page/floods
- http://511on.ca/

Schedule 'A' to Bylaw 2023-050

The Corporation of The Municipality of Hastings Highlands

Municipal Emergency Plan

Municipal Emergency Plan approved by Council as Schedule 'A' to Bylaw 2023-050 dated July 19, 2023.

This Municipal Emergency Plan is a public document.

Table of Contents

Emergency Plan

Introduction

The Municipality of Hastings Highlands was incorporated on January 1, 2001 and is made up of five (5) former Townships including Bangor, Wicklow, McClure, Monteagle, and Herschel. The Municipal office for these amalgamated Townships is located in Maynooth. Maynooth is nestled approximately 23 km. north of Bancroft, on Hwy 62 at the intersection of Hwy 127.

The municipality is comprised of 972.54 square kilometres (375.50 square miles) and has a permanent population of 4,385 (2021 Canadian Census) that doubles or even triples in the summer due to the cottage owners and visitors that are attracted to the area.

Foreword

Municipal Emergencies could be defined as situations caused by a pandemic, the forces of nature, an accident, an intentional act, or otherwise that constitutes a danger of major proportions to life or property. The situations or the threat of impending situations, abnormally affecting the lives and property of our society, by their nature and magnitude require a controlled and co-ordinated response by several agencies, both governmental and private, under the direction of the appropriate authorities, as distinct from routine operations carried out by an agency or agencies such as police forces, fire departments, emergency medical services.

Whenever an emergency occurs, which affects the lives and property of citizens, the initial and prime responsibility for providing immediate assistance rests with the local municipal government.

This emergency plan is designed for the designated Municipal Emergency Control Group to utilize an Incident Management System (IMS) to ensure the co-ordination of municipal, provincial, federal, private, and volunteer services in an emergency to bring the situation under control as quickly as possible and limit the effects on persons and property.

All municipal officials and employees of the Municipality of Hastings Highlands, whether elected or appointed, must be fully aware of the contents of this emergency plan and be prepared to carry out the functions and responsibilities allotted to them should the need arise.

Section 1

Purpose:

The purpose of this Emergency Plan is to:

a) Comply with the *Emergency Management and Civil Protection Act*, Section 3 (1) and *Ontario Regulation 380/04* that require a municipality to have an Emergency Plan and an Emergency Response Plan in place;

b) Establish, by Bylaw 2023-050, a Council-approved policy document titled: "Municipal Emergency Plan". The Municipal Emergency Plan shall be used during an emergency, and shall include:

    i) The approval of the Incident Management System (IMS) as the response process to be used to provide a co-ordinated, early response to an emergency, using the resources available, to protect the health, safety, welfare, and property of the inhabitants of the emergency area. The IMS will be used prior to the declaration of an emergency and through the recovery stage of an emergency;

    ii) The establishment of a procedure for the formal declaration and termination of an emergency within the Municipality;

    iii) The establishment of a Municipal Emergency Control Group (MECG) and a Municipal Emergency Operations Centre (MEOC) with a mandate to:

        a) provide support to the emergency incident site(s),
        b) provide for the requirements of the broader affected area, and
        c) provide for business continuity for the Corporation and the community.

    iv) The provision of both an effective training program and the deployment of all resources required in an emergency in the Municipality of Hastings Highlands.

Section 2

Authority:

Authority for the development, content, and implementation of the Municipal Emergency Plan is provided or referenced in the following:

Emergency Management and Civil Protection Act;

Section 3(1) states: "Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the way employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by bylaw adopt the emergency plan". 2002, c. 14, s.5(2).

Declaration of emergency

Section 4(1) states: "The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area". R.S.O. 1990,c. E.9,s. 4 (1).

Declaration as to termination of emergency

Section 4(2) states: "The head of council or the council of a municipality may at any time declare that an emergency has terminated". R.S.O. 1990, c. E.9, s. 4 (2).

Ontario Regulation 380/04;

Regulation 380/04 Part II: Municipal Standards: Sections 10 through 15 provides direction on:

Section 10: Emergency Management Program Co-ordinator
Section 11: Emergency Management Program Committee
Section 12: Municipal Emergency Control Group
Section 13: Emergency Operations Centre
Section 14: Emergency Information Officer
Section 15: Emergency Response Plan

Sections 15 (1) and 15 (2) state:

15(1):   The emergency plan that a municipality is required to formulate under subsection 3(1) of the Act shall consist of an emergency response plan.

15(2):   An emergency response plan shall,
(a)   Assign responsibilities to municipal employees, respecting implementation of the emergency response plan; and
(b)   Set out the procedures for notifying the members of the municipal emergency control group of the emergency.

Incident Management System (IMS) for Ontario (Doctrine) December, 2008;

The IMS System for Ontario was established under the authority of the Office of the Deputy Minister of Community Safety and the Office of the Sector Officer, Emergency Management Ontario, Ministry of Community Safety and Correctional Services and approved January 30, 2009.

The Doctrine is a comprehensive document providing the following content:
General
The Introductory Module
The Response Module
The Enabling Module
The Supporting Module
Key Terms in the Doctrine to understand for use are as follows:

Definition of Emergency:

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise.

Definition of Incident:

An occurrence or event, natural or human-caused that requires an emergency response to protect life, property, or the environment.

An incident may be geographically confined (e.g., within a clearly delineated site or sites) or dispersed (e.g., a widespread power outage or an epidemic). Incidents may start suddenly (e.g., a chemical plant explosion) or gradually (a drought). They may be of a very short duration (a call for emergency assistance) or continue for months or even years. Incidents can, for example, include major disasters, terrorist attacks or threats, emergencies related to wild-land and urban fires, floods, hazardous materials spills, nuclear events, aircraft emergencies, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies and other emergencies.

Definition of Incident Management System (IMS):

A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organization structure. The IMS is predicted on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

Section 3

Application:

All elected or appointed municipal officials and employees of the Municipality have an obligation to be fully aware of the contents of this Emergency Plan and must be prepared, to carry out the functions and responsibilities assigned to them.

Section 4

Confidentiality of Plan

The Municipality of Hastings Highlands Municipal Emergency Plan is a public document.

As defined in the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990*, Chapter M. 56, the Head of an institution may refuse under that Act to disclose a record:

   a) If the record contains information required for the identification and assessment activities associated with the Hazard and Risk Assessment and Infrastructure Identification,

b) Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly,

c) If its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism,

d) If the record contains personal information.

Section 5

Incident Management Systems (IMS)

IMS Overview:

The designated Municipal Emergency Control Group (MECG) for the Corporation of the Municipality of Hastings Highlands has adopted the Province of Ontario Incident Management System (IMS) as the tools and process to assist them in managing an emergency incident should it occur. In doing so, it will allow them to be efficient and effective in acting in the best interest of the residents and citizens they serve.

The IMS applies a functional approach to emergency management. In doing so, allows for the **utilization of available personnel** to fulfill the **required functional roles** regardless of their normal daily positions and assignments within the Municipality. It is however important to note that some functional requirements in the Municipal Emergency Operations Centre (MEOC) are best suited by individuals who possess the required training, competency, and professional skills to fulfill the functional responsibilities.

The five functions of the Incident Management System as listed in the following chart are the responsibility of the Municipal Emergency Operations Centre (MEOC) Commander. The first arriving Municipal Emergency Control Group (MECG) member will assume the function of the MEOC Commander. The MEOC Command function may be transferred as other members of the MECG arrive. The MEOC Commander has the authority to delegate functions as required (tool box approach) and in doing so may establish each level as the need arises. The general practice is the more complex the incident; the larger the command structure to effectively and efficiently manage the incident.

It is important to note the MEOC Commander is responsible for **ensuring all functions** of the IMS are completed regardless if they choose to delegate the function or not.

IMS Key Functions:

The five key functions of IMS are; **Command, Operations, Planning, Logistics, and Finance/ Administration.**

Refer to the following chart for an IMS Functions Guide. Municipal Control Group members assuming the primary functions of IMS should have previously achieved the required training to do so.

Key IMS Functions & Responsibilities

Function	General Responsibilities
MEOC Commander	Responsible for the overall management of the MEOC facility and assigned resources within the MEOC, and the provision of support to the Site and the Incident Commander.
Safety Officer (S.O.)	Monitors safety conditions and develops safety measures related to the <u>overall</u> health and safety of <u>all</u> incident responders. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. (usually not delegated, remains as the IC responsibility)
Emergency Information Officer (E.I.O.)	Responsible for the development and release of emergency information regarding the incident to the public. Command must approve all emergency information that the EIO releases.
Liaison Officer (L.O.)	Serves as the primary contact for Assisting or Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs.
Operations Section Chief	Responsible for providing overall supervision and leadership to the Operations Section, including the implementation of the Municipal Emergency Operations Centre Action Plan (MEOC AP), as well as the organization and assignment of all operations resources.
Planning Section Chief	Responsible for providing overall supervision and leadership to the Planning Section as well as the organization and assignment of all planning resources. Responsible for coordinating the development of the MEOC AP for each operational period and the collection, collation, evaluation, analysis and dissemination of incident information.
Logistics Section Chief	Responsible for providing facilities, services and materials in support of the incident. Participates in the development of logistics-related Section of the MEOC AP. and activates and supervises the Branches and Units as well as the organization and assignment of resources within the Logistics Section.
Finance & Administration Section Chief	Responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects and ensures compliance with financial

(Cont'd) **Finance & Administration Section Chief**	policies and procedures. Provides direction and supervision to Finance & Administration Section staff including their organization and assignment.
Scribe	The Scribe supports the efficient functioning of the Municipal Operations Centre and IMS Structure supporting the MEOC with ongoing documentation processes for briefings, meetings, and events.
Policy Group	The purpose of the Policy Group is to provide a structure to allow a functional avenue for the communication of information, advice and assistance, council resolution for additional governance as required. The MEOC Command Team will communicate through the Head of Council (Mayor) to the Policy Group in order to keep them informed of decisions regarding the emergency situation.

IMS Principles

It is important to note that the five (5) key Functions of the Incident Management System are consistent throughout the **Planning, Emergency Response, Mitigation, and Recovery** stages of an Emergency.

The following seventeen (17) standard principles provide guidance to implementation of the key functions:

1. Standard Terminology
2. Applicability
3. Management by Objectives
4. Simplicity & Flexibility
5. Standardization
6. Interoperability
7. Unity of Command
8. Span of Control
9. Consolidated Incident Action Plan
10. Integrated communications
11. Sustainability
12. Modular & Scalable Organization
13. Information Management
14. Inter-Organizational Collaboration
15. Comprehensive Resource Management
16. Designated Incident Facilities
17. Accountability

Municipal Hierarchy

Unlike other emergency services the Municipal Corporation has no official designated ranking structure as found in the chain of command of emergency services, (i.e. from Recruit to Section Chief). The corporate structure does however have a natural inferred hierarchy that is applicable to an Incident Management System.

The following flow chart shows the municipal hierarchy applies for implementing the Incident Management System. (Listed in descending order)

Head of Council (Mayor)
Chief Administrative Officer (CAO)
Department Managers (Operations Manager, Municipal Clerk, Fire Chief, Chief Building Official and Treasurer)
Volunteer Public Fire Safety Educator
General Staff (Inside/Outside)

Note: The Head of Council (Mayor), and in their absence the Deputy Mayor, are designated officials by legislation. Under this IMS structure they, and as needed other members of Council, form the **"Policy Group"**. This is a designated separate entity, not included actively in the MECG for the MEOC. However, the Mayor represents this group which is an intricate part of the Incident Management System.

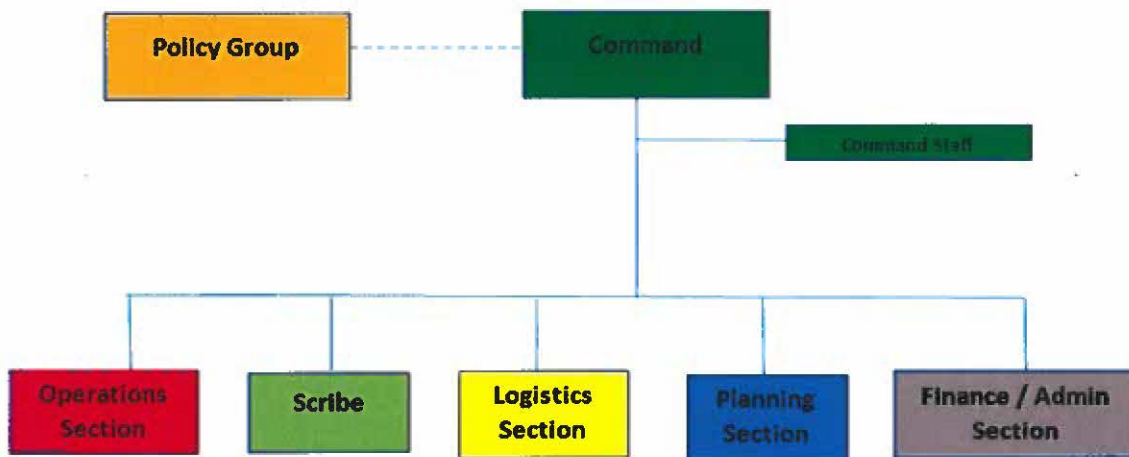## MEOC Standard Colours and Identification

The Municipality of Hastings Highlands Municipal Emergency Operations Centre (MEOC) adopts the Colour identification system set out in the Province of Ontario IMS Doctrine.

- MEOC Commander, Command Staff, and General Staff will wear a "Coloured Vest" with Function I.D which aligns with the role/function that they fill in the MEOC.

Function I.D.		Colour
MEOC Commander & Command Staff		Green
Operations Section Chief		Red
Planning Section Chief		Blue
Logistics Section Chief		Yellow
Finance / Admin. Section Chief		Grey
Scribe		Neon Green
Policy Group		Orange

- All other management, subordinates, and staff will be identified by lanyards with a Coloured Tag and Function I.D. Name should additional support positions be required.

IMS Functional Structure


```
Policy Group  - - - - -  Command
                              |
                         Command Staff
                              |
  ┌──────────┬──────────┬──────────┬──────────┐
Operations   Scribe   Logistics   Planning   Finance / Admin
Section                Section    Section     Section
```

MEOC Functional Process

The following list outlines a typical functional cycle within the MEOC. The IMS is reliant upon an approved MEOC Action Plan with specific objectives and operational period.

    i.   Establish Command Function
    ii.   Set up MEOC
    iii.   Begin information gathering process (size up) (Incident Briefing)
    iv.   Perform Planning Function (expand as required)
    v.   Determine Primary Objectives & Strategy
    vi.   Develop MEOC Action Plan & Operational Period (acquire approval)
    vii.   Perform Logistics Function (expand as required)
    viii.   Perform Operations Function (expand as required) (Operations Briefing)
    ix.   Perform Finance Administration Function (expand as required)
    x.   Evaluate, Adjust, and Re-Evaluate

Once established the functions remain ongoing until the demobilization of the IMS structure and Command is terminated.

Establishing Command

The "function" of MEOC Command will be assumed by the first arriving MECG member based on the above noted hierarchy. The MECG member shall remain as the MEOC Commander until relieved by the arrival of the CEMC or Alternate or senior higher-ranking MECG member or when a shift change is necessary.

The CEMC has the authority to assume and/or delegate MEOC Command as they determine the emergency requires.

Transfer of Command

MEOC Command, Command Staff, and Section Chiefs level transfers will take place via a detailed face to face briefing and exchange of information 30 minutes prior to transfer, with the final approval and acceptance of the new MEOC Commander, Command Staff, and Section Chiefs completed prior to the next operational period.

MEOC Action Plan

The MEOC Commander is responsible for the development of the MEOC Action Plan (MEOC AP), either personally or by delegation with the assignment of a Planning Section Chief. The MEOC AP will identify the strategy and objectives of the MECG for a specified operational period. The MEOC AP requires final approval of the MEOC Commander prior to implementation.
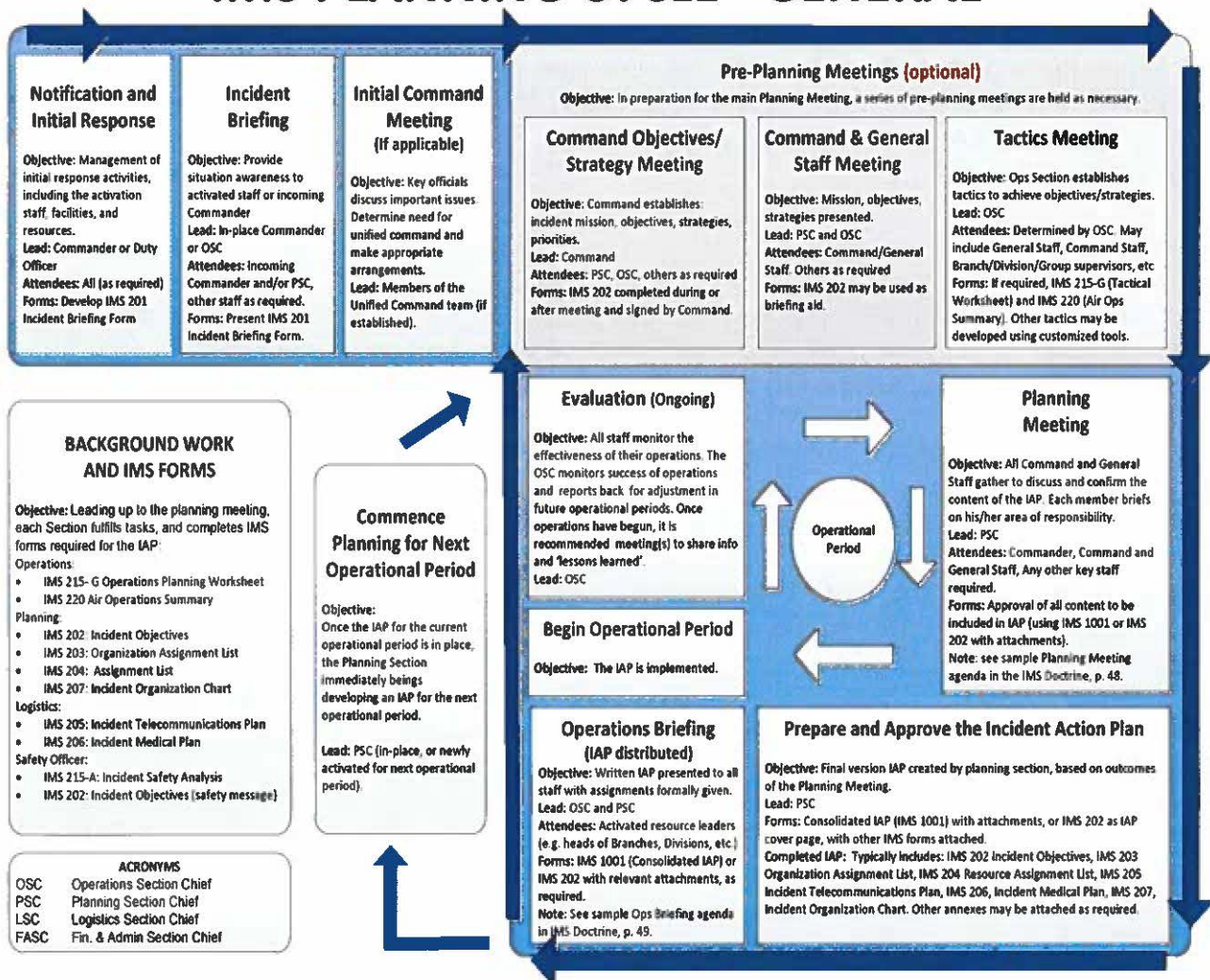
Operating Period

Members of the Municipal Emergency Control Group (MEOC) will gather at regular intervals to inform each other of actions taken, pertinent information, and problems encountered. The Operational Period is set as the specific time period in order to achieve the objectives of the MEOC AP.

The MEOC Commander will establish the frequency of briefings/meetings based on the MEOC AP and the specified Operational Period. Meetings/briefings will be kept as brief as possible thus allowing members to carry out their assigned responsibilities.

Under the direction of the MEOC Commander and/or the Planning Section Chief, the Scribe will ensure the status board is maintained and information/maps etc. are to be prominently displayed and kept up to date.

Example: MEOC Action Plan and Operational Period Development

IMS PLANNING CYCLE - GENERAL

Notification and Initial Response

Objective: Management of initial response activities, including the activation staff, facilities, and resources.
Lead: Commander or Duty Officer
Attendees: All (as required)
Forms: Develop IMS 201 Incident Briefing Form

Incident Briefing

Objective: Provide situation awareness to activated staff or incoming Commander
Lead: In-place Commander or OSC
Attendees: Incoming Commander and/or PSC, other staff as required.
Forms: Present IMS 201 Incident Briefing Form.

Initial Command Meeting (If applicable)

Objective: Key officials discuss important issues. Determine need for unified command and make appropriate arrangements.
Lead: Members of the Unified Command team (if established).

Pre-Planning Meetings (optional)

Objective: In preparation for the main Planning Meeting, a series of pre-planning meetings are held as necessary.

Command Objectives/ Strategy Meeting

Objective: Command establishes: incident mission, objectives, strategies, priorities.
Lead: Command
Attendees: PSC, OSC, others as required
Forms: IMS 202 completed during or after meeting and signed by Command.

Command & General Staff Meeting

Objective: Mission, objectives, strategies presented.
Lead: PSC and OSC
Attendees: Command/General Staff. Others as required
Forms: IMS 202 may be used as briefing aid.

Tactics Meeting

Objective: Ops Section establishes tactics to achieve objectives/strategies.
Lead: OSC
Attendees: Determined by OSC. May include General Staff, Command Staff, Branch/Division/Group supervisors, etc
Forms: If required, IMS 215-G (Tactical Worksheet) and IMS 220 (Air Ops Summary). Other tactics may be developed using customized tools.

BACKGROUND WORK AND IMS FORMS

Objective: Leading up to the planning meeting, each Section fulfills tasks, and completes IMS forms required for the IAP:
Operations:
- IMS 215- G Operations Planning Worksheet
- IMS 220 Air Operations Summary
Planning:
- IMS 202: Incident Objectives
- IMS 203: Organization Assignment List
- IMS 204: Assignment List
- IMS 207: Incident Organization Chart
Logistics:
- IMS 205: Incident Telecommunications Plan
- IMS 206: Incident Medical Plan
Safety Officer:
- IMS 215-A: Incident Safety Analysis
- IMS 202: Incident Objectives (safety message)

Commence Planning for Next Operational Period

Objective:
Once the IAP for the current operational period is in place, the Planning Section immediately beings developing an IAP for the next operational period.

Lead: PSC (in-place, or newly activated for next operational period).

Evaluation (Ongoing)

Objective: All staff monitor the effectiveness of their operations. The OSC monitors success of operations and reports back for adjustment in future operational periods. Once operations have begun, it is recommended meeting(s) to share info and 'lessons learned'.
Lead: OSC

Operational Period

Begin Operational Period

Objective: The IAP is implemented.

Planning Meeting

Objective: All Command and General Staff gather to discuss and confirm the content of the IAP. Each member briefs on his/her area of responsibility.
Lead: PSC
Attendees: Commander, Command and General Staff, Any other key staff required.
Forms: Approval of all content to be included in IAP (using IMS 1001 or IMS 202 with attachments).
Note: see sample Planning Meeting agenda in the IMS Doctrine, p. 48.

Operations Briefing (IAP distributed)

Objective: Written IAP presented to all staff with assignments formally given.
Lead: OSC and PSC
Attendees: Activated resource leaders (e.g. heads of Branches, Divisions, etc.)
Forms: IMS 1001 (Consolidated IAP) or IMS 202 with relevant attachments, as required.
Note: See sample Ops Briefing agenda in IMS Doctrine, p. 49.

Prepare and Approve the Incident Action Plan

Objective: Final version IAP created by planning section, based on outcomes of the Planning Meeting.
Lead: PSC
Forms: Consolidated IAP (IMS 1001) with attachments, or IMS 202 as IAP cover page, with other IMS forms attached.
Completed IAP: Typically includes: IMS 202 Incident Objectives, IMS 203 Organization Assignment List, IMS 204 Resource Assignment List, IMS 205 Incident Telecommunications Plan, IMS 206, Incident Medical Plan, IMS 207, Incident Organization Chart. Other annexes may be attached as required.

ACRONYMS

OSC	Operations Section Chief
PSC	Planning Section Chief
LSC	Logistics Section Chief
FASC	Fin. & Admin Section Chief

Ontario Incident Management System (IMS)

2011.12.01 Approved

Version 1.0

Expansion of the MECG & IMS

The MEOC Commander shall be responsible to assign and delegate the primary functions of IMS. In many instances the Base Model (Level 1 Activation) may be all that is required for a Municipality the size of Hastings Highlands. However, as the incident grows more assistance may be required in all or some of the functional areas. This process is governed by the "span of control" and modular organization. For example, the addition of branches, divisions and/or sectors may be required.
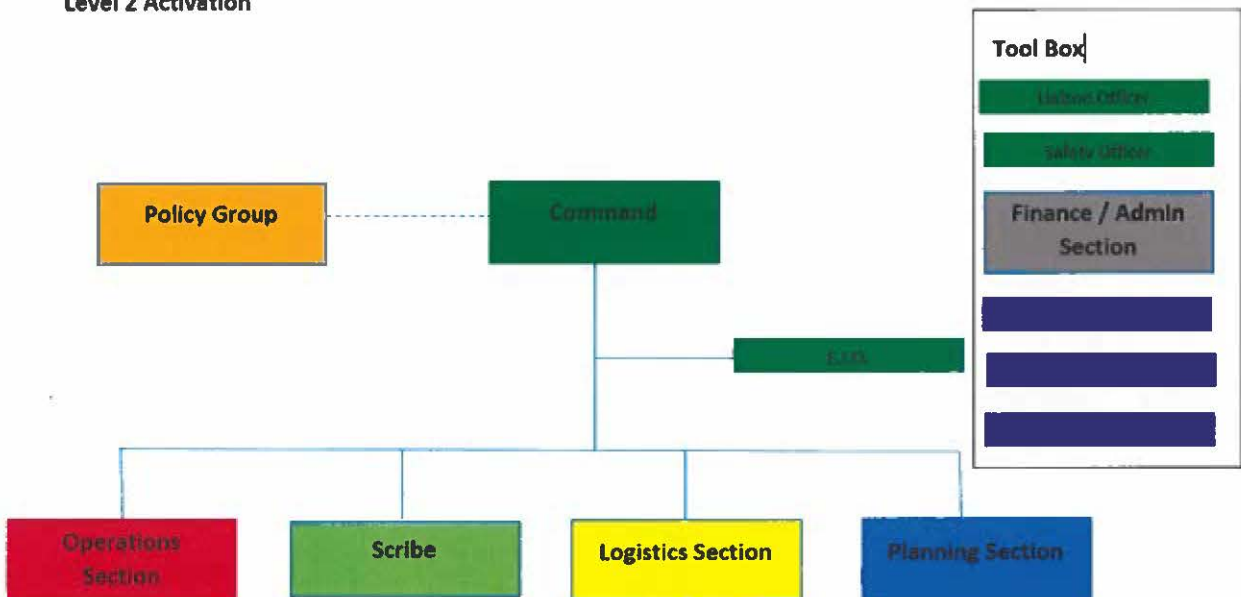
Municipality of Hastings Highlands Level 1 Activation
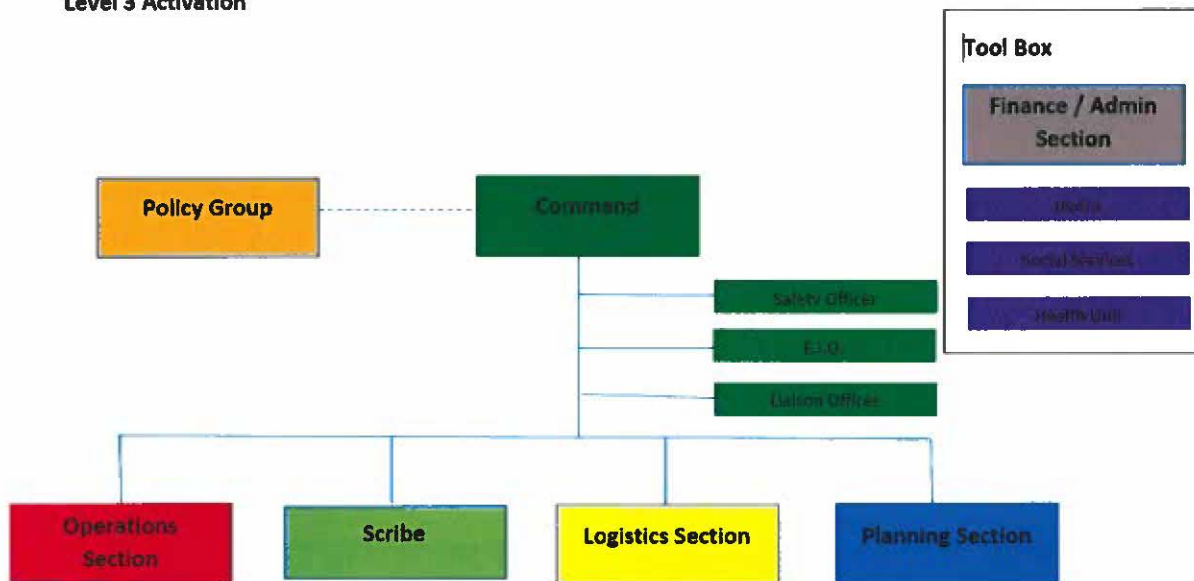
Level 1 Activation

Tool Box
- Liaison Officer
- Safety Officer
- Planning Section
- Logistics Section
- Finance / Admin Section

Policy Group — Command

E.t.o

Operations Section — Scribe
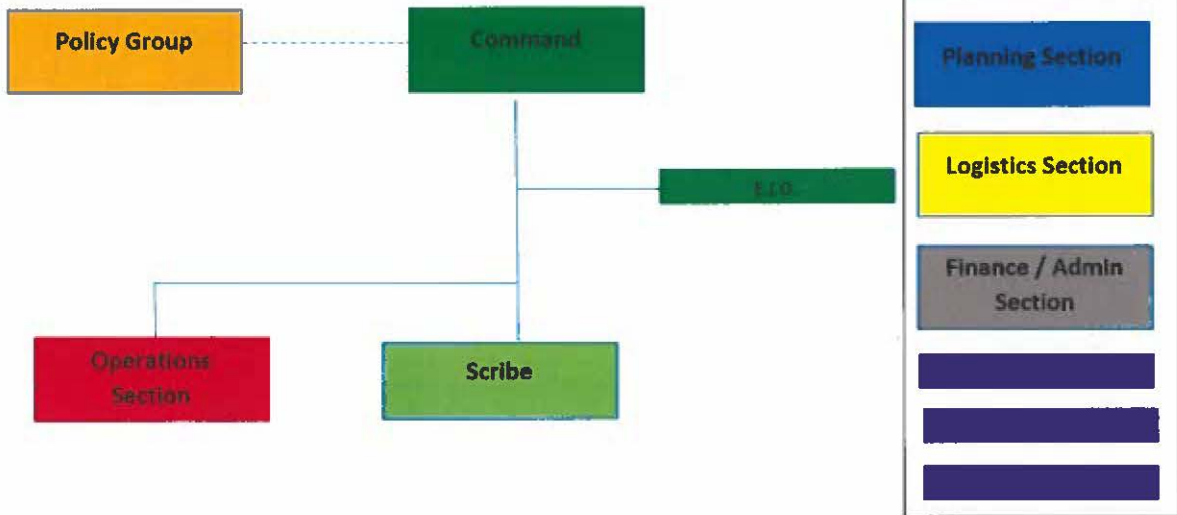
Municipality of Hastings Highlands Level 2 Activation

Level 2 Activation

Tool Box
- Liaison Officer
- Safety Officer
- Finance / Admin Section

Policy Group — Command

E.O.C

Operations Section — Scribe — Logistics Section — Planning Section

Municipality of Hastings Highlands Level 3 Activation

Level 3 Activation

Municipality of Hastings Highlands Level 4 Activation

Level 4 Activation
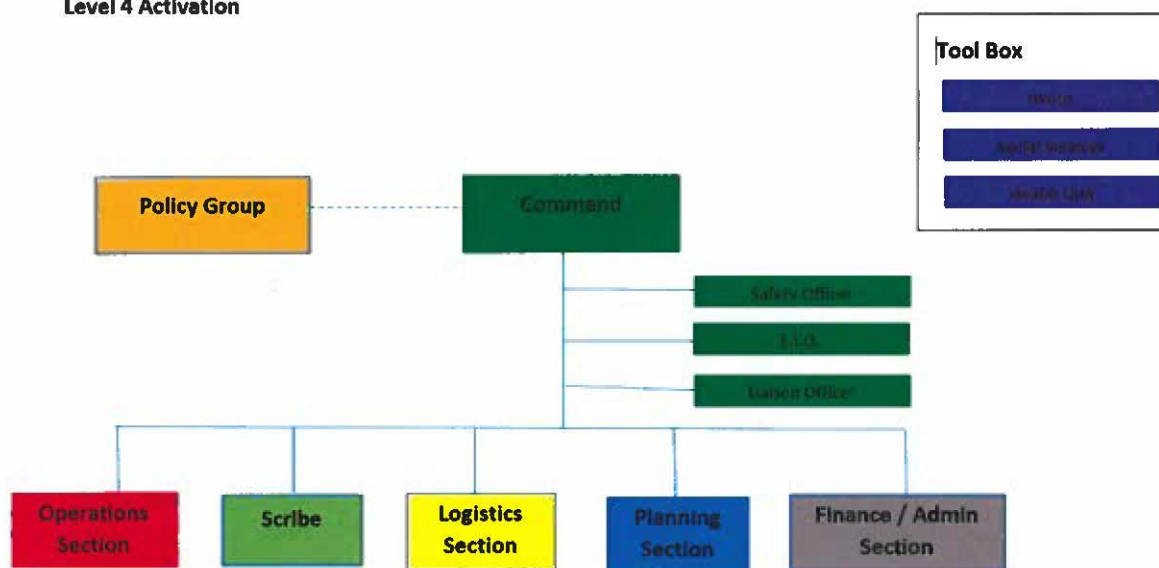
The IMS Structure may be expanded or contracted as required based on the span of control as needed.

Note: CEMC (MEOC Commander) is to be present in the MEOC to liaise with the PEOC/EMO until responsibility transferred.

Section 6

Municipal Emergency Control Group (MECG)

Municipal Emergency Control Group (MECG) Responsibilities:

The general responsibilities of the MECG during an emergency are:

1. **Providing support to the incident site, including:**

   - Setting priorities and strategic direction,

   - Information collection, collation, evaluation, and dissemination,

   - The management of resources,

   - Finance and Administration approvals.

2. **Providing for the Corporation and the Community at Large:**

   - Ensuring that business continuity and essential services are maintained and/or restored Corporately, and for the community at large, including where possible, the areas impacted by the emergency

3. **Under specific circumstances, the MECG may also exercise the following functions.**

   - Performing an Area Command role for multiple Incident Sites

   - Performing an Incident Command role.

Additional Responsibilities:

In addition, the members of the Municipal Emergency Control Group (MECG) are likely to be responsible for the following actions or decisions:

- Calling out and mobilizing their emergency services, agency and equipment;
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determining if the location and composition of the Municipal Emergency Control Group are appropriate;
- Establishing communications with the Policy Group and the Incident Site.
- Advising the Head of Council (Mayor) as to whether the declaration of an emergency is recommended;
- Advising the Head of Council (Mayor) on the need to designate all or part of the Municipality as an emergency area;
- Ensuring that an Incident Commander (IC) is established for each incident location;
- Ensuring support to the site IC by offering equipment, staff and resources, as required;

- Ordering, coordinating and/or overseeing the evacuation of residents considered to be in danger in conjunction with the IC at site;
- Discontinuing utilities or services provided by public or private suppliers, i.e., hydro, water, gas, closing a building or service supplier;
- Arranging for services and equipment from local agencies and non-governmental organizations (NGO) i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from and/or liaison with various levels of government (County, Provincial, Federal) and any public or private agencies not under community control, as considered necessary;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer, for dissemination to the media and public;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining the need to establish additional advisory groups and/or subcommittees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required for dealing with the emergency;
- Notifying the service, agency, or group under their direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken;
- Participating in the debriefing following the emergency.
- Notifying the upper tier - Hastings County Control Group as required.

Municipal Emergency Control Group Membership (MECG)

The emergency response will be supported, directed, and controlled by members of the Municipal Emergency Control Group (MECG) performing the functions of IMS. They are responsible for coordinating the provision of additional resources and support agencies necessary to minimize the effects of an emergency on the community.

The persons holding the following positions in the Municipality or designates comprise of the MECG and are as follows:

- Mayor or Deputy Mayor
- CAO/CEMC
- Municipal Clerk
- Treasurer
- Fire Chief or designate
- Operations Manager or Operations Supervisor(s)
- Chief Building Official/Alternate CEMC
- Volunteer Public Fire Safety Educator/Alternate CEMC

The MECG will assign roles according to the functions of IMS (Incident Management System) as noted below. The IMS functions will be assigned based on the needs of the emergency. Not all functions will be activated for all emergencies.

- Municipal Emergency Operations Commander (MEOC)
- Safety Officer
- Emergency Information Officer
- Liaison Officer
- Operations
- Planning
- Logistics
- Finance
- Scribe
- Policy Group

The MECG may function with only a limited number of persons depending upon the scale of emergency. While the MECG may not require the presence of all members of the MECG, only those required will be activated based on the levels of activation. When an emergency exists but has not yet been declared to exist, MECG members may take such action(s) under this emergency response plan as may be required to protect person(s) health, safety and welfare and property in the Municipality of Hastings Highlands.

It is recognized that any member of the MECG may be required to carry out one or more of the five functions of the IMS or be assigned to perform a supporting role.

Notification Procedure of the Municipal Emergency Control Group (MECG)

The Municipality of Hastings Highlands Municipal Plan and the Municipal Emergency Control Group (MECG) are notified via corporate cellular phones.

The Municipal Emergency Plan and the Municipal Emergency Operations Centre may be partially or fully activated in response to a variety of problems and any one of the members of the Municipal Emergency Control Group (MECG) may call and/or initiate activation.

Notification Purpose:

The purpose of the Notification Procedure is to alert members of the MECG of the emergency and to relay that information to the rest of the Municipal Control Group in a timely manner.

Anytime a member of the MECG is notified of an emergency or impending emergency, that member is responsible for activating the following IMS functions of the Municipal Emergency Operations Centre (MEOC):

- Command
    - Liaison Officer
    - Emergency Information Officer
- Operations Section Chief
- Planning Section Chief

Once those functions have been activated and met (either physically in the MEOC or by phone or email), Command will decide if any additional functions need to be activated and will decide if the MEOC needs to be set up in any capacity. The activated members of the MECG will determine who is responsible for ongoing communication and updates to non-activated

functions and alternates, based on the emergency.

Municipal Emergency Control Group Activation Criteria

- Significant number of people at risk
- Response coordination required because of:
    - Large or widespread event
    - Multiple emergency sites
    - Several responding agencies
- Resource coordination required because of:
    - Limited local resources
    - Significant need for outside resources
- Uncertain conditions
    - Possible escalation of event
    - Unknown extent of damage
- Potential threat to people, property and/or environment

Decision to Activate the Municipal Emergency Control Group

The decision to activate and notify the Municipal Emergency Control Group (MECG) rests with any number of the MECG; likely beginning with the first responding agency at the emergency scene who will consult with the Community Emergency Management Coordinator (CEMC).

The CAO will then consult with the Head of Council regarding activating the MECG. Once the decision has been made to activate the MECG, personnel must be notified and the MECG call out process is initiated. Personnel will be recalled to the Primary or Alternative Municipal Emergency Operations Centre (MEOC) to report for duty or will be placed on standby in preparation for further instruction or deployment.

Municipal Emergency Operations Centre (MEOC)

Upon notification, the Municipal Emergency Control Group shall report to the primary Municipal Emergency Operations Centre, in the event this operation centre cannot be used, the alternate MEOC shall be activated.

Primary and Secondary MEOC

Primary Municipal Emergency Operations Centre

Municipality of Hastings Highlands
Hastings Highlands Centre
33011 Hwy 62 N, Maynooth ON
Contact Person: CEMC or Alternate CEMC

Alternate Municipal Emergency Operations Centre

Municipality of Hastings Highlands
Monteagle Office
3187 Musclow Greenview Rd Bancroft, ON

Contact Person: CEMC or Alternate CEMC

The MEOC is a facility that the Municipal Emergency Control Group (MECG) has strategically predetermined for its location and is equipped to facilitate executive decision-making and coordination. The MEOC is equipped with technological communication devices and equipment that is readily available to the members of the Municipal Emergency Control Group to assist them in carrying out their assigned functions and duties.

Requests for Assistance

Assistance may be requested from Hastings County at any time by contacting the Hastings County Emergency Control Group, Hastings County (HCECG) activation. The request shall not be deemed to be a request that the County assume authority and control of the emergency. Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting Emergency Management Ontario through the Provincial Operations Centre (PEOC) through the Duty Officer. Assistance may also be requested from other Municipalities who are participating in the Municipal Mutual Assistance Agreement. Assistance may be requested from other Municipalities who are participating members in the Hastings & Prince Edward County Mutual Fire Aid Plan, commonly referred to as Mutual Aid.

Section 7

Declared State of Emergency (Notification)

The Head of Council (Mayor), or in their absence the Deputy Mayor, of the Municipality of Hastings Highlands, as the Head of Council, is responsible for declaring an emergency. This decision is usually made in consultation with other members of the Municipal Emergency Control Group.

Upon declaring or terminating an emergency, the Head of Council (Mayor) will notify:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services;
- Council;
- County Warden, as appropriate;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP);
- Neighbouring community officials, as required;
- Public.

A municipal emergency may be terminated at any time by:
- Head of Council (Mayor) or in their absence the Deputy Mayor; or
- Council; or
- Premier of Ontario.

Requests for Assistance

It is possible that assistance from other levels of government, or external partner

agencies with specialized knowledge or expertise, may be required by the Municipality of Hastings Highlands to help successfully respond to an emergency.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or the EOC to provide assistance or provide information and advice to the EOC Management Team.

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to the Provincial Emergency Operations Centre (PEOC) through the Liaison Officer. Requests for personnel or resources from the Federal Government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

Section 8

Policy Group

Policy Group Members:

The Head of Council (Mayor) or designate,

The Head of Council (Mayor) and/or their designate are members of the policy group in order to fulfill legislative duties and **such are the representation for this group in the MEOC**. The Head of Council (Mayor) shall enlist other such persons, including other elected official, legal advisors, to form part of the Policy Group as they deem necessary to assist in the functions of the Policy Group.

Policy Group Function:

The Policy Group is an intricate and required part of the IMS Structure during a Municipal State of Emergency. The purpose of the Policy Group is to provide a structure to allow a functional avenue for the communication of information, advice and assistance, council resolution for additional governance as required. The MEOC Command Team will communicate through the Head of Council (Mayor) to the Policy Group in order to keep them informed of decisions regarding the emergency situation. The Policy Croup does not attend MECG meetings.

The number of the Policy Group members is dependent upon the incident type, severity, and size, and is at the discretion of the Head of Council (Mayor) to seek and request assistance as required.

Responsibilities:

1. The Head of Council (Mayor) and/or their designate as head of the Municipal Council of the Municipality of Hastings Highlands has designated authority under legislation when a potential or real state of emergency exists within the Municipality.
2. The Head of Council (Mayor) and/or their designate reside as the head of the Policy Group in the IMS structure, providing governance and input, to the MEOC Commander throughout the emergency.

3. The Head of Council (Mayor) and/or their designate shall declare a state of emergency, as required.
4. The Head of Council (Mayor) and/or their designate shall terminate the declared state of emergency, as required.
5. <u>The Head of Council (Mayor) and/or their designate shall provide information to the Policy Group (Municipal Council) and other levels of government with regards to impacts of an emergency, as required.</u>
6. The Head of Council (Mayor) and/or their designate will provide information necessary to keep the media and public informed under the direction of the MEOC Command as provided and approved by the MECG.

Activation Phases:
Level 1, Level 2, Level 3, Level 4

Common MEOC check-in activities:
- Sign in on the MEOC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Policy Group Binder for necessary reference documents (i.e., Position Checklist)
- Set up/replenish workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents (e.g., plans).
- Review your Position Checklist,
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, Review of Position Log, etc.)

Specific functional activities:
- Determine appropriate level of activation based on available situation information, in consultation with MEOC Commander.
- Consult with MEOC Commander to determine what Policy Group Members, Municipalities and upper levels of Government have been notified.

Operational Phase:
- Declaration of the state of emergency in consultation with the MEOC Command, as required.
- Monitor MEOC activities and update MEOC Command of any additional actions required to ensure operational efficiency and effectiveness from Policy Group.
- Document all decisions, approvals, and significant actions in the Position Log.
- Attend periodic MECG briefings to share status and situational information.
- In conjunction with the MEOC Command and Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer/MEOC Command
- Proved input to allocation priorities for critical resource requests, as required.
- Brief the Policy Group on any changes or operational requirements as required through the MEOC Command
- Brief incoming Policy Group Alternate (Deputy Mayor) at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Consult with MEOC Command regarding MEOC demobilization strategies.

- Conclude emergency response and transition to recovery phase in consultation with MEOC Command

Demobilization Phase:
- Declare termination of the state of emergency in consultation with the MEOC Command.
- Deactivate the assigned position after all other MEOC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Planning Section Chief / Scribe.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc.).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 9

MEOC Commander

Reports to:
CAO/MECG

Responsibilities:

1. Exercise overall management responsibility for activation, coordination, and demobilization of site support activities in the MEOC.
2. Chair the MEOC briefing meetings
3. Determine MEOC priorities and objectives in consultation with MECG and monitor continuously to ensure appropriate actions are taken and modified, as necessary.
4. Ensure sufficient support, policy advice, and resources are made available to accomplish priorities and objectives.
5. Ensure appropriate staffing levels for the MEOC are established and maintained to support organizational effectiveness.
6. Direct appropriate emergency public information actions in consultation with the Emergency Information Officer, ensure appropriate risk management measures, including worker care strategies, are instituted; and ensure communications are established with appropriate assisting and cooperating agencies.
7. Maintain communication link with the MECG.

Activation Phase:
Level 1, Level 2, Level 3, Level 4

Common MEOC check-in activities:
- Sign in on the MEOC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Command Binder for necessary reference documents (i.e., Position Checklist)
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents (e.g., plans).

- Review your Position Checklist, as well as checklists of other positions you are responsible for.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports. Review of Position Log, etc.)

Specific functional activities:

- Determine appropriate level of activation based on available situation information.
- Determine/assess which Sections or functions are needed and ensure appropriate personnel are mobilized for the initial activation of the MEOC.
- Assign MEOC Command Staff and Section Chiefs personnel as required
- Ensure the MEOC IMS organizational staffing chart showing assigned positions is posted.
- Establish initial priorities for the MEOC based on current status and information from the Incident Commander(s) and communicate to all involved parties.
- Schedule MEOC Action Planning meeting, and as needed appoint and have the Planning Section Chief prepare the agenda.
- Consult with Liaison Officer and the MECG to determine what representation is needed at the MEOC from other organizations or assisting agencies.

Operational Phase:

- Monitor MEOC activities and advise the MECG of any further actions required to ensure operational efficiency and effectiveness.
- Document all decisions, approvals, and significant actions in the Position Log.
- Conduct periodic MECG briefings to share status and situational information.
- Identify higher level Management priorities for inclusion in the initial MEOC Action Planning meeting.
- Convene the initial MEOC Action Planning meeting; ensure objectives, strategy, and operational periods are established and appropriate planning procedures are followed.
- Review, approve, and authorize implementation of MEOC Action Plan objectives and strategy once completed by the Planning Section.
- Consult periodically with the MECG to ensure MEOC AP priorities for the operational period remain current and appropriate.
- Ensure the Liaison Officer establishes contact with the Hastings County EOC, adjacent jurisdictions/agencies and other levels of site support as appropriate, and that contact is maintained.
- Ensure that the Liaison Officer establishes and maintains effective inter-agency coordination with cooperating agencies and other stakeholders.
- In conjunction with the Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.
- Approve MEOC Situation Reports, prior to distribution.
- Approve allocation priorities for critical resource requests, as required.
- Conduct periodic briefings for the Policy Group.
- Ensure the Policy Group and MECG are informed and/or involved with any emergency declarations or policy directives, as applicable.
- Supervise the MECG personnel.

- Brief incoming MEOC Commander at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Ensure a Demobilization Plan is developed prior to the demobilization phase.
- Advise the Policy Group regarding MEOC demobilization strategies.
- Authorize demobilization in whole or in part of the IMS structure when they are no longer required.
- Conclude emergency response and transition to recovery phase.

Demobilization Phase:
- Deactivate MEOC when emergency event no longer requires the MEOC activated, and ensure all other facilities are notified of deactivation.
- Deactivate your assigned position after all other MEOC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Planning Section Chief / Scribe.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc.).
- Access critical incident stress management support, as needed.
- Be prepared to contribute to an MEOC Post Incident Action Report (PIAR).
- Participate in formal post-operational debriefings, as required by your organization.

Section 10

Safety Officer "SO"– (Command Staff)

Reports to:
MEOC Commander

Responsibilities:

1. Ensure that good risk management practices are applied throughout the MEOC and that every function contributes to the management of risk.
2. Protect the interests of all MEOC participants, agencies, and organizations by ensuring due diligence in information collection, decision-making, and implementation.
3. Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events.
4. Provide advice on safety issues.
5. Ensure the implementation of appropriate safety measures and worker care practices in the MEOC.
6. Exercise authority to halt or modify any and all unsafe operations within or outside the scope of the MEOC Action Plan and notify the MEOC Commander of actions taken.
7. Ensure that appropriate security measures have been established to allow for only authorized access to the MEOC facility and documentation.
8. Notify Police of issues with non-MECG members attempting to enter the MEOC.
9. Maintain communication link with the OHSA and the MLTSD.

Activation Phase:
Level 2, Level 3, Level 4 (If role not filled by EOC Command)

Common MEOC Check-In Activities:

- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Safety Officer Binder for necessary reference documents (i.e., Position Checklist)
- Set-up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Specific Functional Activities:

- Report to MEOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Perform a risk identification and analysis of the MEOC and activities.
- Request the assistance of a safety specialist if you are not familiar with all aspects of safety and relevant legislation.
- Monitor set-up procedures for the MEOC to ensure that proper safety regulations are adhered to.
- Ensure that security protocols are implemented; including checkpoints at all MEOC entrances to allow only authorized personnel access to the MEOC, as well as staff sign-in and identification procedures.
- Coordinate health, safety and worker care information for staff orientation briefings.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Brief the incoming MEOC Safety Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Review and assess reports of damage and loss. If any reported assigned and/or work with the Planning Section Chief and Finance/Admin Section Chief.
- Identify and document risk and liability issues and ensure that the MEOC Commander is advised.
- Gather and organize evidence that may assist MEOC organizations in future legal defense.
- Assist the MEOC Commander in reviewing news releases, public alerts and warnings, and public information materials from a risk management perspective.
- Evaluate situations for risk exposure and advise the MEOC Commander of any conditions and actions that might result in liability (e.g., oversights, improper response actions, etc.).
- Conduct interviews and take statements to investigate major risk management issues.
- Identify potential claimants and the scope of their needs and concerns.
- Advise personnel regarding strategies for risk management and loss reduction.
- Assist the MEOC Commander in deactivation activities, including collection of all relevant paper and electronic records, and any materials necessary for after-action reporting procedures, and organizing records for final audit.

- Monitor and evaluate MEOC activities to ensure applicable occupational health and safety standards are implemented and adhered to.
- Coordinate with Finance/Admin. Section Chief on any MEOC personnel injury claims or records preparation, as necessary for proper case evaluation and closure.
- Coordinate with Logistics Section Chief to ensure that appropriate worker care measures are implemented, and all MEOC personnel are aware of their responsibilities in this regard.
- Monitor security checkpoints and MEOC facility access.
- Address security issues with MEOC Command, recommending improvements where necessary.

Demobilization Phase:
- Deactivate your assigned position when authorized by the MEOC Commander.
- Assist with the deactivation of the MEOC at designated time, as appropriate.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs submit to Planning Section Chief / Scribe, prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Coordinate critical incident stress and other debriefings, as necessary.
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 11

Liaison Officer "LO"– (Command Staff)

Reports to:
MEOC Commander

Responsibilities:

1. In consultation with the MECG, ensure procedures are in place for working and communicating with the Hastings County Operations Centre (HCOC) and other government and Non-Government Organization (NGO) agency representatives.
2. Request agency representatives for the MEOC, as required by the MECG, to ensure all necessary roles and responsibilities are addressed, enabling the MEOC to function effectively and efficiently.
3. Maintain a point of contact and interact with representatives from other agencies arriving at the MEOC.
4. Liaise with relevant operation/coordination centres or agencies/departments not represented in the MEOC.
5. Assist and advise the MEOC Commander and the MECG as needed, and provide information and guidance related to external agencies and organizations.
6. In coordination with the Emergency Information Officer, assist the MEOC Commander in ensuring proper procedures are in place for communicating with the Policy Group.

7. Liaise with local authorities, other MEOCs, NGOs, Provincial and Federal organizations and share information in accordance with MEOC and organizational policies.

Activation Phase:
Level 2, Level 3, Level 4 (If role not filled by EOC Command)

Common MEOC Check-In Activities:
- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Liaison Officer Binder for necessary reference documents (i.e., Position Checklist)
- Set up/replenish your workstation and request any necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Specific Functional Activities:
- Report to MEOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Assist the MEOC Commander in identifying appropriate personnel to staff the MEOC, if required.
- Provide assistance and information to the MECG regarding external assisting organizations.
- Establish contact with external agencies and confirm that contact information for agency representatives (e.g., telephone, radio, and internet) is current and functioning.
- Ensure registration and sign-in procedures are established for external assisting agencies working within the MEOC.

Operational Phase:
- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the MEOC Commander and the MECG, participate in developing overall MEOC priorities and action planning process.
- Provide status reports and situation information from non-represented cooperating agencies to the MEOC Commander and in the MECG briefings, as appropriate.
- Provide general advice and guidance to agencies and MEOC staff, as required.
- Ensure that all notifications (e.g., emergency declarations) are made to agencies not represented in the MEOC.
- Ensure that communications with appropriate external non-represented agencies (such as: public utilities and transportation, volunteer organizations, private sector, etc.) are established and maintained.
- Assist the MEOC Commander in preparing for and conducting briefings with the MECG members and other stakeholders.
- Assist external non-represented cooperating agencies with completing of status and situation reports where necessary, and forward to the Planning Section.

- Advise the MEOC Commander of critical information and requests contained within agency situation reports.
- Forward approved MEOC Situation Reports to non-represented agencies, as requested.
- Assist the MEOC Commander in establishing and maintaining an inter-agency coordination group comprised of external cooperating agency representatives and executives not assigned to specific Sections within the MEOC and other stakeholders, as required.
- Brief the incoming MEOC Liaison Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Assist with the deactivation of the MEOC at the designated time, as appropriate.
- Notify external non-represented agencies in the MEOC of the planned demobilization, as appropriate.
- Assist the MEOC Commander with the transition to recovery phase.

Demobilization Phase:

- Deactivate your assigned position when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Planning Section Chief / Scribe prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 12

Emergency Information Officer "EIO"– (Command Staff)

Reports to:
MEOC Commander

Responsibilities:

1. Serve as the coordination point for all public information, media relations and internal information sources for the MEOC.
2. Ensure that the public within the affected area received complete, accurate, and consistent information about life safety procedures, public health advisories, assistance and recovery programs and other vital information.
3. Coordinate media releases with officials representing other affected municipalities, county and emergency response agencies and other levels of authority.
4. Develop the format for news conferences and briefings in conjunction with the MEOC Commander.
5. Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
6. Liaise with the Emergency Information Officer (EIO) at site(s), relevant operation/coordination centres and with external agencies.

7. As directed, activate a public inquiry centre.
8. As directed, activate a public information plan.

Level 2, Level 3, Level 4 (If role not filled by EOC Command)

Common MEOC check-in activities:

- Sign-in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Emergency Information Officer Binder for necessary reference documents (i.e., Position Checklist)
- Set-up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Specific Functional Activities:

- Report to MEOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Determine staffing requirements for providing this function. (Additional staff for Media Monitoring)
- Assess information skill areas required in the MEOC such as: writing, issues management, media relations, event planning, etc. and assign appropriate personnel.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Obtain policy guidance and approval from the MEOC Commander regarding all information to be released to the media and public.
- Refer to the Emergency Management Plan of the organization, as well as sample forms, templates, and other information materials.
- Coordinate with the Planning Section and identify methods for obtaining and verifying significant information as it develops.
- Implement and maintain an overall information release program and establish appropriate distribution lists.
- Monitor all media, using information to develop follow-up news releases and rumour control.
- Keep the MEOC Commander advised of all incoming media releases, unusual requests for information, and all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.
- Develop and publish a media briefing schedule to include location, format, and preparation and distribution of handout materials.
- At the request of the MEOC Commander, prepare media briefing notes for the Head of Council and/or Policy Group members (Elected Officials)
- Establish a media information centre, as required.
- Maintain up-to-date status boards and other references at the media information centre.

- Provide adequate staff to answer questions from members of the media.
- Establish Public Information contact point and/or call centre, to handle public/stakeholder inquiries
- Develop public information message statements for MEOC Staff and call takers, frontline staff.
- Interact with other MEOCs to obtain information relative to public information initiatives.
- In coordination with the MECG and as approved by the MEOC Commander, issue timely and consistent advisories/instructions for life safety, health, and assistance to the public.
- Liaise with Safety Officer to check for any potential liability or health safety concerns.
- In coordination with Operations Section, ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe, appropriate and secured.
- Ensure that file copies are maintained of all information released.
- Brief the incoming MEOC Information Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase:

- Assist with the deactivation of the MEOC at designated time, as appropriate.
- Deactivate your assigned position when authorized by the MEOC Commander.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Planning Section Chief / Scribe prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures.
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 13

Scribe

Reports to:
MEOC Commander

General Responsibility:

The Scribe supports the efficient functioning of the Municipal Operations Centre and IMS Structure supporting the MEOC with ongoing documentation processes for briefings, meetings, and events.

Responsibilities:

1. Perform Check-in/ Check-out registration functions for the MEOC and record the arrival and departure of the MECG members.

2. Keep a sequential events time log/documentation of information on the main events status board and other required forms.
3. Ensure log supplies, forms and office supplies are of adequate supply for the MEOC.
4. Ensure MECG members individual Position Logs are being completed and collected at the end of each shift.
5. Establishes a shift change schedule for the MECG members and alternates.

Activation Phase:
Level 1 (At Scene) Level 2, Level 3, Level 4 (MEOC Site)

Common MEOC Check-In Activities:
- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review Scribe Binder for necessary reference documents (i.e., Position Checklist)
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Operational Phase:
- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the MEOC Commander and the MECG, participate in documenting overall MEOC priorities and action planning process.
- Perform Check-in/ Check-out registration functions for the MEOC and record the arrival and departure of the MECG members on an ongoing basis.
- Record and keep a current sequential events and time log/documentation of information on the main events status board and other required forms.
- Ensure log supplies, forms and office supplies are of adequate supply for the MEOC.
- Ensure MECG members individual Position Logs are being completed and collected at the end of each shift.
- Establishes a shift change schedule for the MECG members and alternates.
- Advise the MEOC Commander of critical information and requests identified through the event log recording and documentation function.
- Brief the incoming MEOC Scribe at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Assist with the deactivation of the MEOC at the designated time, as appropriate.
- Assist the MEOC Commander with the transition to recovery phase.
- Collect and organize completed forms from MECG members.

Demobilization Phase:
- Deactivate your assigned position when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, prior to demobilization.
- Clean up your work area before you leave.

- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc).
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 14

Operations Section Chief

Reports to:
MEOC Commander

Responsibilities:

1. Exercise overall responsibility for coordination and supervision of all required functions within the MEOC Operations Section.
2. Establish the appropriate level of branch and/or unit staffing within the Section, continuously monitoring the effectiveness of the Section and modifying as required.
3. Ensure that Section objectives and assignments identified in MEOC Action Plans are carried out effectively.
4. Maintain a communications link between the IC and the MEOC for the purpose of coordinating the overall site support response, resource requests and event status information.
5. Provide timely situational and resource information to MEOC Commander, and as assigned Planning Section.
6. Keep the MEOC Commander informed of significant issues relating to the Section.
7. Conduct periodic briefings for the MEOC Commander and the MECG.
8. Supervise additional Operations Section personnel if assigned.

Activation Phase:
Level 1, Level 2, Level 3, Level 4.

Common MEOC Check-In Activities:
- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Operation Section Chiefs Binder for necessary reference documents (i.e., Position Checklist)
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, page/cell phone, stationary, and necessary reference documents.
- Review your Position Checklists, as well as checklists of any other positions for which you are responsible and develop plans for carrying out all responsibilities.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, review of Position Log, etc.)

Specific Functional Activities:

- Report to the MEOC Commander to obtain current situation status, priorities, and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Section Chief or other MEOC Management Staff, as appropriate.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.
- Activate appropriate branches based on functions or geographical assignments within the Section and designate Branch Directors, as necessary.
- Establish radio or cell-phone communications with the MEOC, and/or other levels of response operating in the region and coordinate accordingly.
- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the MEOC.
- Consult with Logistics Section to ensure that there are adequate communications equipment and frequencies available for the Operations Section. (i.e., Fire, Roads, OPP, EMS)
- Meet with the Finance/Admin Section Chief and determine level of purchasing authority for the Section.
- Coordinate with the MEOC Commander and Planning Section Chief regarding strategies for accurate and timely flow of information.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Conduct periodic Section briefings/meetings and work to reach consensus among Operations staff on key issues and priorities to include in the Situation Report.
- Provide Section staff with information updates via Section briefings, as required.
- Based on the situation known or forecasted, anticipate potential challenges and future needs of the Operations Section.
- Provide a Situation Report to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the MEOC Action Planning process and all the MECG meetings/briefings.
- Ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that situation and resources information, as well as new incident reports and intelligence information, is provided to Planning Section Chief on a regular/urgent basis.
- Ensure that the branches coordinate all resource needs through the Logistics Section Chief.
- Authorize resource requests from the incident site(s) and forward extraordinary and/or critical resource requests to the MEOC Commander for approval.
- Ensure all expenditures and financial claims are coordinated through the Finance/Admin Section Chief.
- Brief the MEOC Commander and the MECG on all major incidents.
- Deactivate Section branches and any organizational elements, when no longer required.

- Ensure that all paperwork is complete, and logs are closed and sent to Documentation Unit, and any open actions are reassigned to appropriate jurisdictional and/or MEOC staff.
- Brief the incoming MEOC Operations Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase:
- Deactivate your assigned position and the Section when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs and submit to Planning Section Chiefs / Scribe prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment other materials, etc.).
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 15

Planning Section Chief

Reports to:
MEOC Commander

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the MEOC Planning Section.
2. Establish the appropriate level of branch and/or unit staffing within the Planning Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in MEOC Action Plans are carried out effectively.
4. Ensure the MEOC Commander is informed of significant issues affecting the Planning Section.
5. In coordination with the other Section Chiefs, ensure that Situation Reports are submitted to Planning Section and used as the basis for the MEOC Action Plans.
6. Supervise additional Planning Section personnel if assigned.

Activation Phase:
Level 3, Level 4

Common MEOC Check-In Activities:
- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Planning Section Chiefs Binder for necessary reference documents (i.e., Position Checklist)

- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible and develop plans for carrying out all responsibilities.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports review of Position Log, etc.)

Specific Functional Activities:

- Report to MEOC Commander to obtain current situation, priorities, and specific job responsibilities.
- At the request of the MEOC Commander, provide a preliminary situation briefing to other the MECG personnel, as required.
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Activate appropriate units based on functions required within the Section, as necessary.
- Meet with Operations Section Chief to obtain and review any major incident reports and coordinate for accurate and timely information sharing.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Planning Section personnel maintain position logs and other paperwork, as required.
- Supervise Planning Section personnel.
- Monitor Section staffing level and request additional personnel, as necessary, to cover all required shifts.
- Conduct periodic Section briefings/meetings and work to reach consensus among Section staff on key issues and priorities to include in the Situation Report.
- Provide Section staff with information updates via Section briefings, as required.
- Ensure the maintenance of current information for the MEOC Situation Report.
- Ensure that situation and resources information, as well as new incident reports and intelligence information, as completed by the Operations Section, are accessible by the Planning Section.
- Ensure that an MEOC Situation Report is produced, approved, and distributed to MEOC Sections and other relevant operation/coordination centres, prior to the end of each operational period.
- Ensure that all status boards/displays are kept current.
- Ensure that Emergency Information Officer has immediate unlimited access to all situational information.
- Develop a Situation Report prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the MEOC Action Planning process and all the MECG meetings/briefings.
- Ensure that the Planning Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that objectives for each Section are completed, collected, and posted in preparation for the next Action Planning meeting.
- Ensure that the MEOC Action Plan is completed, approved, and distributed prior to the start of the next operational period.

- Develop and distribute, as needed, reports which highlight forecasted events and/or conditions likely to occur beyond the forthcoming operational period.
- Ensure that files are maintained on all MEOC activities and provide reproduction and archiving services for the MEOC, as required.
- Provide technical services, such as environmental advisors and other technical specialists, to all MEOC Sections, as required.
- Ensure all expenditures and financial claims are coordinated through the Finance/ Admin Section.
- Ensure a Demobilization Plan is developed, approved, and distributed to all Sections.
- Brief the incoming MEOC Planning Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase:

- Deactivate your assigned position and the Section when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Planning Section Chief / Scribe.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures.
- Be prepared to provide input and assist in preparation of the Post Incident Action Report (PIAR).
- Participate in formal post-operational debriefings, as required by your organization.
- Access critical incident stress management support, as needed.

Section 16

Logistics Section Chief

Reports to:
MEOC Commander

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the MEOC Logistics Section.
2. Establish the appropriate elements within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying, as required.
3. Ensure Section objectives/assignments in the MEOC Action Plans are carried out.
4. Keep the MEOC Commander informed of significant issues relating to the Logistics Section.
5. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
6. Ensure critical resources are allocated according to approved plans.
7. Ensure necessary food and lodging is provided for MEOC and site personnel.
8. Supervise additional Logistics Section personnel and volunteers if assigned.

Activation Phase:
Level 3, Level 4.

Common MEOC Check-In Activities
- Set up and/or assign the MEOC Check-In/Check-Out Log to be set up.
- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Review Logistics Section Chiefs Binder for necessary reference documents (i.e., Position Checklist)
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Review your Position Checklist, as well as checklists of other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever resources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Specific Functional Activities:
- Report to MEOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references and other resources.
- Activate appropriate units based on functions required within the Section, as necessary.
- Advise Units within the Section to coordinate with the Operations Section to prioritize and validate resource requests from the IC at the site.
- Meet with the MEOC Commander and the MECG to identify immediate resource needs.
- Meet with the Finance/Admin Section Chief and determine level of purchasing authority for the Section.
- Assist logistics personnel in developing objectives for Section as well as plans to accomplish their objectives within the first operational period, or in accordance with the MEOC Action Plan.

Operational Phase:
- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Provide a Situational Report to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the MEOC Action Planning process and all the MECG meetings/briefings.
- Ensure that the Logistics Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.

- Ensure that all resources are tracked and accounted for in cooperation with the Planning Section, as well as resources obtained through mutual aid.
- Ensure all expenditures and financial claims have been coordinated through the Finance / Administrative Section.
- Identify high-cost resources that could be demobilized early and advise other Section Chiefs.
- Ensure coordination with Operations before commencing demobilization.
- Ensure that all paperwork is complete, and logs are closed and sent to Finance/Admin, and any open actions are reassigned to appropriate jurisdictional and/or MEOC staff.
- Brief the incoming MEOC Logistics Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirement are known.

Demobilization Phase:
- Deactivate your assigned position and the Section when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet complete at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Planning Section Chief / Scribe prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other material, etc.).
- Be prepared to provide input to the Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 17

Finance/Administration Section Chief

Reports to:
MEOC Commander

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the MEOC Finance/Administration Section.
2. Establish the appropriate level of branch and/or unit staffing within the Finance/Admin Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in the MEOC Action Plans are carried out effectively.
4. Keep the MEOC Commander informed of significant issues relating to the Finance/Admin Section.
5. Supervise Finance Section personnel.

Activation Phase:
Level 4.

Common MEOC Check-In Activities:

- Sign in on the MEOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for the first shift, if required.
- Review Finance / Administration Section Chiefs Binder for necessary reference documents (i.e. Position Checklist)
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, (e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.)

Specific Functional Activities:

- Report to MEOC Commander to obtain current situation status and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Section Chief or other MEOC Management Staff, as appropriate.
- Ensure that the Finance/Admin Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Activate appropriate units based on functions required within the Section as necessary.
- Consult with MEOC Commander for spending limits.
- Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements/procedures; determine the level of purchasing authority to be delegated to each.
- Determine the initial Finance Action Planning objectives for the first operational period.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Finance/Admin Section personnel maintain position logs and other paperwork, as required.
- Supervise Finance/Admin Section personnel.
- Monitor Finance/Admin Section staffing levels and request additional personnel, as necessary, to cover all required shifts.
- Provide Finance/Admin Section staff with information updates via Section briefings, as required.
- Ensure that displays associated with the Finance/Admin Section are current, and that information is posted in a legible and concise manner.
- Participate in all action Planning meetings.
- Provide a Situational Report, including cost estimates, to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the MEOC Action Planning process and all the MECG meetings/briefings.
- Ensure that the Finance Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Keep the MEOC Commander and the MECG informed of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that financial records are maintained throughout the event of disaster.
- Ensure that the personnel records and all staff time are tracked and recorded.

- In coordination with the Logistics and Operations Sections, ensure that purchasing processes, purchase orders and contract development are conducted in a timely manner.
- Ensure that the compensation claims, resulting from the disaster, are properly recorded, and reported in a reasonable timeframe, given the nature of the situation.
- Ensure that time sheets and travel expense claims are processed promptly.
- Ensure that all cost and claim documentation is accurately maintained during the response.
- Brief the incoming Finance Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:
- Ensure that all expenditures and financial claims have been processed and documented.
- Deactivate your assigned position and the Section when authorized by the MEOC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Planning Section Chief / Scribe prior to demobilization.
- Clean up your work area before you leave.
- Follow MEOC check-out procedures (e.g., sign- out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the MEOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Section 18

Municipal Services/Resources

The following subsections identify/assign responsibilities for the provision of inherent Municipal Services and Resources in support of the Incident Management System and MEOC Command in the event of the MEOC activation. Municipal managers, staff and other agencies are to provide the following as needed:

Chief Administrative Officer "CAO"

The Services of the CAO continue to be:
The CAO oversees the management of the Municipal Corporation, the individual departments within the corporation, and all staff. The CAO is responsible for maintaining the Business Continuity of the Municipal Corporation and the Community during an emergency incident, as well as providing support and participating in the IMS.

The responsibilities of the Chief Administrative Officer are, but not limited to, maintaining and providing the following:

- Arrange and provide for Mutual Assistance as required.
- Maintain and provide contact lists and directories for Administrative Level government and agencies.

- Determine the level of staffing required for municipal operations not directly associated with an emergency and arrange support services.
- Ensure that the necessary administrative and clerical staff are provided to assist the Municipal Emergency Control Group and IMS Structure.
- Secure the necessary financial reports and support from existing financial institutions and/or Provincial or Federal authorities.
- Ensure that the appropriate legal and statutory requirements are met. Legal assistance shall be provided by the Solicitor.
- Ensure the municipal business continuity is maintained.
- Perform and provide other such CAO Functions as required.

Police Services "OPP"

The Services of the Police continue to be:

The Protection of life and property through, Preservation of the Peace, Prevention of Crime, Crowd and traffic control, and Investigation of Crime.

The responsibilities of the Police are, but not limited to, maintaining, and providing the following:

- The Police Service will implement its procedure for Major Incident Plan including the following: Alert and assist other emergency agencies.
- Control and disperse crowds within the Emergency Area.
- Control traffic in the immediate vicinity of the Emergency Area to facilitate the movement of emergency vehicles.
- Provide traffic control to facilitate movement of ambulances to hospitals and medical facilities and to assist in the movement of other emergency vehicles to and from the Emergency Area.
- Alert persons endangered by the disaster and evacuate buildings or areas as authorized and directed by the Municipal Emergency Control Group.
- Prevent unauthorized entry into the Emergency Area and maintain law and order and prevent looting within the Emergency Area.
- Maintain order in any evacuation centre.
- Provide notification of fatalities to the coroner.
- Provide assistance to the coroner in the location and operation of a temporary morgue.
- Provide communications between the MEOC and Police Command.

Fire and Emergency Services

The Services of the Fire Department continue to be:

The Protection of Life, Property, and the Natural Environment, through Fire Prevention, Public Education, Code Enforcement, and Emergency Fire and Rescue Response.

The responsibilities of the Fire Service are, but not limited to, maintaining and providing the following:

- Provide for the activation of Mutual Aid as required.
- Provide operations connected with the fighting of fires.

- Provide rescue and extrication operations.
- Provide Medical Aid in concert with EMS within the Fire Departments level of training.
- Provide a list of personnel, equipment and apparatus for the fire and emergency services.
- Provide equipment and manpower to assist in other duties to protect the public
- Arrange and provide transportation for evacuation, as required
- Activate the Hastings and Prince Edward Counties Emergency Fire Services Plan (Mutual Aid), as required.
- Provide interpretation, advice and assistance on the transportation of hazardous materials through Canadian Transport Emergency Centre (CANUTEC), the Ministry of Environment Conservations and Parks (MOECP) Spills Action Centre and the Emergency Response Guide.
- Provide building information through departmental pre-plans and inspection records.
- Activate, through EMO, the Provincial Heavy Urban Search and Rescue (HUSAR) Response Team, as required.
- Activate Provincial Hazardous Materials (HAZMAT) Response Team, as required.
- Provide Hydro related updates as required through usage of protected contact numbers.

Operations

The Operations Services include those areas of operation associated with general construction, maintenance and repair of roadways, physical infrastructure, solid waste collection and disposal, landfill site, street lighting.

The responsibilities of Operations Services are, but not limited to, maintaining and providing the following:

- Provide an inventory of equipment and personnel available to assist in the response to an emergency.
- Ensure that an inventory of contractors and equipment suppliers is available to assist in an emergency.
- Ensure that a list of transportation companies with contacts and equipment available to assist in an emergency is provided.
- Ensure that all vehicles, equipment, and personnel are available for assistance.
- Provide barriers and flashers for control for the Emergency Area.
- Clear debris, snow or other obstructions in and around the Emergency Area.
- Arrange delivery of emergency bottle water supplies for human consumption. Conduct emergency sandbagging and other flood and water control measures.
- Provide supplies of fuel and oil for emergency services vehicles.
- Arrange for the provision of portable washrooms and other sanitary facilities and provide essential waste disposal.
- Maintain essential streets and access routes for pedestrian and vehicular access.
- Provide equipment and personnel to assist in the clearing of trees and property.

Section 19

Allied Agencies

Hastings County Social Services

Activation

The Hastings County Social Services (HCSS) Team may be activated either directly or during a multi-municipal event, via the MECG Liaison Officer and or EOC Commander, through Hastings County Emergency Operations Centre. When an HCSS Team representative is required to attend the MEOC they will be assigned to the Logistics sector.

General

The responsibilities of the Hastings County Social Services Team include those areas of operation associated with:
   a. Provision of Reception/Evacuation centre services, including registration and inquiry, emergency feeding, emergency clothing, emergency lodging and personal services.
   b. Co-ordination of supply and demand of HCSS human resources, both volunteer and compensated.

Resources

The Hastings County Social Services will maintain a list of equipment and HCSS personnel available to assist in the response to an emergency, including volunteer and community partner agencies

Evacuation Centres

Hastings County Social Services maintain a list of preapproved facilities that have been identified as suitable Reception/Evacuation Centre sites in Hastings County. When requested Hastings County Social Services know in advance the capacity and size which are suitable for the provision of Reception Centre/Evacuation services during a localized emergency event.

Responsibilities

The responsibilities of Hastings County Social Services staff in the Municipal Emergency Operations Centre shall be:

- Establish Reception/Evacuation Centres with regards to the opening, security, facility contact, identification and coordination of the required ESS functions and necessary human resources.
- Work with the impacted Municipality to coordinate the movement of people from the emergency area to Reception/Evacuation Centres once the Centres have been established.
- Maintain records of human resources/administrative details, evacuee details and costs associated with the provision of emergency social services.
- When applicable, provide such details to the Ministry of Municipal Affairs and Housing for consideration under the Ontario Emergency Fund.
- Coordinate transportation for HCSS Team human resources, as required.
- Obtain assistance, if necessary, from the Provincial Ministry of Community and Social Services.
- Maintain a log of all actions taken.

Medical Officer of Health

Activation

The Medical Officer of Health may be activated either directly or during a multi-municipal event, via the MECG Liaison Officer. When a representative is required to attend the MEOC they will be assigned to the appropriate IMS Sector by the MEOC Commander.

General

The responsibilities of the Medical Officer of Health include those areas of operation associated with:

- Communicable Diseases
- Health Inspection Services
- Advice on Medical Services
- Public Health Advisory

Responsibilities of the Medical Officer of Health

The office of the Medical Officer of Health shall:

- Provide information and instructions to the Municipal Emergency Control Group (MECG) and the population on matters concerning public health.
- Protect the health of the community from inherent health threats by enforcement of the applicable legislation.
- Continue delivery of established programs to ensure continuity of care and general health protection.
- Maintain a log of all actions taken

Emergency Medical Services (EMS)

General Responsibilities:

The general responsibilities of Emergency Medical Services include those areas of operation associated with:

- Ensuring provision of emergency medical services at the site of the emergency
- Ensuring continuity of emergency medical services coverage is maintained throughout the remainder of the community/county.
- Liaise with the Quinte Health Care (North Hastings) to help facilitate medical services at the hospital.

Responsibilities of the Emergency Medical Services:

Emergency Medical Services shall ensure the following:

- Establish an ongoing communication link with the senior EMS official at the scene of the emergency.
- Obtain EMS from other County Services for support, if required.
- Ensuring sufficient resources are available and assigned in order to perform triage treatment and transportation for the emergency.
- Advising the MECG if other means of transportation is required for a large-scale response.
- Liaise with the Ministry of Health and Long-Term Care Central Ambulance Communication Centre to ensure balanced emergency coverage is available at all times throughout the community.

- Assist other health institutions to deliver emergency services to victims of the emergency.
- Ensure liaison with the receiving hospitals.
- Ensure liaison with the Medical Officer of Health, as required.
- Ensure distribution of casualties in an appropriate and effective way.
- Maintain a log of all actions taken.

Section 20

Incident Commander "IC" - (Site)

Reports to:
MEOC Commander

Activation:
The first arriving agency, officer or senior personnel will establish Incident Command.
The Incident type will generally dictate the agency who will assume command, and the type of command structure, be it a single or unified command.

Transfer of Command:
The transfer of command will take place as per agency protocols; normally the arrival of higher-ranking officers will initiate the transfer of command.
The transfer of command will take place with a detailed face to face briefing.

Incident Command:
There is one Incident Commander per Incident/Site. In the event there is more than one Incident location/site there will be an Incident Commander established for each location/site.

Area Command may be established in the event of multiple sites.

The Incident Commander's role is to provide the necessary on-site management, direction, control, and coordination of the emergency response by establishing Incident Command, an Incident Command Post, and by implementing the Provincial Incident Management System (IMS).

Responsibilities of the Incident Commander
The IC shall:

- Assume and establish the appropriate Command Structure for the Incident (Single or Unified).
- Implement the IMS and direct, control and coordinate the on-site emergency response.
- Establish and provide for Planning, Logistics, Administration and Operations, as required.
- Establish an Incident Command Post (ICP).
- Establish and maintain emergency response communications.
- Establish and maintain communications with the Municipal Emergency Operations Centre.
- Provide Situational Reports to on-site personnel and agencies.
- Provide Situational Reports to the Municipal Emergency Control Group.
- Conduct size-up and develop an Incident Action Plan and set the Operational Period.
- Conduct the necessary briefings as required.
- Seek approval from MEOC on financial limits for procurement of resources.

- Take such action as deemed necessary to minimize the effects of the emergency or disaster.
- Maintain a log of all actions taken.

Section 21

Community Emergency Management Coordinator (CEMC)

Responsibilities of the Community Emergency Management Coordinator (CEMC) include:

- Successfully complete all training, as required by Emergency Management Ontario, and maintain familiarity at all times with current standards and legislated community accountabilities, ensuring that senior management and elected officials are aware of the latter.
- Identify emergency management program financial and resource requirements and prepare, or assist in the preparation of, an annual emergency program budget submission.
- Form a Community Emergency Management Program Committee.
- Conduct the community's Hazard Identification and Risk Assessment process.
- Prepare community emergency response plan and submit changes to EMO.
- Ensure the designation and development of an appropriate community Municipal Emergency Operations Centre.
- Conduct the critical infrastructure identification process.
- Document the existing community emergency response capability and identify and attempt to address additional needs.
- Conduct annual training for the members of the Municipal Emergency Control Group and Municipal Emergency Operations Centre staff.
- Conduct an annual exercise to evaluate the community emergency response plan.
- Identify individual(s) to act as municipal community emergency staff.
- Develop and implement a community emergency management public awareness program.
- Conduct an annual review of the community emergency management program.
- Provide emergency management expertise and administrative support to the Municipal Emergency Control Group during an emergency.
- Maintain the response plan to ensure it is up to date and accurately reflects the community risk assessment and emergency management program priorities.
- Liaise with the sector EMO Officer, at all times, to ensure that the community emergency management program maintains the legislated standards.
- Monitor the community's level of mandated emergency program achievements and process the required verification documents to Emergency Management Ontario.
- Ensure that equipment and supplies are available in the designated (MEOC) Municipal Emergency Operations Centre.
- Compile a final report on the emergency.
- Complete all compliance documentation and submit to EMO on an annual basis.
- Chair the Program Committee meetings and set the agenda and compile the minutes from the meetings

Section 22

Standards

This plan does integrate other applicable standards in the document. The following sections include regulations that have an impact on components of the Emergency plan for the Municipality of Hastings Highlands.

Accessibility for Ontarians with Disabilities Act / Ontario Regulation 429/11 and 191/11;

The Act specifically identifies Standards to be set by Regulation.

Ontario Regulation 429/07 sets out requirements for Accessible Standards for Customer Service and Providing Documents in an Accessible Format

The Municipality of Hastings Highlands shall provide Emergency Plan information in an accessible format, upon request, in accordance with the Accessible Customer Service Standards Policy # 0084 – Accessibility Customer Service Policy.

Ontario Regulation 191/11 clarifies information requirements related to emergencies and to emergency plans.

Key references are provided as follows:

Emergency procedure, plans or public safety information

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

13(2) Obligated organizations that prepare emergency procedures, plans or public safety information and make the information available to the public shall meet the requirements of this section by January 1, 2012.

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M. 56

The Municipal Emergency Plan is a public document for reference by the general public.

As stated in the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990,:

Section 8. (1) A Head of an institution may refuse to disclose a record if the disclosure could reasonably be expected to,
(i)   endanger the security of a building or the security of a vehicle carrying items, or of

a system or procedure established for the protection of items, for which protection is reasonably required.

Section 9 (1); A head shall refuse to disclose a record if the disclosure could reasonably be expected to reveal information the institution has received in confidence from,

(a)   the Government of Canada;
(b)   the Government of Ontario or the government of a province or territory in Canada;
(c)   the government of a foreign country or state;
(d)   an agency of a government referred to in clause (a), (b) or (c); or
(e)   an international organization of states or a body of such an organization.

Section 10(1)(a); A head shall refuse to disclose a record that reveals a trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to,

Section 10(1)(b):   Result in similar information no longer being supplied to the institution where it is in the public interest that similar information continues to be so supplied;

Section 13; A head may refuse to disclose a record whose disclosure could reasonably be expected to seriously threaten the safety or health of an individual.

Canadian Standards Association (CSA) Canadian Emergency Management and Business Continuity Program Standard (CSA Z1600);

Business Continuity Program Standard CSA Z1600, establish a common set of criteria for disaster management, emergency management, and business continuity programs. This Standard was published in 2008.

While CSA Z1600 is non-binding, the IMS doctrine is designed to be consistent with it.

Below is an extract from the CSA Z1600 Standard:

6.5 Incident management

6.5.1
The entity shall establish an incident management system to direct, control, and coordinate operations during and after an emergency.

6.5.2
The incident management system shall assign specific organizational roles, titles, and responsibilities for each incident management function.

6.5.3
The entity shall establish procedures for coordinating response, continuity, and recovery activities.

Acronyms	
AP	Action Plan
CANUTEC	Canadian Transport Emergency Centre
CAO	Chief Administrative Officer, Municipality of Hastings Highlands
CEMC	Community Emergency Management Coordinator
EIO	Emergency Information Officer
EMO	Emergency Management Ontario
EMS	Emergency Medical Service
EOC	Emergency Operations Centre
ESS	Employee Self-Service
HAZMAT	Hazardous Materials
HCECG	Hastings County Emergency Control Group
HCOC	Hastings County Operations Centre
HCSS	Hastings County Social Services
HUSAR	Heavy Urban Search and Rescue
IC	Incident Command
ICP	Incident Command Post
IMS	Incident Management System
LO	Liaison Officer
MECG	Municipal Emergency Control Group
MEOC	Municipal Emergency Operations Centre
MLTSD	Ministry of Labour, Training and Skills Development
MOECP	Ministry of Environment Conservations
MP	Member of Parliament
MPP	Member of the Provincial Parliament
NGO	Non-Governmental Organizations
OHSA	*Ontario Health and Safety Act*
OPP	Ontario Provincial Police Service
PEOC	Provincial Emergency Operations Centre
PIAR	Post Incident Action Report
SO	Safety Officer

Emergency Management

Hastings Highlands

Beautiful By Nature

Schedule 'C' to Bylaw 2023-050

Municipality of Hastings Highlands
Continuity of Operations Plan
2023

The Corporation of the Municipality of Hastings Highlands
33011 Hwy 62 N, P.O. Box 130, Maynooth, Ontario K0L 2S0
(613)338-2811
www.hastingshighlands.ca

This Page Intentionally Left Blank

Table of Contents

Glossary of Terms

ASDL – Alternate Service Delivery Location

CAO – Chief Administration Officer

CEMC – Community Emergency Management Coordinator

COOP – Continuity of Operations Plan

Corporation or Municipality – Municipality of Hastings Highlands

EIO – Emergency Information Officer

EMCPA – *Emergency Management and Civil Protection Act*

Emergency – (as defined in the EMCPA*)* - a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise.

EOC – Emergency Operations Centre (33011 Hwy 62 N, Maynooth, ON K0L 2S0)

HIRA – Hazard Identification and Risk Assessment

Municipal Emergency Control Group (MECG) – As defined in the Emergency Response Plan, the MECG consists of all department heads and the emergency planning coordinator. Applicable managers to the building and/or services affected, or who are key in the response to any specific emergency may be asked to join the MECG for the duration of that emergency.

Background

The Municipality of Hastings Highlands was incorporated on January 1, 2001, and is made up of five (5) former Townships including Bangor, Wicklow, McClure, Monteagle, and Herschel. The Municipal office for these amalgamated Townships is located in Maynooth. Maynooth is nestled approximately 23 km. north of Bancroft, on Hwy 62 at the intersection of Hwy 127.

The Municipality is comprised of 972.54 square kilometres (375.50 square miles) and has a permanent population of 4,385 (2021 Canadian Census) that doubles or even triples in the summer due to the cottage owners and visitors that are attracted to the area.

Summary

The Municipality of Hastings Highlands has developed this Continuity of Operations Plan (COOP) to ensure that necessary plans and procedures have been put in place to ensure continuity of operations in response to any kind of emergency.

While the type, scope and duration of the emergency may vary, this plan is designed to provide quick and easy access to procedures and processes that will support the smooth response to and recovery of Municipal operations.

To ensure an appropriate response, the emergency management teams in the Municipality of Hastings Highlands have been made aware of the plan and this plan will be reviewed on an annual basis.

While the focus of this plan is on Continuity of Operations it has a direct relationship with the broader Emergency Response Plan of the organization.

This **Continuity of Operations Plan (COOP)** covers the interruption of normal Municipal operations and the return to work as a result of an emergency as defined in the *Emergency Management and Civil Protection Act* (EMCPA).

It is important to note that all actions will be taken with health and safety as a priority. The ability for staff to perform their duties will be measured with any other controls that may need to be implemented prior to resumption of services. Individual risk analysis may be conducted of existing or new workspaces, depending on the nature of the emergency.

The Municipality of Hastings Highlands' **Emergency Response Plan** addresses the role the senior leadership team plays as the Municipal Emergency Control Group in the event of an emergency. An emergency is defined as "a situation, or an impending situation, that by its nature or magnitude affects the health, safety, welfare and property of a community and requires a coordinated response" by several agencies. The scope of any emergency may be at a community, provincial or national level, depending on the type of severity of the danger. The Municipality, as a requirement under the *Emergency Management and Civil Protection Act* (EMCPA), has completed a Hazard Identification and Risk Analysis (HIRA) and will as needed, develop hazard specific plans to compliment both the continuity of operations plan and the emergency response plan.

A Robust Continuity of Operations Plan (COOP):
- Safeguards human life, safety, and well-being,
- Ensures continuity and resiliency in our organization during an emergency,
- Minimizes confusion and enables effective decision-making during a time of crisis,
- Reduces dependency on certain staff for critical operations,
- Minimizes loss of data and assets,
- Facilitates timely recovery,

- Ensures continued regulatory compliance,
- Maintains public confidence.

Scope

The COOP is limited in scope to recovery and business continuance from a serious disruption in activities, that may include impacts to staffing, workplace, equipment/technology and/or information. This plan is not meant to address temporary interruptions of duration less than the time frames determined to be critical to business operations.

Confidentiality

Unlike the Municipal Emergency Response Plan, this plan is a confidential document and is protected from public release under Section 10 of the *Emergency Management and Civil Protection Act* (EMCPA).

"Except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6 or 8 shall be made available to the public for inspection and copying during ordinary business hours at an office of the Municipality, Ministry, or branch of government, as the case may be. R.S.O. 1990, c. E.9, s. 10; 2009, c. 33, Sched. 9, s. 4."

Potential Risks to the Delivery of Service

Several events or situations could potentially disrupt the delivery of services by the Municipality. The hazards that can cause disruptions may be external factors, internal factors within the Corporation, or events that make it unsafe for staff to be at their primary work location.

Hazards fall into three main categories:

- Forces of nature
- Technological failures
- Human caused (both accidental and intentional)

Forces of nature such as blizzards, severe storms, floods, and tornados are hazards which can pose a risk in our area. If a major disease outbreak occurs, departments could be significantly affected by ill staff and be put in the position of operating with reduced numbers. Technological failures such as extended power outages, communication network failures, or loss of data can impair a department's ability to function. Service delivery can also be affected by accidents or intentional acts carried out by individuals or groups.

Different hazards disrupt service in different ways. They may affect transportation routes, IT systems, staff health, or even result in damage to Municipal buildings, vehicles, or other assets. Not all hazards pose the same level of risk to each part of the Corporation and there are some hazards that are unique and apply only to specific departments. In continuity planning it is important that departments assess the full range of services they deliver, the specific risks they face, and their vulnerabilities in terms of staff, interdependencies, resources, and assets.

Responding to an Emergency Event

This Plan is intended to ensure the ongoing delivery of critical programs and services as defined in the Plan.

In such an event, **the first priority is the safety of human life.** Once certain that everyone is safe and accounted for, the COOP will be executed.

It is essential that an initial assessment be made of how long operations will be interrupted at the affected location.

Once an initial assessment of the emergency has been done and depending on the nature of the emergency, recovery strategies will need to be implemented to ensure Continuity of Operations.

Municipal Emergency Control Group Roles and Responsibilities and Emergency Procedures

In the event of an emergency or incident that affects the continuity of operations, the Municipal Emergency Control Group (MECG) will meet to assess the scope and duration of the emergency and initiate their respective roles in management response. Members of the team may be assigned specific roles and responsibilities in an emergency based on the Incident Management System. Decisions, actions, and next steps in response to the emergency will be done via this group and at the direction of the CAO and other subcommittees may be formed to assist with specific aspects of the response and recovery efforts.

Response will be based on whether the service affected has lost:
- Adequate staffing,
- Access to any Municipal building or Municipal run facility,
- Access to necessary information to perform service,
- Necessary equipment to perform service.

The appendices to this plan detail the response for each department in addressing each of these hazards.

Program Recovery

As the COOP of the Municipality is activated, the Municipal Emergency Control Group (MECG) will immediately begin to address the recovery aspects of each department as needed. Dependent on the scope, duration and complexity of the emergency, the MECG may be responsible for the relocation and recovery of business-critical services using a variety of different strategies specifically addressed in the **Appendices.**

Decisions, actions, and next steps in recovery from the emergency will be done via this team and at the direction of the CAO.

Each Appendix will include individual COOP for each departmental critical service, including minimum staffing numbers, equipment required for service delivery, list of vital records, an identified alternate service delivery location (ASDL) and recovery actions to be taken in the event of a loss of **people, facility, equipment, or information.**

Recovery Strategies

In the event of an emergency and the activation of the COOP, the following recovery strategies and procedures will be implemented. The strategies and procedures will apply to any significant emergency where the primary work location is compromised, there is a shortage of staff, or a loss of equipment or access to information necessary to deliver the service. The strategies and procedures listed have been developed, considering the geographic area of the disruption; estimated duration of the disruption; impact on assets, resources and staff and other related factors.

Geographic Area
The disruption may be limited to part or all of the building and could have implications on the availability of possible alternative sites.

Estimated Duration
An analysis of what services will be affected over the estimated duration of the emergency should be considered using the identified recovery time objectives of the departments.

Impacts on Assets and Resources
All or some of the resources and assets could be affected. The impact could also be either temporary or permanent.

Communication Plan

In the event of an emergency, it will be necessary to advise and be in close contact with staff, internal and external stakeholders, and management leads to inform and advise them on the status of the emergency as it relates to the COOP.

It will also be important to ensure the public is kept apprised of the Municipality's response to the disruption in service and any pertinent information they may require when accessing Municipal services during the emergency/service disruption. This communication to the public will be done through media releases, social media, and the Municipal website. Any inquiries from the media will be directed to the Emergency Information Officer.

Communicating with Employees
Communicating early and often during an emergency will reassure employees that the organization is on top of the situation. Update information, as necessary, and as soon as possible during an emergency. Activating a call-in line or other 24/7 accessible method for employees' access to updated information will help them stay abreast of what is happening.

Communicating with Stakeholders
Communication is needed to convey information to both internal and external stakeholders during an emergency event. This may mean letting headquarters or vendors know that an emergency event has occurred and where they can go to get information.

Communicating with the Public and Media
It is recommended employees do not speak with the media about inquiries; this includes social media use. Communications of that type should be handled by the Municipality's Emergency Information Officer (EIO).

Training/Testing/Plan Maintenance

The COOP will be reviewed/updated on an annual basis. Each department will be responsible for ensuring their component of the plan is updated and accurately reflects the current and reliable information for the Municipality. This will be coordinated by the Community Emergency Management Coordinator (CEMC) or their designate.

All members of the emergency management team will be made aware of the plan and advised on its content and procedures. This will be done at least once annually. Content for this process will ensure that emergency management team members are appropriately trained in the overall plan and their specific assigned roles.

An annual exercise may be convened involving all appropriate staff to ensure plan effectiveness. Lessons learned from the exercise will be used in updating the plan.

Changes to the Plan/Maintenance Responsibilities

The master copy of the plan, hard copy, and electronic version will be maintained by the Community Emergency Management Coordinator (CEMC) or designate and will be distributed to all members of the senior management team and the IT department.

Department management is responsible for:

1. Periodically reviewing the adequacy and appropriateness of its Continuity of Operations strategy.

2. Assessing the impact of its' own departments' COOP on that of others within the organization including additions or changes to existing business functions, department procedures, equipment, and facilities requirements.

3. Keeping team members up to date and informed.

4. Communicating all plan changes to the Emergency Planning Coordinator so that the organization's master COOP can be updated.

The Five components of Emergency Management represented within a comprehensive Emergency Management Program.

Comprehensive Emergency Management Programs

Comprehensive EM programs, are EM programs built to manage emergencies and COOP issues, supported by dependable critical infrastructure, encompassing five components of EM, and built on the results of a hazard identification and risk assessment

Critical Infrastructure Assurance

Continuity of Operations Planning (COOP)

Prevention

Recovery

Mitigation

Response

Preparedness

Hazard Identification and Risk Assessment

This figure illustrates a comprehensive EM program which includes the five overlapping components of EM which are Prevention, Mitigation, Preparedness, Response and Recovery as well as Continuity of Operations Planning, Hazard Identification and Risk Assessment (HIRA) and Critical Infrastructure Assurance.

Comprehensive EM programs are EM programs built to manage emergencies and Continuity of Operations issues, supported by dependable critical infrastructure, encompassing five components of EM, and built on the results of a Hazard Identification and Risk Assessment (HIRA).

Corporate Hazard Identification & Risk Assessment (HIRA) Introduction

Conducting a Hazard Identification and Risk Assessment (HIRA) is a key step in business continuity planning. A HIRA is a systematic way of assessing the amount of risk that particular hazards present to departments and business functions. Once specific high-risk hazards are identified, plans can be made to mitigate against the harm and damage they could produce. These plans also include provisions to ensure effective response and to facilitate recovery.

The HIRA process begins by identifying specific hazards that could pose a risk to an organization. These are then examined in terms of the probability that they will occur and the potential impact they could produce to assess the amount of risk associated with the hazard.

HIRA Terminology
Hazard: An undesirable event or situation that can arise from forces of nature, technological failures, or human actions (both accidental and intentional). Hazards have the potential to harm:

- People
- Property
- Infrastructure
- Environment
- Animals
- Agriculture
- Businesses
- Economy

Quantifying Risk
The amount of risk a specific hazard presents is a product of how likely it is to occur and the severity of the consequences it produces.

Likelihood: The probability that a hazardous event will occur.

Consequence: The impact, damage, or amount of harm a hazard can produce.

For the purposes of a HIRA, risk can be quantified by ranking a specific hazard in terms of likelihood and consequences. The amount of risk a hazard poses is then determined by multiplying these two values together:

Risk = Likelihood x Consequence

The resulting value can be plotted on a risk assessment matrix to determine if a hazard poses a high, medium, or low risk to the services delivered by the Municipality.

Assessing Likelihood and Consequence

The following two scales are used to assess likelihood and consequence.

Likelihood Scoring Table (Frequency)

Score	Category	Description (Historically)	Percent Chance
1	Rare	Occurs every 100 years or more	Less than a 1% chance of occurrence in any year.
2	Very Unlikely	Occurs every 50 – 99 years	Between a 1- 2% chance of occurrence in any year.
3	Unlikely	Occurs every 50 – 99 years.	Between a 2-5% chance of occurrence in any year.
4	Probable	Occurs every 5 – 19 years	Between a 5 - 20% chance of occurrence in any year.
5	Likely	Occurs <5 years	Over 20% chance of occurrence in any year.
6	Certain	The hazard will occur annually	100% chance of occurrence in any year.

Consequence Table	
Hazard	**Score**
1. Fatalities	
2. Injuries	
3. Psychological	
4. Social Connections	
5. Evacuation	
6. Property Damage	
7. Critical Infrastructure Service	
8. Environmental	
9. Economic	
10. Reputation	

Level	Score
N/A	0
Low	1
Medium	2
High	3

Hazards Defined

Fatalities - Potential number killed as a result of the hazard.

Injuries/Illness - Potential number injured or ill because of the hazard.

Psychosocial - The number of people traumatized and having difficulty functioning socially or in the workplace.

Social Connections - Access to formal or informal networks of support, including family and community supports. Reciprocity, trust, and cooperation between people may be negatively affected.

Evacuation or shelter-in-place - Potential for formal evacuation, shelter-in-place orders, or people stranded.

Property Damage - The direct negative consequences of a hazard on buildings, structures, and other forms of property, such as crops.

Critical Infrastructure Service - The negative consequences of a hazard on processes, systems, facilities, technologies, networks, assets, and services essential to the health, safety, security or economic well-being of Canadians and the functioning of government.

Environmental Damage - The negative consequences of a hazard on the environment, including the soil, water, air, and/or plants and animals.

Economic - The negative economic consequences of a hazard, including on commercial, industrial, or regional economies.

Reputational - The perception of one or more organizations or jurisdictions, in the minds of its stakeholders, the public, and others who are vital to its success.

Calculating Risk Scores

Steps in the HIRA:
- Identify potential hazards,
- Rank scale of likelihood,
- Assess potential magnitude of consequences,
- Calculate your Total Risk Score (Risk = Likelihood x Consequence)

Risk Scores	Description	Hazard
151-180	Extreme	
121-150	Very High	i.e., Forest Fire
91-120	High	
61-90	Moderate	
31-60	Low	
1-30	Very Low	

HIRA – Identified Risks

The Corporate HIRA identified the following ten categories of hazards that pose the most risk to the Municipality of Hastings Highlands:

- Electrical/Energy Failure,
- Freezing Rain/Ice Storm,
- Windstorm/Tornado,
- Transportation Emergency/Road Emergency,
- Flood,
- Forest Fire,
- Fire/Explosion,
- Cyber Attack,
- Aggressive/Hostile Person(s),
- Dam Failure, and
- Infectious Disease.

Hazard Identification and Risk Assessment				
Rank	Hazard	Frequency Category (Likelihood)	Consequence Score	Level of Risk
1.	Forest Fire	Certain (6)	(25)	Very High (150)
2.	Windstorm/Tornado	Certain (6)	(20)	High (120)
3.	Flood	Likely (5)	(22)	High (110)
4.	Electrical/Energy Failure	Certain (6)	(13)	Moderate (90)
5.	Transportation Emergency/Road Emergency	Likely (5)	(15)	Moderate (78)
6.	Cyber Attack	Probable (4)	(18)	Moderate (72)
7.	Freezing Rain/Ice Storm	Likely (5)	(11)	Low (55)
8.	Active Shooter	Very Unlikely (2)	(25)	Low (50)
9.	Infectious Disease	Rare (1)	(24)	Very Low (24)
10.	Dam Failure	Rare (1)	(20)	Very Low (20)
11.	Fire/Explosion (Structural)	Likely (5)	(18)	Very Low (18)

![Hastings Highlands logo — Beautiful By Nature]

Municipality of Hastings Highlands
Organizational Chart

Council (7)

Chief Administrative Officer/ Deputy Treasurer/CEMC

Library Board (7)

Library Chief Executive Officer (1)

Operations Manager (1)
- Operations Supervisors (2)
- Administrative Assistant (Building & Operations) (1)
- Mechanic (1)
- Operators (3 FT/12 FT)
- Operator Waste & Facilities (1)
- Labourer (1)
- Part-Time Waste Site Attendants (11)
- Custodian (Part Time) (1)

Chief Building Official/Alt CEMC (1)
- Building Inspector (1)
- Bylaw Enforcement Officer /Alt CEMC (1)

Municipal Planner (1)
- Building/Planning Clerk (1)
- Administrative/ Community Services Coordinator (1)

Municipal Clerk (1)
- Deputy Clerk (1)

Treasurer (1)
- Financial Analyst Receivables (1)
- Financial Analyst (1)

Fire Chief (1)
- Deputy Fire Chief (1)
- District Chiefs (3)
- Captains (9)
- Volunteer Fire Fighters (32)

Library Staff (Part Time) (3)

February 9-2023

Activation Procedures of COOP

The Municipality's CAO shall consult with the Emergency Management Control Group (EMCG) regarding activation of the COOP. Ultimately, the decision to activate the COOP rests with the CAO. If activation involves utilizing emergency procurement policies, Council shall be informed immediately of the decision to activate.

Deactivation of COOP - Return to Normal Operations

The CAO will have the authority to deactivate COOP after consulting with the Control Group. The Control Group may wish to consider the same elements as were discussed during the activation.

The Control Group shall ensure buildings are suitable for return to work (Municipal Building Official, Fire Services, and Health & Safety Inspection). Department managers shall contact staff with direction to return/report to regular workstation. The Community Emergency Management Coordinator (CEMC) is responsible for contacting allied agencies with notification of return to normal operating status.

Decision Matrix for Activation/Deactivation of COOP

The decision matrix focuses on the way in which the emergency event may impact the capabilities of the Municipality to provide its essential functions. To remain flexible to the variety of situations that could trigger activation or partial activation of the COOP plan, this matrix provides guidance. Recommended impacts and decisions may be modified based on the actual events.

DECISION MATRIX

Impact on the Municipality	COOP Decision
Impact: Disruption of **up to 12 hours**, with little effect on services or impact to essential functions or critical systems. Services which can be suspended temporarily. *Example: Tax services closed for inventory.*	**No COOP activation required.**
Impact: Disruption of **12 to 72 hours**, with minor impact on essential functions. *Example: Computer virus, small fire, or moderate flooding.*	**Partial COOP activation.** Depending on department(s) affected.
Impact: Disruption to one or two essential functions or to a vital system for **no more than three days**. *Example: Computer virus, small fire, or moderate flooding.*	**Partial COOP Activation.** Move certain personnel to an alternate facility or location in the primary facility for less than a week.
Impact: Disruption to one or two essential functions or to the entire agency with potential of lasting for **more than three days but less than two weeks**. *Example: Snow/ice storm; hurricane, workplace violence, major telecommunications failure, or major power outage.*	**Partial COOP Activation.** For example, orders of succession for some key personnel may be required; movement of some personnel to an alternate work site or location in the primary facility for more than a week may be necessary. Personnel not supporting essential functions may be instructed not to report to work or be re-assigned to other activities.
Impact: Disruption to the entire agency with a potential for lasting **at least two weeks**. *Example: Explosion in/contamination of primary facility; major fire or flooding.*	**Full COOP Activation.** Activation of orders of succession for some key personnel. May require movement of many, if not all, essential personnel to an alternate work site for more than two weeks.

Appendix 1 – Municipal Emergency Control Group Roles and Responsibilities

The Municipal Emergency Control Group is comprised of the Mayor/Deputy Mayor, Department Heads, the Fire Chief, the Community Emergency Management Coordinator (CEMC) and two Alternate CEMC's. Generally, the Municipal Emergency Control Group is responsible for the following:

- Implementing the Municipality's emergency response plan in whole or in part to respond to an impending, potential, or existing emergency, including mobilizing emergency services, agencies and equipment.
- The coordination and direction of the Municipality's resources used to mitigate the effects of an emergency, provided they are not contrary to law.
- Ensuring that the EOC is appropriately staffed to mitigate the effects of a given emergency by expanding their Section if necessary.
- Providing information to the public regarding Municipal activities and operations during an emergency.
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger.
- Ensuring the daily operation of the Municipality during the emergency.
- Provision of the authorization of expenditures during the emergency and to ensure the proper accounting and cost recovery processes are in place and followed.
- Maintaining an operational log detailing the group's decisions and activities.
- Demobilizing the Municipality's EOC when appropriate.
- Conduct and participate in a debriefing, generate an after-action report and implement recommendations for improvement in the plan or response capabilities.

Appendix 2- Departmental Continuity of Operations Plans

This section of the plan is comprised of the COOP for each department's identified critical services. Each plan outlines strategies for resumption of business, equipment and vital records required for carrying out the service and an identified alternate service delivery location.

Any changes made to these plans should be reported to the Community Emergency Management Coordinator to ensure this master document is kept up to date.

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Council (Administration)		< 3	4-9	10-15
Service: Political Authority				X

Number and Type of Staff Required to Operate Service:
Seven (7)

Equipment/Technology Required: Can revert to paper agendas; may still be dependent on teleconferencing laptops; Council chambers phone/speaker system; Municipal cell phones.

Vital Records: Agendas, minutes, bylaws; special resolutions; reports.

Tasks Required in Service:

1. Consider declaration of emergency to give Mayor authority under the EMPA.
2. Consider delegation of Authority Bylaw
3. Consider virtual meetings as much as legislatively possible
4. Consider broadcasting meetings via social media to public, if public unable to attend in person.
5. If necessary, use other Municipal Community Centres for Chambers (Monteagle, Bangor).
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes_____ No X

What is the Alternate Service Delivery Location? Monteagle Office - 3187 Musclow Greenview Rd, Hastings Highlands & Lake St. Peter Community Centre - 5 Boulter Lake Rd, Hastings Highlands

Internal Dependencies: All of them

External Dependencies: Member municipalities & County; Federal and Provincial government; other municipal organizations (eg. AMO, FCM, AMCTO, PEOC, EMO, etc.), Emergency Services

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Administration		< 3	4-9	10-15
Service: Clerk's Dept.				X

Number and Type of Staff Required to Operate Service:
Two (2) - Clerk & Deputy Clerk

Equipment/Technology Required:
Cell phone, laptop, access to Internet/Municipal Server

Vital Records: Contact lists for stakeholders, County and upper levels of government, computer records, agendas, minutes, bylaws; special resolutions; reports.

Tasks Required in Service:

1. If needed, Deputy clerk can assume role.

2. If needed, Council can appoint interim Clerk.

3. Ensure communication plan to staff and public is developed.

4. Consider using alternate work location (i.e., work from home).

5. Ensure all IT requirements are met if working from home (access to server, etc)

6.

7.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes X **No**

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies:
All of them

External Dependencies: Member municipalities and the County; Federal and provincial government; various municipal organizations (eg, AMO, FCM, AMCTO, PEOC, EMO, etc), and Emergency Services

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Administration		< 3	4-9	10-15
Service: Chief Administrative Officer (CAO)				X

Number and Type of Staff Required to Operate Service: One (1) - CAO or Designated Department Head
Equipment/Technology Required: Cell phone, laptop, access to Internet/Municipal Server
Vital Records: Contact lists for stakeholders, County and upper levels of government, computer records, bylaws; special resolutions.
Tasks Required in Service:
1. Work with department heads to assess impact on delivery of services.
2. Prioritize service delivery requirements and determine plans to re-establish service.
3. Ensure communication plan to staff and public is developed.
4. Consider using alternate work location (i.e., work from home).
5. Ensure all IT requirements are met if working from home (access to server, etc)
6. Activate succession planning (alternate CAO).
7.
8.
9.
10.
Can another agency or department perform this task? (i.e., Mutual Aid) Yes__X__ No____
What is the Alternate Service Delivery Location? Any other Municipal building with internet and phone; work from home
Internal Dependencies: All of them
External Dependencies: Member municipalities and the County; Federal and provincial government; various municipal organizations (eg, AMO, FCM, AMCTO, PEOC, EMO, etc), and Emergency Services.

Approved By:	Date:

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Administration		< 3	4-9	10-15
Service: Administrative Support		X		

Number and Type of Staff Required to Operate Service:
One (1) - Administrative Assistant, Deputy Clerk or Clerk

Equipment/Technology Required:
Cell phone, laptop, access to Internet/Municipal Server

Vital Records: Agendas, minutes, bylaws; special resolutions; reports.

Tasks Required in Service:

1. Clerk/Deputy clerk to assume role in interim
2. Phones can be unanswered; voicemail system will direct calls
3. Request support from admin from other departments.
4. Consider using alternate work location (i.e., work from home).
5.
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes X   No

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies:
All of them

External Dependencies: Member municipalities and the County; Federal and provincial government; various municipal organizations (eg, AMO, FCM, AMCTO, PEOC, EMO, etc), and Emergency Services.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Human Resources		< 3	4-9	10-15
Service: Staffing Labour & Relations				X

Number and Type of Staff Required to Operate Service:
One (1) - Designated Department Head/Manager or HR Advisor

Equipment/Technology Required:
PC, laptop, phones, photocopier, access to Municipal server, printer, cell phones, fax.

Vital Records: Employee files

Tasks Required in Service:

1. Manager could work from home. Paper based if necessary.

2. If an HR company is contracted out, they could work from their company location.

3. Ensure communication plan to staff and public is developed.

4. Work with IT to ensure access to internet and email/cell service.

5. Reduce to minimum staffing level.

6. Rotate through staff to ensure someone is always rested and available to work.

7.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes__X__ No_____

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies: Finance-payroll, purchasing, accounts payable, IT-Support, Managers from departments for staffing information and needs.

External Dependencies: Member municipalities and the County; Ministry of Labour, OHSA, OLRB, Manulife.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Human Resources		< 3	4-9	10-15
Service: Health & Safety/WSIB				X

Number and Type of Staff Required to Operate Service: One (1) - Health & Safety Representatives, Designated Department Head/Manager or HR Advisor

Equipment/Technology Required:
PC, laptop, phones, photocopier, access to Municipal server, printer, cell phones, fax.

Vital Records: Employee files

Tasks Required in Service:

1. Manager could work from home. Paper based if necessary.

2. If an HR company is contracted out, they could work from their company location.

3. Work with IT to ensure access to internet and email/cell service.

4. Reduce to minimum staffing level.

5. Rotate through staff to ensure someone is always rested and available to work.

6.

7.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes   X   No

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies: Finance-payroll, purchasing, accounts payable, IT-Support, Managers from departments for staffing information and needs and Union.

External Dependencies: Member municipalities and the County; Ministry of Labour, Cunningham Swan, HR Advisor, bargaining agents of applicable Unions (CUPE) and Downloads

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Human Resources		< 3	4-9	10-15
Service: Admin Support (HR Assistant)			X	

Number and Type of Staff Required to Operate Service: One (1) - Designated Department Head/Manager or HR Advisor

Equipment/Technology Required:
PC, laptop, phones, photocopier, access to Municipal server, printer, cell phones, fax.

Vital Records: Employee files

Tasks Required in Service:

1. Work from home. Paper based if necessary.

2. If an HR company is contracted out, they could work from their company location.

3. Work with IT to ensure access to internet and email/cell service.

4. Reduce to minimum staffing level.

5. Rotate through staff to ensure someone is always rested and available to work.

6. Look at internal skills assessment and consider recruiting from other departments, if possible.

7. Alternate staff to perform the duties, if available.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes__X__ No_____

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies: Finance-payroll, purchasing, accounts payable, IT-Support, Managers from departments for staffing information and needs and Union.

External Dependencies: Member municipalities and the County; Ministry of Labour, Cunningham Swan, HR Advisor, bargaining agents of applicable Unions (CUPE) and Downloads

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Human Resources/Finance		< 3	4-9	10-15
Service: Payroll				X

Number and Type of Staff Required to Operate Service:
One (1) - Teasurer, Financial Analysts, or HR Advisor

Equipment/Technology Required:
PC, Cell phone, laptop, photo copier, printer, fax, access to Internet/Municipal Server

Vital Records: Employee Files.

Tasks Required in Service:
1. HR assistant to implement work from home policy - would need to be able to connect to server
2. Move to paper-based system, if necessary.
3. Request support from admin from other departments.
4. Alternate staff to perform task, if necessary.
5.
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes X   No
What is the Alternate Service Delivery Location? Work from home; could also share office space if connectivity is available, or any other Municipal building with internet and phone.

Internal Dependencies: Finance-Payroll, Purchasing, Accounts Payable, IT-Support Managers from different departments for staffing information and needs.

External Dependencies: Ministry of Labour & Manulife

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Finance		< 3	4-9	10-15
Service: Treasurer				X

Number and Type of Staff Required to Operate Service:
One (1) - Teasurer or CAO

Equipment/Technology Required: Dependent on technology - PC, phones, access Municipal Server, internet access, printer. Need technology to access financial reporting & payroll. Paper based for limited time for some areas.

Vital Records: GLs, council packages/agendas, & budget and employee files.

Tasks Required in Service:

1. CAO could assume role.

2. If CAO not available, will look to financial analysts to fill role.

3. Request support from admin from other departments.

4. Institute work from home policy.

5. Ensure contact with vendors re potential delay in payments

6. Re-direct any hard copy invoices to alternate location

7. Reorder cheques if necessary

8. Support vendors in signing up for Electronic Funds Transfer (EFT) payment option

9. Ensure that any non-electronic receivables are redirected or made electronic.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes   X   No

What is the Alternate Service Delivery Location? None formally identified - could work in any office setting or work from home.

Internal Dependencies: All operating departments.

External Dependencies: Financial Institutions (banks), Bell, and Hastings County

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Finance		< 3	4-9	10-15
Service: Accounts Payable			X	

Number and Type of Staff Required to Operate Service:
One (1) - Teasurer, CAO, Financial Analysts, Office Manager, or bookkeepers.

Equipment/Technology Required: PC, Cell phone, laptop, photo copier, printer, fax, access to Internet/Municipal Server, adding machine.

Vital Records: Employee files, invoices, cheques.

Tasks Required in Service:

1. Can revert to minimum staffing levels.
2. Re-direct paper-based invoices to alternate location.
3. Contact vendors to resend any paper invoices to new location.
4. Reorder cheques, if necessary.
5. Would need to secure laptops from IT for bookkeepers.
6. Ensure alternate location has internet access.
7. Secure phones for operations as needed (landlines)
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes X   No

What is the Alternate Service Delivery Location? Work from home; could also share office space if connectivity is available, or any other Municipal building with internet and phone.

Internal Dependencies: All departments Team based - dependent on Treasurer/Financial analyst

External Dependencies: Vendors and Financial Institutions (Banks).

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Operations Department		< 3	4-9	10-15
Service: Operations Administrative Support				X

Number and Type of Staff Required to Operate Service: One (1) - Administrative Assistant

Equipment/Technology Required: Internet, WAN/LAN services, desktop/laptop, Network Infrastructure, facilities infrastructure, cell phone, access to Internet/Municipal Server, vehicle.

Vital Records: Employee records

Tasks Required in Service:

1. Phones can be unanswered; voicemail system will direct calls.
2. Consider using alternate work location (i.e., work from home).
3.
4.
5.
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes_____ No X

What is the Alternate Service Delivery Location? Any other Municipal building with internet and phone; work from home.

Internal Dependencies: All departments.

External Dependencies: Member municipalities & County; Federal & provincial government; various municipal org. (eg, AMO, FCM, AMCTO, PEOC, EMO, etc), & Emergency Services.

Approved By:	Date:

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
Department: Operations Department	Mark an 'X' in the appropriate box.	Low < 3	Medium 4-9	High 10-15
Service: Logistics Support				X

Number and Type of Staff Required to Operate Service: One (1) - Operations Manager, Operations Supervisor.

Equipment/Technology Required: Internet, WAN/LAN services, desktop/laptop, Network Infrastructure, facilities infrastructure, cell phone, access to Internet/Municipal Server, vehicle.

Vital Records: Employee records, paper ACRs; payroll records; committee minutes; statistical reports; fleet records.

Tasks Required in Service:

1. Contact suppliers.
2. Contact service technicians.
3. Identify current base and fleet vehicle stock levels.
4. Consider shifting supplies/equipment from areas of low to high demand.
5. Consider alternative sources of supply.
6. Contact neighbouring services for assistance
7. Consider alter. options for communication - sat phones, communications boards, text mess.
8. Increase logistics staffing levels
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes__ X __ No_____

What is the Alternate Service Delivery Location? Any other Municipal building/ yard with internet and phone.

Internal Dependencies: All departments.

External Dependencies: Member municipalities & County; Federal & provincial government; various municipal org. (eg, AMO, FCM, AMCTO, PEOC, EMO, etc), & Emergency Services.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low < 3	Medium 4-9	High 10-15
Department: Planning		X		
Service: Planning				

Number and Type of Staff Required to Operate Service:
One (1) - Administrative Assistant, Municipal Planner, CBO or Planning Clerk

Equipment/Technology Required:
Planning background/skills, need communication and report writing skills.

Vital Records: Generally no access to vital records required, updates to records can be completed once normal operations resume.

Tasks Required in Service:

1. Transition to working from home.

2. Ensure all IT requirements are met - request any IT support necessary.

3. Communicate to stakeholders on how to access services.

4. Prioritize workload in times of staff shortages.

5.

6.

7.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes   X   No

What is the Alternate Service Delivery Location?
Any other Municipal building with internet and phone; work from home

Internal Dependencies: Geographic Information Systems (GIS). They provide mapping support and various other information on an as needed basis.

External Dependencies: Member Municipalities (staff and Council), various provincial and federal agencies and the public.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
		< 3	4-9	10-15
Department: Planning				
Service: Economic Development	X			

Number and Type of Staff Required to Operate Service: One (1) - Municipal Planner, CBO or Planning Clerk
Equipment/Technology Required: Internet access, laptop, Planning background/skills, need communication and report writing skills.
Vital Records: Generally no access to vital records required, updates to records can be completed once normal operations resume.
Tasks Required in Service:
1. Transition to working from home or other location.
2. Ensure all IT requirements are met - request any IT support necessary.
3. Communicate to stakeholders on how to access services.
4. Prioritize workload in times of staff shortages.
5. Prioritize work to focus on more immediate needs.
6.
7.
8.
9.
10.
Can another agency or department perform this task? (i.e., Mutual Aid) Yes X   No
What is the Alternate Service Delivery Location?   Any other Municipal building with internet and phone; work from home
Internal Dependencies: Geographic Information Systems (GIS). They provide mapping support and various other information on an as needed basis. Land Use Planning Staff, Accounts Payable, IT Support.
External Dependencies: Member Municipalities (staff and Council), various provincial and federal agencies and the public.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
Department: Information Technology	Mark an 'X' in the appropriate box.	Low	Medium	High
		< 3	4-9	10-15
Service: Technical Services			X	

Number and Type of Staff Required to Operate Service: Two (2) - County IT staff

Equipment/Technology Required: Internet, WAN/LAN services, Server Infrastructure, vehicle, desktop/laptop, Network Infrastructure, smart phone, phone system (EOC).

Vital Records: Generally no access to vital records required, updates to records can be completed once normal operations resume.

Tasks Required in Service:

1. Lansweeper - Reinstall on working VM, or Restore VM to earlier date.

2. Domain Controller - We have 8 DCs, if necessary change roles to another DC.

3. Password Vault - Restore/Repair Program, Or use Excel backup at HM.

4. Avaya Phone Sys.-Phone DR Documents (J:\Technical Services\DR\Phone DR) Copy at HM

5. Prioritize work to focus on more immediate needs.

6. Fiber - Use / Config secondary lines if they are available, or use Turbo Hub.

7. VPN Services - Setup Secondary firewall, transfer vpn tokens via support call.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes_____ No X___

What is the Alternate Service Delivery Location? Any network connected site. If internet is down at the main Admin building, then HM would be the site that we would need to use.

Internal Dependencies: N/A

External Dependencies: Telus, Bell, Microsoft, Cogeco, HostedBizz, Minitel, Vmware, Nutanix, HP, Aruba, Fortigate, Baracuda.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department: Information Technology		< 3	4-9	10-15
Service: Helpdesk & Client Services			X	

Number and Type of Staff Required to Operate Service: Two (2) - Help desk and Client Services Supervisor, IT Specialist (alternatively 1 IT Specialist with Technical Services Support)

Equipment/Technology Required: Internet, WAN/LAN services, Server Infrastructure, vehicle, desktop/laptop, Network Infrastructure, smart phone, IT Help desk Application, remote software (Dameware).

Vital Records: Help desk ticketing system, Password vault.

Tasks Required in Service:

1. Prioritize access with Department Heads.
2. Taking stock of inventory and what is available.
3. Deploying devices/access as prioritized.
4.
5.
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes _____ No X

What is the Alternate Service Delivery Location? Potentially work from home.

Internal Dependencies: All departments.

External Dependencies: All Hastings County departments and services.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)			
	Mark an 'X' in the appropriate box.	LOW	Medium	High
		< 3	4-9	10-15
Department: Information Technology				
Service: Phone System Administration			X	

Number and Type of Staff Required to Operate Service: One (1) - County Technical Services Supervisor

Equipment/Technology Required: Internet, WAN/LAN services, Server Infrastructure, vehicle, desktop/laptop, Network Infrastructure, smart phone, IT Help desk Application, remote software (Dameware).

Vital Records: Avaya Phone System server, Voicemail Pro server

Tasks Required in Service:

1. Establish communication with Minitel (phone system support) to determine next steps.

2. With assistance from Minitel, contact Bell & have them forward our main numbers elsewhere.

3. One analog phone w/ 2 phone lines setup & used in Reception area for incoming phone calls.

4.

5.

6.

7.

8.

9.

10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes _____ No X

What is the Alternate Service Delivery Location? Potentially work from home.

Internal Dependencies: All departments.

External Dependencies: Minitel, Bell.

Approved By:	**Date:**

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High

		Low	Medium	High
		< 3	4-9	10-15
				X

Department: Information Technology

Service: Emegency Operations Centre (EOC)

Number and Type of Staff Required to Operate Service: One (1) - County Director, Supervisors/Coordinators

Equipment/Technology Required: Internet, WAN/LAN services, desktop/laptop, Network Infrastructure, facilities infrastructure, smart phone, vehicle.

Vital Records: Digital logs, EOC documentation, EOC instructions

Tasks Required in Service:

1. Adobe connect - cloud hosted vendor - would have to gain access if lost
2. Avaya phone system - see phone system tab.
3. GIS mapping
4.
5.
6.
7.
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes   No   X

What is the Alternate Service Delivery Location? Secondary EOC or another location with backup power and internet needs.

Internal Dependencies: All departments.

External Dependencies: Adobe Connect, GIS mapping, Telus, Minitel.

Approved By:	Date:

CONFIDENTIAL

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	LOW	Medium	High
Department: Emergency Services		< 3	4-9	10-15
Service: Community Emergency Management Coordinator (CEMC)				X

Number and Type of Staff Required to Operate Service:
One (1) - CEMC or alt. CEMC's

Equipment/Technology Required: Dependent on following equipment/resources: Laptop, cell phone, sat. phones, radios, EOC cell phones, EOC equip, EMS Server in case no internet access is available, most information stored locally on laptop.

Vital Records: Emergency plans, policies and procedures (including EOC manual and Standard Operating Guidelines), Provincial legislation; contact lists; Municipal bylaws.

Tasks Required in Service:

1. Notify alternate CEMC of service disruption
2. Notify MECG
3. Notify the County that CEMC role will be filled during emergencies only
4. Activate cross border agreements if necessary.
5. Notify OFMEM to request assistance with compliance requirements, necessary.
6. Determine what projects are critical and if they can be completed by other staff.
7. If office location not available, ensure work from home set up is complete
8.
9.
10.

Can another agency or department perform this task? (i.e., Mutual Aid) Yes X   No

What is the Alternate Service Delivery Location? Work from home; could also share office space if connectivity is available, Primary EOC, Secondary EOC, or any other Municipal building with internet and phone.

Internal Dependencies: Finance-Payroll, Purchasing, Accounts payable, IT Support, HR- Volunteer/ Management/ Staffing Adjustments (emergency); Department heads (Municipal Emergency Control Group)

External Dependencies: Satellite phones, Bell Canada, Hydro One, Primus (teleconferencing); Adobe (for virtual EOC); Satellite Cable Company, Cellular networks.

Approved By:	**Date:**

INTENTIONALLY LEFT BLANK

CONTINUITY OF OPERATIONS PLAN (COOP)

Hastings Highlands *Beautiful By Nature*	IMPACT (Must Score 9 or Higher)		
	Mark an 'X' in the appropriate box.	Low	Medium	High
Department:		< 3	4-9	10-15
Service:				

Number and Type of Staff Required to Operate Service:	
Equipment/Technology Required:	
Vital Records:	
Tasks Required in Service:	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
Can another agency or department perform this task? (i.e., Mutual Aid) Yes_____ No_____	
What is the Alternate Service Delivery Location?	
Internal Dependencies:	
External Dependencies:	
Approved By:	**Date:**