The Corporation of the Town of Grimsby

By-law 18-49

A By-law to adopt a Joint Niagara West Emergency Management Program and Emergency Management Plan

Whereas the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, mandates that every municipality shall develop and implement an emergency management program and the Council of the municipality shall by bylaw adopt the emergency management program;

And whereas the Council of the Town of Grimsby deems it necessary to revise, consolidate and update the by-law to adopt an emergency management program;

And whereas the Council of the Town of Grimsby deems it beneficial and expedient to co-operate with the municipalities of Niagara West, namely the Town of Grimsby, the Town of Lincoln, the Township of West Lincoln and the Township of Wainfleet to adopt and implement a joint emergency management program in accordance with the requirements of the said Act;

Now therefore be it resolved that the Council of the Corporation of the Town of Grimsby acknowledges and enacts as follows:

1. In this By-law:
   (a) "emergency" means 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.

2. An emergency management program shall be adopted and implemented in the Town of Grimsby in accordance with the *Emergency Management and Civil Protection Act* and the regulations enacted thereunder and the said emergency management program shall consist of:
   (a) a municipal emergency plan as required by the said Act;
   (b) 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;
   (c) public education on risks to public safety and on public preparedness for emergencies; and
   (d) any other element required by the standards for emergency management programs set under section 14 of the said Act.

3. The Niagara West Emergency Management Program attached hereto as Schedule A and forming part of this By-law shall be and is hereby adopted and shall be implemented as the emergency management program for the Town of Grimsby in co-operation with the Town of Lincoln, the Township of West Lincoln and the Township of Wainfleet and in accordance with the *Emergency Management and Civil Protection Act* and the regulations enacted thereunder.

4. As part of the emergency management program, the Niagara West Emergency Plan attached hereto as Schedule B and forming part of this
By-law shall be and is hereby adopted as the municipal emergency plan for the Town of Grimsby in accordance with the Emergency Management and Civil Protection Act and the regulations enacted thereunder.

5. The Niagara West Emergency Plan shall be implemented and shall constitute the plan to govern the provision of necessary services during an emergency and shall be applied, with any necessary modifications, in the event of an emergency to provide the procedures under which employees of the municipality and others will respond to an emergency.

6. Certain appointed officials or their designated alternates, as provided in the Niagara West Emergency Plan, shall be empowered to activate the Niagara West Emergency Plan where an emergency exists but has not yet been declared to exist.

7. The Head of Council of the Town of Grimsby, or designated alternate, as provided in the Niagara West Emergency Management Plan, shall be empowered to declare an emergency within the Town of Grimsby, but in no other municipality.

8. By signature of the Head of Council, the Municipality may enter into mutual assistance agreements with any other municipality or with any persons for the provision of personnel, service, equipment or material during an emergency.

9. The Emergency Operations Centre Management Team as set out in Niagara West Emergency Plan shall be and is hereby established as the municipal emergency control group in accordance with the Emergency Management and Civil Protection Act and the regulations enacted thereunder for each municipality that participates in the Niagara West Emergency Management Program.

10. The Niagara West Emergency Management Program Committee shall be and is hereby established as the municipal emergency management program committee in accordance with the Emergency Management and Civil Protection Act and the regulations enacted thereunder.

11. The Niagara West Emergency Management Program Committee shall consist of, at a minimum, the appointed Community Emergency Management Coordinator, a senior municipal official appointed by Council, a member of Council as may be appointed by Council and such other municipal employees as may be appointed by Council from each municipality that participates in the Niagara West Emergency Management Program and such other representatives of any level of government, organization or industry involved in emergency management as set out in the Niagara West Emergency Management Program.

12. The Emergency Management Program Committee shall be governed by the Niagara West Emergency Management Program Committee Terms of Reference.
13. The Chair of the Emergency Management Program Committee shall be appointed as set out in the Niagara West Emergency Management Program Committee Terms of Reference.

14. The Emergency Management Program Committee, as set out in the Niagara West Emergency Plan, shall review the Niagara West Emergency Plan at least annually and if necessary, shall recommend changes for consideration and approval.

15. The Emergency Management Program Committee may add, amend, revise or remove any annex to the Niagara West Emergency Plan without amendment to this By-law.

16. By-law 16-81 be and is hereby repealed.

17. This By-law shall come into force and take effect on the day on which it is passed.

Read a first time this 16th day of July 2018

Read a second and third time and finally passed this 16th day of July 2018

R.N. Bentley, Mayor

H. Soady-Easton, Town Clerk
Niagara West
Emergency Plan

SCHEDULE “B” TO:

Bylaw 18-49 to Establish an Emergency Management Program for the Town of Grimsby

By-law No. 2018-65 to Establish an Emergency Management Program for the Town of Lincoln

By-law No. 2018-XX to Establish an Emergency Management Program for the Township of Wainfleet

By-law No. 2018-XX to Establish an Emergency Management Program for the Township of West Lincoln

July 2018
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## Glossary of Terms

The following terms, used in this document, are identified below:

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<td><strong>Niagara West</strong></td>
<td>Refers to the municipalities of Grimsby, Lincoln, West Lincoln and Wainfleet.</td>
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<td><strong>Alternate CEMC</strong></td>
<td>Refers to one or more Alternate Community Emergency Coordinator(s) as appointed by each municipality, in accordance with the Act.</td>
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<td><strong>CEMC</strong></td>
<td>Refers to the Community Emergency Management Coordinator as appointed by each municipality in accordance with the Act.</td>
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<td><strong>EMPC</strong></td>
<td>Refers to the Emergency Management Program Committee that is approved by the Council of each participating municipality.</td>
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<td><strong>EOC</strong></td>
<td>Refers to the municipal Emergency Operations Centre.</td>
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<td><strong>EOCMT</strong></td>
<td>Refers to Emergency Operations Centre Management Team.</td>
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<td><strong>HIRA</strong></td>
<td>Refers to the Hazard Identification and Risk Assessment.</td>
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<tr>
<td><strong>IC</strong></td>
<td>Refers to Incident Commander.</td>
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<td><strong>IMS</strong></td>
<td>Refers to the Incident Management System.</td>
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<td><strong>NWEP</strong></td>
<td>Refers to the Niagara West Emergency Plan.</td>
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<td><strong>OFMEM</strong></td>
<td>Refers to Office of the Fire Marshal and Emergency Management.</td>
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<tr>
<td><strong>PEOC</strong></td>
<td>Refers to the Provincial Emergency Operations Centre.</td>
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<tr>
<td><strong>REOC</strong></td>
<td>Refers to the Region’s Emergency Operations Centre.</td>
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<td><strong>SMT</strong></td>
<td>Refers to the municipal Senior Management Team.</td>
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1. Introduction

The municipalities of Grimsby, Lincoln, West Lincoln, and Wainfleet, in recognition of their close proximity and desire to work collaboratively to prepare for and respond to emergencies, have agreed to establish one amalgamated Emergency Management Program and Emergency Plan for Niagara West. This will allow for shared use of facilities and resources including human resources.

The Niagara West Emergency Plan (NWEP) establishes the framework for responding to a number of risks these municipalities may face in the future. In collaboration with key officials, agencies, departments and stakeholders, the NWEP, and its associated Annexes, serves as a guideline within the overarching Niagara West Emergency Management Program that outlines collective and individual roles and responsibilities in responding to, managing and recovering from an emergency.

Section 2.1 of the Act provides the legal authority to develop and implement a plan of this nature. This section of the Act states:

>Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program.

The NWEP is intended to comply with the requirements of the Act for each municipality.

1.1 Purpose

The purpose of the NWEP during an emergency is to facilitate and guide the effective co-ordination of human and physical resources, services and activities necessary to:

• Protect and preserve life and property
• Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the Municipalities in Niagara West; and
• Quickly and efficiently, enable the recovery and restoration of Niagara West municipal services.

The NWEP also enables the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken to protect the health, safety and welfare of the residents of these municipalities during an emergency by:

• Identifying the governance structure for emergency response for Niagara West;
• Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
• Identifying standard response goals for emergency response operations and decision making; and,
• Outline the necessary structure for a coordinated response by Niagara Region, and partner agencies in managing emergencies.

Section 5 of the Act, states that the emergency plan of a lower tier municipality in an upper-tier municipality shall conform to the emergency plan of the upper-tier municipality. Niagara Region as the upper tier municipality provides region wide services in support of the 12 local area municipalities. Therefore, it is important that the NWEP is aligned specifically as they relate to the provision of Niagara Region services during emergency situations.

1.2 Definition of an Emergency

Section 1 of the Act defines an emergency as:

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

Any situation that meets the above definition, occurring within or impacting within any or all of the municipalities in Niagara West may precipitate the activation of the NWEP.

1.3 Legal Authorities

The legislation under which the municipalities of Niagara West and its employees are authorized to respond to an emergency are:

• The Act; and
• The Emergency Management Program by-law for the Town of Grimsby;
• The Emergency Management Program by-law for the Town of Lincoln; or
• The Emergency Management Program by-law for the Township of Wainfleet, or
• The Emergency Management Program by-law for the Township of West Lincoln.

The Act requires municipalities to develop, implement and maintain an emergency management program and adopt it with a by-law. The program must consist of:

• An emergency plan;
• Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
• Public education on risks to public safety and on public preparedness for emergencies; and
• Any other element required for municipalities in standards of emergency management programs that may be developed by the Ministry of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

• Development of an emergency plan which includes a municipal control group to direct the municipal response to an emergency;
• Implementation of an emergency operations centre with appropriate communications systems;
• Designation of an Emergency Information officer; and
• Designation of a Community Emergency Management Coordinator.

The Niagara West Emergency Management Program By-Law approves the enactment of the NWEP and other requirements for the program.

1.4 Emergency Operations Centre Management Team (EOCMT)

In each municipality of Niagara West, the EOCMT (see section 6.3.1 herein), leads the Municipal Control Group as defined by Ontario Regulation 380/04.

1.5 It is important for Council members to understand and support the coordinated and timely management of information in emergency situations. The Mayors and Councillors, in their capacity as Council, will act as the Policy Group in the event of the activation of their municipal EOC. The Mayor, or designate, as part of the EOCMT, will relay information and requests for policy direction to Council members.

The main responsibilities of the municipal Councillors are to:

• Assist in the relay of approved information to residents in the affected area(s);
• Attend community or evacuee meetings;
• Reassure constituents;
• Support actions taking place in the affected area(s);
• Liaise back through the Mayor concerns from citizens within the community;
• Provide overall policy direction;
• Set expenditure limits; and
• Change/amend bylaws or policies as required.
1.6 Municipal and Support Agency Emergency Procedures

The NWEP has been developed to ensure that it integrates directly with the Region’s Emergency Plan to ensure their emergency response procedures or guidelines align. These procedures or guidelines will outline the department or support agency’s responsibilities during an emergency. The emergency response procedures for each support agency referenced in the NWEP have been vetted through the Region. (Refer to 5.1 herein for definition of a support agencies)

1.7 Emergency Management Program

The Niagara West Emergency Management Program is set out in Schedule A of each participating municipality’s by-law.

2. Concept of Operations

First responders and municipal and regional departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support from within any or all of these municipalities. The Municipalities of Niagara West may call upon each other to provide assistance as well as the Niagara Region. Niagara Region, in turn, may call upon the Provincial Emergency Operations Centre to provide resources to assist in dealing with the overall impact of the public emergency.

2.1 Site Response

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control. When additional resources and support are required, the incident commander (refer to 6.1 herein) may request the activation of the EOC to provide support.

2.2 Emergency Operations Centre (EOC)

An EOC is a physical location where the leadership of a municipality can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency.

2.2.1 Municipal Response

Each Niagara West municipality has designated and equipped an EOC where senior staff and relevant agencies will gather to provide support to the site of the emergency. Each municipality may use any of the other Niagara West EOC’s as
their alternate. Upon activation of an EOC, the other Niagara West municipalities will be notified of the activation. Annex C outlines the quick set up guidelines for each of the primary EOC’s.

2.2.2 Regional Response

Niagara Region’s EOC is where the Niagara Region response to any emergency event occurring within or impacting within regional boundaries is managed. Niagara Region has designated and equipped both a primary and alternate EOC.

2.3 Emergency Operations Centre Management Team (EOCMT)

The EOCMT provides the overall management and coordination of site support activities and consequence and recovery management. The EOCMT acts as the leadership team for the Emergency Control Group under the Act and is responsible for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing support to the incident commander and site personnel;
- Collecting situational awareness information for prioritizing, evaluating, summarizing, and disseminating and displaying the information where necessary;
- Establishing priorities based on all the information gathered and developing EOC Incident Action Plans;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to manage the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day critical activities of the community outside of the emergency area.

3. Implementation

The NWEP may be implemented as soon as an emergency occurs, or is expected to occur, which is deemed to be of such magnitude as to warrant its implementation. The NWEP can also be implemented in anticipation of large events. An official declaration of an emergency does not have to be made for the NWEP to be implemented to protect the lives and property of the inhabitants of, and visitors to Niagara West.

In each of the municipalities of Niagara West, the Community Emergency Management Coordinator and any member of SMT (or their designates) have the authority to activate the EOC when they feel the activation of the EOC is necessary.
4. Declaration and Termination of an Emergency

4.1 Prior to a Declaration

When an emergency exists, but has not yet been declared, the Town employees and
first responders may take such action(s) as identified in the NWEP necessary to protect
lives and property.

4.2 Declaration of an Emergency

The Mayor (or designated alternate) should declare an emergency under section 4 of
the Act where he or she considers it necessary to implement the NWEP to protect
property and the health, safety and welfare of the inhabitants of their municipality.

4.2.1 Municipal Emergency Declaration

The Mayor (or designated alternate) has the authority to declare an emergency
within the boundaries of the Municipality.

4.2.2 Regional Emergency Declaration

The Regional Chair or designated alternate, as head of the council, has the
authority to declare an emergency within the boundaries of the Niagara Region.

Although the Regional Chair is empowered to declare a regional emergency at
any location within the regional boundaries, the Regional Chair does not have the
power to declare an emergency on behalf of any local area municipality. That
power rests only with the Mayor of each specific municipality and their respective
designated alternates.

In declaring an emergency, the Mayor (or designated alternate) will identify the
geographical boundaries of the emergency area. The decision whether to declare
an emergency and the designation of geographical boundaries of the emergency
area will be made in consultation with the EOCMT.

The EOCMT will ensure that all the necessary personnel and supporting
agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in the, the Mayor or designate shall notify:

- Ministry of Community Safety and Correctional Services by email and fax,
  through the Provincial Emergency Operations Centre (PEOC);
- Members of municipal Council; and
- Niagara Regional Chair.
The following may also be notified of a declaration of emergency:

- Local Member(s) of Federal Parliament (MPs);
- Local Member(s) of Provincial Parliament (MPPs);
- Local media; and
- Residents.

4.2.3 Provincial Emergency Declaration

The Premier of the Province of Ontario (or designated alternate) has the authority to declare a provincial emergency to exist within the boundaries of the Province of Ontario. In addition to a provincial declaration, the Premier also has the authority to declare an emergency on behalf of any community within provincial boundaries and may also at any time declare that an emergency is terminated on behalf of any Ontario municipality.

4.3 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor (or designated alternate) will make an official termination of the declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time on behalf of any Ontario municipality.

The EOC director or designate, will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency. Upon termination of an emergency in the Town, the Mayor or designate shall notify:

- Ministry of Community Safety and Correctional Services through the Provincial Emergency Operations Centre (PEOC);
- Members of Council; and
- The Niagara Regional Chair.

The following may also be notified of a termination of emergency:

- Local Member(s) of Federal Parliament (MPs);
- Local Member(s) of Provincial Parliament (MPPs);
- Local media; and
- Residents.
5. Requests for Assistance

5.1 Support Agency

A Support Agency is an agency or organization that is either an Assisting Agency or Cooperating Agency as defined below in Article 5.2 below.

5.2 Governmental or Support Agency Requests for Assistance

It is possible that assistance from other levels of government, or Support Agencies with specialized knowledge or expertise, may be required by one or more Niagara West municipalities to help successfully respond to an emergency situation.

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

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to OFMEM through the PEOC.

Requests for personnel or resources from the federal government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

5.3 Support Agency Composition

The Liaison Officer is responsible for inviting required or requested Support Agencies to the EOC, as identified by the EOC Director and EOCMT, as determined to appropriate for a given emergency situation on a case by case basis.

During an EOC activation, various Support Agencies may be working with the EOC. Support Agencies are defined as either assisting agencies or cooperating agencies:

Assisting Agencies

Assisting Agencies are external agencies or organizations that directly provide operational/tactical resources to the site(s) and/or EOC. Each Assisting Agency should have a branch coordinator in the EOC under the Operations Section who should have the authority to make decisions and commitments on relevant matters for their agency.

Cooperating Agencies

Cooperating Agencies are those external agencies that support the incident or supply assistance that is not directly operational or tactical in nature. Their role is usually not critical enough to have a branch coordinator in the EOC. The Liaison Officer will be the Cooperating Agencies' primary contact within the EOC.
These Assisting Agencies and Cooperating Agencies may include but are not limited to the following:

- Niagara Regional Police Services (NRPS)
- Niagara Emergency Medical Services (NEMS)
- Niagara Peninsula Conservation Authority
- 211
- Power and Gas Utilities
- Trans-Canada Pipelines
- Canadian Red Cross
- CN Rail
- CP Rail
- Niagara Health System
- Hamilton Health System
- Salvation Army
- Niagara School Boards
- Amateur Radio Emergency Services (ARES)
- Provincial and Federal Ministries as required (e.g. MOE, MTO, MNR, etc.)
- Bell Canada
- OFMEM Regional Fire Coordinator or Alternate Fire Coordinator
- Office of the Fire Marshal and Emergency Management (OFMEM)

6. Incident Management System

6.1 Incident Commander (Site)

The Incident Commander (IC) at the site, appointed by unified command or determined by the first agency on scene, is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority and is responsible for the overall management of the response. As the situation changes, the IC may change based on level of authority. The IC is responsible for and/or has the authority to:

- Establish a unified command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency ICs;
- Designate an emergency site media coordinator;
• Implement the strategies established by the EOCMT at the emergency site(s);
• Ensure that responding agencies make available the human and material resources that are required at the emergency site;
• Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site;
• Maintain a record of events, decisions made, and actions taken as IC;
• Participate in a debriefing with EOCMT regarding the emergency, if required; and
• Assist the CEMC in creating an after-action report on the emergency.

6.2 Response Goals

The following response goals are applied to all emergency situations in order of priority:
• Provide for the health and safety of all responders;
• Save lives;
• Reduce suffering;
• Protect public health;
• Protect critical infrastructure;
• Protect property;
• Protect the environment; and
• Reduce economic and social losses.

6.3 Incident Management System Functions
6.3.1 EOCMT

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated both within the EOC (i.e. between sections) and between sites and other EOCs.

The EOCMT consists of the following positions:

- Policy Director;
- EOC Director;
- Information Officer;
- Risk Management Officer;
- Liaison Officer;
- Operations Section Chief;
- Planning Section Chief;
- Logistics Section Chief;
- Finance and Administration Section Chief.

6.3.2 Policy Director

The Policy Director is the Mayor or designate and holds the position of Policy Director as the head of the Policy Group (which is Council – see section 1.5). Responsibilities of the Policy Director include:

- Acting as liaison between the Emergency Operations Centre Director and Council
- Declaration/termination of an emergency
- Bringing recommendations for changing/amending bylaws or policies to the Policy Group (Town Council) with the assistance of Town staff.
- Official spokesperson, if required.
- Ensuring Members of Council are notified of the emergency.
- Notifying the Mayors of the affected and/or adjoining municipalities of the emergency, if required and providing any status reports.

6.3.3 EOC Director

Has overall authority and responsibility for the activities of the EOC which include:
• **Assess the Situation** – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of EOC activation.

• **Support Site(s)** – Provide support to Incident Commanders and Support Agencies and ensure that all actions are coordinated within the established priorities.

• **Develop / Approve Action Plans** – Prepare EOC action plans with the EOCMT based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas.

• **Inform Others** – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group informed.

• **Manage the EOC** – Establish the appropriate EOC staffing level and continuously monitor organizational effectiveness.

• **Liaising with the Incident Commander** - To confirm the geographical boundaries of the emergency area as declared by the Policy Director (per section 5.2.2).

• **Confirming the adequacy of expenditure limits** – As identified by the municipal Purchasing By-law.

### 6.3.4 Risk Management Officer/Health and Safety Officer

Has overall authority and responsibility for the following EOC activities:

• Ensures good risk management practices are applied throughout the response and recovery and that every function within the EOC considers the management of risk.

• Identifies liability and loss exposures to personnel and property.

• Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of the municipality during the emergency.

• Provides advice on health and safety issues and if required, activates the Health and Safety Officer.

• Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.

• Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
• Liaises and provides advice to the Emergency Site Safety Officer regarding health and safety issues for site personnel, as required.
• This position is severable subject to the direction of the Director and nature of the emergency event.

6.3.5 Liaison Officer

Has overall authority and responsibility for the following EOC activities:

• Invites required or requested Support Agencies and stakeholders to the EOC, as identified by the EOC Director and EOCMT and maintains contact when required.
• Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues.
• Liaises with the neighbouring Municipal and Regional CEMCs, OFMEM and other provincial and federal representatives, as required.
• In conjunction with the EOC Director, facilitates a debriefing with the EOC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency.

6.3.6 Information Officer

Has overall authority and responsibility for the following EOC activities:

• Establishes and maintains media contacts.
• Prepares news/social media releases; coordinating interviews, news conferences, and/or media briefings.
• Develops public information materials; providing messaging for use by 211 and EOC staff.
• Establishes communications strategies for internal and external purposes.
• Monitors media and information sources including 211.
• Liaises and coordinates messages with other internal and external Information Officers.
• Ensures public safety information is provided in accessible formats as required by provincial legislation.

A support team from Niagara Regional corporate communications may assist the information officer in meeting these tasks if required. This support team includes personnel for online communications.
6.3.7 Operations Section Chief

The EOC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites. This position is typically filled by a Senior Municipal Official that may be considered a subject matter expert (e.g. Director of Public Works for water related emergencies) or designate and has overall authority and responsibility for the following EOC activities:

- **Maintain Communications** – Establish communication links with incident command posts and the Emergency Operations Centre if activated.
- **Participate in EOCMT Meetings** – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.
- **Coordinate Response** – Direct the coordination of operations in cooperation with other Support Agencies.
- **Coordinate Resource Requests** – Collect and coordinate resource requests from site(s), working with the EOC Logistics Section.
- **Share Operational Information** – Collect and distribute operational information to the planning section, the EOC Information Officer, and other EOC Sections.
- **Manage the Operations Section** – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

### 6.3.7.1 Branch Coordinators

Branch Coordinators oversee the operations of a particular department, division, section or agency. A Branch Coordinator will be responsible for coordinating the activities of their department/Support Agency site personnel and dispatch centre (if one exists). Additional branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

- Regional Fire Branch Coordinator
- Regional Police Branch Coordinator
- Niagara EMS Branch Coordinator
- Emergency Social Services Branch Coordinator
- Public Works Branch Coordinator
- Public Health Branch Coordinator
6.3.8 Planning Section Chief

The Planning Section is responsible to:

- **Assess the Situation** – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports.

- **Manage the Planning Section** – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness.

- **Participate in EOCMT Meetings** – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.

- **Managing Display Boards** - Ensure that the situation unit is maintaining current information for the EOC situation report.

- **Anticipate Future Events** – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the EOCMT.

- **Track Resources** – Track resources assigned to the EOC and to the Incident Commanders through the EOC and Mutual aid.

- **Keep Records** – Document and maintain paper and electronic files on all EOC activities.

- **Plan for EOC Demobilization** – Set out a schedule for demobilization and assist Section Chiefs in debriefing EOC personnel as they leave.

- **Plan for Recovery** – Initiate recovery efforts at the earliest time and develop plans for short-term and long-term recovery appropriate to needs.

- **Coordinate Technical Specialists** – Provide technical support services to EOC sections and branches, as required.

- **Prepare After Action Report** – Coordinate the assembly of EOC lessons learned from contributions from EOC staff and from Support Agency representatives.

6.3.9 Logistics Section Chief

The Logistics Section is responsible to:

- **Manage the Logistics Section** – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness.

- **Provide Telecommunication and Information Technology Services** – Support use of telecommunication and information technology in EOC.
• **Support EOC** – Provide and maintain EOC facilities, including all utilities, food, water, and office supplies.

• **Supply Equipment and Material Resources to Sites** – Coordinate all requests for resources from initiation to delivery to support the Operations Section.

• **Participate in EOCMT Meetings** – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.

• **Coordinate Personnel** – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers.

• **Arrange Transportation** – Coordinate transportation requests in support of response operations.

**6.3.10 Finance and Administration Section Chief**

This position is typically filled by the municipal Treasurer or designate and has overall authority and responsibility for the following EOC activities:

• **Record Personnel Time** – Collect and process on-duty time for all EOC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payroll for all employees.

• **Coordinate Purchasing** – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer.

• **Coordinate Compensation and Claims** – Process workers’ compensation claims within a reasonable time.

• **Participate in EOCMT Meetings** – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.

• **Record Costs** – Maintain financial records for response and recovery throughout the event. Keep the EOC Director, EOCMT, and elected officials aware of the current fiscal situation.

• **Maintain Records** – Ensure that all financial records are maintained throughout the event or disaster.
7. Emergency Plan Supporting Documents

7.1 Annex A  Emergency Notification Procedure

The Emergency Notification Procedure outlines the process in each municipality for notification of EOC personnel to place them on alert or request that they respond to the EOC. The procedure also includes the confidential contact information for EOC staff.

7.2 Annex B  Crisis Communications Plan

The Crisis Communications Plan coordinates communications within Niagara West in cooperation with the Niagara Region and agencies to media outlets, municipal employees, businesses, and residents to deliver information before a pending emergency (if possible), during, and after an emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications are also outlined.

In the event of a major emergency requiring a response from Niagara municipalities and Niagara Region, communications should be coordinated through Niagara Regional Police and municipal Information Officers.

7.3 Annex C  EOC Standard Operating Guidelines and Checklists

These documents outline the procedures involved in the activation and operation of the EOC, including facility location details, access, setup, guiding principles, managing information and resources, and roles and responsibilities for functions within the IMS.

As a supplement to the NWEP, the EOC Standard Operating Guidelines and Checklists provide information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

7.4 Annex D  Regional Emergency Social Services (ESS) Plan

The aim of the Regional Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Niagara during any emergency once they are outside of immediate danger.

This response includes both Niagara Region staff and external Support Agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.
7.5 **Annex E  HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)**

The purpose of the HIRA is to identify the hazards, which have caused, or possess the potential to cause, disastrous situations by overwhelming response capabilities within the Niagara West and the Region of Niagara. This information assists in preparing for more effective emergency responses and operations. The planning phase will seek to mitigate the effects of a hazard, to prepare for response measures, and to ensure the safety of our citizens, preserve life and minimize damage. The HIRA for the municipalities of Grimsby, Lincoln, West Lincoln and Wainfleet has been developed in cooperation and collaboration with the development of the Region’s HIRA. Each municipality within Niagara West has completed a HIRA specific to their community.

7.6 **Annex F  RESPONSIBILITIES OF NIAGARA REGION IN A LOCAL MUNICIPAL EMERGENCY**

This document serves as an operational guideline outlining the role of Niagara Region core departments and services and how these align with local municipalities during a local emergency incident.

7.7 **Annex G  WATER OPERATIONS EMERGENCY RESPONSE PLAN**

These documents serve to address the roles and responsibilities of and establish procedural guidelines specific to the emergencies associated with municipal drinking water. The Water Operations Emergency Response Plan and its associated documents have been developed as part of the Drinking Water Quality Management System Operational Plan.

7.8 **Additional Annexes**

Additional annexes may be developed and attached to the NWEP as they are required and developed.

8. **Emergency Plan Review and Maintenance**

The NWEP (without the confidential annexes) will be maintained and distributed by the CEMCs to the public via the websites of each municipality.

The NWEP will be reviewed annually pursuant to the regulations under the Act and, where necessary, revised by the EMPC. The review and recommended revisions will be coordinated by the CEMCs.

Revision made to the NWEP shall be approved only by By-law of Council. However, revisions to the annexes and minor administrative or housekeeping changes may be made by the CEMCs.
It is the responsibility of each person, Support Agency, service or department identified within NWEP to notify the CEMCs forthwith, of the need for any administrative changes or revisions to the NWEP or Annexes.

The CEMCs are responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis and ensure they align with the NWEP.

8.1 Exercising of the Emergency Plan

Pursuant to the Regulations under the Act, at minimum, one exercise will be organized and conducted annually by the CEMC in order to test the overall effectiveness of the NWEP. Recommendations arising from the annual exercise shall be considered by the CEMCs and EMPC for revisions to the NWEP.

8.2 Plan Distribution

Copies of the NWEP will be provided to EOC personnel, Support Agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Niagara West.

8.3 Revision History

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SCHEDULE A
NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM

DEFINITIONS

“Program” Refers to the Niagara West Emergency Management Program.


“HIRA” Refers to the Hazard Identification and Risk Assessment.

“CI” Refers to Critical Infrastructure.

“BCP” Refers to Business Continuity Planning.

“IMS” Refers to Incident Management System.

“EOC” Refers to Emergency Operations Centre.

“EMPC” Refers to the Emergency Management Program Committee.

1. INTRODUCTION

1.1 The Act requires that:

“2.1(1) Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program.”

and further that:

“2.1(2) The emergency management program shall consist of,
(a) an emergency plan as required by section 3;
(b) 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;
(c) public education on risks to public safety and on public preparedness for emergencies; and
(d) any other element required by the standards for emergency management programs set under section 14”.

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

1.3 The Niagara West Program includes the following:
(a) A municipal emergency plan;
(b) Community HIRA and CI identification;
(c) Implementation of the IMS model;
(d) Training programs for EOC personnel;
(e) Exercises for EOC personnel and key stakeholders;
(f) Public education on risks, safety and preparedness;
(g) Guidance and advice from the EMPC;
(h) Identification and equipping of a primary EOC in each municipality, and shared use of other Niagara West EOCs as alternates;
(i) Identification of Regional EOC personnel;
Bylaw 18-49
Bylaw to Establish an Emergency Management Program

SCHEDULE A
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(j) Emergency Information Management; and
(k) Updates when necessary to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards and codes of practice made at various levels of government and other decision-making authorities.

2. EMERGENCY PLAN

2.1 Schedule B of the By-Law 18-49 to Establish an Emergency Management Program for the Town of Grimsby sets out the Niagara West Emergency Plan.

3. HIRA and CI IDENTIFICATION

3.1 The Act requires each municipality to identify and assess the various hazards and risks to public safety and identify facilities and infrastructure that may be affected by these risks.

3.2 The Program, in partnership with key stakeholders, annually identifies and monitors the hazards that can have an impact on operations and areas of responsibility. Hazards from the following three categories will be considered:
   (a) Natural;
   (b) Human; and
   (c) Technology.

3.3 The Program will conduct annual risk assessments that include evaluating the likelihood of a hazard or combination of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends, and probability. The risk assessments will include data on the impact of the risk event on the municipalities of Niagara West and on citizens, property and the environment.

3.4 The CI will be identified based on critical categories for Niagara West in alignment with the CI for the Region of Niagara. It will include identification of ownership and contact information for each infrastructure which will be updated on an annual basis.

4. INCIDENT MANAGEMENT SYSTEM (IMS) MODEL

4.1 To manage an incident, the Program has established and implemented the IMS model to direct, control and coordinate operations during and after an emergency. IMS assigns specific organizational roles, titles and responsibilities for each incident management function, and procedures for coordinating response, continuity and recovery activities.

5. TRAINING AND EXERCISE PROGRAMS

5.1 The Program will develop, implement and maintain a competency-based training and educational curriculum to support the EOC personnel. The objective of the curriculum is to provide knowledge and enhance the skills required to develop, implement and execute the Program within the IMS model.

5.2 The Program evaluates program plans, procedures, and capabilities through reviews, testing, and annual exercises. Exercises will be designed to test individual essential elements, interrelated elements, or the entire plan. Additional evaluations are based on post-incident analyses and reports, lessons learned, and performance evaluations.

5.3 Procedures will be established to correct and improve on any areas identified during evaluation. Training records of EOC personnel will be maintained.

5.4 For each exercise, an after-action report identifying the strengths, opportunities and improvement plan will be developed and shared with the EMPC.
SCHEDULE A
NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM

6. PUBLIC EDUCATION

6.1 Public awareness and public education programs shall be implemented to increase the capacity of the public to be prepared for, respond to, and recover from an emergency incident.

6.2 Where the public is potentially impacted by a hazard, procedures will be developed to communicate information and respond to requests from internal and external audiences, including media, for pre-incident information.

7. EMERGENCY MANAGEMENT PROGRAM COMMITTEE (EMPC)

7.1 As required by provincial regulations, the EMPC oversees the implementation and operation of the Program as required by the Act.

7.2 The EMPC will be governed by the Niagara West Emergency Management Program Committee Terms of Reference, and will consist of the CEMC for each of the Niagara West municipalities and designated senior staff members. The EMPC may include external stakeholders and members of Council.

7.3 The EMPC provides a venue for discussion, collaboration and strategic support to the Emergency Management Program. The objectives of the EMPC are to:
   (a) Foster communication, integration and collective decision making among key stakeholders;
   (b) Consider issues related to emergency readiness, interoperability, business continuity and recommend a course of action;
   (c) Address areas of possible collaboration, sharing and common benefit between departments and between community partners;
   (d) Act as a conduit for information from Emergency Management to the Senior Management Teams and to various departments; and
   (e) Conduct an annual review of the Emergency Management Program and make recommendations to Council for its revision if necessary.

7.4 Pursuant to the Act, senior municipal officials and members of Council on the EMPC must be approved by Council. Other members in the EMPC may be approved by Council.

8. EOC MANAGEMENT TEAM

8.1 The EOC Management Team (referred in the Act as the Municipal Emergency Control Group) will be made up of senior staff, technical specialists, and key stakeholders in each municipality.

8.2 The IMS model will be implemented in Niagara West. The primary and alternate staff position for each role shall be identified for all sections within the IMS structure.

8.3 EOC Management Team personnel will be provided training in the principles of IMS, as well as specific training based on the section that he/she may potentially be assigned to in the EOC, such as Management Team, Operations, Planning, Logistics, Finance and Administration.

8.4 Standard Operating Guidelines have been developed and distributed for the EOC which include an overview of the IMS model, position checklists, contact information and required forms.

8.5 In addition, each municipality will provide trained Scribes to support the key personnel in the EOC with documentation functions.
SCHEDULE A
NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM

9. EMERGENCY OPERATIONS CENTRE (EOC)

9.1 Each Niagara West municipality will provide a primary EOC. Each EOC shall be equipped with technology and resources required by the EOC personnel including telecommunications systems to ensure effective communication in an emergency.

9.2 Each municipality may use any other Niagara West EOC as their alternate EOC.

9.2 The EOCs should be utilized during exercises to increase familiarity with the layout and resources available.

10. EMERGENCY INFORMATION MANAGEMENT

10.1 Emergency Information Management includes the set-up of:

(a) Telecommunications and other communications systems that are regularly tested. Consideration is given to the need for redundancy, interoperability, and security of communications systems;

(b) Emergency communication and warning systems to alert people who may be impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment, either directly, or through authorized agencies, will be developed and periodically tested; and

(c) Communication procedures inclusive of protective action guidelines for emergencies where potentially impacted populations can be advised to shelter-in-place, evacuate or take any other actions as directed.

10.2 The Program works with the designated Emergency Information Officers to ensure there exists the following:

(a) A central point of contact for the media;

(b) Procedures to gather, monitor, and disseminate emergency information;

(c) Pre-scripted information bulletins;

(d) Procedures to coordinate and approve information for release;

(e) Procedures to communicate with special needs populations; and

(f) Protective action guidelines for shelter-in-place and evacuation.

11. BUSINESS CONTINUITY PLAN (BCP)

11.1 The Program will develop and implement BCP to continue critical operations following an emergency.

11.2 The BCP will:

(a) Include the identification of time-sensitive critical functions and applications, associated resource requirements and interdependencies;

(b) Take the entire municipality into consideration when the critical operational services, associated resource requirements and interdependencies are identified;

(c) Build on the findings from risk assessments; and

(d) Consider possible events and how they could affect each municipality over time.

11.3 The Program shall follow a planning process for the purpose of developing and maintaining its emergency management and continuity of operations programs. The planning requirements will depend on the program’s objectives and the results of the HIRA and BCP.
11.4 The Niagara West municipalities will engage in a planning process on a regularly scheduled basis, or when a situation has occurred that the existing BCP needs updating. When applicable, the municipalities will include all key stakeholders in the planning process.