City of

PICKERING

Community Emergency Management Plan

Revised: May 24, 2022 (approved By-law 7935/22)

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Section 1

Executive Summary

Highlights of the Plan

This Plan is a component of the City of Pickering's Community Emergency Management Program, and provides key City of Pickering staff and external officials, who serve as the Municipal Emergency Control Group (MECG), with a prescribed management process to guide the governance of community emergencies or crises. It specifically provides details on how the City's Municipal Emergency Control Group, the Emergency Operation Centre and the Emergency Site Management Team will function during a community emergency or major crisis.

The City is responsible for overseeing and supplying initial and ongoing community emergency management functions for large-scale events. The exception to this process is a nuclear emergency. The Province is immediately in charge, followed by the Region of Durham and the City would receive direction from the Region.

Upon warning of an impending situation, or notification of an ongoing community emergency, the Fire Chief or Community Emergency Management Coordinator, in consultation with the Chief Administrative Officer and the Mayor, may request that Fire Services Dispatch activate the Municipal Emergency Control Group Notification Procedure.

An emergency may result from an existing danger or it may be a threat of an impending situation abnormally affecting property or the health, safety and welfare of the community. Its nature and magnitude requires a controlled and coordinated response by a number of agencies, both governmental and private, under the direction of the Municipal Emergency Control Group, as distinct from routine operations carried out by an agency or agencies, e.g., firefighting, police activities, normal hospital routines.

Goal and Objectives of the Plan

The aim of the City of Pickering's Community Emergency Management Plan is to provide the framework within which extraordinary arrangements and measures can be taken to protect the health, safety, and welfare of the inhabitants of the City of Pickering when faced with an emergency.

The plan unifies the efforts of City Departments for a comprehensive and effective approach for responding to and reducing the impacts of a public emergency. It is intended to increase the emergency response capability of the City of Pickering by establishing a plan of action to efficiently and effectively deploy emergency services. This will help to ensure the provision of response and mitigated actions to achieve the following objectives:

- protect and preserve life, property, economy, and the environment
- minimize the effects of the emergency on the City of Pickering, including its inhabitants, property and natural environment
- restore essential services
- manage the Recovery Phase
- assist other Durham area municipalities as requested in responding to their emergencies or crises
- provide resources to other communities outside the Region, as requested

This Plan is a resource document that is accompanied by a variety of supporting plans, procedures and other documents such as the set of Checklists of Duties and Responsibilities.

Plan is for use as a resource during municipal emergencies as well as for education and training for emergency preparedness.

Checklists and supporting documents are best used during an emergency because they are condensed forms of information from the Plan which can be easily used to guide and document the actions of the officials who are managing and responding to an emergency.

Other Components such as the supporting internal and external documents provide additional and specific details on managing community emergencies and major crises that may occur within the City of Pickering. For example:

- Municipal Emergency Control Group (MECG) Notification Procedure
- The City of Pickering Emergency Contact Directory

Goal and Objectives of the Plan (continued)

Introduction to the Plan

The Pickering Community Emergency Management Program is applied during the following five phases of emergency management:

1. Prevention
2. Mitigation
3. Preparedness
4. Emergency Management/Response
5. Recovery

This Plan is intended to address the last two phases, but has evolved specifically out of work that was conducted during the Preparedness Phase. By addressing those phases, the Plan will have achieved a large number of the components of the Community Emergency Management Program **Incident Management System (IMS**) – The Incident Management System (IMS) is a process that governs how all emergencies should be managed to ensure an effective and efficient utilization of emergency resources.

During a community emergency event, management occurs on-scene by the Emergency Site Management Team (usually Fire Services, Durham Police and/or Durham Emergency Medical Service) and off-site by the Municipal Emergency Control Group.

The role of the MEOC is to serve as an established and recognized point of authority for the coordinated management of resources, personnel and incident information as it relates to the emergency.

The MEOC does not replace the need for a sound command structure at the Site level but, rather, complements it with further coordination, resource management, information management and overall Site support.

The MEOC operates under the principles of the Incident Management System (IMS) and is organized around the same five major functions found at the Incident Site: Command, Operations, Planning, Logistics and Finance & Administration.

The following Sections provide an overview of important background information and some of the highlights of this Plan.

Legal Authority

Legislation under which the municipality, its' employees and agents are authorized to respond to an emergency are as follows:

Provincial [Emergency Management and Civil Protection Act](#) (EMCPA). Section 2.1 of the Act requires municipalities to develop and implement an emergency management program and adopt it by by-law. An emergency management program must consist of:

a)   an emergency plan;

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. 2002, c. 14, s. 4.

In developing the emergency management program, the municipality must identify and assess various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies.

Each municipality must conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. Each municipality shall review and, if necessary, revise its emergency plan on an annual basis.

The Minister of Community Safety and Correctional Services can establish standards for development and implementation of emergency management programs and for the formulation and implementation of emergency plans.

Plan Approval

This Plan was enacted by Pickering City Council via By-law Number 7935/22 as required by the *Emergency Management and Civil Protection Act*.

Section 2

Plan Development Administration

Planning & Emergency Management Assumptions

This Plan is only intended to coordinate events that have been classified as community emergencies. Therefore, routine emergencies are managed by response agencies using their normal operating procedures.

With the exception of nuclear emergencies, health emergencies, and other provincially declared emergencies, the City shall retain overall control of an emergency event that occurs within its jurisdiction.

As indicated in the Ontario *Emergency Management and Civil Protection Act*, the "Head of Council," which for the City of Pickering is the Mayor or a Member of Council who was appointed by Council to act as the Mayor, assumes executive authority of a community emergency. As a member of the Municipal Emergency Control Group (MECG), the Head of Council works with the MECG to strategically direct emergency functions that occur within the City and coordinates resource acquisitions and allocations to the site of an emergency or other locations. On-scene emergency management is conducted, in consultation with the MECG, by an Emergency Site Management Team comprised of senior emergency response officers.

The Emergency Operations Centre ensures that the Municipal Emergency Control Group can uphold core functions of the Community Emergency Management Plan, including:

- effective policy and strategic direction to the emergency
- maintain and support emergency operations at the site(s)
- consequence management
- resource management to support the emergency site(s)
- coordination of management links to other Command/Departmental Operations Centres (DOCs), Municipal and Regional EOCs, external agencies and the Provincial Emergency Operations Centre (PEOC)
- provide information to the public and the news media
- maintain and support business continuity for the rest of the City

During a community emergency, the City may request assistance from the Region of Durham and/or other Durham local municipalities. Assistance from beyond the jurisdiction of the Regional Municipality of Durham may be requested and obtained, but coordinated through the Region.

Hazard Identification and Risk Analysis

As required by the *Emergency Management and Civil Protection Act*, the City annually conducts a process of Hazard Identification and Risk Analysis (HIRA) as a basis to develop its Community Emergency Management Program.

Community emergencies are those events that would adversely affect lives, property, economy and the natural environment of the community.

Nuclear Emergencies - Although a nuclear emergency is considered to be highly unlikely, the potential impact may be greater than other types of community emergencies.

Therefore, from a risk management perspective using HIRA, a nuclear emergency is specifically addressed by supporting plans (Durham Nuclear Emergency Response Plan and Ontario Provincial Nuclear Emergency Response Plan) that governs the unique aspects of such an event.

There are three major categories of hazards that may pose a threat to the City of Pickering:

- **Natural Hazards** – severe weather, floods, blizzards, tornadoes, food or human health emergencies i.e., pandemic;

- **Human-caused Hazards** – incidents intended to do harm to public safety and security, civil disorder, war, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) agents may be used on their own or in combination with these devices;

- **Technological Hazards** – incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft accidents, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents, such as cyber attacks.

Critical Infrastructure Identification

From a municipal perspective, critical infrastructure is simply defined as:

Physical resources and systems that a community is reliant upon to ensure that:

- human needs are met
- public safety and security are maintained
- local government can continue to function

As required by the *Emergency Management and Civil Protection Act*, the City annually maintains a list of Pickering's critical infrastructure, and prioritizes each on a scale from one to five, with one being the most critical to be used for emergency planning and incident management purposes.

Plan Maintenance

Roles in accordance with the Community Emergency Management By-law:

Area of Authority	Role
Chief Administrative Officer	Approve minor changes to the plan
Community Emergency Management Coordinator	Maintain the plan
Community Emergency Management Program Committee	Review and recommend amendments to the plan
Council	Approve the Plan and major amendments

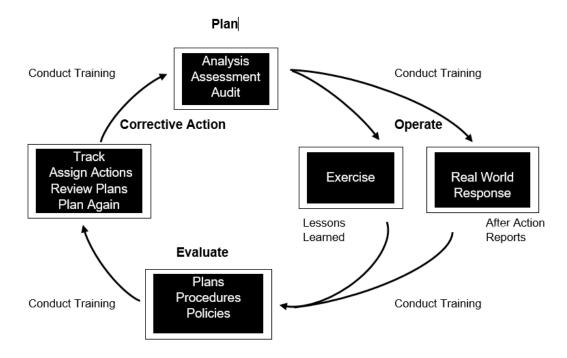**Community Emergency Management Program Committee (CEMPC) Composition**

The CEMPC and its chair are appointed by Council.

The CEMPC consists of the following staff:

a) Chief Administrative Officer (CAO)
b) CEMC
c) Alternate CEMC
d) Director, Community Services
e) Director, Human Resources
f) Director, Operations
g) Fire Chief
h) Division Head, Information Technology
i) Division Head, Public Affairs & Corporate Communications

The committee is chaired by the Community Emergency Management Coordinator (CEMC) and the role of the CEMPC is to review the community and emergency management plan and program according to a preparedness cycle that includes four phases: Plan, Operate, Evaluate, and Corrective Action. Participation of the Pickering

Community Emergency Management Program Committee during all phases of this cycle ensures that the plan reflects the current policies, organizational structures, and methodologies utilized by the City of Pickering.

Testing the Plan - In accordance with the *Emergency Management and Civil Protection Act,* this Plan will be annually tested when exercises are conducted to ensure that it is current and functional.

Conformance with Regional Emergency Plan

In accordance with the *Emergency Management and Civil Protection Act*, this Plan was written to conform to the Durham Region Emergency Master Plan and its associated plans and procedures.

Distribution

Copies of this Plan are stored at the Municipal Emergency Operations Centre (MEOC) and Alternate MEOC along with a full set of supporting plans, procedures and other community emergency documents.

Emergency Management Ontario, Durham Emergency Management Office, and the Pickering Library shall receive a copy of this Plan and any amendments. The Plan is also maintained in electronic form on the City's Website.

Plan Maintenance (continued)

All members of the Municipal Emergency Control Group and Support Staff will receive electronic copies of this Plan (in PDF form and updated files after amendments are completed and approved). See Appendix A for the Distribution List.

Access to the Plan

The Community Emergency Management Plan is a public document and can be viewed at any time by members of the public. Copies of the Plan can be viewed at Pickering Public Library Branches or online at www.pickering.ca

Appendices

The appendices of this Plan form part of the Plan to provide additional information and details on specific matters.

Section 3

Municipal Emergency Control Group (MECG)

In accordance with the *Emergency Management and Civil Protection Act*, the following depicts key roles and responsibilities:

Municipal Emergency Control Group (MECG) is comprised of the Mayor or Deputy Mayor plus senior City and outside agency staff. At any time, the Mayor or Deputy Mayor may request assistance from the Regional Municipality of Durham by contacting the Regional Chair. Provincial assistance can also be obtained by contacting the Provincial Emergency Operations Centre (PEOC).

This Plan can be fully or partially implemented with or without the declaration of an emergency by the Head of Council.

Mayor or Deputy Mayor, as Head of Council is ultimately in-charge and responsible for the City's management and response to a community emergency.

Chief Administrative Officer or alternate serves as the Municipal Emergency Control Group Manager to provide overall leadership to the MECG.

Municipal Emergency Control Group (MECG) Composition

The MECG for the City of Pickering is comprised of persons holding the positions described below, or their appropriate alternates who attend at the MEOC to strategically manage a community emergency or major crisis at the discretion of the Chief Administrative Officer who serves as the MECG Manager (EOC Director).

Each position has a unique Checklist of Duties and Responsibilities. A list of the assigned members and their contact information, plus the personnel that are designated as Support Staff, is published in the Emergency Contact Directory and regularly updated.

It is important to note that the Coordinator, Corporate Communications & Community Engagement is designated as the Emergency Information Officer (EIO). The EIO will control all communications, press releases issued, and social media messaging. However, the Mayor or his designate will conduct press conferences and briefings.

Municipal Emergency Control Group (MECG) Composition

a)   Head of Council – Mayor

b)   MECG Manager (EOC Director) – Chief Administrative Officer

c)   MECG Advisor – Fire Chief, CEMC

Municipal Emergency Control Group (MECG) Composition (continued)

d) Emergency Information Officer (Designated EIO) – Coordinator, Corporate Communications & Community Engagement

e) Finance Officer – Director, Finance & Treasurer

f) Fire Services Officer – Fire Chief or Deputy Fire Chief

g) IT Officer – Division Head, Information Technology

h) Logistics Officer (Facilities) – Director, Community Services

i) Logistics Officer (Staffing) – Director, Human Resources

j) Operations Officer – Director, Operations

k) Planning Officer – Director, Corporate Services & City Solicitor

l) Administrative Support Coordinator – Supervisor, Administrative Services, Office of the CAO

m) Administrative Support – Administrative Assistant

Depending on the nature of the emergency and any expertise required additional persons from other internal and external departments or organizations may be consulted from time to time by the MECG.

Examples of Internal Resources:

a) Director, Economic Development & Strategic Projects

b) Director, Engineering Services

c) Director, City Development & Chief Building Official

d) City Clerk

Examples of External Resources are outlined in Section 11

Roles & Responsibilities

Each MECG position also maintains a list of internal and external resources that are incorporated into the Emergency Contact Directory. This list will contain the contact information for any contact that may be required in an emergency. This listing will be kept current and updated semi-annually.

Each member of the Municipal Emergency Control Group should designate at least one or two persons, from their own department to act as a scribe during the emergency.

The Municipal Emergency Control Group provides the City with an effective structure for developing and maintaining a comprehensive emergency management program, as defined under the *Emergency Management and Civil Protection Act*, and to manage emergency management response and recovery activities, which will ensure:

- mitigation, preparedness, response & recovery
- support of emergency operations at the site(s)
- overall strategic management of the emergency
- risk identification, critical infrastructure protection
- mobilization of all municipal, voluntary, and other agencies required
- prevention of further injury, loss of life, property damage
- alternate accommodation for evacuated persons

The MECG may function with only a limited number of persons depending upon the emergency.

Members of Council

The Mayor or Deputy Mayor assumes the position of Head of Council in accordance with the Ontario *Emergency Management and Civil Protection Act*. Members of Council are not members of the Municipal Emergency Control Group, and therefore are not present in the MEOC. The Head of Council is responsible to keep Council up-to-date on the emergency, and the decisions that are being made to manage it.

Section 4

Emergency Levels, Notification Procedure, Plan Activation

Emergency Levels

Most emergencies are managed at the scene by Emergency Services and are considered routine operations. Emergencies of greater magnitude do happen from time to time, and require an emergency management response structure beyond normal daily operations. The response required must be appropriate to the magnitude of the incident as defined in the Emergency Levels classification.

Levels	Operational Implications	On-Call Senior Officer (OSO) Support	EOC	Notification
Level 0 Normal	• Business as usual • Normal operations	• Business as usual • Normal operations	• Operationally ready	• No notification required
Level 1 Incident	• **Site:** Managed by Emergency Services/Divisions	• OSO support available 24/7	• Operationally ready	• No notification required
Level 2 Municipal Advisory Event & Significant Event	• **Site:** Managed by Emergency Services/Divisions • **Site:** Site Incident Commander may request support from OSO • **Site:** May request the activation of the EOC • **EOC:** May be activated	**At the Request of the Site Incident Commander** OSO has the ability to: • facilitate access to City Divisions/External Agencies and/or • facilitate integration of City Divisions/External Agencies into IMS structure and/or • Attend Site as a Liaison Officer	• Operationally ready • OSO may monitor • OSO may initiate Primary Notification • EOC may be activated	**Primary Notification:** • MECG Manager and Alternate • Head of Council, and Deputy Mayor • MECG Advisor, Alternate MECG Advisor and Fire Services Officer Primary Notification Group may determine to activate **Secondary Notification**
Level 3 Municipal Emergency& Regional Emergency	• **EOC**: Is activated Emergency poses a danger of major proportions to life and property, and/or	OSO may remain on scene as Emergency Site Manager.	• **EOC activated**	**Primary Notification:** • MECG Manager

	threatens social order and ability to govern, and/or a declaration of an emergency by another level of government.			and Alternate • Head of Council, and Deputy Mayor • MECG Advisor, Alternate MECG Advisor and Fire Services Officer • Primary Notification Group will activate **Secondary Notification**

Municipal Emergency Control Group Notification

The means by which MECG members are notified of an emergency or pending emergency is outlined in the Municipal Emergency Control Group Notification Procedure. The procedure is primarily utilized by Fire Services Dispatchers and is used to notify members of the MECG of a need to respond to the Municipal Emergency Operations Centre (MEOC) or a need to remain on-call for potential response to the MEOC. It is based on Provincial and Regional Notification Procedures and emergency event classifications that are prescribed by the Province and Region. The Procedure applies to all types of emergencies including those involving the Pickering Nuclear Generating Station.

The emergency classifications are grouped as:

- Community Emergencies
- Nuclear Emergencies
- Nuclear Liquid (radioactive) Emissions

Each includes sub-classifications that specify the level of action that is to be taken by members of the MECG. Classification details are contained in this Procedure. There are two levels of notifications.

1. **Primary Notification** consists of the MECG Manager (EOC Director), the Head of Council, the MECG Advisor and the Fire Services Officer.

2. **Secondary Notification** includes all other MECG Officers and the Administrative Support Coordinator.

Plan Activation

While any member of the Municipal Emergency Control Group has the authority and responsibility to request an activation of the MEOC and otherwise initiate the implementation of the Community Emergency Management Plan, it is generally the decision of the Mayor in consultation with the CAO. Requests to activate the MEOC are directed to either the CAO or the Fire Chief/Community Emergency Management Coordinator (CEMC).

The Emergency Level Chart identifies the criteria which will trigger the Municipal Emergency Operations Centre (MEOC) to be activated.

1. During a "Level 2 – Municipal Advisory Event or Significant Event", the Site Incident Commander may request support from the CEMC or Fire Chief, including requesting the activation of the MEOC.

Plan Activation (continued)

2. During a "Level 3 – Municipal Emergency or Regional Emergency", the Fire Chief or CEMC will activate the MEOC.

Criteria and triggers for activating the MEOC are based on the Emergency Levels Chart and a culmination of the following decision factor guidelines contributing to heightened media attention:

- Public Health & Safety (Actual or Potential)
- Essential Lifelines (Critical Infrastructure)
- Municipal Services Continuity
- Operational Efficiency

The MEOC may be activated with or without a Declaration of an Emergency or Provincial Emergency; however, it will be activated once a Declaration has been made.

Section 5

Municipal Emergency Operations Centre (MEOC)

In the event of a community emergency or major crisis, the MEOC or Alternate MEOC will be opened. The MECG and Support Staff will assemble and work together at the MEOC to make decisions, share information and provide strategic "off scene" emergency management as required to mitigate the effects of the emergency. The Chief Administrative Officer serves as the MECG Manager (EOC Director) and is responsible for the co-ordination of all actions within the MEOC.

MEOC (Primary)

The Facility

The Main Committee Room (Meeting Room 1), at City Hall serves as the Primary MEOC. This room is not dedicated to this emergency management function, and must be set-up if required. The CAO Boardroom (Meeting Room 2) also serves as breakout meeting room. Remaining areas at City Hall such as the Council Chambers and Main Lobby are ideal for media briefings and Council meetings.

Equipment

The MEOC is equipped with the following resources:

- individual laptop computers for each MECG position
- resource binders for each MECG position including a Checklist of Duties and Responsibilities, blank Activity Log Sheets, plus internal and external contact information
- telephone
- combination fax/scanner/copier/printer
- Wireless High-speed Internet Service
- full set of documents that include copies of internal and external emergency management laws, plans, procedures, guides, etc.
- forms binder containing a blank copy of all forms required
- variety of hard copy maps of the City and Region
- standby diesel powered electrical generator
- microwave oven, kettle, coffee maker, and basic refreshment supplies

MEOC Set-up

The MECG Advisor shall coordinate set-up of the facility under the direction of the IT support staff in accordance with the MEOC Set-up Procedure, which includes a floor plan.

Alternate Community Municipal Emergency Operations Centre

The Facility

The alternate Municipal Emergency Operations Centre for Pickering is located at the Claremont Fire Hall. This room is not dedicated to this emergency management function, and must be set-up if required. The attached Claremont Community Centre includes areas that are suitable to complement the MEOC such as a commercial kitchen, large foyer area, gymnasium, and ample parking for vehicles.

The Alternate MEOC is an ideal setting to manage a major crisis or community emergency that impacts the area surrounding City Hall.

If a Media Briefing Room, Media Centre, or Council Meeting Room is required, there are several good options available. The set-up of these areas is to be coordinated by the MECG Advisor.

Equipment and Resources

The Alternate MEOC is equipped with the same resources and equipment that the MEOC has. Those items are stored in a large Box within the MEOC.

Alternate MEOC Set-up

The MECG Advisor shall coordinate set-up of the facility under the direction of the IT support staff in accordance with the MEOC Set-up Procedure, which includes a floor plan.

Virtual Electronic Meetings

Depending on the nature of the emergency, meetings may be held through telephone, virtual/electronic applications or other communication means that permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously.

Section 6

Declaration and Termination of an Emergency

Action Prior to Declaration

When an emergency exists, but has not yet formally been declared, in accordance with the Pickering Community Emergency Management By-law, municipal employees may take such action(s) under this Community Emergency Management Plan as may be necessary to protect the lives, property, and environment of the inhabitants of the City of Pickering.

Declaration of Municipal Emergency

In accordance with the *Emergency Management and Civil Protection Act*, only the Head of the Council is able and responsible for declaring that a municipal emergency exists within the boundaries of the City of Pickering. In accordance with the Pickering Community Emergency Management By-law, the Head of Council position can only be occupied by the Mayor or Deputy Mayor. The decision to declare an emergency is usually made in consultation with other members of the Municipal Emergency Control Group and must include a statement of the level of Plan activation. To determine if a declaration is warranted, see the "[Province of Ontario Checklist For Declaring An Emergency](#)" document. A declaration is produced using the "Declaration of a State of Emergency Form". The declaration of an emergency is outlined in the Head of Council Checklist of Duties and Responsibilities.

A declaration of an emergency allows the Head of Council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and health, safety and welfare of the inhabitants of the emergency area." *R.S.O 1990, c.E.9, s. 4 (1).*

Upon such declaration, the following must be promptly notified:

1. The Durham Regional Chair through the Durham Emergency Management Office.
2. All Members of Council.
3. Neighbouring municipal heads of council through their Community Emergency Management Coordinators or via DEMO.

Immediately after the declaration notifications are completed, a media release must be prepared and circulated to media outlets.

Declaration and Termination of an Emergency (continued)

When the resources of the City of Pickering are deemed insufficient to effectively control the emergency, or the service required falls under Region's responsibilities, the Head of Council may request assistance from the Regional Municipality of Durham by contacting the Regional Chair.
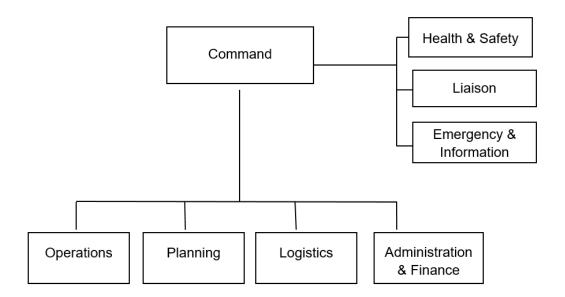
Termination of a Municipal Emergency

An "Emergency Termination Form" must be completed, signed by the Head of Council and distributed.

1. In accordance with the *Emergency Management and Civil Protection Act*, a Municipal Emergency may be declared terminated at any time by:

    a) The Head of Council, or

    b) The Municipal Council, or

    c) The Premier of Ontario

2. Upon termination of a Municipal Emergency, the Head of Council must ensure that the following are notified:

    a) The Regional Chair
    b) All members of Council
    c) The Minister of Community Safety and Correctional Services
    d) The Heads of Council in the neighbouring municipalities
    e) The Public via the Media

Section 7

Incident Management System (IMS)

The Community Emergency Management Plan adopts the principles of an existing Incident Management System (IMS). The Incident Management System can be used in any size or type of emergency to manage response personnel, facilities and equipment.

IMS is a standardized model used to manage resources during a response to emergency incidents, planned or unplanned. It provides a flexible response structure that is common to all emergency operations centres including the Provincial, Regional, Department and Municipal Emergency Operations Centres. The five major sections of the Incident Management System (Command, Operations, Planning, Logistics and Finance & Administration) can be expanded or contracted to. The IMS chart below contains all the sections and units in a fully expanded EOC.

The goal of the Incident Management System is to provide an effective, flexible, and consistent structure and process that is scalable to manage incidents by all levels of government, emergency response organizations, communities, ministries, non-government organizations (NGOs), and the private sector.

As a major function within the IMS, it is essential that the MECG members meet on a regular basis to share information, identify actions, make decisions, and set priorities. Meetings should be scheduled by the Administrative staff in consultation with the MECG Manager (EOC Director) on a regular rotation, allowing time between meetings for MECG members to deal with their individual responsibilities as listed in the MECG Checklists of Duties and Responsibilities.

As an incident escalates, the MECG Advisor will be responsible for directing the evolution of the MECG into this standardized IMS structure.

Incident Management Systems (IMS) (continued)

The EOC Management Team consists of the MECG Manager (EOC Director), Emergency Information Officer and all the Section Officers. The EOC Director is responsible for managing the response to the incident, determining the strategies, objectives and priorities, assessing and reassessing the situation, and ensuring the health and safety of all staff.

It is important to note that not all positions are required for all emergencies and in some cases, one person may carry out the responsibilities of more than one position. Only those functions/positions that are needed to effectively handle the emergency should be activated. More information on each of the functions is provided in the following EOC IMS Positions at a Glance chart.

EOC IMS Positions at a Glance

EOC Function	IMS Role
Management	• Manages the EOC's overall response. • Coordinates public information and media relations. • Liaises with outside agencies and levels of government (i.e., Establish communication with Region of Durham). • Ensures corporate health and safety policies and procedures are adhered to. • Provides emergency policy direction and interpretation, and risk management direction as required. • Confer with the Fire Chief and establish level of MECG notification. • Notifies the Mayor and confirms attendance at the MEOC.
Operations Officer	• Maintains communication links between the EOC, relevant Departmental Operations Centres (DOCs) and site for situational awareness and coordinating resource requests. • Implements the Incident Action Plan (IAP). • Confirm/establish communications with all Engineering Services staff (i.e., Supervisors, Administrative Assistant, etc.). • Confirm communications with the Regional Operations Centre staff (Durham Works Department).
Planning Officer	• Leads the development of the IAP in Planning Cycle meetings.

	• Collects, organizes, analyzes and disseminates incident information. • Conducts long-range and/or contingency planning. • Develops demobilization plans.
Logistics Officer	• Coordinates the provision of resources requested to support the EOC and/or the site including meals, facilities, services, personnel, equipment and materials. • Works with Finance and Administration to ensure all resources are recorded and tracked. • Logistics Officer (Facilities) – Director, Community Services • Logistics Officer (Staffing) – Director, Human Resources.
Finance & Administration Officiers	• Provides financial and cost analysis support. • Provides information and advice on financial matters and information systems as they relate to the emergency. • Liaise, if necessary, with Treasurers from neighbouring municipalities. • Manage emergency procurement according to purchasing by-laws • Tracks, reports, monitors and records expenditures during the event. • Procure appropriate sources of funding for the emergency such as the Ontario Disaster Relief Assistance Program (ODRAP) • Contract implementation and/or negotiation. • Works with Logistics to ensure all resources are accounted for.

Emergency Site Management (ESM)

This Plan has remained consistent with the key point in Emergency Site Management, that an Emergency Site Manager (ESM) shall be appointed by the MECG Manager (EOC Director) to coordinate on-scene emergency management and response activities. The ESM is not a "commander" in the sense that he or she is directing orders to the members of the Emergency Site Management Team. Rather, in a form of joint command, the Team makes the major collective decisions, while individual response agency decisions are separately made by the agency commanders.

Guiding Principles

Each site shall operate under the following conventions:

1. Be generally controlled by one person who is referred to as the Emergency Site Manager (ESM). In some situations, it may be necessary for two or more ESM if there are several distinct sites, or if situations exist where one person cannot handle an entire scene.

2. Have an ESM, which may be a senior officer from any one of the primary response agencies, who will act as the "on-site general manager" of all functions of all agencies. If the MECG has assembled, the ESM shall answer directly to the MEOC Manager.

3. At larger incidents, the appointed ESM will leave the specific command of his/her agency to another officer from his/her respective agency. During smaller incidents, the ESM may be an officer from one of the emergency response agencies who will then play a dual role as ESM and Commander of the agency that he or she represents.

4. Have a separate commander for each agency. The Agency Commander shall work with and respond directly to the ESM. The Agency Commander shall at all times maintain control over his/her own people and resources.

5. Have an Incident Command Post (ICP) established during the initial stages of the incident and subsequently conduct Emergency Site Management activities at that location.

ESM Selection

The ESM shall be selected by the MECG and officially appointed by the MECG Manager. The incident type and the following factors should be considered during this process:

- availability and approval from the person's home agency to perform the ESM role

- education, training, and field experience that is commensurate with the duties and responsibilities
- knowledge of the responding agencies' responsibilities and resources

Emergency Site Management Team

The members of the Emergency Site Management Team provide on-scene management while communicating with their respective member of the MECG.

The Emergency Site Management Team is comprised of persons holding the following positions or their appropriate alternates:

1. Emergency Site Manager when appointed by the Municipal Emergency Control Group Manager
2. Fire Commander (e.g., Deputy Fire Chief, Platoon Chief)
3. Police Commander, (e.g., Duty Inspector, Patrol Sergeant)
4. Emergency Medical Service Commander, (e.g., Shift Manager)
5. Site Media Coordinator

Additional personnel called in or added to the Emergency Site Management Team may include any other officials, experts or representatives deemed necessary by the ESM in consultation with the MECG (e.g., CN Rail Manager, Ministry of Transportation Supervisor, Elexicon Supervisor).

Upon notification that this Plan is to be implemented, members of the Emergency Site Management Team shall:

1. Assemble at the Incident Command Post, which should be located at, or as near the site of the emergency as is practical (note that this group of emergency response managers might have already assembled during the initial stages of the emergency and could be informally managing the event).
2. Direct the response activities of members of their own respective services in accordance with the strategic and tactical decisions made by the Emergency Site Management Team (ESMT).
3. Assist the ESM in fulfilling his/her responsibilities when required.
4. Establish and maintain contact with their respective supervisor at the MEOC.

Operational Conventions

The following emergency management operational conventions shall be utilized in conjunction with this Plan and are consistence with conventions used by the Province and Region:

Operational Conventions (continued)

a)   Time – shall be local time and expressed as a 24-hour clock starting with zero at midnight.

b)   Location – shall be expressed in urban areas by referencing streets, roads, highways, creeks or other significant landmarks.

c)   Wind – shall always be referred to by the following three parameters:

   i.   The direction in degrees the wind is blowing from.
   ii.   The direction in degrees the wind is blowing to.
   iii. The wind is expressed in speed expressed in km/hr.

Communications

Effective and regular communications among and between the emergency managers and emergency responders is vital. For example, within the MEOC, staff must ensure that they convey and obtain information that is necessary to effectively manage the emergency. Members of the MECG and the Emergency Site Management Team must likewise be routinely sharing information. Additionally, if the event involves a need for assistance from beyond the City, then communications is required with others like the Regional Control Group.

Group meetings and person-to-person exchanges in the Incident Command Post or at the MEOC are the common means of conveying and receiving information. The telephone system, including cellular service, is the most common means of externally communicating. Two-way radio service is also used for on-scene/off-scene communications by emergency response staff. With the advent of new technology, virtual meetings allow people to share information and data in real-time without being physically on-scene/off-scene. Lastly, Fax and email information exchanging is used between emergency operations centres such as the City, Region, Province and other municipalities.

Technical Failures and Alternatives

The loss of communications capability would have a significant impact on managing a community emergency. Therefore, provisions have been made to ensure that on-scene and off-scene communications options are available.

Instructions on the use of those services are maintained at each location. Portable two-way services may also be used if telephone service is disabled. The Police Services Officer and the Fire Services Officer will have a radio device that permits direct communication with on-scene DRPS staff and Pickering Fire Services staff.

Technical Failures and Alternatives (continued)

Basic two-way radio service is available through the volunteer services of Durham Region Amateur Radio Emergency Services (DRARES). That assistance can be obtained by contacting the Durham Emergency Management Office.

Record Keeping

Each member of the MECG is assigned a Resource Binder that contains copies of Activity Log Forms, electronic versions may also be available. Those Logs must be kept current to record details of the major decisions and actions that occur. When a person hands off his/her responsibilities to an alternate, the completed Logs must be reviewed with the person who is taking over and then forwarded to the administrative support staff for filing.

On an ongoing basis, a collective log is kept by one of the Administrative Support staff members in the form of an electronic Event Status Log. Information for that Log is obtained from business meetings and when significant events occur or new information is received from external sources. The laptop computer can be connected to a projector to display the current Log information at all times in the MEOC. Copies of the Event Status Log can also be printed or when appropriate, emailed to other emergency operations centres.

Section 8

Emergency Information Management

This Section is intended to provide an overview of Emergency Information Management. Emergency Information Management is the responsibility of the Emergency Information Officer (EIO) who is a member of the Municipal Emergency Control Group. The EIO works under the supervision of the MECG Manager (EOC Director). The EIO supports the Public Inquiry Centre as per the EIO's Checklist of Duties and Responsibilities, the primary tasks are to gather information about the community emergency, prepare media releases and other documents such as speaking notes for the Head of Council or other MECG members, distribute emergency information, and to arrange for media briefings that could occur on-scene and/or off-scene.

There are four primary means of conveying information to the public:

- via the City's Website (pickering.ca)
- through social media (Twitter, Facebook)
- through the Media (radio, television, newspapers)
- from the Public Inquiry Centre (Customer Care Centre)

Examples of Emergency Information

- that an emergency has occurred and/or that the Head of Council has declared the emergency in accordance with the *Emergency Management and Civil Protection Act*
- the level of risk that exists
- what the City and others are doing to respond and manage the emergency
- what the public should immediately do, such as; evacuate, shelter, wait for additional information and instructions, etc.
- where and when additional information can be obtained

Public Alerting

Public alerting is a process of initially conveying emergency information to the public. Its primary purpose is to notify the public that something has happened and to provide brief information on what to do and where to obtain additional information. Public alerting is also used to subsequently communicate with citizens when an escalation of the emergency has occurred. It is conducted when follow-up information is urgently needed to inform people of new information such as the requirement for the expansion of an evacuation area, etc.

Public Alerting (continued)

Current public alerting in Pickering consists of sirens and a telephone-based system that is accessed by the Region of Durham for nuclear emergencies only in the Primary Zone. Additionally, the city's website and social media accounts may be used to disseminate information to the public. As well, emergency personnel may be called upon to go do-to-door or use their vehicle public address systems to notify the public of a threatening event of any type. During large scale events, especially for example a nuclear emergency, the public would be urged to tune into television and radio stations to obtain specific information about the situation and what protective actions to take.

Media Monitoring

The EIO should arrange for a support staff member to monitor the media to ensure that the emergency information is being conveyed in a timely and accurate manner. The MEOC and Alternate MEOC have Cable television service for monitoring television broadcast – both locations have television sets available for viewing. Both emergency operations centres also have portable am/fm radio receivers for radio broadcast monitoring. It is important that Social Media is monitored as well.

Public Inquiry Centre

The City's Customer Care Centre shall be the Public Inquiry Centre (PIC) during an emergency, and will provide information to residents during a community emergency. The PIC will receive information from the EIO and the Municipal Emergency Control Group, which can be conveyed to members of the public.

City Website

The City's main web page can be altered to provide current emergency information to the public as per arrangements found in the Website Emergency Information Procedure. This process is supervised by the MECG Manager (EOC Director).

Section 9

Nuclear Emergency Management

Nuclear Emergency Management is based on the same concepts that are contained in this Plan. However, nuclear events vary from other community emergencies because from the commencement of a situation, a nuclear event is under the control of the Province of Ontario. The Province then directs the Region of Durham, who in turn directs the City of Pickering in the provision of local emergency services. Nuclear Emergency Management is governed by the following nuclear specific plans:

- Provincial Nuclear Emergency Response Plan
- Durham Nuclear Emergency Response Plan

A series of supporting plans and procedures also provide direction such as the Province's Joint Traffic Control Plan, Joint Information Centre Operating Procedures, Radiation Triage Plan, Durham Regional Police Traffic Control Plan, Emergency Worker Protection Plan, etc. and the Region's Nuclear Emergency Notification Procedure, Emergency Work Centre Procedures, Potassium Iodide Distribution Procedures, etc.

Unique Aspects of Nuclear Emergency Management

The following is a list of nuclear emergency management characteristics that set it apart from other community emergencies and major crises:

1. Provincial power and control over an event is unprecedented in relation to other community emergencies.

2. Ontario Power Generation, as the facility manager, maintains considerably greater control over its site than in other community emergencies.

3. Regional power and control over an event is unique in comparison to other community emergencies.

4. Off-site responders (Fire, Police, etc.) would have very little ability or opportunity to minimize on-site outcomes in comparison to other community emergencies.

5. The likelihood of a nuclear emergency is considered much lower than that of other emergencies, yet the potential outcome in terms of the impact on people, the environment and economy may be severe and could extend for a longer period of time than other emergency situations.

Unique Aspects of Nuclear Emergency Management (continued)

6. Protective actions, like the distribution of Potassium Iodide Pills, are unique to nuclear emergency management.

7. A specific event classification system exists for nuclear emergencies separate from other community emergencies.

8. Other municipalities and agencies beyond the jurisdiction of the City, and in some cases the Region, handle Reception Centre and Evacuee Centre management.

Pickering Emergency Management and Civil Protection Activities during a Nuclear Emergency

1. Provide public information in conjunction with the Province, Region, and Ontario Power Generation (citizen enquiry and media information dissemination).

2. Assist citizens with special needs and concerns during sheltering or evacuation conditions (e.g., pet care information/services, property protection).

3. Notify industry and commerce to suspend work and shelter or evacuate.

4. Assist police services with providing road barricades.

5. Assist polices services with traffic control (restricted entry and exit from City).

6. Ensure that all occupants of City facilities are sheltered or evacuated.

7. Schedule City staffing resources and supporting those staff members during the performance of their duties in the field.

8. Support City staff member's families during the emergency.

9. Assist school boards with sheltering and/or evacuation if required.

10. Distribute Potassium Iodide pills to City staff.

11. Assist Durham Public Health with the distribution of Potassium Iodide pills to citizens.

12. Maintain normal and/or increase demand for fire and emergency response services.

13. Provide services and information that are similar to the above during the recovery phase.

Summary of Nuclear Emergency Management

In summary, if a nuclear emergency is declared in Pickering it will be managed in accordance with this Plan, the Provincial Nuclear Emergency Response Plan, the Durham Nuclear Emergency Response Plan and the other City supporting plans and procedures. The City of Pickering is subordinate to the Region and Province in terms of major strategic decision-making and public information dissemination.

Section 10

Human Resource Management

Introduction

Responding to and managing a community emergency can pose a serious threat to the health and safety of workers at both the scene of the event and off-site involving other staff. Physical risks and emotionally stressful conditions can impair performance and potentially cause injury and death among the people who are mandated with providing services to the community. The welfare of the people who are serving as workers must be treated with a high priority. Therefore, managers and supervisors must consistently view and treat workers and themselves as the City's most valuable and vulnerable resource.

The Director, Human Resources assumes a support role to the Municipal Emergency Control Group. Reporting to the MECG Manager, the Director, Human Resources is responsible to complete the actions that are listed in the position's Checklist of Duties and Responsibilities including an oversight of all matters related to human resources as outlined in this section, including but not limited to monitoring safety conditions and developing safety measures related to the overall health and safety of all employees. In addition to overseeing human resources functions that are associated with City staff, volunteer management is a task that falls within the scope of the Human Resources.

Staffing Issues

A shortage of available staff during a community emergency is a distinct possibility, especially if an event extends for many days or weeks. The City of Pickering Community Emergency Management By-law contains the following wording that is intended to help offset some of the staffing challenges that could be experienced:

"This By-law, in accordance with prevailing legislation, designates all City employees as emergency workers in the event a community emergency is declared and therefore all employees may be called out and assigned responsibilities to assist in the implementation of the Community Emergency Management Plan."

Staffing Issues (continued)

During a community emergency, management and supervisory staff shall retain their responsibility to ensure that a sufficient number of staff members within their own areas (for both on-scene and off-scene functions) are available. The Director, Human Resources' mandate is to generally oversee those actions and to assist with that work when needed.

Health and Safety

The health and safety of emergency workers, including volunteers, is a shared responsibility of all who are involved in managing, supervising, and responding to a community emergency. Accountability of emergency staff is another fundamental principle of IMS that must be addressed within the scope of health and safety. This mostly applies to on-scene emergency management/response. However, it can also apply to the off-scene work that is conducted at the MEOC. The IMS principle of "accountability" is a process of tracking where staff are, what they are doing, how long they have been performing their tasks, and when should they be removed from their current tasks so that rest breaks can occur for rehabilitation purposes. As with other human resource matters, emergency managers and supervisors are responsible to ensure that accountability actions are taken.

General Staffing

In addition to ensuring that appropriate levels of staffing are available in the MEOC, the MECG, under the guidance of the Director, Human Resources must also make arrangements to ensure that staffing issues are addressed for other City functions and services during a community emergency. The Employee News Line Procedure outlines a means of helping to keep all employees informed of the event status and any requirements for their services. The City's Website is also available for staff to view up-to-date information about staffing or closures during an emergency or special circumstances. MECG members are responsible for staffing and scheduling issues within their own service areas during an emergency.

Sustenance and Personal Needs

It is essential to ensure that drinks, snacks, and meals are provided to all staff that work in the MEOC, on-scene and throughout the community. Arrangements for sustenance and other personal needs for on-scene and off-scene staff is a joint responsibility of the Emergency Site Management Team and the MECG. During a prolonged event, one person may need to be specifically assigned the duties of arranging for sustenance. During extended periods of work, staff members are to be provided with some basic items to fulfil their personal hygiene needs and comforts.

Sustenance and Personal Needs (continued)

The MEOC and Alternate MEOC are equipped with some basic supplies such as toothbrushes and paste, face clothes and towels, deodorant, etc.

Stress Management

Extreme workloads, short timeframes, closeness of working conditions, and the seriousness of a community emergency or major crisis can place a significant burden on the emotional wellbeing of emergency managers, support staff, and responders. The MECG must routinely monitor its own stress levels and those of other staff and then take the necessary steps to minimize the outcomes. Staff scheduling to arrange for reasonable shift periods and breaks are important measures to facilitate in controlling stress.

Family Needs

During prolonged events or even short-term situations, when staff members are concerned for their loved ones, especially if they may be in danger, staff may not be able to function as well as needed. In such cases, the MECG should make arrangements to have an individual or a team designated to address issues related to family and friends of those who are managing and responding to the emergency or crisis. This matter is a responsibility of the Director, Human Resources.

Record Keeping

Detailed records must be maintained to document the names, activities, and amount of time that staff and volunteers commit to working during a community emergency. These actions are vital for WSIB and payroll purposes.

Volunteer Recruitment and Management

A community emergency or major crisis may prompt a need to recruit non-affiliated volunteers to assist with the provision of services. The Director, Human Resources is responsible for overseeing this process. The Director will therefore need to recruit City staff to manage the recruitment task. Additional assistance can be obtained from the Durham Emergency Management Office who would arrange for help from organizations like the Red Cross, Salvation Army, or other communities. Volunteers must be formally registered with the City via the completion of the Volunteer Registration Form.

Section 11

Emergency Management and Other Organizations

Province of Ontario

Provincial Ministries and their various organizational units may be requested to assist the City with emergency management and response – some of those entities have specific pre-assigned duties to perform during emergencies. Requests for assistance from the Province can be made directly by City staff or through the Durham Emergency Management Office and/or by contacting the Provincial Emergency Operations Centre (PEOC).

Ontario Fire Marshal Emergency Management (OFMEM)

OFMEM operates the Provincial Emergency Operations Centre on a 24/7 basis with at least one Duty Officer available at all times to process requests for information and assistance.

Throughout the emergency, the City must keep the PEOC up-to-date on the situation by completing and forwarding regular Situation Reports (an OFMEM form). That function is a responsibility of the Administrative Support Coordinator and is listed in that position's Checklist of Duties and Responsibilities.

During an event that is a declared emergency by the Premier, the PEOC is fully opened and staffed by ministerial and other provincial staff.

Region of Durham

Prior to the Region opening their Regional Emergency Operations Centre (REOC), assistance and coordination from the Region can be obtained by contacting the Durham Emergency Management Office (DEMO) or the 24/7 DEMO Duty Officer. If the REOC is opened, direct contact can be made (all contact numbers are listed in the Emergency Contact Directory). Durham Region may be able to provide resources that are within its direct control or play a coordinating role in situations when outside resources are required – this can occur even if a Regional emergency is not declared or if the REOC is not opened. The resource sourcing and coordination role is especially evident in a situation where surrounding municipalities are offering to assist Pickering or if they too are impacted by the same event that is affecting Pickering. It is most likely that a community emergency in Pickering would initially, and on an ongoing basis, involve Durham Region's Police Service, Emergency Medical Services, Social Services Department, and Public Works Departments. The Health Department may also become involved in matters involving health issues and in all nuclear events.

Emergency Management and Other Organizations (continued)

Examples of External Resources:

a)   Canadian National Railway – CN
b)   Durham Emergency Management Office (DEMO)
c)   Durham Region
d)   Durham Regional Police Service (DRPS)
e)   Durham Region Transit
f)   Elexicon Energy
g)   Enbridge
h)   Emergency Management Ontario
i)   Metrolinx
j)   Ontario Power Generation (OPG)
k)   Region of Durham Paramedic Service (RDPS)
l)   Toronto and Region Conservation Authority (TRCA)

Business Community

During a community emergency, local businesses must be as prepared as government to ensure that they are as self-sustained as possible and therefore drawing less on public resources that will be managed by the City of Pickering. The ideal arrangement involves a situation whereby businesses have their own emergency management, business continuity, and business recovery plans to facilitate their ability to cope with the impacts of a community emergency. A further ideal condition involves a level of business emergency preparedness that would allow businesses to also assist the community where possible during a community emergency by supporting other businesses or by providing resources for use throughout the community, etc.

The Director, Economic Development & Strategic Projects serves a support role to the MECG. Performing liaison activities between the MECG and business community is a primary responsibility along with other duties that are listed in the Checklist of Duties and Responsibilities.

Non-Governmental Organizations (NGO)

NGO's have historically played significant and very successful roles in emergency management and response. They have supported governments by providing human resources from their own complements or through volunteers, expertise in a variety of disciplines, facilities, vehicles, equipment, supplies, counselling services, etc. Assistance from NGO can be obtained through DEMO and may include, but are not limited to the following organizations:

St John Ambulance

St John Ambulance may provide basic first aid services in support of Durham Region Emergency Medical Services and Pickering Fire Services. Volunteer first aid providers

and mobile first aid vehicles from within the area and beyond can be requested to attend emergency sites for large-scale events.

Canadian Red Cross

Canadian Red Cross may provide support in the operation of reception centres and evacuee centres under the direction of City and Regional staff. Registration, ongoing operations, and counselling services are examples of the assistance that can be obtained from Red Cross. Their provincial, national, and international network of resources is extensive and therefore quite suitable to assist with helping to manage the human needs of citizens who are impacted by a community emergency. Red Cross may also provide and/or arrange for outside volunteers to assist.

Ontario Volunteer Emergency Response Team (OVERT)

OVERT is a Durham based service that provides volunteers to predominately support police services. Search and basic rescue services are their feature offerings. In extreme situations, OVERT may provide some security or traffic control services under police supervision.

Salvation Army

Salvation Army services include emergency food services and counselling to emergency managers, responders and citizens. Through the provincial network of resources, they are able to dispatch mobile food kitchens that are equipped to provide refreshments and meals at emergency scenes, reception centres, evacuate centres, or the MEOC.

Durham Region Amateur Radio Emergency Service (DRARES)

DRARES is part of the provincial, national, and international network of volunteers and equipment that can provide emergency communications on-scene and off-scene during emergencies. Their primary purpose during a community emergency is to augment existing back-up communications systems when primary systems failure.

Environment Canada

During an event that is impacting or potentially impacting Lake Ontario, Environment Canada will provide advisory assistance to emergency responders. Arrangements for this service are coordinated by the MOE.

Environment Canada also provides weather forecasting and alerting services via the Internet and through the Weather Radio Service. Weather alerting has been incorporated into the MECG Notification Procedure.

Impacted Organization (when applicable)

Railway companies (CN Rail, CP Rail), Pipelines (Enbridge, Trans-Canada), chemical manufacturers, electrical utilities (Elexicon), etc.

Section 12

Evacuation and Transit

Introduction

Evacuation and Transit services are primary functions of emergency management and response that could save many lives and prevent serious injury during events such as situations involving hazardous materials. It consists of the safe and prompt movement of people from areas that are or may be exposed to danger. This Section is intended to provide an overview of the evacuation function.

Planning Principles

1. Address evacuation and transit issues as two distinct functions:

   a) Evacuation begins with public notification and concentrates on traffic management.

   b) Transit concentrates on the mass movement of people who do not have their own transportation and public who may have their own means of transportation, but are urged not to use it due to traffic congestion.

2. Address the two phases of emergency management:

   a) The period of time when the on-scene emergency response agencies are managing the event prior to when Municipal Emergency Control Group (MECG) assembles.

   b) The period of time afterwards which may involve 60 to 90 minutes into the incident when the MECG begins to strategically manage evacuation and transit.

3. Address issues to cover all types of emergencies with specifics noted for nuclear emergencies.

4. Arrange for a variety of options to be used for providing emergency transit services with particular attention paid to ensuring that services are adequately provided to residents with special accessibility requirements such as wheelchair.

5. Ensure consistency with Regional and Provincial Traffic Control Plans.

Evacuation

Evacuation is an action that may be required soon after an emergency situation occurs. The initial decision to evacuate people is typically one that is made by on-scene commanding officers from fire and police services. The conduct of an initial evacuation is normally completed by Regional and/or Provincial police personnel using their vehicle public address systems for public alerting purposes.

As an event grows and time progresses, police resources may be augmented by City staff or community volunteers. In addition to public alerting, police services will manage traffic flows to ensure quicker evacuation from the affected areas of the community. It is important to note that a separate, but similar, process exists for Nuclear Emergencies and can be found in the PNERP and the DNERP.

If an emergency event becomes one that warrants off-site emergency management through the processes that are contained in this Plan, the MECG assumes a strategic role in controlling the evacuation activities, but is always managed in conjunction with on-scene commanders who form the Emergency Site Management Team.

Transit

The provision of transportation for citizens without their own means of travel is provided by Durham Regional Transit.

Reception and Evacuee Centres

The Community Services Department is responsible for Evacuee and Reception Centre management. Both services are provided with and/or through Durham Region Social Services Department in conjunction with the Canadian Red Cross. During an event, the MECG determines the extent to which such services are required and then formally, through the Head of Council to the Regional Chair, requests assistance from the Region in evacuee and reception centre services.

The Region will organize, set up, and manage evacuation and reception centres.

Section 13

Recovery Operations

Introduction

Recovery planning ensures there is a one-stop-shop for identification of issues, coordination of resources, accurate reliable information, and that recovery occurs in a timely manner. It allows for an accountable, transparent process to ensure recovery services are accessible and applied in a consistent manner City-wide. Recovery is a coordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

Depending on the type of emergency, the Recovery Operations could be minimal in terms of resources that are required and monies spent or time needed to return the community to its pre-emergency state. However, if casualties, environmental damaged, demolished buildings and/or disrupted public services and infrastructure result from the emergency, the recovery phase may actually impact more on the community than the initial phases of the emergency itself and may be ongoing for many days or weeks.

The nature of the emergency and the final authority responsible will determine who will take the lead role in the Recovery Operations. For example, if the City were responsible for controlling the emergency, the City would also lead the recovery. Similarly, if the emergency were declared at a higher level of government, then that level would take the lead and the City would be subordinate. However, it would still have a significant role to play at the local level.

Recovery Operations will be activated at the direction of the Municipal Emergency Control Group, consistent with other Sections of the Community Emergency Management Plan. It will normally occur once the immediate management and response to the emergency has been completed. It is possible to simultaneously conduct emergency response activities and recovery measures. It can therefore be difficult to precisely define where one phase begins and where one ends. Recovery efforts are typically initiated while a state of emergency is still in effect and while it remains in that state until all or most recovery actions are complete. Emergency Information Management will continue during the Recovery Operations to keep the public informed of state of progress that is being made during Recovery. Issues to be addressed fall broadly into three areas: human issues, infrastructure re-establishment, and financial disaster relief. Resolving these issues has obvious financial, economic, social, environmental, and political implications.

Financial Disaster Relief

It is imperative that detailed records are kept to record staff time and damage to City property that occurs as a result of the emergency. Application to the Ontario Disaster Relief Assistance Program (ODRAP) will require details and documents related to all City activities related to the response. ODRAP only applies to natural disasters such as severe winds storms, tornadoes, floods, etc. Application must be completed within fourteen days after the emergency occurs. City Council must pass a resolution to request the Minister of Municipal Affairs and Housing to declare a "disaster area" to qualify for ODRAP assistance.

Provincial and Federal Assistance

If Federal and Provincial assistance is required on an urgent basis, it should be applied for through the PEOC or via the Region.

Section 14

Business Continuity and Recovery

Introduction

In addition to the City's role in providing support to the community, as an organization, it must prepare itself to ensure that it can remain in operation during a community emergency and then restore itself and services to pre-emergency conditions. Through its business continuity and recovery actions, the City must ensure that it is able to:

- maintain its workforce in terms of sufficient staff availability
- health and safety of the employees
- provide sufficient physical and financial resources
- ensure communications/data infrastructure remains operational

This Section shall provide some basic guidelines to follow while ensuring the continuity of City operations.

Human Resources

The availability of adequate numbers of human resources ranks very high in priority in terms of maintaining continuity of operations for the City. In summary, without its staff, the City of Pickering will not be able to adequately provide its essential emergency related services or its reduced routine services that may be offered during a community emergency. As earlier noted, the Director, Human Resources assumes a support role to the MECG to oversee the Human Resources functions.

Communications/Data Resources

The maintenance of the City's communications and data resources such as the telephone and computer systems is vitally important. Retaining the use of the primary systems is essential for emergency management functions and the continuation of normal City services, even under conditions where some elimination of normal services occurs. The Division Head, Information Technology assumes a role on the MECG, and is responsible to ensure that the primary and secondary systems and services are maintained during a community emergency (see Checklist of Duties and Responsibilities).

Facilities

During a community emergency, City facilities will require special attention due to the limitation of some services and the closure of some buildings. Meanwhile, the maintenance and ongoing operation of other facilities will require more effort. During a power failure, the standby electrical generators will need to be supervised and their fuel supplies maintained. The City facilities that remain open for other use will also require ongoing maintenance and in some cases special set-up arrangements to ready them for use during a community emergency.

Financial Resources

During a community emergency, some high-level decisions and subsequent actions will be required to ensure that financial matters are being dealt with in an effective and efficient manner. The availability of operating funds and other financial functions such as accounting and supply/services is important to ensure that adequate resources are acquired to manage and respond to the emergency and for the purpose of maintaining accurate records of the transactions. Payroll is another example of a service that will need to be addressed as part of managing the financial issues during a community emergency.

Ongoing Essential Services

During a community emergency a decision will need to be made by the MECG on the continuation of non-essential services such as recreation programs, planning/building, or library services, etc. The continuation and even enhancement of essential services must be a high priority for the MECG. Fire Services and municipal roads maintenance are two matters that must be considered primary services that require continuation and specific actions that will be overseen by the MECG to ensure continuity of services to the community.

Corporate Recovery

In addition to overseeing community recovery efforts, the City will need to address its own recovery from the emergency to restore its losses and resume the provision of normal services. Based on the type of event and its magnitude, the MECG should develop a recovery action plan to direct the actions of restoring normal City business.

Section 15

Emergency Financial Management

Introduction

During a community emergency, the acquisition of resources and services may be required in large quantities and within short periods of time. Therefore, arrangements may be necessary for the expenditures of large sums of money under circumstances that normal corporate supply and service procedures do not appropriately address. This Section is intended to briefly outline how financial management should be conducted during a community emergency.

The MECG is tasked with sourcing resources that will support the work that is being conducted by the emergency responders and other staff who are minimizing the impacts of the emergency and subsequently working to restore the community to its normal state as part of the Recovery Operations.

Appendix A

Plan Distribution

Recipient	Plan Type	Copies
Pickering Public Library	Printed	2
Durham Region Emergency Medical Service	Emailed PDF	1
Durham Emergency Management Office	Emailed PDF	1
Municipal Emergency Control Group	Emailed PDF	13
Municipal Emergency Operations Centre	Printed	1
Alternate Municipal Emergency Operations Centre	Printed	1
Elexicon Energy	Emailed PDF	1
Oshawa Central Ambulance Communications Centre	Emailed PDF	1
Red Cross – Ontario Regional Office	Emailed PDF	1
Town of Ajax - CEMC	Emailed PDF	1
Durham Regional Police Service –. Emergency Plan Officer	Emailed PDF	1
Emergency Management Ontario – GTA Field Officer	Emailed PDF	1
City of Pickering – Internet and Intranet	PDF	2

Appendix B

Record of Amendments

Date	Section/Page	Item	Summary of Changes	Approval