CITY OF SAULT STE. MARIE EMERGENCY RESPONSE PLAN

12/13/2017

Fire Service, Emergency Management Division

Schedule "A" to By-law 2017-236

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1. INTRODUCTION

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, nature of the affected infrastructure and buildings, and demographics. The City of Sault Ste. Marie Emergency Response Plan is intended to provide a framework for the prompt coordinated response of government, private and volunteer resources when an emergency overwhelms the capacity of normal operations.

2. PURPOSE

The purpose of this document is to ensure a controlled, coordinated and effective response is quickly undertaken at the outset of an emergency to minimize its impact on the health, safety and welfare of the residents and visitors to the City of Sault Ste. Marie, as well as to protect the environment and economy.

3. SCOPE

The City's Emergency Response Plan applies to large scale emergencies that occur within the City of Sault Ste. Marie. The Emergency Management Ontario Glossary of Terms 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 or an act whether intentional or otherwise".

An emergency may last from a few hours to several days or longer and possible events for the City of Sault Ste. Marie include but are not limited to:

- Health –related emergencies
- Critical infrastructure failures
- Severe weather emergencies
- Fires and/ or explosions
- Transportation emergencies

This Plan does not replace existing operating procedures or guidelines that are used by agencies responding to an emergency.

4. AUTHORITY

The *Emergency Management and Civil Protection Act*, is the legal authority for all municipal emergency response plans in Ontario. The *Emergency Management and Civil Protection Act* states:

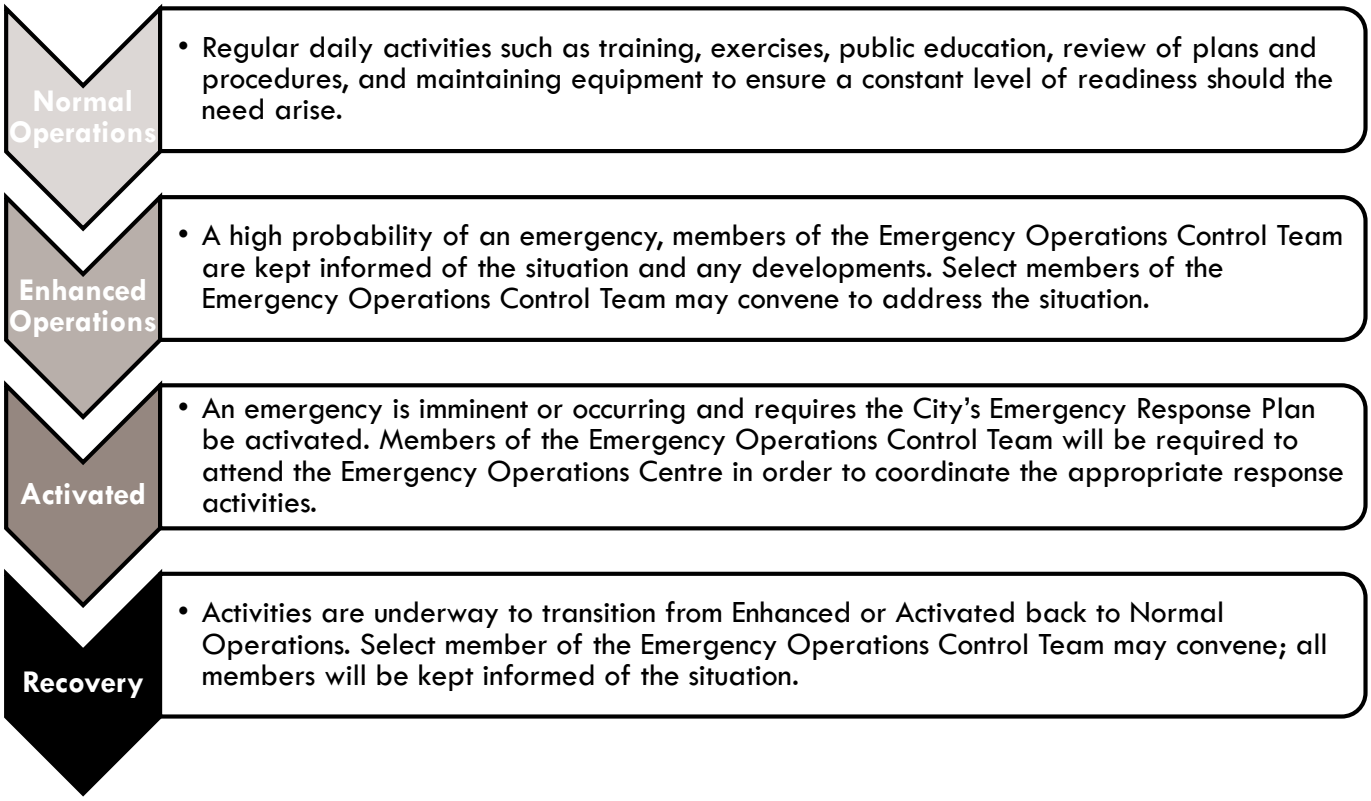
> Every municipality shall formulate an emergency response plan governing the provision of necessary service during an emergency and the procedure under the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan. Section 3 (1)

Ontario Regulation 380/04 sets in place the standards for municipal emergency management programs. These standards describe minimum provisions that must be met to constitute an essential level program.

In accordance with Section 3(1) of the *Emergency Management and Civil Protection Act* the City of Sault Ste. Marie has enacted *By-law 2017-236:* A by-law to adopt the Emergency Response Plan for the protection of public safety, health, the environment, critical infrastructure and property within the municipality.

5. CONCEPT OF OPERATIONS

The City of Sault Ste. Marie operates under four levels of readiness for emergency management response. These levels are:



6. ACTIVATION OF THE PLAN

The City's Emergency Response Plan may be activated in whole or in part by any member of the Emergency Operations Control Team. The Emergency Operations Control Team may take action under the Emergency Response Plan where an emergency exists, but has not yet been declared to exist.

The following may be event triggers which drive the activation of the Plan:

- The event requires the coordination of multiple agencies
- The event requires centralized decision-making to mitigate impact
- The event requires coordinated communication and messaging
- The event requires a coordinated approach with other levels of government
- The event is outside the scope of normal operations
- The event requires information gathering and analysis from multiple sources
- The event is pre-planned and requires active management to ensure public safety

6.1 Emergency Operations Control Team Notifications

A request to activate the Emergency Operations Control Team may be made by any of the following if they believe an emergency exists or has the potential to develop by contacting the Community Emergency Management Coordinator (CEMC):

- Any member of the Emergency Operations Control Team
- An Incident Commander at the site of an emergency within the City of Sault Ste. Marie

The request is made by contacting the Community Emergency Management Coordinator who shall proceed as follows:

- Where an emergency exists, the CEMC will notify all members of the Emergency Operations Control Team
- Where a threat of an impending emergency exists, the CEMC will contact the CAO and Lead Agency for advice. The CAO or Lead Agency will decide to convene the Emergency Operations Control Team or whether they will be notified and placed on standby.
- Upon being notified to convene, it is the responsibility of all members of the Emergency Operations Control Team to report to the Emergency Operations Center (EOC) and notify their staff and volunteer organizations

7. DECLARATION, TERMINATION AND NOTIFICATION OF A STATE OF EMERGENCY

7.1. Declaration of an Emergency

The Mayor or Acting Mayor (as laid out in the Schedule for Acting Mayor provided by the City Clerk) of the City of Sault Ste. Marie, as the Head of Council is responsible for declaring an emergency. This decision is made in consultation with other members of the Emergency Operations Control Team. Upon declaring an emergency, a formal written Declaration of Emergency must be submitted to Emergency Management Ontario by the CEMC.

Notification will also be made to:

- City Council
- Public
- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament
- Media

7.2. Termination of an Emergency

A declared municipal emergency may be terminated at any time by

- Head of Council,
- Council of the municipality
- Premier of Ontario.

A formal written Termination of a Declared Emergency must be submitted to Emergency Management Ontario by the CEMC.

Notification will also be made to:

- City Council
- Public
- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament
- Media

8. EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre (EOC) is the location the Emergency Operations Control Team reports to and provides overall direction and support for the response.

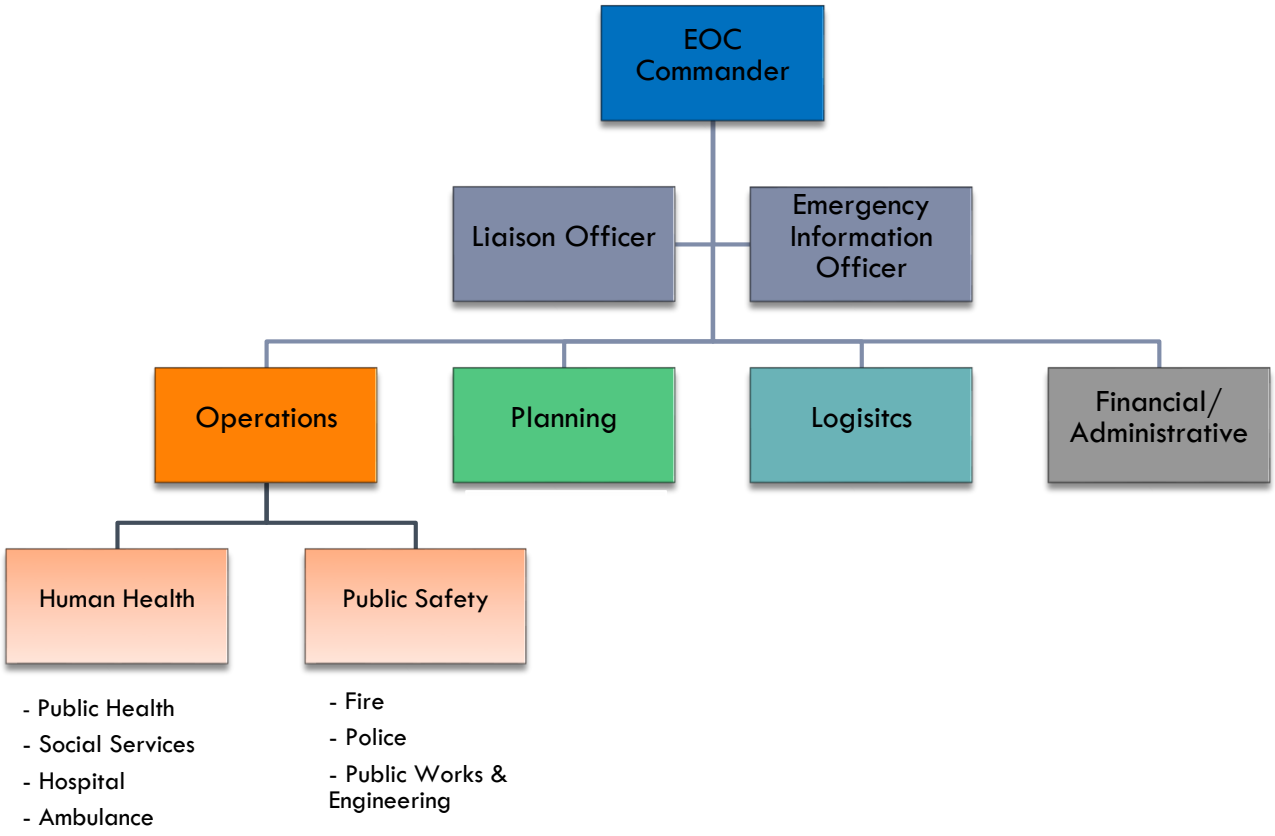
8.1. Functions of the EOC

Function	Role
Management	Responsible for overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk management procedures, through the joint efforts of local government agencies and private organizations.
Operations	Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the Incident Action Plan.
Planning	Responsible for collecting, evaluating, and disseminating information; developing the Incident Action Plan and maintaining all EOC documentation
Logistics	Responsible for providing facilities, services, personnel, equipment and materials.
Finance / Administration	Responsible for financial activities and other administrative aspects

8.2. EOC Organizational Structure

The positions of the EOC will be filled by staff based on skill, experience and knowledge. These staff will be trained to carry out the specific roles and responsibilities.

FIGURE 1: EOC ORGANIZATIONAL STRUCTURE



9. EMERGENCY OPERATIONS CONTROL TEAM

The Emergency Operations Control Team (EOCT) is responsible for managing and coordinating more-than-routine emergency responses. The convening of the EOCT does not automatically require an emergency declaration. As well the EOCT may function with only a limited number of persons depending on the emergency.

The purpose of the EOCT is to support field operations by obtaining and providing resources, maintaining up-to-date information, coordinating activities, providing information to the public, and to bring chief decision-makers together to coordinate their response to an emergency.

The City of Sault Ste. Marie's EOCT consists of:

- Mayor
- Chief Administrative Officer
- Police Chief
- Fire Chief
- Algoma Public Health
- Social Services Administrative Board
- Central Ambulance Communication Centre
- Sault Area Hospital
- 49th Field Regiment, Commanding Officer
- Corporate Services
- Community Emergency Management Coordinator

10. ROLES AND RESPONSIBILITES OF EOCT

Individual EOCT members with the appropriate training and knowledge will assume the following roles and responsibilities during the emergency situation. Roles will be filled as appropriate to the emergency situation. As a result, not all roles may be filled in a small-scale emergency. In this situation, responsibilities remain with the EOC Commander or Section Chief as appropriate, until delegated. All members report to the EOC Commander.

10.1. EOC Commander

The EOC Commander is responsible for the overall management of the EOC and for executive decision-making. The EOC Commander has the following duties:

- Establishes appropriate activation and staffing level
- Oversees all response and recovery operations
- Overall management responsibility for coordinating, supporting, and assisting other agencies
- Sets priorities for overall response and recovery efforts
- Sets expenditure limits
- Chairs Operational Cycle meetings and establishes the operational cycle
- Leads development of the incident action plan and monitors its implementation
- Approves media releases
- Final decision-maker on operational issues
- Liaises with Mayor and Council
- Maintain a log of all actions taken

10.2. Liaison Officer

The Liaison Officer is the aggregator of information from all external agencies and collates vital internal information between operational cycles. As the lead developer of the Emergency Response Plan, the Liaison Officer has the following duties:

- Responsible for the operational implementation of the Emergency Response Plan
- Initiates the EOCT notification protocol and collates responses
- Advises the EOC Commander between operational cycles
- Monitors emergency alerts
- Collaborates with the Emergency Information Officer on the development of key messages
- Responsible for communications between the EOCT and external agencies
- Leverages relationships with partner agencies to determine the current status of the incident
- Seeks to coordinate cooperating agencies
- Provide advice to the Head of Council regarding the declaration of emergency
- Provides coaching and support as required to other members of the EOCT
- Maintain a log of all actions taken

10.3. Emergency Information Officer

The Emergency Information Officer (EIO) is the interface between the EOCT and the public and media. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the information provided to the public for inaccuracies. The EOC Commander approves the release of all incident related information. Specific responsibilities of the EIO include:

- Coordinates with the Liaison Officer, on-site Media Officer, media, the public and EIOs from other agencies
- Develops accurate and complete information on the current situation
- Consult with the EOC Commander on the need for news briefings and conferences, the granting of media interviews, and status of media monitoring.
- Recommend responses to media misinformation and rumour, announcements and other forms of public communication, and the release of any emergency related information to the public
- Consult with other members of the EOCT on status of emergency situation and on any need for resources that could be fulfilled by the dissemination of public calls for assistance through the media or other means
- Apprise the EOCT of any significant information received from members of the public, the media and other EIOs.
- Maintain a log of all actions taken

10.4. Operations Section Chief

The Operations Section has been divided into two distinct branches: Human Health and Public Safety in order to maintain a reasonable scope of responsibility for each Branch Director.

Each Branch Director is responsible for the reduction of the immediate hazard; saving lives and property; establishing situational control; and restoration of normal operations.

- In consultation with Unit Coordinators, establishes tactical objectives and is accountable to the EOC Commander
- Implements the Incident Action Plan
- Delegates tasks to Operations Section Units as necessary
- Responsible for all activities focused on reduction of the immediate hazard and to safeguard human life and property
- Establishes situational control
- Restores normal operations
- Coordinates logistical needs of branches and communicates needs to the Planning Section
- Maintain a log of all actions taken

10.4.1 Human Health Branch – Emergency Social Services Unit

- Reports to the Operations Section Human Health Branch Director
- Coordinates and arranges emergency lodging, clothing, feeding, registration, inquiries and personal services for those residents who have been displaced from their homes
- Liaises with the EOCT with respect to the operations of both reception and evacuation centres
- Maintains accurate records of all expenditures authorized for the purpose of basic necessities under the emergency response plan
- Assists with the opening, set-up and closing of evacuation services as authorized by the EOCT
- Supervises and manages the operations of reception and evacuation centres
- Coordinates counselling services for evacuees at evacuation centres
- Liaises with the Public Health Unit on areas of mutual concern regarding operations in evacuation centres

- Acts as a liaison with the Emergency Information Officer to coordinate reception and evacuation centre communication requirements and other information for dissemination
- Liaises with the Police Services Unit to coordinate reception centre and evacuation centre security
- Notifies volunteers and evacuees of the termination of the emergency, and coordinates the dispersal of persons from the evacuation centre
- Maintain a log of all actions taken

10.4.2 Human Health Branch – Central Ambulance Communications Unit

- Reports to the Operations Section Human Health Branch Director
- Work in conjunction with Sault Area Hospital and Emergency Medical Services of Sault Ste. Marie to coordinate and control the transportation of the injured
- Coordinate with Ministry of Health and Long-Term Care regarding issues surrounding the emergency situation or secondary issues that may arise
- Provide advice and status reports on ambulance dispatch related matters to the members of the Emergency Operations Control Team
- Maintain a log of all actions taken

10.4.3 Human Health Branch – Public Health Unit

- Reports to the Operations Section Human Health Branch Director
- Liaises with appropriate health officials including Ontario Ministry of Health and Long Term Care
- Arrange for the coordinated response of all medical/health related services within the community in consultation with hospitals, available clinics, and community health providers
- Arrange for the investigation of infectious and/or contagious diseases
- Initiate control measures either by instruction regarding environmental control or by organizing mass immunization in certain instances
- Provides for the inspection of evacuation centers
- Provide advice on health-related matters to the EOCT
- Arrange for the dissemination of all special instructions to the general public on matters concerning public health
- Maintain a log of all actions taken

10.4.4 Public Safety Branch – Police Services Unit

- Reports to the Operations Section Public Safety Branch Director
- Coordinates information from area police agencies affected by the emergency
- Establishes an ongoing communications link with the senior police official at the scene of the emergency
- Coordinates information and resources necessary in relation to the inner perimeter within the emergency area
- Provides traffic control staff to facilitate the movement of emergency vehicles, as requested and/or required
- Alerts persons endangered by the emergency and coordinates evacuation procedures, as requested and/or required

- Liaises with the Emergency Social Services Branch regarding the establishment and operation of evacuation and reception centres
- Ensures the protection of life and property; and the provision of law and order
- If resources allow, provides police services as requested and/or as required
- Liaises with other community, provincial and federal police agencies, as required
- Maintain a log of all actions taken

10.4.5 Public Safety Branch - Fire and Paramedic Service Unit

- Reports to the Operations Section Public Safety Branch Director
- Provides the EOCT with information and advice on firefighting, rescue and paramedic matters
- Establishes an ongoing communications link with the senior fire and paramedic officials on site
- Informs the Mutual Aid Fire Coordinators and/or initiates mutual aid arrangements including the provision of additional firefighters and equipment, as required
- Contribute to all response operations if requested and/or required, e.g., rescue, first aid, casualty collection, evacuation
- Advises the EOCT if other means of transportation are required for large scale response for casualties and/or medical supplies
- Determines if additional or special equipment is needed and recommends possible sources of supply, e.g., breathing apparatus, protective clothing
- Liaises with the Ministry of Health and Long Term Care, and Central Ambulance Communications Centre to ensure balanced emergency coverage is available for paramedic service at all times throughout the service area
- Establishes effective triage and transportation of casualties at the site(s)
- Maintain a log of all actions taken

10.5. Planning Section Chief

The Planning Section Chief has the primary responsibility to collect, collate and retain for secure storage a complete set of incident documentation, including EOC attendance records, logbook records, master event log, incident action plans, documents received from internal/external partners, emails, photos, videos, maps, etc. The Planning Chief is also responsible for the maintenance of the ongoing Incident Action Plan. The Planning Section Chief has the following responsibilities:

- Planning Section Chief coordinates, the work of the planning section and is accountable to the EOC Commander
- Collects, evaluates, validates and disseminates incident situation information and intelligence
- Prepares status reports
- Displays situation information
- Responsible for all incident documentation
- Develops and documents the Incident Action Plan
- Coordinates technical experts
- Maintain a log of all actions taken

10.6. Logistics Section Chief

- Logistics Chief coordinates units responsible for services and is accountable to the EOC Commander

- Responsible for all support requirements needed to facilitate effective and efficient incident management
- Ensures provision of facilities, transportation, supplies, equipment maintenance and fuel, food services, telecommunications and IT support.
- Maintain a log of all actions taken

10.7. Financial/ Administrative Section Chief

- Finance & Administration Chief coordinates the work of the planning section and is accountable to the EOC Commander
- Tracks all costs associated with responding to the incident
- WSIB claims
- Direct response costs
- Procurement
- Maintain a log of all actions taken

10.8. Emergency Site Liaison

If requested, an Emergency Site Liaison Officer (ESLO) will attend the incident site or the EOC of a partner community and act as a liaison between the site or partner EOC and the City's EOC. Specific responsibilities of the ESLO include:

- Communicating the aim and priorities of the emergency response team to the EOC Liaison Officer
- If requested by the Site Incident Commander, communicating immediate needs for additional resources to the EOC Liaison Officer
- Establishing and maintaining communications with the EOC Liaison Officer to ensure accurate information is relayed
- Seeking authorization from the EOC prior to making resource commitments
- Maintain a log of all actions taken

11. REQUESTS FOR ASSISTANCE

11.1. Mutual Aid

Mutual Assistance Agreements enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Municipalities requesting and providing assistance are therefore not required to negotiate the basic terms and conditions under stressful conditions any may request, offer and receive assistance according to predetermined and mutually agreeable relationships. The City of Sault Ste. Marie has Mutual Aid Agreements through various departments.

11.2. Provincial and Federal Assistance

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance will be made by contacting the Provincial Emergency Operations Centre (PEOC) Duty Officer. This contact is the responsibility of the CEMC. The PEOC will evaluate the municipality's request and determine the availability of requested resources.

Any request for federal resources must be made to the PEOC through the same channels as described above.

12. EMERGENCY INFORMATION AND NOTIFICATION

The Emergency Operations Control Team (EOCT) will inform the public, as soon as possible, of the emergency that is occurring or imminent and advise the public of appropriate self-help actions and/or issue public warning messages.

Emergency information will be conveyed through local and social media. Warnings will also be posted on both the City of Sault Ste. Marie's and Police Service's websites.

In extreme circumstances, the municipality will consider alternate forms of delivering messages including:

- Emergency services drive through neighbourhoods using public alerting systems
- Door-to-door contact by volunteers or municipal employees
- Establish emergency information lines which can take large numbers of calls from the public with relevant information
- Issuing an Alert through Alert Ready

12.1 Alert Ready

Alert Ready is designed to deliver critical geographically specific alerts through television and radio. The Alert Ready system is developed in partnership with federal, provincial and territorial emergency management officials, Environment and Climate Change Canada, The Weather Network and the broadcast industry. For additional information on visit www.alertready.ca

12.1.1 Triggering an Alert

To trigger an Alert, the CEMC provides the following information to the Provincial Emergency Operations Centre:

- What is happening – the nature of the threat;
- Where is it happening – as precisely as is appropriate for the situation; and
- What are the recommended actions for the public to take to protect themselves (e.g. evacuate, move to your basements, close all doors and windows, etc.)

Alerts will then be distributed via Canadian radio and TV, cable and satellite operators.

13. PLAN MAINTENANCE AND REVIEW

13.1. Plan Review

The plan is reviewed annually by the Division of Emergency Management, and where necessary, revised with input from the Emergency Management Planning Committee and other partner agencies.

13.2 Plan Maintenance

The City's Emergency Response Plan will be updated on an as needed basis. Generally, these updates will be the result of an After Action Report following an event or exercise. Plan holders will be notified of any changes and provided an electronic copy of the updated component.

Each time the plan is substantially amended, it will be brought forward to City Council for approval. However, minor editorial revisions and updates to maintain the currency of the plan may be made without resubmitting the plan to City Council each time for approval.