



THE CORPORATION OF THE TOWN OF COBOURG

COMMUNITY EMERGENCY MANAGEMENT PLAN

Being Schedule "B" of
BY-LAW NUMBER 067-2015

APPROVED: 2025

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Definition of Terms:

1. **Accessibility for Ontarians with Disabilities Act (AODA):** Legislation requiring public organizations to provide emergency plans and information in accessible formats for individuals with disabilities.
2. **Activation Phase:** The “activation phase” in emergency management refers to the process of transitioning from a normal state to an emergency response mode, where necessary personnel, resources, and procedures are mobilized to address an unfolding crisis; essentially, it’s the point where the emergency plan is put into action and response activities begin.
3. **Area Command:** A function within the ECG for managing multiple incident sites, coordinating response efforts across multiple locations during large-scale emergencies.
4. **By-law 067-2015:** A legal document passed by the Town of Cobourg’s Council on July 13, 2015, formally approving the Municipal Emergency Plan.
5. **Canadian Transport Emergency Centre (CANUTEC):** A body operated by Transport Canada to serve the public interest through the promotion of a safe and secure transportation system in Canada.
6. **Command Staff:** Specialized roles within the IMS, including the Safety Officer, Emergency Information Officer, and Liaison Officer, providing direct support to the EOC Commander.
7. **Community Emergency Management Committee (CEMC):** Develops and implements the emergency management program including the preparation and maintenance of the Emergency Response Plan which includes a Public Awareness and Education Strategic Plan.
8. **Declared State of Emergency:** A formal declaration made by the head of the municipality or council (e.g. Mayor or Deputy Mayor), indicating an emergency exists and that measures need to be taken to protect health, safety, and property.
9. **Demobilization Phase:** Emergency management demobilization is the process of releasing resources and responders after an incident. This can happen when the incident’s objectives have been met or when fewer resources are needed.
10. **Documentation Registration Officer (DRO):** The individual responsible for maintaining accurate records, including the status board, and updating all information during an emergency.
11. **Emergency Area:** An emergency area is a geographic area where an emergency has occurred or is about to happen. It’s a designated area that receives emergency response actions.

12. **Emergency Control Group (ECG):** A group of designated municipal officials responsible for managing and coordinating the response to an emergency. They make strategic decisions, mobilize resources, and ensure actions are taken to minimize the impact of an emergency on the community.
13. **Emergency Information Officer (EIO):** A designated individual responsible for managing communication, media relations, and disseminating emergency information to the public.
14. **Emergency Management Ontario (EMO):** The provincial agency overseeing emergency management in Ontario, providing guidance, support, and resources to municipalities.
15. **Emergency Management Program Co-ordinator (EMPC):** The individual responsible for coordinating emergency management activities within the municipality, ensuring effectiveness and compliance with regulations.
16. **Emergency Plan:** A plan established to guide municipal officials in responding to emergencies, ensuring coordination between municipal, provincial, federal, and private agencies.
17. **Emergency Operations Centre (EOC):** A centralized facility where the Emergency Control Group assembles to manage the emergency, coordinate resources, and make decisions. It may be activated in response to incidents.
18. **Emergency Social Services (ESS):** Agencies responsible for providing immediate assistance during an emergency, such as shelter, food, and emotional support.
19. **Emergency Termination:** The formal process of ending a declared state of emergency, typically made by the Head of Council (Mayor or Deputy Mayor) after consulting with the Emergency Control Group.
20. **Emergency Responder App:** A mobile app that helps emergency services track responders, send notifications, and navigate to incidents.
21. **EOC Commander:** The first member of the Emergency Control Group to arrive at the Emergency Operations Centre (EOC), responsible for overseeing all functions and operations.
22. **Evacuation Order:** A directive issued by the ECG to evacuate residents from areas in danger.
23. **Finance & Administration Section Chief:** The individual responsible for handling financial, administrative, and legal aspects of the emergency, managing costs, resources, and documentation.

24. **HAZMAT:** An abbreviation for hazardous materials, which are substances that could be harmful to people, property, or the environment.
25. **Heavy Urban Search and Rescue (HUSAR):** Refers to technical search and rescue skills used in the event of a disaster.
26. **Hazard and Risk Assessment:** The process of identifying and evaluating potential hazards and risks that may require a response, helping prioritize actions and resources.
27. **Incident:** An event, either naturally or human-caused, requiring an emergency response to protect life, property, or the environment, including various disasters like fires, floods, or medical emergencies.
28. **Incident Action Plan (IAP):** Identifies the strategy and objectives of the ECG for a specified operational period.
29. **Incident Command (IC):** The individual managing operations at an incident site, coordinating resources and actions at the site level.
30. **Incident Management System (IMS):** A standardized framework for organizing and managing emergency response operations, consisting of distinct functions such as operations, planning, logistics, and finance/administration to ensure an efficient response.
31. **Liaison Officer:** A command staff member responsible for serving as the point of contact between external agencies and the ECG.
32. **Logistics Section Chief:** The individual responsible for coordinating resources, services, and facilities required during an emergency response.
33. **Modular Organization:** A flexible emergency management structure that can expand or contract based on the scale of the incident.
34. **Municipal Emergency:** A situation caused by forces of nature, accidents, intentional acts, or other threats that pose a danger to life or property, requiring coordinated response from various agencies under elected officials.
35. ***Municipal Freedom of Information and Protection of Privacy Act (MFIPPA):*** Legislation that governs the protection of privacy and access to municipal records, specifying which information can be disclosed and what remains confidential.
36. **Mutual Aid:** A formal agreement between municipalities and organizations to assist one another during emergencies, providing resources and services.
37. **Mutual Assistance Agreement:** A formal arrangement for municipalities to share resources and assistance during emergencies.

- 38. **Northumberland Hills Hospital (NHH):** NHH delivers a broad range of acute, post-acute, outpatient and diagnostic services. Acute services include emergency and intensive care, medical/surgical care, obstetrical care and palliative care.
- 39. **Ontario Regulation 380/04:** A regulation under the *Emergency Management and Civil Protection Act*, outlining specific requirements for municipal emergency plans, including structure and responsibilities.
- 40. **Operational Period:** A set time frame during which specific emergency response objectives are to be achieved, with briefings held at regular intervals to assess progress.
- 41. **Operations Section Chief:** The individual responsible for managing operations at the incident site, including implementing the EOC Incident Action Plan.
- 42. **Problem, Intervention, Action, Review (PIAR):** Refers to a structured method for analyzing potential hazards, identifying necessary actions to mitigate them, implementing those actions, and then reviewing their effectiveness to continually improve emergency preparedness plans.
- 43. **Planning Section Chief:** The individual responsible for developing and maintaining the EOC Incident Action Plan, analyzing incident data, and coordinating planning efforts.
- 44. **Policy Group:** A group of high-level municipal officials (e.g., Mayor, Deputy Mayor) providing strategic oversight and policy direction during emergencies.
- 45. **Primary Emergency Operations Centre (Primary EOC):** The main facility designated to house the Emergency Control Group during an emergency for decision-making and coordination.
- 46. **Public Notification:** The process of informing the public about the emergency and safety precautions through media, public notices, or other communication channels.
- 47. **Public Notification App:** A multi-purpose communication service used to send alerts to residents, businesses, and visitors during critical events
- 48. **Operational Phase:** The “operational phase” in emergency management refers to the “response phase” - the active period when emergency personnel are actively taking action to address an ongoing disaster or emergency, including mobilizing resources, coordinating efforts, and providing immediate assistance to affected individuals and areas.
- 49. **Safety Officer:** A command staff member responsible for monitoring the safety of all personnel involved in the emergency operation centre and implementing safety measures.

- 50. **Span of Control:** The number of individuals directly reporting to a particular position, ensuring effective communication and management, adjustable as the incident expands or contracts.
- 51. **Secondary Emergency Operations Centre (Secondary EOC):** An alternate facility for the Emergency Control Group if the primary EOC is unavailable.

Municipal Emergency Plan

Introduction

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

Whenever an emergency occurs which affects the lives and property of citizens, the initial and prime responsibility for providing immediate assistance rests with the local municipal government. This emergency plan is designed for the designated Emergency Control Group to utilize an Incident Management System (IMS) to ensure the co-ordination of municipal, provincial, federal, private and volunteer services in an emergency to bring the situation under control as quickly as possible.

All municipal officials of the Town of Cobourg, whether elected or appointed, must be fully conversant with the contents of this emergency plan and be prepared at all times to carry out the functions and responsibilities allotted to them.

Section 1 – Purpose

The purpose of this Emergency Plan is to:

- a) Comply with the Emergency Management and Civil Protection Act, Section 3 (1) and Ontario Regulation 380/04 that require a municipality to have an Emergency Plan and an Emergency Response Plan in place;
- b) Establish by By-law, a Council-approved policy document titled “Municipal Emergency Plan”. The Municipal Emergency Plan shall be used during an emergency, (“emergency”: defined on page 4) and shall include:
 - i. the approval of Incident Management System (IMS) as the response system/process to be used to provide a co-ordinated, early response to an emergency, using the resources available, in order to protect the health, safety, welfare and property of the inhabitants of the emergency area. IMS can also be used prior to the declaration of an emergency and through the recovery stage of an emergency;
 - ii. the establishment of a procedure for the formal declaration and termination of an emergency within the Municipality;
 - iii. the establishment of a Emergency Control Group (ECG) and a Emergency Operations Centre (EOC) with a mandate to:
 - a. provide support to the emergency incident site(s),
 - b. provide for the requirements of the broader affected area, and;
 - c. provide for business continuity for the Town and the community.
 - iv. the provision of both an effective training program and the deployment of all resources required in an emergency situation in the Town of Cobourg.
- c) THIS plan supersedes and replaces all previous plans for dealing with emergencies established and enacted by the Corporation of the Town of Cobourg

Section 2 – Authority

(Compliance with Legislation / Regulation / Policy Statements / Standards / By-law)

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

a) *Emergency Management and Civil Protection Act*

Section 3 (1) states: “Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the 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”. 2002, c. 14, s.5 (2).

Declaration of emergency

Section 4. (1) states: “The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

Declaration as to termination of emergency

Section 4. (2) states: “The head of council or the council of a municipality may at any time declare that an emergency has terminated.”

b) *Ontario Regulation 380/04*

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

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

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

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

15 (2): An emergency response plan shall,

- (a) Assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and
- (b) Set out the procedures for notifying the members of the municipal emergency control group of the emergency.

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

(established under the authority of the Office of the Deputy Minister of Community Safety and the Office of the Chief, Emergency Management Ontario, Ministry of Community Safety and Correctional Services and approved January 30, 2009)

The Doctrine is a comprehensive document providing the following content:

- General
- The Introductory Module
- The Response Module
- The Enabling Module
- The Supporting Module (contains Annexes A through F)

Section 5 of this Emergency Plan provides additional detail on IMS as outlined in the Doctrine.

For assistance in the use of this Emergency Plan, we provide three definitions as stated in Annex D - Glossary and Acronyms of Key Terms of the Doctrine:

Definition of Emergency (Also defined in the EMCP Act)

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

Definition of Incident

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

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

earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies and other emergencies.

Definition of Incident Management System (IMS)

A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organization

structure. The IMS is predicated on the understanding that in any and every incident, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

d) *Accessibility for Ontarians with Disabilities Act/Ontario Regulation 429/07 and 191/11*

The Act specifically identifies standards to be set by regulation.

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

The Town of Cobourg shall provide Emergency Plan information in an accessible format upon request and in accordance with the Accessible Customer Service Standards Policy adopted by Council on June 20, 2016 – Accessibility – Integrated Accessibility Standards Policy (LEG-ADM17).

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

Key references are provided as follows:

Emergency procedure, plans or public safety information:

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

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

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

The Municipal Emergency Plan is a public document excluding the appendices which are deemed confidential.

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

Section 8 (1) A head may refuse to disclose a record if the disclosure could reasonably be expected to,

- (i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;

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

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

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

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

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

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

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

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

Below is an extract from the CSA Z1600 Standard:

6.5 Incident Management

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

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

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

g) By-law # 067-2015 passed by the Council of the Town of Cobourg

By-law 067-2015 dated July 13, 2015, of the Town of Cobourg as certified by the Mayor and the Municipal Clerk for the Town, documents Council's official approval of this Municipal Emergency Plan.

This Plan and By-law have been filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services.

Section 3 – Application

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

Section 4 – Confidentiality of Plan

The Town of Cobourg's Municipal Emergency Plan is a public document, excluding the appendices which are deemed confidential.

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

- a) if the record contains information required for the identification and assessment activities associated with the Hazard and Risk assessment and Infrastructure Identification;
- b) reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly;
- c) if its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism.
- d) if the record contains personal information.

Section 5 – Incident Management Systems (IMS)

a) IMS Overview

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

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

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

It is important to note the EOC Commander is responsible for ensuring all functions of the IMS are completed regardless if he/she chooses to delegate the function or not.

b) IMS Key Functions

The five key functions of IMS are; Command, Operations, Planning, Logistics, and Finance/Administration. Refer to the following chart for an IMS Functions Guide. Emergency Control Group members assuming the primary functions of IMS should have previously achieved the required training to do so.

Note: Detailed responsibilities for each of the IMS Functions are found in Sections 7 to 16.

IMS Key Functions & Responsibilities

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

c) IMS Principles

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

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

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

d) Municipal Hierarchy

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

The following applies to the Town of Cobourg's Emergency Control Group (ECG) for the purpose of implementing the Incident Management System (listed in descending order):

1. Head of Council (Mayor)
2. Chief Administrative Officer (CAO)
3. Municipal Clerk
4. Directors, Department Managers, Treasurer, Public ECG Members, Emergency Services, Working Foreperson
5. Staff

Note: The Head of Council (Mayor), and in his/her absence the Deputy Mayor, are designated officials by legislation. Under this IMS structure they, and as needed other members of Council, form the Policy Group. This is a designated separate entity, yet an intricate part of the Incident Management System.

e) EOC Standard Colours and Identification

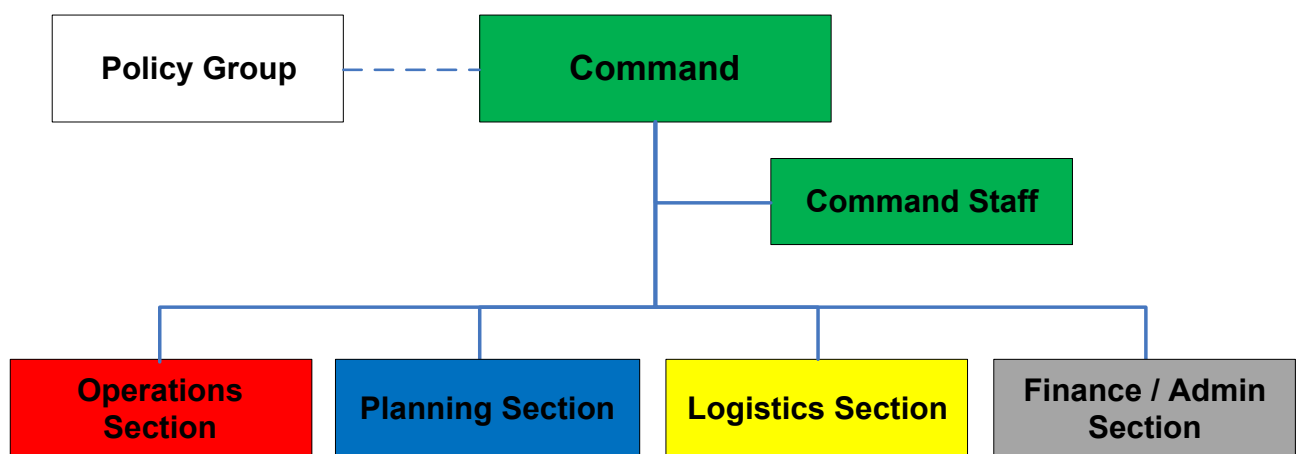
The Town of Cobourg's Emergency Operations Centre (EOC) adopts the colour identification system set out in the Province of Ontario IMS Doctrine:

- EOC Commander, Command Staff, and General Staff will wear a coloured vest with their function ID name on the back.

Function ID	Colour	
EOC Commander & Command Staff		Green
Operations Chief		Red
Planning Chief		Blue
Logistics Chief		Yellow
Finance / Admin. Chief		Grey

- All other management, subordinates, and staff will be identified by lanyards with a coloured tag and function ID name.
- ECG members ID badge will give them access to the locked doors in Venture13 on the first floor and will be colour coded for their position as well.

f) IMS Functional Structure



Note: See example Town of Cobourg Organizational Chart (Sec. 5 I).

g) EOC Functional Process

The following list outlines a typical functional cycle within the EOC. The IMS is reliant upon an approved EOC Incident Action Plan (Sec 5 j) with specific objectives and operational period of time.

1. Establish Command Function
2. Set up EOC
3. Begin information gathering process (size up) (Incident Briefing)
4. Perform Planning Function (expand as required)
5. Determine Primary Objectives & Strategy
6. Develop EOC Incident Action Plan & Operational Period (acquire approval)
7. Perform Logistics Function (expand as required)
8. Perform Operations Function (expand as required) (Operations Briefing)
9. Perform Finance Administration Function (expand as required)
10. Evaluate, Adjust, and Re-Evaluate

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

h) Establishing Command

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

The CAO has the authority to assume and/or delegate EOC Command as he/she determines the emergency situation requires.

i) Transfer of Command

EOC Command, Command Staff, and General Command level transfers will take place via a detailed face to face briefing and exchange of information, with the final approval and acceptance of the new EOC Commander, Command Staff, and General Command.

Under extenuating circumstances, transfer could be done virtually.

j) EOC Incident Action Plan

The EOC Commander is responsible for the development of the EOC Incident Action Plan (EOC IAP), either personally or by delegation with the assignment of a Planning Section Chief. The EOC IAP will identify the strategy and objectives of the ECG for a specified operational period. The EOC IAP requires final approval of the EOC Commander prior to implementation, then provided to the site incident commander by the Operations Chief.

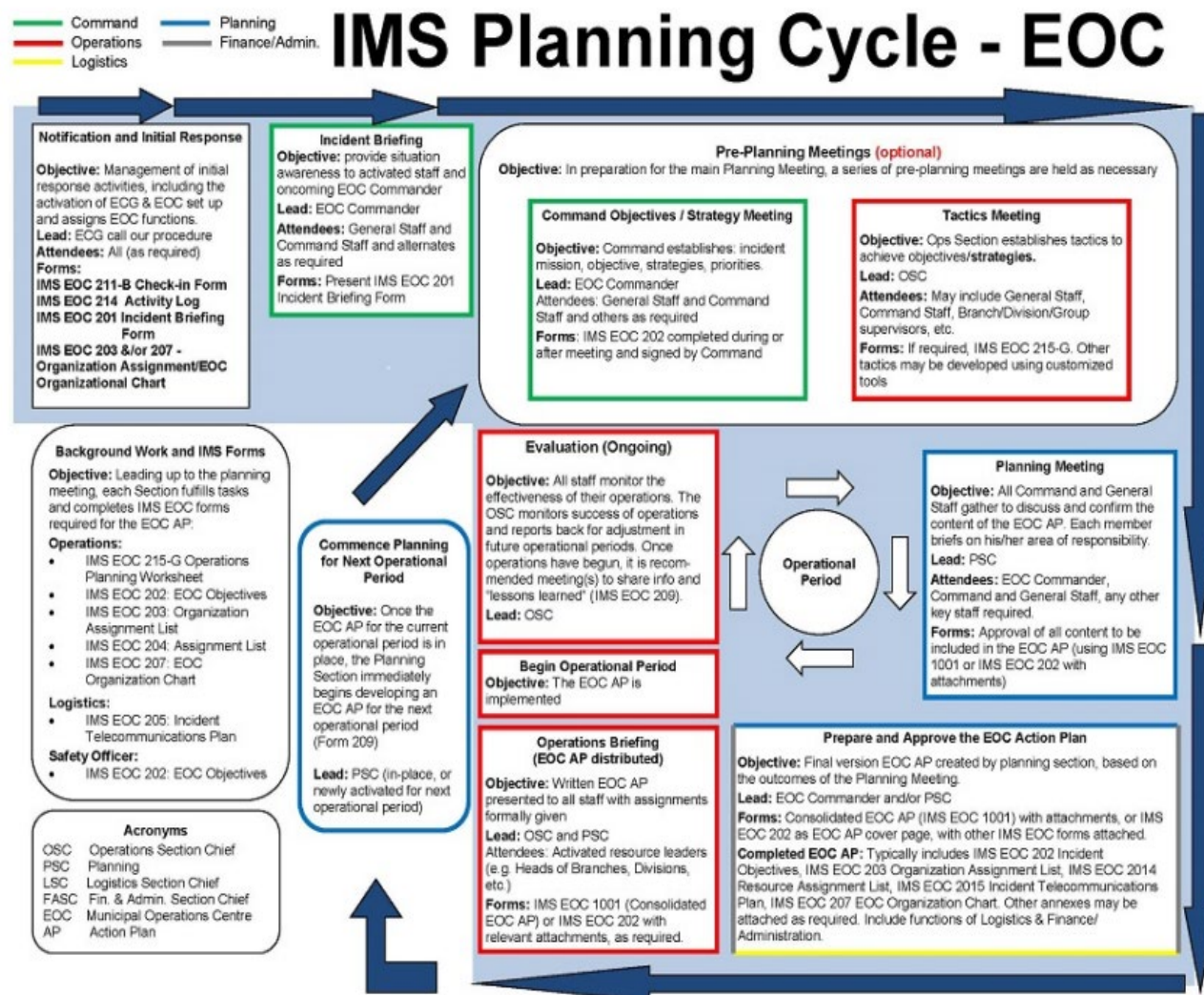
k) Operating Period

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

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

Under the direction of the EOC Commander and/or the Planning Chief, the Documentation Registration Officer (DRO) will ensure the status board is maintained and information, maps, etc.. are prominently displayed and kept up to date.

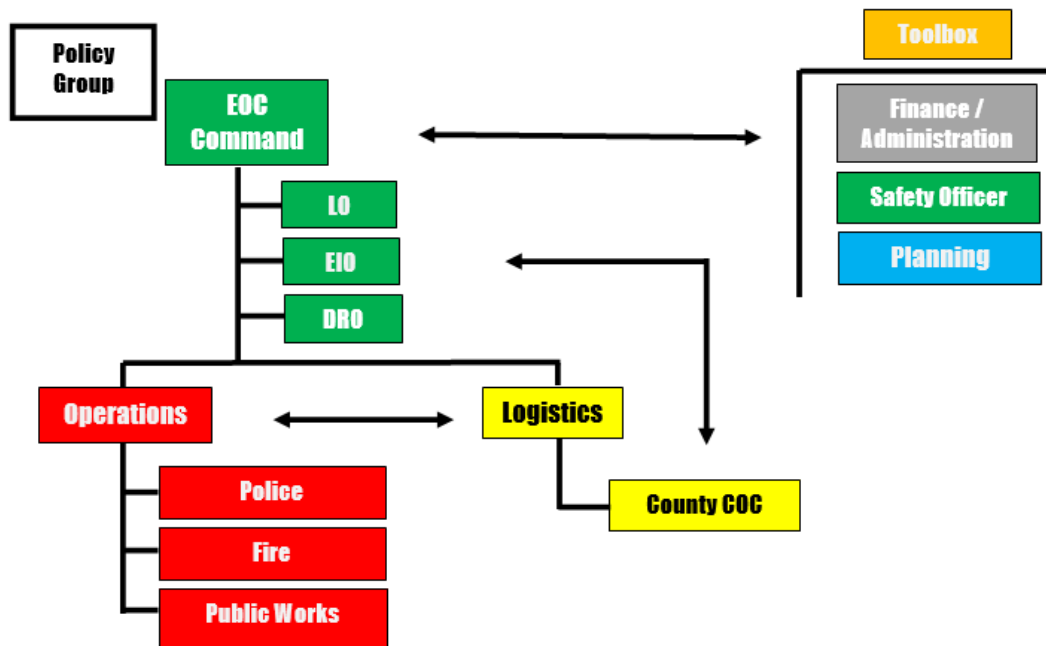
Example: EOC Incident Action Plan and Operational Period Development



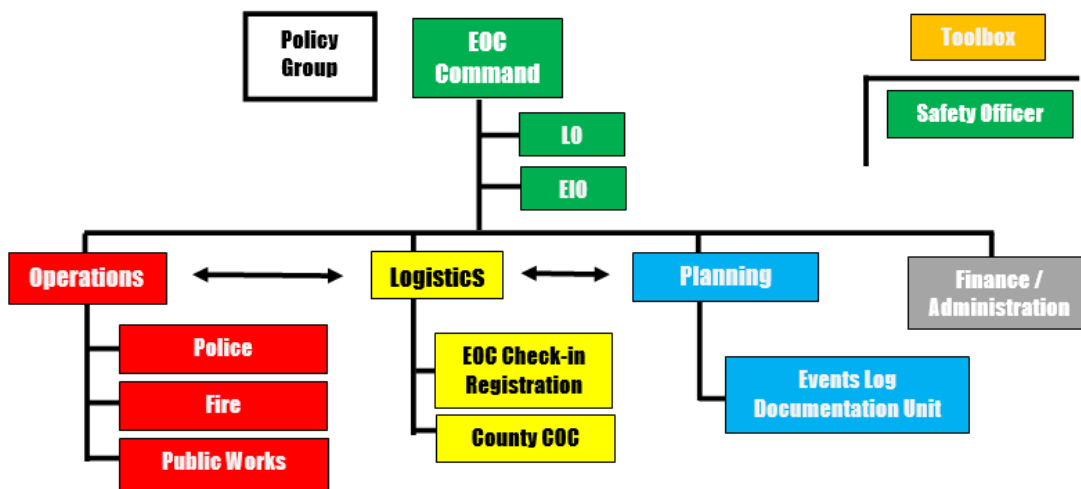
I) Expansion of the ECG & IMS

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

Town of Cobourg EOC/IMS Base Model (Sample Level 1)



Town of Cobourg Expanded Model (Sample Level 2)



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

Note: The CEMC is to be present in the EOC to liaise with the PEOC/EMO until that responsibility is transferred to the EMO Field Officer once situated at the EOC.

Section 6 – Emergency Control Group (ECG)/Emergency Operations Centre (EOC)

a) Emergency Control Group (ECG) Responsibilities

The general responsibilities of the ECG during an emergency are:

1. Providing support to the incident site, including:
 - Setting priorities and strategic direction,
 - Information collection, collation, evaluation and dissemination,
 - The management of resources,
 - Finance and Administration approvals.
2. Providing for the Town and the community at large by:
 - Ensuring that business continuity and essential services are maintained and/or restored municipally and for the community at large, including where possible, the areas impacted by the emergency.
3. Under specific circumstances, the ECG may also exercise the following functions:
 - Performing an Area Command role for multiple incident sites.
 - Performing an Incident Command role.

Additional Responsibilities

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

- Calling out and mobilizing their emergency services, agency and equipment;
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determining if the location and composition of the Emergency Control Group are appropriate;

- Establishing direct continuous communications with the Policy Group and the Incident Site.
- Advising the Head of Council (Mayor) as to whether the declaration of an emergency is recommended;
- Advising the Head of Council (Mayor) on the need to designate all or part of the Town as an emergency area;
- Ensuring that an Incident Commander (IC) is established for each incident location;
- Ensuring support to the site IC by offering equipment, staff and resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of residents considered to be in danger;
- Discontinuing utilities or services provided by public or private concerns (i.e.: hydro, water, gas, closing down a shopping plaza/mall);
- Arranging for services and equipment from local agencies and non-governmental organizations (NGO) (i.e.: private contractors, industry, volunteer agencies, service clubs);
- Notifying and/or requesting assistance from and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer, for dissemination to the media and public;
- Determining the need to establish additional advisory groups and/or subcommittees/working groups for any aspect of the emergency, including recovery;
- Authorizing expenditure of money required for dealing with the emergency;

- Notifying the service, agency or group under their direction of the termination of the emergency;
- Maintaining a log outlining decision made and actions taken;
- Participating in the debriefing following the emergency.
- Notifying the County Control Group as required.

b) Emergency Operations Centre (EOC)

Upon notification, the Emergency Control Group shall report to the primary Emergency Operations Centre; in the event this operation centre cannot be used, the alternate EOC shall be activated. The primary and secondary EOC locations are identified in Appendix A being the Notification of the Emergency Control Group.

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

1. Primary EOC (Emergency Operation Centre) location can be found in Appendix A. Contact the Emergency Planner, the Fire Chief and/ or the Police Chief found in Appendix B to gain access to the EOC day or night.
2. Secondary EOC location can be found in Appendix A. Contact the Fire Chief or Working Foreperson, Building Maintenance Services to open the facility in the event of an emergency occurring after hours. Contacts can be found in Appendix B.
3. The Municipal Clerk has the ability to perform electronic meetings if the need arises. The Town of Cobourg has been using MS Teams as one alternative to in person meetings. Electronic meetings are those held by means of telecommunication instruments including but not limited to telephones, computers and video conferencing.

c) Emergency Control Group (ECG)

The emergency response will be directed and controlled by members of the Emergency Control Group (ECG) performing the functions of IMS. They are responsible for coordinating the provision of management and resources necessary to minimize the effects of an emergency on the community (see appendix B).

The ECG may consist of the following positions:

- Head of Council (Mayor)

- Deputy Mayor
- Chief Administrative Officer
- Municipal Clerk
- Police Chief
- Fire Chief
- Director of Public Works
- Chief Building Official
- Treasurer
- Emergency Planner/CEMC

The ECG may function with only a limited number of persons, depending upon the emergency. While the ECG may not require the presence of all the people listed as members of the ECG, all members of the ECG shall be notified when activation occurs.

When an emergency exists but has not yet been declared to exist, ECG members may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the Town of Cobourg.

The following chart identifies the suggested assigned responsibilities for primary and alternate ECG members. It is recognized that any member of the ECG may be required to carry out one or more of the five functions of the IMS or be assigned to perform a supporting role.

	Primary	Alternate
Policy Group	Head of Council (Mayor)	Deputy Mayor
EOC Commander	CAO	Municipal Clerk
Safety Officer		
Liaison Officer	Manager of Culture	Executive Assistant
Documentation Officer (DRO)	Fire Department Administration	CPS Administrator
Registration Officer		
Emergency Information Officer	Manager of Communications	Coordinator, Communications

Operations	Fire Chief,	Deputy Fire Chief,
Planning	Director of Public Works,	Engineering Manager
Logistics	Police Chief,	Cobourg Police
	Community Services Director	Director, Planning and Development
Finance & Administration	Treasurer	Manager of Finance
Information Technology	I.T. Supervisor	CPS I.T. Supervisor
Emergency Planner & CEMC	Emergency Planner & CEMC	Fire Chief

d) Notification Procedure of the Emergency Control Group (ECG)

The Town of Cobourg's Emergency Control Group (ECG) is notified via Who's Responding and Alertable Applications.

The Municipal Emergency Plan and the Emergency Operations Centre may be activated in response to a variety of problems, and any one of the members of the Emergency Control Group (ECG) may call and/or initiate activation through the Emergency Planner or the Fire Chief.

Notification Purpose

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

Refer to Appendix A: Emergency Notification Procedure and Backup Procedure.

The Notification of Emergency Alert form is found on page A-3. The Emergency Notification "Fan Out" Contact List, including contact numbers for requesting assistance, is found on page A-4, A-5.

e) Requests for Assistance

Request for Assistance can be performed at any time by contacting the CEMC for Northumberland County. By going through the County, this will help to allocate resources if there are multiple municipalities experiencing the same type emergency. The request shall not be deemed to be a request that the County assume authority and control of the emergency.

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting Emergency Management Ontario through the Town of Cobourg's CEMC.

Assistance may be requested from other Municipalities who are participating in the Municipal Mutual Assistance Agreement as per Appendix P.

Assistance may be requested from other Municipalities who are participating in the Northumberland County Emergency Plan, commonly referred to as Mutual Aid.

f) Declared State of Emergency (Notification)

The Head of Council (Mayor), or in his/her absence the Deputy Mayor, of the Town of Cobourg, as the Head of Council, is responsible for declaring an emergency. This decision is usually made in consultation with other members of the Emergency Control Group.

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

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

A municipal emergency may be terminated at any time by:

- Head of Council (Mayor) or in his/her absence the Deputy Mayor; or
- Council; or
- Premier of Ontario.

Section 7 – Policy Group

Policy Group Members

- The Head of Council (Mayor) or designate,
- CAO and/or Municipal Clerk.

The Head of Council (Mayor) and/or his/her designate are members of the policy group in order to fulfill legislative duties, and shall enlist other such persons, including legal advisors, to form part of the Policy Group as he/she deems necessary to assist in the functions of the Policy Group.

Policy Group Function

The Policy Group is an intricate and required part of the IMS Structure during a municipal state of emergency. The purpose of the Policy Group is to provide a structure to allow a functional avenue for advice and assistance as required, to the EOC Command Team in order to make the best-informed decisions regarding the emergency situation.

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

Responsibilities

1. The Head of Council (Mayor) and/or his/her designate as head of the Municipal Council of the Town of Cobourg has designated authority under legislation when a potential or real state of emergency exists within the Town.
2. The Head of Council (Mayor) and/or his/her designate reside as the head of the Policy Group in the IMS structure, providing governance, direction, and advice to the EOC Commander throughout the emergency.
3. The Head of Council (Mayor) and/or his/her designate shall declare a state of emergency, as required.
4. The Head of Council (Mayor) and/or his/her designate shall terminate the declared state of emergency, as required.
5. The Head of Council (Mayor) and/or his/her designate shall provide information to the Municipal Council and other levels of government with regards to impacts of an emergency, as required.

6. The Head of Council (Mayor) and/or his/her designate will provide information to keep the media and public informed, in alignment with the messaging approved by the EOC Commander and the EIO.

Activation Phase

Common EOC check-in activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents (i.e.: plans).
- Review Position Checklist.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc..).

Specific functional activities:

- Determine appropriate level of activation based on available situation information in consultation with EOC Commander.
- Consult with EOC Commander to determine what other Council Members, Municipalities and levels of government have been notified.

Operational Phase

- Declaration of the state of emergency in consultation with the EOC Command, as required.
- Monitor EOC activities and advise EOC Commander of any further actions required to ensure operational efficiency and effectiveness.
- Document all decisions, approvals, and significant actions in the Position Log.
- Attend periodic EOC briefings to share status and situational information.

- In conjunction with the EOC Commander and Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.
- Approve allocation priorities for critical resource requests, as required.
- Brief incoming Policy Group members at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Advise and consult with EOC Command regarding EOC demobilization strategies.
- Conclude emergency response and transition to recovery phase in consultation with Policy/Executive Group.

Demobilization Phase

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

Section 8 – EOC Commander

Reports to: Policy Group

Responsibilities

1. Exercise overall management responsibility for activation, coordination, and demobilization of site support activities in the EOC.
2. Determines EOC priorities and objectives in consultation with the ECG and monitor continuously to ensure appropriate actions are taken and modified as necessary.
3. Ensure sufficient support, policy advice and resources are made available in order to accomplish priorities and objectives.
4. Ensure appropriate staffing levels for the EOC are established and maintained to support organizational effectiveness.
5. Direct appropriate emergency public information actions in consultation with the Emergency Information Officer, ensure appropriate risk management measures (including worker care strategies) are instituted and ensure communications are established with appropriate assisting and co-operating agencies.
6. Maintain communication link with Policy Group.

Activation Phase

Common EOC check-in activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery) and necessary reference documents (i.e.: plans).
- Review Position Checklist, as well as checklists for other positions responsible for.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.).

Specific functional activities:

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

Operational Phase

- Monitor EOC activities and advise the ECG of any further actions required to ensure operational efficiency and effectiveness.
- Document all decisions, approvals, and significant actions in the Position Log.
- Conduct periodic ECG briefings to share status and situational information.
- Identify higher level management priorities, in coordination with the Policy Group, for inclusion in the initial EOC Incident Action Planning meeting.
- Convene the initial EOC Incident Action Planning meeting; ensure objectives, strategy, and operational periods are established and appropriate planning procedures are followed.
- Review, approve, and authorize implementation of EOC Incident Action Plan objectives and strategy once completed by the Planning Section.

- Consult periodically with the ECG to ensure EOC IAP priorities for the operational period remain current and appropriate.
- Ensure the Liaison Officer establishes contact with Northumberland County EIO, adjacent jurisdictions/agencies and other levels of site support as appropriate, and that contact is maintained.
- Ensure that the Liaison Officer establishes and maintains effective inter-agency coordination with co-operating agencies and other stakeholders.
- In conjunction with the Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency information Officer.
- Approve EOC situation reports prior to distribution.
- Approve allocation priorities for critical resource requests as required.
- Conduct periodic briefings for the Policy Group.
- Ensure the Policy Group and ECG are informed and/or involved with any emergency declarations or senior policy directives as applicable.
- Supervise the ECG personnel.
- Brief incoming EOC Commander at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Ensure a Demobilization Plan is developed prior to the demobilization phase.
- Advise and consult with Policy Group regarding EOC demobilization strategies.
- Authorize demobilization in whole or in part of the IMS structure when they are no longer required.
- Conclude emergency response and transition to recovery phase in consultation with Policy Group.

Demobilization Phase

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

Section 9 – Safety Officer (SO) – (Command Staff)

Reports to: EOC Commander

Responsibilities

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

Activation Phase

Common EOC Check-In Activities

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.
- Review Position Checklist, as well as checklists of any other positions for which responsible.
- Establish and maintain a Position Log.

- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.).
- Specific Functional Activities
- Report to EOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Perform a risk identification and analysis of the EOC and activities.
- Request the assistance of a safety specialist, if you are not familiar with all aspects of safety and relevant legislation.
- Monitor set-up procedures for the EOC to ensure that proper safety regulations are adhered to.
- Ensure that security protocols are implemented, including checkpoints at all EOC entrances to allow only authorized personnel access to the EOC, as well as staff sign-in and identification procedures.
- Coordinate health, safety and worker care information for staff orientation briefings.

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Brief the incoming EOC Safety Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Review and assess reports of damage and loss. If assigned, work with the Situation Unit in Planning and the Compensation and Claims function in Finance.
- Identify and document risk and liability issues and ensure that the EOC Commander is advised.
- Gather and organize evidence that may assist EOC organizations in future legal defense.
- Assist the EOC Commander in reviewing news releases, public alerts and warnings, and public information materials from a risk management perspective.

- Evaluate situations for risk exposure and advise the EOC Commander of any conditions and actions that might result in liability (i.e.: oversights, improper response actions, etc.).
- Conduct interviews and take statements to investigate major risk management issues.
- Identify potential claimants and the scope of their needs and concerns.
- Advise personnel regarding strategies for risk management and loss reduction.
- Assist the EOC Commander in deactivation activities, including collection of all relevant paper and electronic records, and any materials necessary for after-action reporting procedures, and organizing records for final audit.
- Monitor and evaluate EOC activities to ensure applicable occupational health and safety standards are implemented and adhered to.
- Coordinate with Finance on any EOC personnel injury claims or records preparation, as necessary for proper case evaluation and closure.
- Coordinate with the Logistics Personnel Unit to ensure that appropriate worker care measures are implemented, and all EOC personnel are aware of their responsibilities in this regard.
- Monitor security checkpoints and EOC facility access.
- Address security issues with EOC Command, recommending improvements where necessary.

Demobilization Phase

- Deactivate your assigned position when authorized by the EOC Commander.
- Assist with the deactivation of the EOC at designated time as appropriate.
- Ensure that any open actions in your Position Log that are not yet completed at time of demobilization are reassigned.
- Complete all required forms, reports and Position Logs prior to demobilization.

- Clean up the work area before you leave.
- Follow EOC check-out procedures (i.e.: sign out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Co-ordinate critical incident stress and other debriefings as necessary.
- Access critical incident stress management support as needed.
- Participate in formal post-operational debriefings as required by your organization.

Section 10 – Liaison Officer (LO) – (Command Staff)

Reports to: EOC Commander

Responsibilities

1. In consultation with the ECG, ensure procedures are in place for working and communicating with the Northumberland County Operations Centre (COC) and other government and non-government organization (NGO) agency representatives.
2. Request agency representatives for the EOC as required by the ECG, to ensure all necessary roles and responsibilities are addressed, enabling the EOC to function effectively and efficiently.
3. Maintain a point of contact and interact with representatives from other agencies arriving at the EOC.
4. Liaise with relevant operation/co-ordination centres or agencies/departments not represented in the EOC.
5. Assist and advise the EOC Commander and the ECG as needed, and provide information and guidance related to external agencies and organizations.
6. In coordination with the Emergency Information Officer, assist the EOC Commander in ensuring proper procedures are in place for communicating with the Policy Group, and conducting VIP/visitor tours of the EOC facility. A Visitor Card will be provided and must be worn by the visitor during their stay.
7. Liaise with local authorities, other EOCs and Provincial and Federal organizations and share information in accordance with EOC and organizational policies.

Activation Phase

Common EOC Check-In Activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request any necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.

- Review your Position Checklist, as well as checklists for other positions responsible for.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.).

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the EOC Commander and the ECG, participate in developing overall EOC priorities and the incident action planning process.
- Provide status reports and situation information from non-represented co-operating agencies to the EOC Commander and in the ECG briefings, as appropriate.
- Provide general advice and guidance to agencies and EOC staff as required.
- - Ensure that all notifications (i.e.: emergency declarations) are made to agencies not represented in the EOC.

- Ensure that communications with appropriate external non-represented agencies (such as public utilities and transportation, volunteer organizations, private sector, etc..) are established and maintained.
- Assist the EOC Commander in preparing for and conducting briefings with the ECG members, elected officials, and other stakeholders.
- Assist external non-represented co-operating agencies with completion of status and situation reports where necessary and forward them to the Planning Section.
- Advise the EOC Commander of critical information and requests contained within agency situation reports.
- Forward approved EOC situation reports to non-represented agencies, as requested.
- Assist the EOC Commander in establishing and maintaining an inter-agency co-ordination group comprised of external co-operating agency representatives and executives not assigned to specific sections within the EOC and other stakeholders, as required.
- In consultation with the Emergency Information Officer, conduct tours of EOC facility as requested.
- Brief the incoming EOC Liaison Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.
- Assist with the de-activation of the EOC at the designated time, as appropriate.
- Notify external non-represented agencies in the EOC of the planned demobilization as appropriate.
- Assist the EOC Commander with the transition to recovery phase.

Demobilization Phase

- De-activate assigned position when authorized by the EOC Commander.
- Ensure that any open actions in Position Log that are not yet completed at time of demobilization are reassigned.
- Complete all required forms, reports, and Position Logs, and submit to the DRO prior to demobilization.

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

Section 11 – Emergency Information Officer (EIO) – (Command Staff)

Reports to: EOC Commander

Responsibilities

1. Serves as the co-ordination point for all public information, media relations and internal information sources for the EOC.
2. Ensure that the public within the affected area receive complete, accurate, and consistent information about life safety procedures, public health advisories, assistance and recovery programs and other vital information.
3. Co-ordinate media releases with officials representing other affected municipalities, county and emergency response agencies and other levels of authority.
4. Develop the format for news conferences and briefings in conjunction with the EOC Commander.
5. Maintain a positive relationship with media representatives, monitoring all broadcasts and written articles for accuracy.
6. In consultation with EOC Commander and Liaison Officer, coordinate VIP and visitor tours of the EOC facility.
7. Liaise with the Emergency Information Officer(s) at site(s), relevant operation/co-ordination centres and with external agencies.
8. As directed, activate the Public Information Plan, in accordance with Appendix K.
9. As directed, activate the Public Inquiry Center, in accordance with Appendix K2.

Activation Phase

Common EOC check-in activities:

- Sign-in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.).

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Obtain policy guidance and approval from the EOC Commander with regards to all information to be released to the media and public.
- Refer to the Emergency Public Information Plan of the organization, as well as sample forms, templates and other information materials.
- Co-ordinate with the Planning Sector and identify methods for obtaining and verifying significant information as it develops.
- Implement and maintain an overall information release program and establish appropriate distribution lists.
- Monitor all media, using information to develop follow-up news releases and rumour control.
- Keep the EOC Commander advised of all incoming media releases, unusual requests for information, and all major critical or unfavourable media comments.
- Recommend procedures or measures to improve media relations.

- Develop and publish a media briefing schedule to include location, format, and preparation and distribution of handout materials.
- At the request of the EOC Commander, prepare media briefing notes for elected officials and/or Policy/Executive Group members and provide other assistance as necessary.
- Establish a media information centre as required.
- Maintain up-to-date status boards and other references at the media information centre.
- Provide adequate staff to answer questions from members of the media.
- Establish a public information service and/or call centre to handle public/stakeholder inquiries and provide emergency support information by activating the Public Inquiry Line (905) 377-TOWN (8696).
- Develop public information message statements for EOC staff and call takers.
- Interact with other EOC's to obtain information relative to public information initiatives.
- In coordination with the ECG and as approved by the EOC Commander, issue timely and consistent advisories/instructions for life safety, health, and assistance to the public.
- Liaise with EOC subject matter experts to check for any potential liability or health and safety concerns.
- In coordination with the Operations Section, ensure that adequate staff is available at incident sites to co-ordinate and conduct tours of disaster areas when safe.
- Ensure that file copies are maintained of all information released.
- Supervise information personnel, if any.
- Brief the incoming EOC Information Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase

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

Section 12 – Documentation Registration Officer (DRO) – (Command Staff)

Reports to: EOC Commander

Note: If/when the functions of Logistics and/or Planning have been assigned, the DRO will report/supply the check-in/registration information to Logistics, and the Events Log documentation/information to Planning.

Further; to avoid confusion and pending staff availability, in conjunction with the size and requirements of the emergency situation, the EOC Commander should give consideration to splitting the responsibilities of this position between two persons.

General Responsibility

The Documentation Registration Officer (DRO) supports the efficient functioning of the Emergency Operations Centre and IMS Structure.

Responsibilities

1. Perform Check-in/ Check-out registration functions for the EOC and record the arrival and departure of the ECG members.
2. Keep a sequential events time log/documentation of information on the main events status board and other required forms.
3. Ensure log supplies, forms and office supplies are of adequate supply for the EOC.
4. Ensure ECG members individual Position Logs are being completed and collected at the end of each shift.
5. Establishes a shift change schedule for the ECG members and alternates.

Activation Phase

Common EOC Check-In Activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift if required.
- Set-up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.

- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.).

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the EOC Commander and the ECG, participate in developing overall EOC priorities and incident action planning process.
- Perform check-in/check-out registration functions for the EOC and record the arrival and departure of the ECG members on an ongoing basis.
- Notify Police of issues with non-ECG members attempting to enter the EOC.
- Record and keep current sequential events and time log/documentation of information on the main events status board and other required forms.
- Ensure log supplies, forms and office supplies are of adequate supply for the EOC.
- Ensure ECG members individual Position Logs are being completed and collected at the end of each shift.
- Establishes a shift change schedule for the ECG members and alternates.
- Provide general advice and guidance to agencies and EOC staff as required.
- Advise the EOC Commander of critical information and requests identified through the event log recording and documentation function.
- In consultation with the Emergency Information Officer, conduct tours of EOC facility as requested.
- Brief the incoming EOC Documentation Registration Officer at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

- Assist with the deactivation of the EOC at the designated time, as appropriate.
- Assist the EOC Commander with the transition to recovery phase.
- Collect and organize completed forms from ECG members.

Demobilization Phase

- Deactivate assigned position when authorized by the EOC Commander.
- Ensure that any open actions in Position Log that are not yet completed at time of demobilization are reassigned.
- Complete all required forms, reports, and position logs, and submit to the Emergency Planner/CEMC prior to demobilization.
- Clean up work area before leaving.
- Follow EOC check-out procedures (i.e.: sign out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.
- Collect and organize completed forms from ECG members.

Section 13 – Operations Chief

Reports to: EOC Commander

Responsibilities

1. Exercises overall responsibility for co-ordination and supervision of all required functions within the EOC Operations Section.
2. Establishes the appropriate level of branch and/or unit staffing within the Section, continuously monitoring the effectiveness of the Section and modifying as required.
3. Ensure that Section objectives and assignments identified in EOC Incident Action Plans are carried out effectively.
4. Maintains a communications link between Incident Commander(s) (sites) and the EOC for the purpose of coordinating the overall site support response, resource requests and event status information.
5. Provide timely situational and resource information to EOC Commander, and as assigned, Planning Section.
6. Keep the EOC Commander informed of significant issues relating to the Section.
7. Conduct periodic briefings for the EOC Commander and the ECG.
8. Supervise Operations Section personnel.

Activation Phase

Common EOC Check-In Activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.
- Review Position Checklist, as well as checklists of any other positions for which responsible, and develop plans for carrying out all responsibilities.
- Establish and maintain a Position Log.

- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, review of Position Log, etc.).

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork as required.
- Supervise Section personnel.

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

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

Demobilization Phase

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

Section 14 – Planning Chief

Reports to: EOC Commander

Responsibilities

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

Activation Phase

Common EOC Check-In Activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which responsible, and develop plans for carrying out all responsibilities.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports review of Position Log, etc.

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing level and request additional personnel as necessary to cover all required shifts.
- Conduct periodic Section briefings/meetings and work to reach consensus among Planning staff on key issues and priorities to include in the situation report.
- Provide Section staff with information updates via Section briefings as required.
- Ensure that the Situation Unit is maintaining current information for the EOC Situation Report.
- Ensure that situation and resource information, as well as new incident reports and intelligence information, as completed by the Operations Section, are accessible by the Planning Section.

- Ensure an EOC Situation Report is produced, approved and distributed to EOC Sections and other relevant operation/co-ordination centres, prior to the end of each operational period.
- Ensure that all status boards/displays are kept current.
- Ensure that the Emergency Information Officer has immediate unlimited access to all situational information.
- Develop a Situation Report prior to the end of each operational period to facilitate incident action planning for the next operational period.
- Chair the EOC incident action planning meetings.
- Participate in the EOC incident action planning process and all the ECG meetings/briefings.
- Ensure the Planning Section objectives, as defined in the current Incident Action Plan, are being addressed, and monitor progress as necessary.
- Ensure that objectives for each Section are completed, collected and posted in preparation for the next incident action planning meeting.
- Ensure that the EOC Incident Action Plan is completed, approved, and distributed prior to the start of the next operational period.
- Develop and distribute, as needed, reports which highlight forecasted events and/or conditions likely to occur beyond the forthcoming operational period.
- Ensure that files are maintained on all EOC activities and provide reproduction and archiving services for the EOC as required.
- Provide technical services, such as environmental advisors and other technical specialists, to all EOC Sections as required.
- Ensure all expenditures and financial claims are coordinated through the Finance Section.
- Ensure a Demobilization Plan is developed, approved and distributed to all Sections.
- Brief the incoming EOC Planning Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase

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

Section 15 – Logistics Chief

Reports to: EOC Commander

Responsibilities

1. Exercise overall responsibility for co-ordination of all required functions within the EOC Logistics Section.
2. Establish the appropriate elements within the Logistics Section, continuously monitoring the effectiveness of the organization, and modifying as required.
3. Ensure Section objectives/assignments in the EOC Incident Action Plan(s) are carried out.
4. Keep the EOC Commander informed of significant issues relating to the Logistics Section.
5. Co-ordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
6. Ensure critical resources are allocated according to approved plans.
7. Ensure necessary food and lodging is provided for EOC and site personnel.
8. Supervise Logistics Section personnel.

Activation Phase

Common EOC Check-In Activities:

- Set up and/or assign the setup of EOC Check-In/Check-Out Log.
- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery), and necessary reference documents.
- Review your Position Checklist, as well as checklists of other positions for which responsible.
- Establish and maintain a Position Log.

- Obtain situational information from whatever resources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.)

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain Position Logs and other paperwork as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Provide a Situational Report to the Planning Section Chief prior to the end of each operational period to facilitate incident action planning for the next operational period.

- Participate in the EOC incident action planning process and all the ECG meetings/briefings.
- Ensure the Logistics Section objectives, as defined in the current Incident Action Plan, are being addressed, and monitor progress as necessary.
- Ensure that transportation requirements in support of response operations are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for in co-operation with the Planning Section, as well as resources obtained through mutual aid.
- Ensure all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Identify high-cost resources that could be demobilized early and advise other Section Chiefs.
- Ensure co-ordination with Operations before commencing demobilization.
- Ensure that all paperwork is complete, and logs are closed and sent to Finance/Administration, and any open actions are re-assigned to appropriate jurisdictional and/or EOC staff.
- Brief the incoming EOC Logistics Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase

- Deactivate assigned position and the Section when authorized by the EOC Commander.
- Ensure that any open actions in Position Log that are not yet complete at time of demobilization are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up work area before leaving.

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

Section 16 – Finance/Administration Chief

Reports to: EOC Commander

Responsibilities

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

Activation Phase

Common EOC Check-In Activities:

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for the first shift if required.
- Set up/replenish workstation and request necessary resources (i.e.: laptop, headphones for softphone, cell phone and charger, stationery) and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available (i.e.: briefing minutes, status information boards, situation reports, status reports, review of Position Log, etc.

Specific Functional Activities:

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

Operational Phase

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Finance/Administration Section personnel maintain position logs and other paperwork as required.
- Supervise Finance/Administration Section personnel.
- Monitor Finance/Administration Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Provide Finance/Administration Section staff with information updates via Section briefings as required.
- Ensure that displays associated with the Finance/Admin Section are current, and that information is posted in a legible and concise manner.
- Participate in all incident action Planning meetings.

- Provide a Situational Report, including cost estimates, to the Planning Section Chief prior to the end of each operational period to facilitate Incident Action Planning for the next operational period.
- Participate in the EOC Incident Action Planning process and all the ECG meetings/briefings.
- Ensure that the Finance Section objectives, as defined in the current Incident Action Plan, are addressed, and monitor progress, as necessary.
- Keep the EOC Commander and the ECG informed of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that financial records are maintained throughout the event of disaster.
- Ensure that the personnel records and all staff time are tracked and recorded.
- In coordination with the Logistics and Operations Sections, ensure that purchasing processes, purchase orders and contract development are conducted in a timely manner.
- Ensure that the compensation claims resulting from the disaster, are properly recorded and reported in a reasonable timeframe, given the nature of the situation.
- Ensure that time sheets and travel expense claims are processed promptly.
- Ensure that all cost and claim documentation is accurately maintained during the response.
- Brief the incoming Finance Section Chief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Phase

- Ensure that all expenditures and financial claims have been processed and documented.
- Deactivate your assigned position and the Section when authorized by the EOC Commander.

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

Section 17 – Municipal Services/Resources

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

a) Chief Administrative Officer (CAO)

The Services of the CAO continue to be:

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

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

- Arrange and provide for Mutual Assistance as required.
- Maintain and provide contact lists and directories for Administrative Level government and agencies.
- Determine the level of staffing required for municipal operations not directly associated with an emergency and arrange support services.
- Ensure that the necessary administrative and clerical staffs are provided to assist the Emergency Control Group and IMS Structure.
- Secure the necessary financial reports and support from existing financial institutions and/or Provincial or Federal authorities.
- Ensure that the appropriate legal and statutory requirements are met. If questions arise to the statutes then independent legal advice is suggested.
- Ensure the Municipal Corporate Business Continuity Plan is maintained and available.
- Perform and provide other such CAO functions as required.

b) Police Services

The Services of the Police continue to be:

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

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

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

c) Fire and Emergency Services

The Services of the fire department continue to be:

The protection of life, property and the natural environment, through fire prevention, public education, code enforcement and emergency fire and rescue response.

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

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

- Provide Medical Aid in concert with EMS and the Departments Level of Training.
- Provide a list of personnel, equipment and apparatus for the Fire and Emergency Services.
- Provide equipment and manpower to assist in pumping operations, conditions permitting.
- Activate the Mutual Aid Agreement, as required.
- Provide interpretation, advice and assistance on the Transportation of Hazardous Materials through CANUTEC, the M.O.E. Spills Action Centre and the Emergency Response Guide.
- Provide building information through departmental pre-plans and inspection records.
- Activate Provincial HUSAR Response Team, as required.
- Activate Provincial HAZMAT Response Team, as required.
- Provide hydro related updates as required through usage of protected contact numbers.

d) Public Works

The Services of Public Works include those areas of operation associated with the general maintenance of roadways, sanitary sewers, storm sewers, stormwater management ponds, streetlights, traffic signals; as well as the operation of public transit, Geographic Information Systems, and wastewater treatment facilities.

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

- Provide an inventory of equipment and personnel available to assist in the response to an emergency.
- Ensure that an inventory of contractors and equipment suppliers that are available to assist in an emergency.
- Ensure that all vehicles, equipment and personnel are available for assistance.
- Provide traffic control devices for the Emergency Area and/or provide an inventory of rental equipment available locally.

- Clear debris, snow or other obstructions in and around the Emergency Area.
- Conduct emergency pumping operations, sandbagging and other flood and water control measures for property owned by the Town of Cobourg.
- Maintain the essential services of sanitary sewers and storm sewers as required for health and safety purposes.
- Provide supplies of fuel and oil for emergency services vehicles.
- Arrange for the provision of portable washrooms and other sanitary facilities and provide essential waste disposal. Contact Parks Department Manager for completion.
- Maintain essential streets and access routes for pedestrian and vehicular access.
- Arrange and provide transportation for evacuation, as required.
- Provide equipment and personnel to assist in the clearing of trees and property, if required the use of approved contractors can be utilized. Contact the Parks Department Manager for assistance with work needing to be completed.

e) Parks Department

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

- Arrange for the provision of portable washrooms and other sanitary facilities and provide essential waste disposal.
- Provide equipment and personnel to assist in the clearing of trees and property that is municipally owned, operated and/or maintained for public safety. If more assistance is required, Parks maintains a list of approved contractors for hire.

Section 18 – Allied Agencies

a) Emergency Social Services (ESS)

Activation

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

General

The responsibilities of the Emergency Social Services Team include those areas of operation associated with:

- a. Provision of reception/evacuation centre services, including registration and inquiry, emergency feeding, emergency clothing, emergency lodging and personal services.
- b. Co-ordination of supply and demand of ESS human resources, both volunteer and compensated.

Resources

The Northumberland County Community Emergency Management Coordinator will maintain a list of equipment and ESS personnel available to assist in the response to an emergency, including volunteer and community partner agencies.

Evacuation Centres

The Northumberland County Community Emergency Management Coordinator will maintain a list of the Northumberland County facilities that have been identified as suitable Reception/Evacuation Centre sites. The Northumberland County Community Emergency Management Coordinator will work with the other Municipal's to identify and provide details of sites in the Northumberland County, which are suitable for the provision of Reception Centre/Evacuation services during a localized emergency event.

Responsibilities

The responsibilities of Emergency Social Services staff in the Town's Emergency Operations Centre shall be:

- Establish Reception/Evacuation Centres with regards to the opening, security, facility contact, identification and coordination of the required ESS functions and necessary human resources.

- Work with the impacted Town to coordinate the movement of people from the emergency area to Reception/Evacuation Centres, once the Centres have been established.
- Maintain records of human resources/administrative details, evacuee details and costs associated with the provision of emergency social services and arrange for the provision of such details to the responsible Township(s) for cost recovery purposes. When applicable, provide such details to the Ministry of Municipal Affairs and Housing for consideration under the Ontario Disaster Relief Assistance Program (ODRAP).
- Coordinate transportation for ESS Team human resources, as required.
- Obtain assistance, if necessary, from the Provincial Ministry of Community and Social Services.
- Maintain a log of all actions taken.

b) Medical Officer of Health

Activation

The Medical Officer of Health may be activated either directly or during a multi-municipal event, via the ECG Liaison Officer, through the Northumberland County Emergency Operations Centre. When a representative is required to attend the EOC they will be assigned to the appropriate IMS Sector by the EOC Commander.

General

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

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

Responsibilities of the Medical Officer of Health

The office of the Medical Officer of Health shall:

- Provide information and instructions to the County Control Group (CCG) and the population on matters concerning public health.

- Protect the health of the community from inherent health threats by enforcement of the applicable legislation.
- Continue delivery of established programs to ensure continuity of care and general health protection.
- Activation and direction of the NHH Pandemic Plan for Influenza and Novel Respiratory Infection (Appendix A within Outside Agencies).
- Activation and direction of any of the NHH Plans can be found within the Outside Agencies (Appendix A-2 through A-19).
- Maintain a log of all actions taken.

c) Emergency Medical Services (EMS)

General Responsibilities

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

- Ensuring provision of emergency medical services at the site of the emergency.
- Ensuring continuity of emergency medical services coverage is maintained throughout the remainder of the community/county.
- Liaise with the Northumberland Hills Hospital to help facilitate medical services at the hospital.

Responsibilities of Emergency Medical Services

Emergency Medical Services shall ensure the following:

- Establish an ongoing communication link with the senior EMS official at the scene of the emergency.
- Obtain EMS from other Municipalities for support, if required.
- Ensuring sufficient resources are available and assigned in order to perform triage treatment and transportation for the emergency.
- Advising the CCG if other means of transportation is required for a large-scale response.

- Liaise with the Ministry of Health and Long-Term Care Central Ambulance Communication Centre to ensure balanced emergency coverage is available at all times throughout the community.
- Assist other health institutions to deliver emergency services to victims of the emergency.
- Ensure liaison with the receiving hospitals.
- Ensure liaison with the Medical Officer of Health, as required.
- Ensure distribution of casualties in an appropriate and effective way.
- Maintain a log of all actions taken.

Section 19 – Non-Government Organization(s) (NGO)

a) Canadian Red Cross (CRC)

Activation

The Red Cross may be activated either directly or during a multi-municipal event, via the ECG Liaison Officer, through the Northumberland County Emergency Operations Centre. When a representative is required to attend the EOC they will be assigned to the Logistics sector.

General

- To provide registration and inquiry services at evacuation/reception centres in support of the emergency response.
- To provide staff and resources to perform the emergency lodging requirements at designated reception/evacuation centres.
- To provide other such services as described within the agreement.

Responsibilities of the Canadian Red Cross (CRC)

Upon receiving notification by the EOC Commander, the Red Cross shall:

- Activate the local Red Cross Emergency Response Plan.
- Establish and maintain contact with the Emergency Control Group in the Emergency Operations Centre.
- Provide staffing and management of reception and information centres.
- Provide an emergency lodging service that organizes safe, temporary lodging to persons in need.
- Maintain a record of all actions taken.

b) Salvation Army

Activation

The Salvation Army may be activated either directly or during a multi-municipal event, via the ECG Liaison Officer, through the Northumberland County Operations Centre. When a representative is required to attend the EOC they will be assigned to the Logistics sector.

General

- To provide immediate food, drink and clothing to persons in need, due to the emergency.

Responsibilities of the Salvation Army

Upon receiving notification from the Emergency Control Group, the Salvation Army shall:

- Activate the local Salvation Army's emergency response system.
- Establish and maintain contact with the EOC or COC Commander.
- At the request of the ECG or CCG, provide food and clothing at the reception and evacuation centres.
- Mobilize and co-ordinate the response of Salvation Army personnel from outside the Northumberland County area, if required.
- Maintain a log of all actions taken.

c) St. John Ambulance

Activation

The St. John Ambulance Service may be activated either directly or during a multi-municipal event, via the ECG Liaison Officer, through the Northumberland County Emergency Operations Centre. When a representative is required to attend the EOC they will be assigned to the Logistics sector.

Responsibilities of St. John Ambulance

St John Ambulance shall:

- Upon receiving notification, activate the organization.
- Provide assistance as required in the delivery of triage, first aid and casualty handling, at the Reception Centres and/or Evacuation Centres.
- Maintain a log of all actions taken.

d) Amateur Radio Emergency Service (ARES)

Activation

The Amateur Radio Emergency Service may be activated either directly or during a multi-municipal event, via the ECG Liaison Officer, through the Northumberland County Operations Centre. When a representative is required to attend the EOC they will be assigned to the Logistics sector.

Responsibilities of the Amateur Radio Emergency Service

Under the direction of the Logistics Officer, the Amateur Radio Emergency Service shall:

- Provide radio communication where needed, in support of the municipal emergency response.
- Designate operators to report to the Emergency Operations Centre.
- Activate all ARES members to monitor the appropriate frequency and to remain on stand-by.
- Maintain a record of all activity and IN/OUT@ message register.

Section 20 – Incident Commander (IC) - Site

Reports to: EOC Commander

Activation

The first arriving agency, officer or senior personnel will establish Incident Command.

The Incident type will generally dictate the agency who will assume command, and the type of command structure, be it single or unified.

Transfer of Command

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

Incident Command

There is one Incident Commander per incident/site. In the event there is more than one incident location/site, there will be an Incident Commander (IC) established for each location/site.

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

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

Responsibilities of the Incident Commander

The IC shall:

- Assume and establish the appropriate Command Structure for the Incident (Single or Unified).
- Implement the IMS and direct, control and coordinate the on-site emergency response.
- Establish and provide for Planning, Logistics, Administration and Operations, as required.
- Establish an Incident Command Post (ICP).
- Establish and maintain emergency response communications.

- Establish and maintain communications with the Emergency Operations Centre.
- Provide Situational Reports to on-site personnel and agencies.
- Provide Situational Reports to the Emergency Control Group.
- Conduct size-up and develop an Incident Action Plan and set the Operational Period.
- Conduct the necessary briefings as required.
- Seek approval from EOC on financial limits for procurement of resources.
- Provide for site visits and tours of Municipal and other Government Officials, as required.
- Take such action as deemed necessary to minimize the effects of the emergency or disaster.
- Maintain a log of all actions taken.

Section 21 – Community Emergency Management Coordinator (CEMC)

Responsibilities of the Community Emergency Management Coordinator (CEMC)

- Successfully complete all training, as required by Emergency Management Ontario, and maintain familiarity at all times with current standards and legislated community accountabilities, ensuring that senior management and elected officials are aware of the latter.
- Identify emergency management program financial and resource requirements and prepare, or assist in the preparation of, an annual emergency program budget submission.
- Form a Community Emergency Management Program Committee.
- Conduct the community's Hazard Identification and Risk Assessment process.
- Prepare community emergency response plan and submit changes to EMO.
- Ensure the designation and development of an appropriate community Emergency Operations Centre.
- Conduct the critical infrastructure identification process.

Document the existing community emergency response capability and identify and attempt to address additional needs.
- Conduct annual training for the members of the Emergency Control Group and Emergency Operations Centre staff.
- Conduct an annual exercise to evaluate the community emergency response plan.
- Identify individual(s) to act as community emergency information staff.
- Develop and implement a community emergency management public awareness program.
- Conduct an annual review of the community emergency management program.

- Provide emergency management expertise and administrative support to the Emergency control group during an emergency.
- Maintain the response plan to ensure it is up to date and accurately reflects the community risk assessment and emergency management program priorities.
- Liaise with the sector EMO Community Officer, at all times, to ensure that the community emergency management program maintains the legislated standards.
- Maintain familiarity with the Joint Emergency Preparedness Program (JEPP) and prepare or assist others too, in the preparation of funding requests to be submitted on the community's behalf.
- Monitor the community's level of mandated emergency program achievements and process the required verification documents to Emergency Management Ontario.
- Ensure that equipment and supplies are available in the designated Emergency Operations Centre. (EOC)
- Compile a final report on the emergency.
- Complete EMO forms and submit all required documents to EMO on an annual basis.

Section 22 – Information Systems Technician (I.T.)

Responsibilities of the Information Systems Technician (I.T.)

- Ensure reliable communication tools are available for use (e.g. softphones, cell phones, email, messaging systems).
- Set up and support for Emergency communication networks. May involve set up of a temporary network (e.g. Wi-Fi, Microhard – Cellular Internet backup) if existing communication infrastructure is compromised.
- Provide I.T. support to ensure that all equipment (e.g. computers, networks, phones, etc..) are functioning properly during the emergency.
- Ensure backup power, data, and communication systems are in place to maintain operations if primary systems fail.
- Protect sensitive incident-related data from cyber threats.
- Facilitate secure online platforms for remote or virtual teams to collaborate in real time, if necessary.
- Assist ECG members with technical issues.