



MUNICIPALITY OF KILLARNEY
Emergency Response Plan

As of December 14th, 2016
By-Law # 2016-45

PUBLIC DOCUMENT

Table of Contents

	Page
Part A: Introduction	1
Part B: Aim	1
Part C: Authority	2
a) Definition of an emergency	2
b) Action prior to declaration	3
c) Request for Assistance	3
d) Freedom of Information and Protection of Privacy	3
Part D: Emergency Notification Procedures	4
a) Declaring/terminating an emergency	5
Part E: Community Control Group (CCG)	5
a) Emergency Operations Centre (EOC)	5
b) Access Control	6
c) Personnel Identification	6
d) Community Control Group (CCG)	6
e) CCG Responsibilities	7
d) Operating Cycle	8
Part F: Emergency Response System	9
a) Individual responsibilities of the CCG	9
Mayor/Acting Mayor	9
Clerk-Treasurer	10
Ontario Provincial Police Representative	10
Fire Chief	11
Public Works Representative	11
Medical Officer of Health	12
Social Services Representative	13
EMS Representative	13

Table of Contents (cont'd)

	Page
Emergency Mgmt Coordinator (CEMC)	14
Killarney Health Centre Representative	14
Emergency Site Manager (ESM)	15
CCG—ESM Relationship	16
Part G: Emergency Telecommunications	16
Part H: Evacuation Centres	16
Part I: Emergency Information Plan	17
Emergency Information Officer (EIO)	17
Community Spokesperson	18
Citizen Inquiry Supervisor (CIS)	19
Part J: Training Program	19
Park K: Public Education and Awareness Program	21
Annex A : Logistics	23
Annex B : Aid to Considering Declaration of Emergency	24
Annex C : Declaration/Termination of Emergency (Sample)	28
Annex D : Updates and Amendments	30
Annex E : Standard Distribution List	31
Annex F : Critical Infrastructure and Community Risk Profile	32
Annex G : Hazard Identification and Risk Assessment	33
Annex H : Emergency Notification Contact List	42
Annex I : Vital Services Directory	44
Annex J: NGO Alliance of Ontario Continuum (amended May 17, 2017)	57

Acronyms

CCG	Community Control Group
CEMC	Community Emergency Management Coord.
CIS	Citizen Inquiry Supervisor
DSSAB	Manitoulin-Sudbury District Services Board
EMO	Emergency Management Ontario
EOC	Emergency Operations Centre
EIO	Emergency Information Officer
EMS	Emergency Medical Services
ESM	Emergency Site Manager
OPP	Ontario Provincial Police
EMPC	Emergency Municipal Program Committee

THE MUNICIPALITY OF KILLARNEY EMERGENCY RESPONSE PLAN

Part A: Introduction

Emergencies are defined as situations or impending situations caused by forces of nature, accident, or an intentional act, that constitutes a danger of major proportions to life and property. Such situations affect public safety — the health and welfare of our people, our economy, and our environment.

In order to protect residents, businesses and visitors, the Municipality has developed a coordinated response to emergency situations, under the direction of a Community Control Group. It is called an Emergency Response Plan, and it involves arrangements and procedures that are distinct from the normal operations that are carried out on a day-to-day basis.

Every municipal official, supervisor, and department head must be prepared to provide key Ministry officials and agencies with important emergency response information related to:

- our arrangements, services and equipment; and
- our roles and responsibilities during an emergency.

It is also important that residents, businesses and interested visitors be aware of its provisions. Copies of the municipality's Emergency Response Plan may be viewed at the Municipal office. For more information, you may contact the Municipality's Community Emergency Management Coordinator at 32 Commissioner Street, Killarney, Ontario POM 2A0, or by telephone, at 705-287-2424. In this Emergency Response Plan, when mention is made about the Community Control Group (CCG), it also refers to the Emergency Management Program Committee (EMPC).

Part B: Aim

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the Municipality of Killarney when faced with an emergency.

It enables a centralized controlled and coordinated response to emergencies in the Municipality of Killarney and meets the legislated requirements of the Emergency Management Act. For further details, please contact the Community Emergency Management Coordinator.

The Municipality of Killarney response plan reflects an enhanced level approach to Emergency Management as defined by Emergency Management and Civil Protection Act which provide detailed response procedures for the most likely hazards, which

confront the Municipality of Killarney. These hazards have been determined through the conduct of an in-depth Hazard Identification and Risk Assessment (HIRA) by the Municipality of Killarney's Community Control Group (CCG) / Emergency Management Program Coordinator (EMPC).

Part C: Authority

The Emergency Management and Civil Protection Act (EMCPA) is the legal authority for this emergency response plan in Ontario.

The EMCPA states that:

"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" [Section 3 (1)]

"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." [Section 4 (1)]

As enabled by the Emergency Management and Civil Protection Act, this emergency response plan and its elements have been:

- Issued under the authority of the Municipality of Killarney, original By-law No. 2009-20, passed November 12th, 2003, which was repealed and replaced with By-law No. 2009-37 on November 10th, 2009 and repealed and replaced with By-law No. 2016-45 on December 14th, 2016; and
 - Filed with Office of Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services.
- a) Definition of an emergency, according to the *Emergency Management and Civil Protection Act*:

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

The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of managing an emergency by maintaining services to the community and supporting the emergency site.

b) Action Prior to Declaration

When an emergency exists but has not yet been declared to exist, community employees 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 people of the Municipality of Killarney. The Emergency Operations Centre (EOC) may be activated for any emergency for the purposes of managing the emergency by maintaining services to the community and supporting the emergency response.

c) Requests for Assistance

Assistance may 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. The request shall not be deemed to be a request that the Province assume authority and control of the emergency.

The EMO Provincial Emergency Operations Centre (PEOC) is operating on a 24/7 basis. Back-up is through the Ontario Provincial Police, Duty Officer, located at its head office in Orillia, Ontario. The PEOC should be advised when the Emergency Plan of a community is activated. At that time, the Field Officer is made aware and may be dispatched. When the situation calls for it, a State of Emergency is declared and the PEOC is advised in writing.

EMO—Provincial Emergency Operations Centre (24/7)
Telephone # 1-866-314-0472

EMO—Provincial Emergency Operations Centre (24/7)
Fax # 1-416-314-0474

The emergency notification contact list, including numbers for requesting assistance, is in a separate confidential document titled Emergency Notification and Vital Services Directory.

d) Freedom of Information and Protection of Privacy

Any personal information collected under the authority of this Plan shall be used solely for the purpose of planning, preparing and conducting response to emergencies as defined in the Emergency Management and Civil Protection Act, and the release of information under this Plan shall be made in conformity with the Municipal Freedom of Information and Protection of Privacy Act.

PLAN MAINTENANCE

The Killarney Emergency Plan was written in 2003 and it is essential that it be kept current and viable by following a regular maintenance schedule. The responsibility of the Plan being kept up-to-date rests with the Community Emergency Management

Coordinator, who may delegate tasks accordingly.

The emergency contact information and telephone numbers shall be reviewed on an annual basis.

The notification system will be tested annually.

The Plan will be exercised once every year as a minimum requirement. The Community Control Group and its support staff will receive training and participate in an exercise once every year as a minimum requirement.

The Community Emergency Management Coordinator will determine the schedule under which the maintenance activities will be performed.

The Community Emergency Management Coordinator may update, correct or amend any information contained with the Plan and its Appendices on an as required basis.

Part D: Emergency Notification Procedures

Upon receipt of a warning of real or potential emergency, any member of the Community Control Group (CCG) may request, through the Mayor or designate, that the Emergency Plan be implemented. Upon receipt of the warning, the Mayor/Acting Mayor will notify the Community Emergency Management Coordinator and both will proceed to the Emergency Operations Centre and will proceed to notify all members of the Community Control Group (CCG).

The purpose of the notification procedure is to enable the Mayor or designate, to accurately receive notification and to relay the information to the Community Control Group (CCG).

Alternates may be called only if the primary member cannot be contacted. All members of the CCG must be contacted, but they are not required to attend at the EOC for the CCG to function. The member contacting the CCG members will convey the message to each member of the CCG if they are not required to attend at the EOC. The member initiating the call must provide pertinent details (ie. time and place for the CCG to meet) as part of the notification procedure. If the information cannot be immediately confirmed, members of the CCG should use due diligence and convene the CCG.

Should telephone services be completely disrupted, including the localized calling, door-to-door runners may be used (ie. Municipal employees, police officers, or fire department personnel). Contact may be made through use of cellular telephones, two-way radios, pagers, etc., if available.

All CCG members will proceed immediately to the designated EOC. Each member of the CCG is responsible for notifying his/her departmental employees. Alternates and staff with designated emergency response duties may be instructed to:

- Remain at his/her location;
- Be placed on emergency standby; or
- Report to a designated official, EOC or specific location.

If the family member(s) of a member of the CCG are living within an area of the municipality that has to be evacuated, they must advise the reception/evacuation centre staff to notify the CCG accordingly.

a) The Mayor or Acting Mayor of the Municipality of Killarney, as the Head of Council, is responsible for declaring an emergency. This decision is made in consultation with the other members of the CCG.

Upon declaring an emergency; the Mayor will notify:

- Office of Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services;
- Municipal Council;
- The public;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP)

A community emergency may be terminated at any time by:

- Mayor or Acting Mayor; or
- Municipal Council; or
- Premier of Ontario

When terminating an emergency, the Mayor will notify:

- Office of Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services;
- Municipal Council;
- The public;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP).

PART E: COMMUNITY CONTROL GROUP (CCG)

a) Emergency Operations Centre (EOC)

The CCG will report to the Emergency Operations Centre located in the Municipal Office at 32 Commissioner Street, Killarney Ontario. In the event this operation centre cannot be used, then the alternate location will be the main office at Killarney Provincial Park, at 954 Hwy 637.

During the notification procedure, support staff will provide direction as to which

location members of the CCG will report to. For example, members of the CCG will be advised that the Killarney Emergency Plan is being activated, and the individuals will be directed to report to the primary Emergency Operations Centre. The primary and alternate EOC are geographically separated so that if one or the other is endangered or rendered non-functional as a result of an emergency situation, the other site should be safe and operational.

The EOC will be set up and operational within one (1) hour of activation. The Community Emergency Management Coordinator will supervise the set up and ensure operational viability.

b) Access Control

Access to the EOC will be restricted to the CCG members and other authorized persons identified by passes issued by the Municipality of Killarney. No media are allowed into the EOC, nor is anyone who has not been authorized by the Clerk. Upon arrival at the EOC, each CCG member or alternate will:

- 1 - Sign in
- 2 - Check telephone/communication devices
- 3 - Open a personal log, as provided
- 4 - Contact their own agency and obtain a status report
- 5 - Participate in the initial briefing
- 6 - Participate in planning initial response/decision making process
- 7 - Pass CCG decisions on the member's agency/areas of responsibility
- 8 - Continue to participate in the EOC operating cycle

Upon leaving the EOC, each member of the CCG will:

- 1 - Conduct a hand over with the person relieving them
- 2 - Sign out at the EOC indicating where they may be reached

Once the initial response is established, routines will be put in place by the Clerk. The CCG functions most efficiently on a system known as an Operating Cycle.

c) Personnel Identification

The Municipality of Killarney will issue emergency workers/personnel with distinctive passes bearing name and relevant information of the bearer to identify them as persons authorized to access the EOC. All personnel working in the operations area will wear these passes.

d) Community Control Group (CCG)

The emergency response will be directed and controlled by the Community Control Group (CCG) - a group of officials responsible for coordinating the provision of

essential services necessary to minimize the effects of an emergency.

The CCG may consist of the following officials:

- Mayor of the Municipality of Killarney, or alternate;
- Clerk Treasurer of the Municipality of Killarney, or alternate;
- Emergency Management Coordinator, or alternate;
- Ontario Provincial Police Noelville Detachment Head, or alternate
- Fire Chief, or alternate;
- Public Works Superintendent, or alternate;
- Medical Officer of Health, or alternate;
- Social Service Representative, or alternate;
- Emergency Medical Services (EMS), or alternate;
- Killarney Health Centre Representative

Additional personnel called or added to the CCG may include:

- Emergency Management Ontario Representative;
- Ministry of Natural Resources and Forestry, Killarney Provincial Park Representative;
- Liaison staff from provincial ministries;
- Any other officials, experts or representatives from the public or private sector as deemed necessary by the CCG.

The CCG may function with only a limited number of persons depending upon the emergency. While the CCG may not require the presence of all the people listed as members of the control group, **all members of the CCG must be notified.**

e) Community Control Group (CCG) Responsibilities

Members of the CCG are likely to be responsible for the following actions or decisions:

- Calling out and mobilizing their emergency service, agency and equipment;
- Coordinating and directing their services 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 CCG are appropriate;
- Advising the Mayor as to whether the declaration of an emergency is recommended;
- Advising the Mayor on the need to designate all/part of the town as an emergency area;
- Ensuring that an Emergency Site Manager (ESM) is appointed. The Emergency Site Manager will be a senior official from the lead agency (to be determined based on emergency);
- Ensuring support to the ESM by offering equipment, staff, resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger;
- Discontinuing utilities or services provided by the public or private concerns, i.e.

- hydro, water, closing down a section of a business area;
- Notifying, requesting assistance from and/or liaising 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;
- Arranging for services and equipment from local agencies not under community control, ie. Private contractors, industry, volunteer agencies, service clubs;
- Ensuring that pertinent information is promptly forwarded to the Emergency Information Coordinator, for dissemination to media/the public;
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required dealing with the emergency;
- Notifying the service, agency, or group under their direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken and submitting a summary of the log to the Clerk-Treasurer within one week of the termination of the emergency as required;
- Consider application to Municipal Disaster Recovery Assistance and make arrangements as required.
- Participating in a debriefing following the emergency.

f) Operating Cycle

An operating cycle is how the Community Control Group (CCG) manages the overall emergency operation.

The CCG will meet usually around a planning board, or map at which time the members will report on their agency's status or area or responsibility. It is essential that every member, covering each area of responsibility, be heard from during this process. The CCG is a team, and the actions taken by one, or the lack of action by one, may have a significant impact upon operations.

The round table discussion should include problems, questions, resources requests, and any other relevant information so that timely, informed decisions can be made as a group. Once the meeting is complete the CCG should contact their agency or area of responsibility and pass on any relevant information or directives that result from the CCG meeting.

The frequency and agenda items for the meetings will be determined by the Clerk. The meetings will reflect the pace of the emergency, and occur on a schedule basis or regular intervals; to be adjusted accordingly.

Meetings will be kept as brief as possible thus allowing members to carry out their

individual responsibilities. During the meetings, the CCG shall refrain from answering the telephone located in the EOC. All telephone and cellular phone calls must occur prior to or after the formal meetings of the CCG. The Community Emergency Management Coordinator or alternate will maintain a status board and maps and which will be prominently displayed and kept up to date.

Following an operating cycle meeting and dissemination of information, members of the CCG will be in the process of gathering information and preparing for the next scheduled meeting. The CCG members will use this time to follow up and ensure the CCG decisions are being implemented. Each member is responsible for information their respective agency of the schedule for CCG meetings.

It is important that the EOC is comfortable, has good communications, and is secure from unnecessary distractions.

PART F: EMERGENCY RESPONSE SYSTEM

a) Individual responsibilities of the Community Control Group (CCG)

1. Mayor or Acting Mayor

The Mayor shall provide information to Council and the public with regards to impacts of an emergency on the municipality and declare a state of local emergency when required.

During an emergency, the Mayor will provide information necessary to keep the media and public informed.

The Mayor or Acting Mayor is responsible for:

- Providing overall leadership in responding to an emergency;
- Declaring an emergency within the designated area;
- Declaring that the emergency has terminated (Council may also terminate the emergency);
- Notifying Office of Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services of the declaration of the emergency and the termination of the emergency;
- Ensuring the members of council are advised of the declaration and termination of an emergency and are kept informed of the emergency situation.
- Determining the appropriate public notification procedure in consultation with the CCG;
- Ensuring that the local MPP and MP, and neighbouring communities are advised of the declaration and termination, and kept informed of the emergency situation;
- Making decisions, determining priorities and issuing operation direction through the CCG;
- Approving, major announcements and media releases prepared by the

- Emergency Information Coordinator, in consultation with the CCG;
- Maintain a personal log of all actions taken.

2. Clerk-Treasurer

The Clerk or alternate, shall provide and direct as required, all emergency response or support activities within the Emergency Operations Centre.

The Clerk shall convene all meetings of the CCG.

The Clerk-Treasurer is responsible for:

- Ensuring liaison with the Ontario Provincial Police regarding security arrangements for the Emergency Operations Centre;
- As the Operations Officer, coordinating all operations within the EOC, including the scheduling of regular meetings;
- Advising the Mayor on municipal policies and procedures, as appropriate;
- Approving, in conjunction with the Mayor, major announcements and media releases prepared by the Emergency Information Coordinator, in consultation with the CCG;
- Secure the necessary financial support from existing sources or from Provincial or Federal authorities;
- Advising the Mayor of the policies and procedures, as appropriate;
- Determine the level of staffing required for municipal operations not directly associated with an emergency and arrange for support services;
- Address issues of food, nutrition, health and wellness of all employees associated with the emergency;
- Ensure appropriate remuneration/overtime is in place for all employees working on emergency;
- Maintaining a record of all major decisions, actions and instructions issued;
- Maintaining the records and logs, as they relate to their agencies actions, for the purpose of the debriefs and post-emergency reporting that will be prepared;
- Ensuring that a communication link is established between the CCG and the Emergency Site Manager (ESM);
- Calling out additional Municipal staff to provide assistance, as required; and
- Maintain a personal log of all actions taken.

3. Ontario Provincial Police Representative

The OPP representative is responsible for:

- Notifying necessary emergency and community services, as required;
- Provide the CCG with information and advise on law enforcement matters;
- Establishing a site command post with communications to the EOC;
- Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- Establishing an ongoing communications link with the senior police official at the

- scene of the emergency;
- Establishing the inner perimeter within the emergency area;
- Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel;
- Providing traffic control staff to facilitate the movement of emergency vehicles;
- Alerting persons endangered by the emergency and coordinating evacuation procedures;
- Ensuring liaison with the Social Services Officer regarding the establishment and operation of evacuation and reception centres;
- Ensuring the protection of life and property and the provision of law and order;
- Providing police service in the EOC, evacuee centres, morgues and other facilities, as required;
- Notifying the coroner of fatalities;
- Ensuring liaison with other community, provincial and federal police agencies, as required;
- Providing an Emergency Site Manager, if required; and
- Maintain a personal log of all actions taken.

4. Fire Chief

The Killarney Fire Department has an existing formal Mutual Aid system as well as fire agreements (Britt Fire Department, French River Fire Department and Ministry of Natural Resources), the Chief may request assistance from neighbouring fire departments should resources become depleted as a result of a major incident.

The Fire Chief is responsible for:

- Providing the CCG with information and advice on firefighting and rescue matters;
- Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- Establishing an ongoing communication link with the senior fire official at the scene of the emergency;
- Informing the Mutual Aid Fire Coordinators and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed;
- Determining if additional or special equipment is needed and recommending possible sources of supply, e.g. breathing apparatus, protective clothing;
- Providing assistance to other community departments and agencies and being prepared to take charge and contribute to non-fire fighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation;
- Providing an Emergency Site Manager, if required; and
- Maintain a personal log of all actions taken.

5. Public Works Representative

The Public Works representative is responsible for:

- Providing the CCG with information and advice on engineering and public works matters;
- Depending on the nature of the emergency, assigning the Site Manager and informing the CCG;
- Establishing an ongoing communications link with the senior public works official at the scene of the emergency;
- Ensuring liaison with public works representative from neighbouring communities to ensure a coordinated response;
- Ensuring provision of engineering assistance;
- Ensuring the construction, maintenance and repair of town roads;
- Ensuring the maintenance of sanitary sewage and water systems;
- Providing equipment for emergency pumping operations.
- Ensuring liaison with the fire chief concerning water supplies for fire fighting purposes;
- Providing emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health;
- Discontinuing any public works service to any resident, as required and restoring these services when appropriate;
- Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions;
- Ensuring liaison with the conservation authority regarding flood control, conservation and environmental matters and being prepared to take preventative action; and
- Maintain a personal log of all actions taken.

6. Medical Officer of Health (Sudbury District Health Unit)

The Medical Officer of Health is responsible for:

- Provide public health information, advice, and direction to the community and the Municipal Emergency Control Group;
- Institute control measures, where necessary, regarding communicable diseases including immunization, isolation and quarantine;
- Distribute surveillance system tools for tracking cases, controls, quarantined people, etc;
- Monitor food distribution and storage to ensure a safe food supply;
- Monitor drinking water supplies to ensure a safe water supply;
- Recommend specific responses to conditions that could affect the health of the community;
- Monitor evacuation centers to prevent the occurrence of communicable diseases;
- Coordinate efforts to prevent or control the spread of disease;
- Provide direction on the disposal of solid waste and sewage as required.
- Ensure the proper storage and disposal of human remains to prevent the spread of communicable diseases;
- Provide direction on pest control, disinfection procedures and personal sanitation;

- Coordinate the response to disease related emergencies (epidemics);
- Communicate information regarding the health effects and treatment of exposure to toxic chemicals, emerging infectious diseases, chronic diseases and environmental hazards;
- Take the lead in communicating to the community any health related issues with respect to the emergency or disaster;
- Respond to health related issues associated with acts of bioterrorism in conjunction with first responders (fire, police, Emergency Medical Services); and
- Maintain a personal log for all actions taken.

7. Social Services Representative

The Social Service Representative is responsible for:

- Ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquires and personal services;
- Supervising the opening and operation of temporary and/or long term evacuee centres and ensuring they are adequately staffed;
- Ensuring liaison with the Ontario Provincial Police Representative with respect to the pre-designation of evacuee centres which can be opened on short notice;
- Acting as liaison with the Medical Officer of Health on areas of mutual concern regarding operations in evacuee centres;
- Ensuring that a representative of the Sudbury and District Roman Catholic School Board is notified when facilities are required as evacuee reception centres and that staff and volunteers utilizing the school facilities take direction from the Board representative(s) with respect to their maintenance, use and operation;
- Making arrangements for meals for staff/volunteers at the EOC and the Site; and
- Maintain a personal log of all actions taken.

8. Emergency Medical Services (EMS) Representative

The EMS representative is responsible for:

- Ensuring emergency medical services at the emergency site;
- Depending on the nature of the Emergency, assigning the Site Manager and informing the CCG;
- Establishing an ongoing communications link with senior EMS official at the scene of the emergency;
- Obtaining EMS from other municipalities for support, if required;
- Ensuring triage at the site;
- Advising the CCG if other transportation is required for large scale response;
- Liaising with the Ministry of Health and Long Term Care Central Ambulance Communications Centre to ensure balanced emergency coverage is available at all times throughout the community;
- Ensuring liaison with the receiving health centre or hospital;
- Ensuring liaison with the Medical Officer of Health, as required; and
- Maintain a personal log for all actions taken.

9. Community Emergency Management Coordinator (CEMC)

The Community Emergency Management Coordinator is responsible for:

- Activating and arranging the Emergency Operations Centre;
- Maintain the Killarney Emergency Plan in accordance with the requirements of provincial legislation;
- Conduct the community's Hazard Identification and Risk Assessment (HIRA) process;
- Conduct the critical infrastructure identification process;
- Conduct the annual exercise to evaluate the Emergency Response Plan;
- Conduct annual training for the members of the Community Control Group (CCG);
- Liaise with Sector EMO Field Officer at all times to ensure that the community emergency management program maintains the legislative standards;
- May be required to request assistance from the Canadian Red Cross or the Salvation Army;
- Ensuring that security is in place for the EOC and registration of CCG members;
- Ensuring that all members of the CCG have necessary plans, resources, supplies, maps and equipment;
- Providing advice and clarifications about the implementation details of the Emergency Response Plan;
- Ensuring liaison with community support agencies (Red Cross etc.);
- Ensuring that the operating cycle is met by the CCG and related documentation is maintained and kept for future reference;
- Addressing any action items that may result from the activation of the Emergency Response Plan and keeping CCG informed of implementation needs;
- Chair the Emergency Municipal Program Committee;
- Ensuring that records and logs are being kept for the purpose of debriefing and post-emergency reporting; and
- Maintain a personal log of all actions taken.

10. Killarney Health Centre Representative

The Killarney Health Centre representative is responsible for:

- Implementing the Killarney Health Centre Emergency Plan;
- Ensuring liaison with the Medical Officer of Health and local ambulance representatives with respect to health centre and medical matter, as required;
- Evaluating requests for the provision of medical site teams/medical triage teams;
- Communicating areas/items of major concern to the Community Control Group (CCG);
- Ensuring liaison with the Ministry of Health and Long Term Care, as appropriate; and;
- Maintain a personal log of all actions taken.

11. The Emergency Site Manager

The Emergency Site Manager (ESM) is designated by the CCG as the overall Field Commander in the emergency area. It is their responsibility to coordinate the efforts of the emergency response services, and to report and recommend action to the CCG, as required. The CCG will provide advice and assistance to the ESM.

The senior representative for each emergency responder (ie. Police Service, fire EMS, Public Works) at the site will consult with their respective CCG member and coordinate with the Emergency Site Manager, so as to offer coordinated and effective response.

The Emergency Site Manager is responsible for:

- If not already on the scene, moving to the emergency site and assuming the management of the site;
- Assess the situation under existing and potential conditions by consulting with emergency response services at the scene as well as outside expertise as required;
- Recommend the activation of the Emergency Plan and the Emergency Notification system, if deemed necessary;
- Obtain as much information as possible from those involved in the incident (ie. Truck driver, plant manager, etc) concerning the identity of material(s) and health risks, cause, etc., and consult with experts as required to gain a complete picture of the situation to aid in the evacuation;
- Establishing liaison with agency control officers;
- Assessing the situation, establishing an aim and determining the site operational plan for the emergency site;
- Determining and communicating an on-site reporting relationship;
- Establishing the site layout;
- Establishing telecommunications with the Emergency Operations Centre;
- Advising and continuously updating the EOC Manager of the current emergency situation;
- Determining if resources are adequate or if additional resources are needed, and requesting them from the EOC;
- Making action requests of the agency control officers to obtain resources that are not held within their respective agencies;
- Continuously updating the agency control officers of the site operations;
- Requesting public information support as required;
- Taking such action as necessary to minimize the effects of the emergency or disaster;
- Maintain a personal log of all actions taken.

Relationship between CCG and Emergency Site Manager (ESM)

Depending on the nature of the emergency and once the ESM has been assigned, the CCG relationship with the ESM is to offer support with equipment, staff and other resources, as required. The CCG will also ensure municipal services are maintained.

The senior representative for each emergency responding service (police, fire, EMS, public works) at the site will consult with the Emergency Site Manager, so as to offer a coordinated and effective response. Regular briefings will be held at the site and chaired by the Emergency Site Manager, so as to establish the manner and process by which a response to the emergency will be provided.

Part G: Emergency Telecommunications:

In the event of an emergency in the village of Killarney the public works department will work in conjunction with the fire department to provide emergency communication between the emergency site(s) and the EOC, using the portable radios stationed at the Killarney Fire Station and/or cell phones or a satellite phone. If all communications are down, the Ministry of Natural Resources radio system at the Killarney Provincial Park may be utilized.

In the event of an emergency in Ward 2, the public works department may be dispatched with mobile radios and/or cell/satellite phones to provide communication with the EOC if needed. In the future, the Municipality will be examining in detail how we should be responding to emergencies that occur in that area.

Part H: Evacuation Centres:

In the event that an evacuation has to occur, the Social Services Representative will arrange for the opening of evacuation centres.

In the village of Killarney, the Veterans' Memorial Hall and/or the Killarney Community Centre will house evacuees. If the entire village has to be evacuated the following centres can be utilized:

Veteran's Memorial Hall
58 B Charles Street
Killarney ON P0M 2A0
Tel: 705-287-2223

Killarney Community Centre
58 A Charles Street
Killarney ON P0M 2A0
Tel: 705-287-2195

Killarney Provincial Park
960 Hwy 637
Killarney ON P0M 2A0
Tel: 705-287-2900

In the event of an evacuation to Sudbury, an immediate call is to be placed to the Greater Sudbury Police Service Communication Centre. Explain the nature of the request and leave names and numbers where staff can be reached. The Operator will contact the General Manager of Emergency Operations or his or her alternate or the Community Emergency Management Coordinator or his or her alternate. They will make a decision of action and contact the EOC accordingly.

In the event of an evacuation in the Hartley Bay/Key River area, the Municipality of French River is to be notified in the event of a disaster. They will determine what evacuation centre recipients will be sent to.

Part I: Emergency Information Plan

Upon implementation of this Emergency Response Plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public and respond to or redirect individual requests for or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following positions will be established:

- Emergency Information Officer;
- Community Spokesperson;

The following position may also be established:

- Citizen Inquiry Supervisor

The local Emergency Information Centre (EIC) will be located in the conference room at the Killarney Bay Inn, located at 2000 Noble Street. In the event that this centre cannot be used, a secondary location will be determined by the Community Control Group.

Depending on the nature of the emergency, it may be necessary to establish a media information area adjacent to the emergency site, as decided by the Community Control Group. This area, if established, will be staffed as determined by the Emergency Information Officer.

The Citizen Inquiry Section is located in the Killarney Municipal Office, under the supervision of the Social Services Representative.

1. Emergency Information Officer (EIO)

The Emergency Information Officer reports to the Clerk-Treasurer and is responsible for:

- Establishing a communication link with the Citizen Inquiry Supervisor and any media coordinator(s) (i.e. provincial, federal, private industry, etc) involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- Ensuring that the EIC is set up and staffed, as well as a site EIC, if required;
- Ensuring liaison with the CCG to obtain up-to-date information for media releases, co-ordinate individual interviews and organize press conferences;
- Ensuring that the following are advised of the telephone number of the media centre:
 - Media;
 - Community Spokesperson
 - Police Public Relations Officer
 - Neighbouring Communities
 - Citizen Inquiry Supervisor
 - Other appropriate persons, agencies or businesses.
- Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate, up-to-date information is disseminated to the public;
- Ensuring that the media releases are approved by the Clerk-Treasurer (in consultation with the mayor) prior to dissemination and distributing hard copies of the media release to the EIC, CCG, Citizen Inquiry Supervisor and other key persons handling inquiries from the media;
- Monitoring news coverage and correcting any erroneous information;
- Maintaining copies of media releases and newspaper articles pertaining to the emergency; and
- Maintain a personal log of all actions taken.

2. Community Spokesperson

The community spokesperson will be the Mayor (or Acting Mayor), and is responsible for:

- Giving interviews on behalf of the Municipality of Killarney;
- Establishing a communication link and regular liaison with the Emergency Information Officer at the EOC;
- Redirecting all inquiries about decisions made by the CCG and about the emergency as a whole, to the Emergency Information Officer;
- Coordinating media photograph sessions at the scene when necessary and appropriate;
- Coordinating on-scene interviews between the emergency services personnel and the media; and
- Maintain a personal log of all actions taken.

3. Citizen Inquiry Supervisor (CIS)

The Citizen Inquiry Supervisor is responsible for:

- Establishing a Citizen Inquiry Service, including the appointment of personnel and designation of telephone lines;
- Informing the Emergency Information Officer of the establishment of the Citizen Inquiry Service and designated telephone number(s);
- Informing the affected emergency services, the CCG and municipal office of the establishment of the Citizen Inquiry Service and designated telephone numbers;
- Ensuring liaison with the Emergency Information Officer to obtain current information on the emergency;
- Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service;
- Responding to and redirecting inquiries pertaining to persons who may be located in evacuation and reception centres to the registration and inquiry telephone number(s);
- Procuring staff to assist, as required; and
- Maintain a personal log of all actions taken.

Part J: Training Program

A training program promotes emergency preparedness by regularly evaluating elements of the Emergency Response Plan and provides regular practice to those persons who must implement Killarney's emergency response plan and procedures.

It is designed to evaluate and improve aspects and functions of the response plan and response capability. It provides a means to train personnel, educate the public, promote emergency management programs, test facilities and equipment, and boost cooperation between the community's emergency stakeholder's and partners.

Exercise

The Municipality of Killarney shall conduct an annual exercise to evaluate the community emergency response plan. The CEMC will ensure the EMO Field Officer is informed of the exercise and its type well in advance of the scheduled event. Should a state of emergency be declared, the CEMC may choose to use the declared emergency as the Municipality's annual training exercise for the year in which the emergency was declared. There are two (2) main types of exercises:

- 1) Discussion-based Exercises: These exercises focus on strategic, policy-oriented issues. For example, you could use such an exercise to highlight existing plans, policies, mutual aid and assistance agreements, and procedures. For these uses, discussion-based exercises are exceptional tools for familiarizing municipalities and

personnel with current or expected capabilities. Facilitators and/or presenters lead the discussion, keeping participants focused on meeting the objectives of the exercise. The Discussion-based Exercises include Seminars, Workshop, Table-Top exercises and Games.

- a) **Seminar:** This is an informal discussion exercise, designed to orient the participants to new or updated plans, policies, or procedures, authorities, strategies, protocols, response resources, concepts and ideas. They are less expensive to run than other types of exercises. They are a low-stress environment using a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools.
 - b) **Workshop:** It is an exercise that resembles a seminar, but is used to build specific products, such as a draft plan or policy. To be effective, workshops must be highly focused on a specific issue and the desired outcome or goal clearly defined. Participant interaction is increased.
 - c) **Table-Top Exercise:** It is an activity in which key staff or other emergency management personnel are gathered together informally and without time constraints, usually in a conference room setting, to discuss various simulated emergency situations. The focus is on examination and discussion of problems with resolution. Table-Top Exercises are used for validation, especially in testing for weaknesses in procedures. Table-Top Exercises can involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. Table-Top Exercises are relatively inexpensive to run, if you don't consider staff time. The exercise demands careful preparation and can be used to assess plans, policies, and procedures, or to assess the type of systems needed to guide the prevention of, mitigation of, response to, and recovery from a defined event.
 - d) **Games:** It is an exercise that explores the way decisions are made, and the consequences of those decisions in a simulated situation. In a game, the same situation can be examined from various angles by changing the variables that guide participants' actions. It often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation. Games are excellent for gaining policy or process consensus, conducting "what-if" analyses of existing plans and developing new plans.
- 2) **Operations-based Exercises:** Operations-based exercises are more complex. The players must resolve the scenario by actually acting out their responses, as opposed to talking about how they would respond. For example, how simulated wounds are treated, how personal protective equipment is donned, how medical casualties are placed on stretchers, ambulances arrive at participating hospitals, and security teams apprehend and detain perpetrators - just like would happen in a real life emergency. There are three types of operations-based exercises:

- a) **Drills:** A drill is a coordinated, supervised activity and is usually used to test a single, specific operation or function within a single agency or organization. Drills are used to provide training on new equipment, to develop or test new policies or procedures, and to practice and maintain current skills. Drills have a narrow focus, measured against established standards. Instant feedback is provided. Testing is done in a realistic environment. It can be performed separately from other tasks. Drills are repetitive actions designed to train participants to act or respond in a certain way.
- b) **Functional Exercise:** It is an exercise designed to test or evaluate the capability of individual or multiple emergency functions, with time constraints, and normally in the emergency operations centre. A functional exercise is designed to test and evaluate, in a simulated real time environment capabilities, multiple functions or activities within a function and interdependent groups of functions. The more realistic the scenario, the more realistic the response tends to be.
- c) **Full Scale Exercise:** It is an exercise that evaluates the capability of emergency management systems over a period of time, by testing the major portions of an emergency operations plan and the organization itself, while under the stress of an emergency. The full scale exercise is the most complex and expensive step in the exercise cycle. The focus of a full scale exercise is on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and tested in previous, smaller, operations-based exercise. Events unfold in a scripted exercise scenario that has enough built-in flexibility to let updates drive activity. The exercise occurs in a real-time stressful environment that closely mirrors a real event. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred.

Part K: Public Education and Awareness Program

A community public education program directs hazard-specific information to at-risk populations in communities. The intent of the public education and awareness program is to provide residents with information to help them mitigate, prepare for, respond to, and recover from, the effects of one or more hazard-events.

Some of the benefits associated with the implementation of a public education and awareness program are:

- Fosters a public safety culture where individuals take increased responsibility for their safety and well-being;

- Improves the resiliency of the population, perhaps allowing households to go without special emergency assistance (ie. Food and water) for greater periods of time;
- Increases public confidence in the government's ability to manage a crisis;
- Helps to obtain the public's cooperation in the event of an emergency; and
- Reduces the community's vulnerability against certain hazards.

Public Awareness Program

A public awareness program provides generic information to the broader public to raise awareness of emergency management, the community emergency response plan, and general ways in which the public can reduce its risk in the event of an emergency.

Public Education Program

A public education program provides focused information to target audiences in order to teach them how to reduce their risk of injury, death, property loss, or environmental damage, in the event of a specific emergency situation.

The public education program will be dependent on the priority hazard(s) identified by the community. The Municipality of Killarney may use the following methods of communication to convey its message(s) to the residents, which includes:

- **Brochures, Kits, Flyers:** Easily produced and may be provided to the public through mail, public meetings, and demonstrations.
- **Internet:** Public information will be posted on the municipal website and it guarantees a fast and effective method of communication to the public and other stakeholders.
- **Municipal Billings and Newsletters:** Inserts into municipal utility or tax bills and statements. Quarterly municipal newsletters can also contain emergency preparedness information, particularly for seasonal messages.
- **Outdoor Advertising:** Bulletin boards, and outdoor posters are excellent outdoor advertising mediums that can promote emergency preparedness.
- **Promotional Merchandise:** Products, such as magnets, whistles, mugs, pens and calendars can be given away for increase awareness or sold to help with fundraising activities.
- **Participation at Public Meetings:** Municipal staff can deliver lectures to organizations, agencies schools, community groups and other groups (ie. CWL).
- **Videos:** Training and promotional videos can be used when visiting schools and other organizations.
- **Other Community Events and Programs:** Displays can be set up and information provided to residents and vacationers. Partnerships with other emergency response organizations can be arranged (ie. Fire Department)