



# **CITY OF PEMBROKE EMERGENCY RESPONSE PLAN**

December 18, 2024



# City of Pembroke

## Contents

1. Introduction .....	3
Definition of an Emergency.....	3
2. Purpose.....	4
3. Scope .....	4
4. Authority .....	5
5. Concept of Operations .....	6
6. Activation of Plan.....	7
6.1 Municipal Emergency Control Group (MECG) Notification Procedures .....	7
6.2 Requests for Assistance .....	8
7. Declaration, Termination and Notification of a State of Emergency .....	8
7.1 Declaration of an Emergency.....	8
7.2 Termination of an Emergency.....	9
8. Municipal Emergency Control Group (MECG) .....	9
9. Emergency Operations Center (EOC).....	11
9.1 Functions of the Emergency Operation Center.....	11
9.2 Emergency Operations Center Organizational Structure.....	12
9.3 EOC Procedures.....	12
9.4 Operation Period/Planning Cycles .....	13
10. Roles and Responsibilities of MECG.....	14
10.1 Emergency Site Manager (ESM) .....	16
10.2 Mayor.....	17
10.3 Chief Administrative Office / EOC Director .....	17
10.4 Command Staff.....	18
10.4.1 Liaison Officer: Community Emergency Management Coordinator (CEMC) .....	18
10.4.2 Safety/Duty Officer: Clerk/Director of Building, Planning, and By-law Enforcement.....	19



10.4.3 Emergency Information Officer (EIO) .....	20
10.5 Operations Section Chief .....	21
10.5.1 Upper Ottawa Valley OPP Detachment Commander .....	22
10.5.2 Fire Chief .....	23
10.5.3 Director of Operations .....	24
10.6 Planning Section .....	25
10.7 Logistics Section Chief .....	25
10.7.1 Director of Parks & Recreation .....	26
10.8 Financial/Administrative Section Chief .....	27
10.8.1 Treasurer .....	27
10.8.2 System Administrator/Information Technology .....	28
10.9 Scribe .....	28
11. EOC Support/External Agencies .....	29
11.1 Red Cross .....	29
11.2 Medical Officer of Health .....	31
11.3 County of Renfrew Director of Social Services .....	32
11.4 Emergency Medical Services (EMS) .....	32
11.5 Utility Representative – Ottawa River Power Corporation .....	33
11.6 Telecommunications (ARES) Coordinator, Emergency Communications Plan .....	33
12. Emergency Information and Notification .....	34
12.1 Alert Ready .....	35
13. Plan Maintenance and Review .....	35
13.1 Plan Review .....	35
13.2 Plan Maintenance .....	35



# 1. Introduction

## Definition of an Emergency

The *Emergency Management and Civil Protection Act (EMCPA)* defines an emergency as:

“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.”

Emergencies can affect the health, welfare and property, as well as the environment and economic health of the City of Pembroke.

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

In order to protect residents, businesses and visitors, the City of Pembroke requires a coordinated emergency response by a number of agencies under the direction of the Municipal Emergency Control Group (MECG).

Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Pembroke with important emergency response information related to:

- Arrangements, services and equipment; and
- Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Pembroke Emergency Response Plan may be viewed at City Hall. For more information, please contact:

Chief, Scott Selle, Community Emergency Management Coordinator  
Fire Department  
City of Pembroke  
613-735-6821 Ext.1214



## 2. Purpose

The purpose of this plan is to ensure a controlled, coordinated and effective response is quickly undertaken at the outset of an emergency. The plan provides for extraordinary arrangements, measures and resources to minimize the impacts on the health, safety, welfare of the residents, businesses and visitors of the City of Pembroke, as well as the environment and the economy, when faced with an emergency.

## 3. Scope

This Emergency Response Plan applies to large scale emergencies that occur within the City of Pembroke. It enables a centralized, controlled and coordinated response to emergencies in the City of Pembroke, and meets the legislated requirements of the *Emergency Management and Civil Protection Act*.

An emergency may last a few hours to several days or longer. Possible events that can occur within the City of Pembroke include, but are not limited to:

- Severe Weather and other Environmental Emergencies
- Critical Infrastructure Failures
- Fires/Explosions
- Hazardous Materials
- Transportation Emergencies
- Health-related Emergencies

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

For further details, please contact the Community Emergency Management Coordinator.



## 4. Authority

The *Emergency Management and Civil Protection Act (EMCPA)* is the legal authority for all municipal emergency response plans in Ontario.

The EMCPA states that:

“Every municipality shall formulate an emergency response plan governing the provision of necessary service during an emergency and the procedure under the manner in which the 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.” S. 3(1)

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

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 Corporation of the City of Pembroke By-law 2025-26; and
- Filed with Emergency Management Ontario.

## 5. Concept of Operations

The City of Pembroke operates under four (4) levels of readiness for emergency management response. These levels are:

Normal Operations	Regular daily activities such as training, exercises, public education, review of plans and procedures, and maintaining equipment to ensure a constant level of readiness should the need arise.
Enhanced Operations	A high probability of an emergency, members of the Municipal Emergency Control Group (MECG) are kept informed of the situation and any developments. Select member of the MECG may convene to address the situation.
Activated	An emergency is imminent or occurring and requires the City's Emergency Response Plan to be activated. Members of the MECG will be required to attend the Emergency Operations Center (EOC) in order to coordinate the appropriate response activities.
Recovery	Activities are underway to transition from Enhanced or Activated back to Normal Operations. Select members of the MECG may convene; all members will be kept informed of the situation.



## **6. Activation of Plan**

The City's Emergency Response Plan may be activated in whole or in part by any member of the Municipal Emergency Control Group (MECG). The MECG may act under the Emergency Response Plan when an emergency exists but has not yet been declared to exist. This also extends to all municipal employees, as they may take such action(s) under this Emergency Response Plan as may be required to protect lives and property in the City of Pembroke. See Annex H for checklist in Consideration of a Declaration of an Emergency

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.

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

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

### **6.1 Municipal Emergency Control Group (MECG) Notification Procedures**

When notification of a real or potential emergency is received, moving from Normal Operations status to Enhanced or Activated, the CAO shall be contacted immediately. After consultation between the CAO and the lead agency, the CAO shall decide whether to initiate the notification of the MECG. Any member of the MECG may request initiation of the notification procedure by contacting the CAO.

If activation of the MECG is approved, the Mayor and the Community Emergency Management Coordinator (CEMC) shall be notified immediately. The CEMC shall then notify all members of the MECG. Notification calls must provide all pertinent details regarding the event and must include the time of the initial MECG meeting and the Emergency Operations Center (EOC) location of as part of the notification procedure. The Notification Procedure and a sample script are included in Annex A.





The contact phone numbers and addresses of the MCEG members (and their alternates) are contained in Annex A.

If deemed appropriate, the individual MCEG members may initiate their own internal notification procedures of their staff and volunteer organizations.

The date and time MCEG members were contacted must be recorded.

## **6.2 Requests for Assistance**

Assistance may be requested from the County of Renfrew at any time. If assistance is required, the CEMC shall contact the County's CEMC with the specifics of the request for assistance. The request shall not be deemed to be a request that the county assume authority and control of the emergency.

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

Any requests for Federal assistance shall be made to the PEOC through the same channels as described above.

The Emergency Call Out/Resource List, including contact numbers for requesting assistance, is attached as Annex A.

## **7. Declaration, Termination and Notification of a State of Emergency**

### **7.1 Declaration of an Emergency**

The Mayor or Acting Mayor of the City of Pembroke, as the Head of Council, is responsible for declaring an emergency. This decision is made in consultation with other members of the Municipal Emergency Control Group (MECG).

Upon declaring an emergency, the Mayor will notify:

- The Municipal Emergency Control Group (MECG).
- Emergency Management Ontario.
- City Council.



- County Warden, as appropriate.
- Public.
- Neighbouring community officials, as required.
- Local Member of the Provincial Parliament (MPP).
- Local Member of Parliament (MP).
- Media.

Upon the declaration of an emergency, a formal written Declaration of Emergency shall be submitted to Emergency Management Ontario, through the Provincial Emergency Operations Centre, by the CEMC.

## **7.2 Termination of an Emergency**

A declared municipal emergency may be terminated at any time by:

- Head of Council; or
- City Council; or
- Premier of Ontario.

When terminating an emergency, the Mayor will notify:

- The Municipal Emergency Control Group (MECG).
- Emergency Management Ontario.
- City Council.
- County Warden, as appropriate.
- Public.
- Neighbouring community officials, as required.
- Local Member of the Provincial Parliament (MPP).
- Local Member of Parliament (MP).
- Media.

Upon the termination of an emergency, a formal written Termination of a Declared Emergency shall be submitted to Emergency Management Ontario, through the Provincial Emergency Operations Centre, by the CEMC.

## **8. Municipal Emergency Control Group (MECG)**

The emergency response will be directed and controlled by the Municipal Emergency Control Group (MECG). The MECG shall be made up of officials from the City of Pembroke and the local OPP detachment. The purpose of the MECG is to support field operations by obtaining and providing resources, maintaining up to date information,



coordinating activities, providing information to the public, and bringing decision makers together to coordinate the response to an emergency. The MCEG consists of the following officials:

- Mayor of the City of Pembroke
- Chief Administrative Officer (EOC Director)
- Community Emergency Management Coordinator (CEMC)
- Upper Ottawa Valley OPP Detachment Commander
- Fire Chief
- Director of Operations
- Director of Parks & Recreation
- Director of Building, Planning, and By-law Enforcement
- Treasurer
- Emergency Information Officer
- Clerk
- System Administrator/Information Technology

All members of the MCEG are required to have designated alternates to respond if the primary member is unavailable. All responsibilities of the primary member extend to the alternate when acting in such a capacity.

Additional personnel may be called into the EOC to offer expertise and direction to the MCEG. Organizations to consider may include, but are not limited to:

- Medical Officer of Health
- Chief Building Official
- Human Resources Coordinator
- Manager of Operations
- Roads and Fleet Supervisor
- Utilities Supervisor
- President of Ottawa River Power Corporation
- Emergency Medical Services Director
- County of Renfrew Director of Social Services
- Red Cross
- Emergency Management Ontario

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

## 9. Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) is the location the Municipal Emergency Control Group (MECG) reports to and provides overall direction and support for the response. The location of the City of Pembroke's primary and alternate Emergency Operations Centers are listed in Annex C.

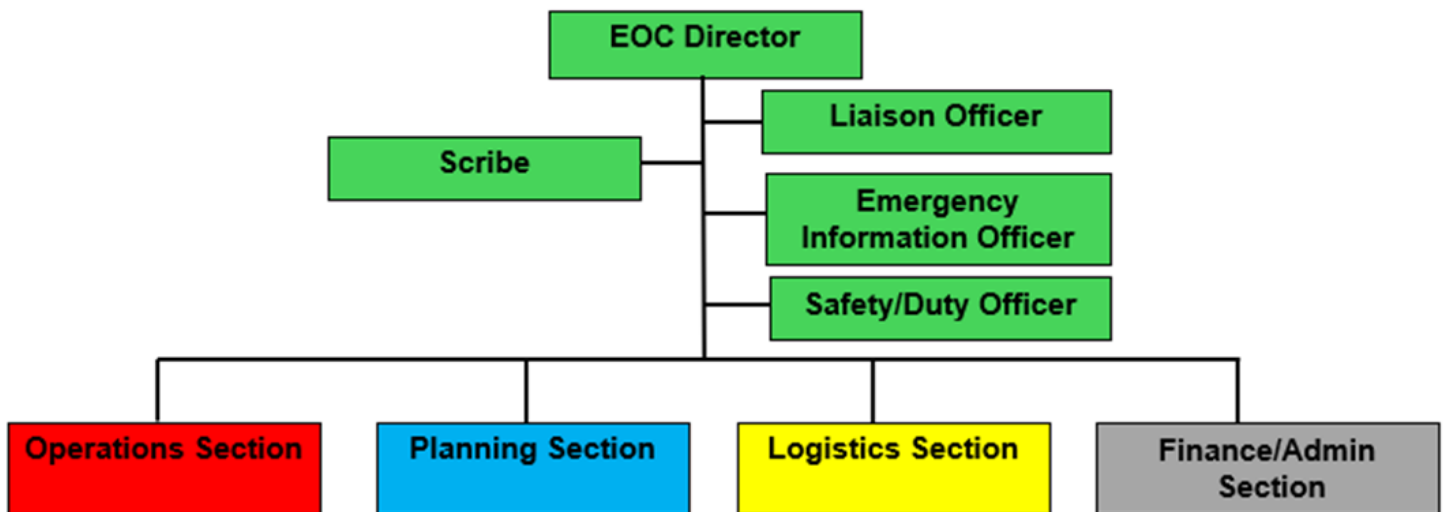
### 9.1 Functions of the Emergency Operation Center

Function	Role
<b>EOC Command</b>	Responsible for the overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk assessment and management procedures.
<b>Operations</b>	Responsible for coordinating all operations in support of emergency response through implementation of Incident Action Plans
<b>Planning</b>	Responsible for collecting, evaluating, disseminating information; developing the Incident Action Plan and maintaining all EOC documentation
<b>Logistics</b>	Responsible for providing facilities, services, personnel, equipment and materials
<b>Finance/Administration</b>	Responsible for financial activities and other administrative aspects.

## 9.2 Emergency Operations Center Organizational Structure



### City of Pembroke IMS Organizational Chart



## 9.3 EOC Procedures

The CEMC, with the assistance of other members of the EOC Staff, will ensure the EOC is operational as soon as possible, after the notification of the MCEG.

Upon arrival at the EOC, MCEG members shall:

- Sign in with the Safety/Duty Officer
- Set up and check all communication devices
- Open personal log, gather all IMS forms as outlined in Appendix Q
- Contact their own department/agency and obtain a status report
- Participate in the initial briefing
- Participate in planning the initial response/decision making process
- Communicate the decisions to department/agency staff
- Continue to participate in Operation Periods/Planning Cycles

Upon leaving the EOC, each MCEG member shall:

- Sign out with the Safety/Duty Officer, providing location and contact information while gone
- Fully brief any replacement or relief

Once the initial response is established, the Operations Section puts the initial decisions and plans in place. The MCEG functions most efficiently when operating within specific periods or cycles.

### 9.4 Operation Period/Planning Cycles

Emergency management is cyclical in nature. The Operation Period and Planning Cycles are how the MCEG manages emergency operations. The Operation Period and Planning Cycles include regular meetings to share information, discuss actions to be taken and/or issues to be resolved. Meetings are brief, free of interruptions, and must be disciplined to be effective.





The EOC Director shall determine the frequency of Operations/Planning meetings and chair all meetings. The Operation Period and Planning Cycle should reflect the pace of the emergency to effectively reach the objectives of supporting the emergency site and coordinating the overall response.

To keep meetings as brief as possible, the order of reporting shall begin with an Operational briefing (Operations Section), followed by Planning, Logistics, Finance, EOC Command staff and end with the approval of the Incident Action Plan for the next operational period.

The agenda of the meetings should consistently include:

1. Current status of each Section.
2. List of first priority issues.
3. Determination of decisions or actions for first priority issues.
4. List of second priority issues.
5. Determination of decisions or actions for second priority issues.
6. Discussion of emerging issues for future planning.
7. Determination of Key Messages for Emergency Information Officer.
8. Time of next operational period/planning cycle meeting.

Once meeting is complete, the Section Chiefs will disseminate the Incident Action Plan (IAP) or update to the staff and agencies reporting to them. During the time between meetings, the current IAP is implemented, while the Planning Section prepares the next IAP to be approved.

The Safety/Duty Officer shall maintain status boards and maps which will be prominently displayed and kept up to date as well as keeping detailed notes. Planning Cycles and Operational Periods are described in Annex Q.

## **10. Roles and Responsibilities of MCEG**

The roles outlined in this plan will be filled appropriately as determined by the emergency. Not all roles may be filled in small scale emergencies. During small emergencies, all responsibilities will remain with the EOC Director, Command Staff, or Section Chief as appropriate until delegated.

All members report to the EOC Director.



The members of the Municipal Emergency Control Group (MECG) will be responsible for the following actions or decisions required to support an effective emergency response:

- Implementing the City of Pembroke Emergency Plan in whole or in part to respond to an impending, potential or existing emergency
- Coordination and direction of community resources used to mitigate the effects of an emergency
- Ensuring the composition of the MECG is in line with the IMS structure used within the Province of Ontario and is appropriate to mitigate the effects of a given emergency, by determining which, if any ad-hoc members are required
- Coordinating and directing the functions of their assigned Section under the IMS structure
- Collaborate with other Section Chiefs to ensure services and actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law
- Advising the Mayor as to whether the declaration or termination of an emergency is recommended
- Advising the Mayor on the need to designate all or part of the city as an emergency area
- Advising the Mayor regarding request for assistance from the Province and the Federal Government
- Activating an Emergency Site Manager (ESM)
- Ensuring the provision of essential resources and services to support the ESM and the emergency response, as required
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger
- Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing businesses
- Arranging for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs
- 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 volunteers are required and if appeals for volunteers are warranted
- Ensuring that pertinent information regarding the emergency is collected, developed, and communicated the media and public



- Participating in interviews, press conferences, and public information sessions as required
- Determining the need to establish advisory sub-committees/working groups, as required, to work on specific problem areas related to the emergency
- Authorizing expenditures during the emergency; providing for cost accounting and facilitating cost recovery
- Notifying the service, agency or group under their direction, of the termination of the emergency
- Each member shall ensure a scribe is available to assist in documentation and production of required log.
- Maintaining a log outlining decisions made, and actions taken, related to the emergency, and submitting a summary of the log to the EOC Director and the CEMC within one week of the termination of the emergency
- Participating in the operational debriefing of the emergency, upon termination

Standard IMS Organizational Structure is outlined in Annex V.

### **10.1 Emergency Site Manager (ESM)**

The EOC relationship with the Emergency Site Manager is to offer support with equipment, staff and other resources, as required. The nature of the emergency shall dictate the City Department taking the lead role and may influence the filling of Section Chief roles.

The Emergency Site Manager shall communicate the aim and priorities of the emergency, needs and resources through the Operations Section Chief. The ESM shall also appoint a scribe as soon as practically possible. It is essential that the ESM maintain a log of all actions taken.

The Emergency Site Manager shall implement the IMS structure at the emergency scene. The senior representative for each responding agency at the site will consult with the Emergency Site Manager and work within the IMS structure to offer a coordinated and effective response. Operational Periods and Planning Meetings, mirroring those held within the EOC, will be held at the site and chaired by the Emergency Site Manager to assist the EOC in establishing the aim and priorities of the emergency.

The EOC will also ensure that the municipal services are maintained to the rest of the community.

## **10.2 Mayor**

The Mayor, as Head of Council, is responsible for:

- Providing overall leadership in responding to an emergency
- Declaring an emergency
- Terminating an emergency
- Request assistance from neighbouring municipalities and/or from senior levels of government, when required
- Contact Member of Parliament and Member of Provincial Parliament regarding declaration and termination of emergency
- Notifying Emergency Management Ontario of the declaration of emergency and termination of the emergency
- Ensuring the members of Council are advised of the declaration and termination of the emergency and are kept informed of the emergency
- Approving, in conjunction with EOC Director, all key messages, major announcements, and media releases
- Maintain a personal log
- Participating in post-emergency debriefing sessions

## **10.3 Chief Administrative Office / EOC Director**

The Chief Administrative Officer shall be referred to as the EOC Director for the City of Pembroke during emergencies and is responsible for:

- Activating the emergency notification system and the EOC if required
- Report to EOC and assume role of EOC Director
- Chairing the MCEG
- Ensuring liaison with the Upper Ottawa Valley OPP Detachment Commander regarding security arrangements for the EOC
- Coordinating all operations within the Emergency Operations Center, including initiating, maintaining and chairing the Operation Periods/Planning Cycle meetings; See Annex J for 6 Components of a MCEG Meeting
- Assigning Section Chiefs to fill the roles outlined in the IMS Organization Chart, as appropriate to the emergency
- Assigning staff to fill the roles of Command Staff within the IMS Organizational Chart, as appropriate to the emergency
- Advising the Mayor on policies and procedures, as appropriate

- Approving, in conjunction with the Mayor, all key messages, major announcements, and media releases; in the absence of the Mayor, approving all such messaging
- Ensuring that a communication link is established between the MEEG and the Emergency Site Manager (ESM)
- Calling out additional city staff to provide assistance, as required
- Ensuring all essential services of the City of Pembroke are maintained and that business continuity is minimally disrupted
- Maintain a master record of all major decisions, expenditures, actions and instructions issued; and
- Maintain a personal log
- Participating in post-emergency debriefing sessions

## **10.4 Command Staff**

### **10.4.1 Liaison Officer: Community Emergency Management Coordinator (CEMC)**

The Community Emergency Management Coordinator (CEMC) shall fill the role of Liaison Officer. The City of Pembroke Fire Chief is currently the primary CEMC under this plan. The Liaison Officer is the collector of information from all external agencies and collates vital internal information between operation periods and planning cycles. The Liaison Officer is responsible for:

- Activating the notification process of MEEG members, as directed
- Opening and preparing the Emergency Operations Center
- Report to EOC and assume role of Liaison Officer, working under the EOC Director
- Advise the Mayor regarding declaration of an emergency and notify Emergency Management Ontario of the declaration of emergency and termination of the emergency
- Participate in Operational Period/Planning Cycle meetings
- Liaising with EMO, its representative and the Provincial Emergency Operations Centre (PEOC)
- Responsible for the operational implementation of the Emergency Plan
- Advise the EOC Director between operational periods
- Ensures security is in place for the EOC
- Initial registration of MEEG members
- Providing information, advice and assistance to Section Chiefs of the MEEG on emergency management principles and the implementation of the Emergency Response Plan

- Supervising the telecommunications personnel (e.g. ARES)
- All communications and coordination between the EOC and external support agencies (e.g. St. John Ambulance, Canadian Red Cross)
- Ensuring that the Planning Cycles and Operational Periods are met by the MCEG, 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 keep MCEG informed of implementation needs
- Assist Emergency Information Officer with development of key messaging
- Monitors for Emergency Alerts
- Maintaining the records and logs for the purpose of the debriefs and post-emergency reporting that will be prepared
- Maintain a personal log
- Participating in post-emergency debriefing sessions

#### **10.4.2 Safety/Duty Officer: Clerk/Director of Building, Planning, and By-law Enforcement**

The Clerk and the Director of Building, Planning, and By-law Enforcement of the City of Pembroke shall act as alternate CEMCs if required. They shall report to the EOC Director and function in the role as Safety/Duty Officer within the Command Staff. The Safety/Duty Officer's responsibilities include:

- Assisting the EOC Director, as required
- Registration of MCEG members and maintaining member list, including location/contact numbers of members off site
- Participate in Operational Period/Planning Cycle meetings
- Providing direction to the EOC in relation to their Health and Safety, including monitoring health status of members and ensuring appropriate rest cycles and replacement
- Ensuring health and safety is maintained at the emergency site
- Ensuring that all members of the MCEG have necessary plans, resources, supplies, maps, and equipment
- Ensuring all important decisions made and actions taken by the MCEG are recorded
- Ensuring that maps and status boards are kept up to date
- Notifying the required support and advisory staff of the emergency, and the location of the Emergency Operations Center (EOC), as required

- Initiating the opening, operation and staffing of switchboard at the community offices, as the situation dictates, and ensuring operators are informed of MECCG members' telephone numbers in the EOC
- Arranging for printing of material, as required
- Coordinating the provision of clerical staff to assist in the Emergency Operations Center, as required
- Upon direction by the Mayor, ensuring that all council are advised of the declaration and termination of declaration of the emergency
- Upon direction by the Mayor, arranging special meetings of council, as required, and advising members of council of the time, date, and location of the meetings
- Participating in post-emergency debriefing sessions
- Maintain a personal log.

#### **10.4.3 Emergency Information Officer (EIO)**

The Emergency Information Officer is the direct link between the EOC, the media and the public. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the information provided to the public for possible inaccuracies. The Mayor and EOC Director, shall approve the release of all incident related information.

The EIO will report directly to the EOC Director and work as a member of the Command Staff during an emergency. Responsibilities include:

- Working with the Command Staff to develop key messaging for public and media
- Participate in Operational Period/Planning Cycle meetings
- Determine communication requirements and in conjunction with IT, establish and supervise the EOC communications network
- Activate a means of providing the public with information during an emergency through:
  - Utilization of all types of media
  - By means of information centers
  - Public Inquiry Telephone Line 613-735-6821 ext. 1999
- In conjunction with IT, set up and staff public inquiry line(s)
- Gather, process and disseminate information from various emergency services
- Consult with EOC Director on the need for news briefings and conferences, the granting of media interviews, and status of media monitoring

- Recommend responses to media misinformation or rumour
- Establish and maintain linkages with provincial, county and industry media officials, as appropriate
- Arrange for media facilities and coordinate interviews and press conferences under the direction of the EOC Director
- Prepare self-help information for rapid distribution
- Keep the public informed of all relevant, approved information
- Keep the EOC Director, Section Chiefs and emergency site personnel updated on relevant information, especially any other information received from the public, media or other EIOs
- Provide public relations support at the emergency site(s) if required
- Monitor media coverage of the emergency
- Update City's social media outlets
- Assume the responsibility of supervising citizen inquiries
- Participating in post-emergency debriefing sessions
- Maintain a personal log.

## **10.5 Operations Section Chief**

The Operations Section Chief is responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Responsibilities of the Operations Section Chief shall include, but are not limited to:

- In consultation with EOC Director, Command Staff and other Section Chiefs, establish tactical objectives
- Implement the Incident Action Plan
- Participate in Operational Period/Planning Cycle meetings
- Coordinates and delegates tasks to the Operations Section and the Emergency Site Manager as necessary
- Responsible for all activities focused on reduction of the immediate hazard and to safeguard human life and property
- Establishes situational control
- Restores normal operations
- Coordinates logistical needs of ESM and communicates to Planning Section
- Participates in post-emergency debriefing sessions
- Maintain a personal log



This role under the IMS Structure may be filled by any member of the MCEG and is dependant on the emergency. Below are some possible candidates to fill the role of Operations Section Chief.

### **10.5.1 Upper Ottawa Valley OPP Detachment Commander**

The Upper Ottawa Valley OPP Detachment Commander is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Ensures security is in place for the EOC
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Establishes a site command post with communications to the EOC
- Depending on the nature of the emergency, assign the Site Manager and inform the MCEG
- Establishing an ongoing communications link with the senior police official(s) 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 the protection of life and property and the provision of law and order
- Providing police service in 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
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

### **10.5.2 Fire Chief**

The Fire Chief is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Notifying necessary emergency and community services, as required
- Establishes a site command post with communications to the EOC
- Participate in Operational Period/Planning Cycle meetings
- Depending on the nature of the emergency, assign the Site Manager and inform the MCEG
- Establish required perimeters within the emergency area
- In conjunction with OPP and other Emergency Services, establish the outer perimeter of the emergency to restrict access to all but essential emergency personnel
- Alert persons endangered by the emergency and coordinating evacuation procedures
- Ensuring the protection of life and property
- Provide the MCEG with information and advice on firefighting and rescue matters
- Establish an ongoing communications link with the senior fire official(s) at the scene of the emergency
- Inform the Mutual Aid Fire Coordinator if requesting additional resources through the Province
- Initiate mutual aid arrangements for the provision of additional firefighters and equipment, if needed
- Determine if additional or special equipment is needed and recommending possible sources of supply, e.g., breathing apparatus, protective clothing
- Provide assistance to other community departments and agencies and being prepared to take charge of or contribute to non-fire fighting operations, if necessary, e.g., rescue, first aid, casualty collection, evacuation
- Assist with the coordination and acquisition, distribution and scheduling of various modes of transportation for the purposes of transporting persons and/or supplies, as required
- Participates in post-emergency debriefing sessions
- Maintain a personal log.



### **10.5.3 Director of Operations**

The Director of Operations shall act as alternate CEMC if required and is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Notifying necessary emergency and community services, as required
- Establishes a site command post with communications to the EOC
- Participate in Operational Period/Planning Cycle meetings
- Depending on the nature of the emergency, assign the Site Manager and inform the MCEG
- Providing the MCEG with information and advice on engineering and Operation Department matters
- Establishing an ongoing communications link with the senior Operations Department official(s) at the scene of the emergency
- Ensuring liaison with the public works representative from the neighbouring community(s) to ensure a coordinated response
- Ensuring provision of engineering assistance
- Ensuring construction, maintenance and repair of city roads
- Ensuring the maintenance of sanitary sewage and water systems
- Providing equipment for emergency pumping operations
- Ensuring liaison with the Fire Chief concerning emergency water supplies for fire fighting purposes
- Consult with Logistics Section to provide emergency potable water, supplies and sanitation facilities
- Discontinuing any Operations Department 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
- Providing Operations Department vehicles and equipment as required by any other emergency services
- Provide direction on flood control, conservation and environmental matters and preventative action
- Assist with the organization and registration of volunteers during an emergency, as required



- Assist with the coordination and acquisition, distribution and scheduling of various modes of transportation for the purposes of transporting persons and/or supplies, as required
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

## **10.6 Planning Section**

The Planning Chief is primarily responsible for the maintenance of the ongoing incident action plan. The Planning Section Chief, with the assistance of the Safety/Duty Officer, has the responsibility to collect, collate and retain for secure storage a complete set of incident documentation including EOC attendance records, logbook records, master event log, incident action plans, all IMS forms, any documents received from internal/external partners, emails, photos, videos, maps, etc.

The Planning Section Chief is also responsible for:

- Coordinates the work of the Planning Section and is accountable to the EOC Director
- Collects, evaluates, validates, and disseminates incident situation information and intelligence
- Participate in Operational Period/Planning Cycle meetings
- Prepares status reports
- Displays situation information
- Responsible for all incident documentation
- Develops and documents Incident Action Plans
- Coordinates technical experts
- Participates in post-emergency debriefing sessions
- Maintain a personal log

This role under the IMS Structure may be filled by any member of the MCEG and is dependant on the emergency. Once the lead agency/Emergency Site Manager has been appointed, the Planning Section may fall under the scope of one of the positions outlined under 10.4 Operations Section Chief.

## **10.7 Logistics Section Chief**

The Logistics Section Chief coordinates units responsible for services and is accountable to the EOC Director. The Logistics Section Chief is responsible for all support requirements needed to facilitate effective and efficient incident management



and ensures the provision of facilities, transportation, supplies, equipment maintenance, fuel and food services. Other responsibilities:

- Participate in Operational Period/Planning Cycle meetings
- Participates in post-emergency debriefing sessions
- Maintain a personal log

This role under the IMS Structure may be filled by any member of the MECG and is dependant on the emergency. Once the lead agency/Emergency Site Manager has been appointed and the Operations Section Chief and the Planning Section Chief roles filled as dictated by the emergency, the Logistics Section Chief position should be filled by the Director of Parks and Recreation.

### **10.7.1 Director of Parks & Recreation**

The Director of Parks and Recreation's responsibilities may include:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role of Logistics Section Chief
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Provide the Section Chiefs of the MECG with information and advice on City facilities and recreation matters
- Providing resources/equipment for emergency as needed
- Ensuring liaison with the CEMC and Red Cross regarding the establishment and operation of evacuation and reception centres
- Coordinate/Collaborate with other Section Chiefs of MECG and any positions requiring assistance
- Lead volunteer coordination and organization, in conjunction with Red Cross
- Lead coordination and organization of sand bagging operations
- Coordinate and develop a basic recreation program, which would target various groups in the Evacuee Centers (children, youth, adults, seniors). Identify resources that would be necessary for this program
- Prepare and coordinate City facilities for emergency usage if needed
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

## **10.8 Financial/Administrative Section Chief**

The Finance and Administration Section shall be under the control of the Treasurer as Chief and shall coordinate with all Sections, primarily Planning, in the EOC and is accountable to the EOC Director. The Finance and Administration Chief shall track all costs associated with the emergency. They shall also be responsible for all WSIB claims, direct response costs, procurement, and:

- Participate in Operational Period/Planning Cycle meetings
- Participates in post-emergency debriefing sessions
- Maintain a personal log

### **10.8.1 Treasurer**

The Treasurer's responsibilities include:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role of Finance/Admin Section Chief or other role as assigned
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Responsible for the financial and administrative aspects of an incident including tracking personnel time sheets
- Provide financial and administrative expertise at the site
- Provide information and advice on financial matters as they relate to the emergency
- Liaise with the Treasurers/Directors of Finance of neighbouring communities
- Ensure records of expenses are maintained for future claim purposes
- Ensure prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency
- Coordinated with Logistics for provision of equipment and supplies not owned by City of Pembroke, if required
- Maintain and update list of vendors (including 24-hour contact numbers) who may be required to provide supplies and equipment
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

### **10.8.2 System Administrator/Information Technology**

The System Administrator reports primarily to the Finance and Administration Chief but may report to other Section Chiefs or Command Staff members as the emergency requires. The System Administrator is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role under IMS structure as assigned
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Determine communication requirements and in conjunction with the EIO, establish and supervise the EOC communications network
- In conjunction with the EIO, set up and staff public inquiry line(s)
- Assist EIO in set up of media facilities, interviews and press conferences under the direction of the EOC Director
- Providing information and advice on IT matters as they relate to the emergency to the EOC Director and Section Chiefs of the MCEG
- Initiating the necessary action to ensure that the City of Pembroke's telephone system functions as effectively as possible
- Alerting the EOC Director of an emergency or threat of an emergency that may involve the City's IT resources
- Ensuring the information technology needs of the EOC are met (telecommunications, smart board, facsimiles, computers, printers, networks, TV satellite communications, etc.)
- Develop Continuity of Operations Plan by identifying, prioritizing and re-establishing departmental services that have been damaged, reduced or suspended due to the emergency
- Participates in post-emergency debriefing sessions
- Maintain a personal log

### **10.9 Scribe**

The Scribe reports to the EOC Director and is responsible for:

- Coordinating with the Safety/Duty Officer to provide an accurate chronological written record of the incident
- Participate in Operational Period/Planning Cycle meetings
- Recording minutes during Operation Period/Planning Cycle meetings
- Flagging items for follow-up and/or reminder to the EOC Director or other Section Chiefs within the EOC



- Managing documents and any information turned over to the EOC Director
- Coordinating with Safety/Duty Officer and Planning Section Chief to manage any documents and any information turned over to Section Chiefs within the EOC
- Numbering pages and using the 24-hour clock
- Leading, coordinating and assisting scribes of Section Chiefs

It is highly recommended all Section Chiefs staff the position of scribe within their specific sections.

## **11. EOC Support/External Agencies**

With the assistance of the Liaison Officer, the EOC Director or Section Chiefs may call on the expertise of the following organizations: (this is not a comprehensive list of consultants that may be required during an emergency)

### **11.1 Red Cross**

In November of 2023, Council approved a report outlining a Just in Time Agreement with the Canadian Red Cross.

The Just in Time agreement is prepared ahead of time and would be signed at the onset of the emergency by the Head of Council and delivered to the Red Cross. The Just In Time agreement allows the municipality to choose a number of assistance options from the Red Cross.

Services can be requested dependent on the emergency and not all services may be required each time the agreement is enacted.

In January of subsequent years, the Just in Time agreement shall be reviewed and approved by Council.

The emergencies covered under a Just in Time Agreement would begin at their Level 2 (25 people affected) type of emergency. Below this number, affected individuals are assisted through the Red Cross' Personal Disaster Assistance (PDA) program. Contact the CEMC to activate the PDA program.

Once the number goes above 25, the Head of Council in consultation with the EOC Director, shall sign the pre-populated Just in Time agreement and activate Red Cross resources.

Upon activation, the Red Cross shall work directly with the Logistics Section Chief during an emergency. Responsibilities are to include:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer
- Activation of local Red Cross Emergency Response Plan upon notification
- Assume responsibility for operations of Evacuation Centers, done through coordination and collaboration with the Logistics Section Chief
- Assist Logistics Section Chief with preparation for Operational Period/Planning Cycle meetings
- Direct all requests for funds and expenditures to EOC Director and Finance Administration Section for approval
- Provide registration and inquiry services, if required
- Assume responsibility of Evacuation Center Manager
- Notify Evacuation Center Manager(s)
- Notify appropriate school board representatives(s)
- Provide assistance to Evacuation Center Manager(s) as required, especially provision of required goods and services
- Liaise with the Medical Officer of Health, about the health and well-being of evacuees situated in Evacuation Centers
- Appoint personnel to fill vacancies in Evacuation Centers that cannot be filled by volunteer services
- Liaise with Section Chiefs of MCEG in order to keep the MCEG informed of activities in the centers
- Stay informed of the status of the emergency and decisions made by EOC
- Liaise with the manager(s) to ensure continuity in operations and the information process – contact on an hourly basis
- Establish communications with Emergency Evacuation Center(s)
- Liaise with OPP regarding Evacuation Center security
- Determine what vehicles are available for the possible transport of supplies and materials
- Liaise with County of Renfrew Social Services to ensure the provision of assistance to any person or persons in need of food, shelter or clothing
- Participates in post-emergency debriefing sessions
- Maintain a personal log

## **11.2 Medical Officer of Health**

The Medical Officer of Health is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and assuming the role assigned
- Advising on all emergency health services
- Communicating with the Ontario Ministry of Health and the Ministry of Long-Term Care
- Establishing an ongoing communications link with the senior health official(s) at the scene of the emergency
- Providing advice on any matters, which may adversely affect public health
- Establishing an ongoing communications link with and coordinate all activities of Public Health Inspectors and Public Health Nurses, as dictated by the emergency and as directed by the appropriate Section Chief
- Providing authoritative instructions on health and safety matters to the public through coordination and collaboration with the EIO
- Assisting in coordination of response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and the Ministry of Long-Term Care policies
- Assisting Logistics Section in coordination of care of bed-ridden citizens and other individuals requiring assistance at home and in evacuee centres during an emergency
- Assisting Logistics Section with voluntary and private agencies, as required, for augmenting and coordinating public health resources
- Assisting Planning Section and Operation Section in all efforts to prevent and control the spread of disease during an emergency
- Notifying the Planning/Logistics Sections of the need for potable water supplies and sanitation facilities
- Assisting Logistics Section, Red Cross and Social Services Representative with health services in evacuee centres
- Participates in post-emergency debriefing sessions
- Maintain a personal log



### **11.3 County of Renfrew Director of Social Services**

The County of Renfrew Director of Social Services will perform the following responsibilities and duties:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and report to Logistics Section Chief
- Assist and provide direction for social services in the Reception Centre and the Evacuee Centres
- Providing information and advice to the EOC on social service matters of evacuees
- Advise on assistance available from external organizations, the Ministry of Children, Community and Social Services
- Assist Logistics Section with development and implementation of basic recreation program that would target various groups in the Evacuee Centres (children, youth, adults, seniors).
- Identify resources that would be necessary for this program
- Provide a list of childcare providers
- Direct all requests for social services' related expenditures to EOC Director and Finance Administration Section for approval
- Liaise with Red Cross and Health Services, through Logistics
- Maintain a personal log
- Participates in post-emergency debriefing sessions

### **11.4 Emergency Medical Services (EMS)**

The County of Renfrew Paramedic Service Director is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer assume role assigned, working under Section Chief
- Providing the MCEG with information and advice on treatment and transport of casualties
- Ensuring emergency medical services at the emergency site
- Provide support to Emergency Site Manager
- Establishing an ongoing communications link with the 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 MEGG if other means of transportation is required for large scale response
- Liaise with the receiving hospitals
- Liaise with the Medical Officer of Health
- Participate in post-emergency debriefing sessions
- Maintain a personal log.

### **11.5 Utility Representative – Ottawa River Power Corporation**

The Utility Representative of Ottawa River Power Corporation is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer assume role assigned, working under Section Chief
- Providing the Section Chiefs with information and advice on Ottawa River Power Corporation matters
- Monitoring the status of power outages and customers without services
- Providing updates on power outages, as required
- Liaise with the Emergency Site Manager
- Provide assistance and advice on temporary power measures
- Participate in post-emergency debriefing sessions
- Maintain a personal log.

### **11.6 Telecommunications (ARES) Coordinator, Emergency Communications Plan**

Upon implementation of the Emergency Response Plan, it will be important to ensure that communications are established between the emergency site and the EOC. In addition, communications may be required at various locations including evacuation centers, hospitals, and other key responding agencies.

This function shall fall within the scope of the ARES Coordinator. The Telecommunications Coordinator is a pre-designated Amateur Radio Emergency Services (ARES) operator and will report to the Liaison Officer under the EOC Command Structure. Section Chiefs and the System Administrator may provide assistance if required. The Emergency Telecommunications Coordinator is part of the initial Emergency Notification Procedure who in turn will call upon his or her contacts for further communications support, as required.

The Emergency Telecommunications Office is located adjacent to the EOC. It will be equipped by ARES with portable hand radios, battery back-up, two-way radio with the necessary channels to communicate with police, fire, EMS and the Emergency



Management Ontario. All messages are to be written on the Amateur Radio Message Forms and logged.

The Telecommunications Coordinator is also responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and report to Liaison Officer
- Activating the emergency notification system of the local amateur radio operators' group
- Coordinate with System Administrator on initiating the necessary action to ensure the telephone system at the community offices function
- Ensuring that the EOC is properly equipped and staffed with ARES personnel
- Collect, evaluate, and validate all information received and sent through ARES system
- Disseminate received information to Liaison Officer and as directed
- Address, through coordination with the System Administrator, any problems which may arise
- Maintaining an inventory of community and private sector communications equipment and facilities within the community, which could be used to augment existing communications systems
- Arranging to acquire additional communications resources during an emergency.
- Participate in post-emergency debriefing sessions
- Maintain a personal log

## **12. Emergency Information and Notification**

The MECG will inform the public as soon as practically possible of the emergency that is occurring or imminent and advise the public of appropriate actions and/or issue public warning messages.

Emergency information will be conveyed through local and social media. Warnings, notices and any other approved information prepared for release will also be posted on the City of Pembroke website.

In extreme circumstances, the City may consider the use of alternate forms of message delivery. Means of message delivery may include:



- Use of public alerting systems
- Door to door contact
- Emergency information lines

## **12.1 Alert Ready**

Alert Ready is designed to deliver critical, geographically specific alerts through cellular networks and over the television and radio. The Alert Ready system is developed in partnership with all levels of emergency management, Environment and Climate Change Canada, and the broadcast industry.

To trigger an Alert, the CEMC shall provide the following information to the PEOC:

- What is happening (the nature of the threat)
- Where it is happening (as precisely as is appropriate for the situation)
- What are the recommended actions to be taken by the public (evacuate, move to basement, close all doors and windows, etc.)

Alerts will then be distributed through the means described above.

## **13. Plan Maintenance and Review**

### **13.1 Plan Review**

The Emergency Response Plan for the City of Pembroke shall be reviewed annually, and where necessary, revised with input from the Emergency Management Program Committee and other partner agencies.

### **13.2 Plan Maintenance**

The City's Emergency Response Plan shall be updated on an as needed basis. These updates will usually occur as the result of After Action Reports at the conclusion of emergencies or exercises. Those with roles in the plan will be notified of any and all changes and provided with an updated plan.

Each time the plan is substantially amended, it will be brought forward to Committee for approval. Upon approval from Committee, the plan will be presented to Council for approval. Minor editorial revisions and updates to maintain the currency of the plan may be made without submittance of the plan to City Council for approval.