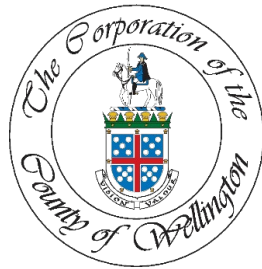


# EMERGENCY MANAGEMENT PLAN

FOR  
WELLINGTON COUNTY  
AND  
THE MEMBER MUNICIPALITIES



September 2020

Revised: January 2026

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# 1 REVISIONS TO THE EMERGENCY MANAGEMENT PLAN

Version	Date	Details	Initials
2020	Sep 2020	Added Sections 10,14,16,17	LD
2020.01	Dec 2021	Added Appendix C	CAS
2020.02	Jun 2022	Replaced Social Media Specialist with Communications Officer	CAS
2020.03	Oct. 2025	5-year annual review revisions include: 9.2, 9.3.5, 9.5.9, 10.7, 12.2.1, 12.2.1-12.4, 13.4, 13.5, 13.8, 13.8.1(vi), 15- for details see EMP Updates Report to Councils from October-November 2025  Updated Table of Contents and Formatting of document.	HM  AV
2020.04	Jan. 2026	Update wording throughout document – replacing and reference to: “Emergency Response Plan” or “Emergency Plan” to: “Emergency Management Plan”.	AV

## **2 BY-LAW NUMBERS AND AMENDMENTS TO THE EMERGENCY MANAGEMENT PLAN**

<b>DATE</b>	<b>BY-LAW #</b>	<b>PURPOSE</b>	<b>INITIALS</b>
Sep 14/20	075-20	Adopting By law-Wellington North	CS
Sep 8/20	2020-58	Adopting By law-Mapleton	CS
Sep 28/20	2020-38	Adopting By law-Centre Wellington	CS
Sep 15/20	20-31	Adopting By law-Erin	CS
Sep 21/20	49-2020	Adopting By law-Guelph/Eramosa	CS
Oct 6/20	2020-67	Adopting By law-Minto	CS
Sep 16/20	046-2020	Adopting By law-Puslinch	CS
Sep 24/20	5677-20	Adopting By law-County of Wellington	CS
Oct 27/25	2025-68	Adopting by law-Centre Wellington 2020.03	AV
Oct 28/25	2025-058	Adopting by law-Minto 2020.03	AV
Oct 28/25	2025-051	Adopting by law-Mapleton 2020.03	AV
Oct 29/25	2025-085	Adopting by law-Puslinch 2020.03	AV
Nov 3/25	39-2025	Adopting by law-Guelph/Eramosa 2020.03	AV
Nov 3/25	070-2025	Adopting by law-Wellington North 2020.03	AV
Nov 13/25	25-59	Adopting by law-Erin 2020.03	AV
Nov 27/25	5959-25	Adopting by law-County of Wellington 2020.03	AV

### 3 INTRODUCTION

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Emergency management in Ontario is a risk-based management approach and includes the following five components:

- a) **PREVENTION** – Actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures and critical infrastructure management.
- b) **MITIGATION** – Actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill.
- c) **PREPAREDNESS** – Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of Emergency Management Plans, service continuity plans and programmes, training and exercises, and public awareness and education.
- d) **RESPONSE** – The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or critical infrastructure.
- e) **RECOVERY** – The process of restoring a municipality including its residents, economy, environment, critical infrastructure to a new normal and considering opportunities to build back better. This may include the provision of financial assistance, re-building or repairing buildings and critical infrastructure, and/or restoration of the environment.

In Ontario, Municipalities are required to develop risk-based emergency management programmes consisting of prescribed elements that may include the five components of prevention, mitigation, preparedness, response, and recovery activities. In Ontario, these programmes generally include:

- Development of Emergency Management Plans and may include development of Risk-based Emergency Management Plans and Service Continuity Plans;
- Training for members of Municipal Emergency Control Groups (MECG and herein after referred to as MECG), support staff, and partner agencies and organizations;
- Public awareness and education on municipal risks to public safety and on personal preparedness for emergencies.
- Conduct exercises to test all or portions of the Emergency Management Plan and/or specific procedures of the municipalities and/or its partner response agencies developed to enhance the policies of this plan.

Municipal emergencies or disasters are distinct from routine operations carried out by emergency response agencies such as police, fire and ambulance or municipal departments such as Public Works/Infrastructure Services. The duration, scale, impacts, and jurisdictions involved along with the increase in resources and personnel required to respond, can result in a complex emergency requiring a coordinated effort on the part of a number of agencies both public and private.

## 4 HAZARD IDENTIFICATION AND RISK ASSESSMENTS (HIRA)

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The purpose of completing a HIRA is to assess potential risks/hazards that could result in a community wide emergency/disaster. The HIRA helps to identify priorities for prevention, mitigation, preparedness, response, and recovery from risk/hazards. This process can provide information to guide Municipal Councils, their Land Use Planners, residents, and Emergency Management professionals to take action to reduce future losses. (Methodology Guidelines 2019, OFMEM).

Wellington County and its Member Municipalities use the 2019 & 2025 Provincial Hazard Report and support Methodology Guidelines, as amended over time by the Province, as tools for the identification of Hazards and assessing their risks.

In order to be included as a hazard, as set out in the Provincial Emergency Management Hazard Report (2019), it must meet the following definition:

“A phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage,” and

It must also have the potential to meet one or more of the following criteria:

- Could affect the community’s capacity to respond;
- Could be significant damage or interruption to normal services/operations such that affected communities must use extraordinary or emergency resources;
- A declaration of emergency or activation of the MCEG is possible.

Risk is assessed based on exposure, vulnerability, and capacity wherein;

- Exposure includes an estimate of the population affected by the hazard;
- Vulnerability considers the conditions which may increase the susceptibility of the population or portions of the population to hazards; and
- Capacity considering the opportunities for the Municipality and its residents, and assets to prevent, mitigate, prepare, respond to, and recover from the effects of the hazard.

The following lists the hazards the County and Member Municipalities have identified and assessed as part of their emergency management programmes. This list is not inclusive and is not in any particular order of priority.

- Tornados
- Floods (Drayton and Harriston have the greatest risks)
- Blizzards and ice storms
- Human Health emergencies including a pandemic
- Energy emergencies such as electricity, natural gas, oil, and fuel
- Cyber threats
- Dam failures
- Hazardous materials released at a fixed site or during transportation
- Explosions and fires
- Foreign animal disease outbreak

- Water emergencies – Water emergencies include risks to public and private drinking water supplies from spills and other contaminants entering vulnerable areas of municipal drinking water supplies including Well Head Protection Areas (WHPAs), Surface Water Intake Protection Zones (IPZs) and Issues Contributing Areas (ICAs), and water quantity threats.
- Terrorism and sabotage
- Building or structural collapse of a public building

As part of their emergency management programmes, Municipalities may develop Hazard Specific Response Plans to provide additional response capabilities/capacities and responsibilities to handle the hazard/risk. These plans may include additional information relating to prevention, mitigation, preparedness, response, recovery, and specific information for required emergency management programme elements such as training, exercises, and public education.

## 5 AIM

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The aim of the Emergency Management Plan (herein after referred to as “The/A Plan”) is to make provisions for the actions a Municipality may take to deploy resources, equipment and services, and identify responsibilities to guide a Municipality and its response partners through a coordinated municipal emergency response, declared or not, in order to;

- protect the health, safety and welfare of residents, businesses, and visitors,
- safeguard critical infrastructure,
- protect the environment,
- ensure future economic vitality, future resiliency and reduce vulnerabilities.

## 6 LEGISLATIVE AUTHORITY

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Section 3 of the Emergency Management and Civil Protection Act (herein after referred to as “the Act”) requires every municipality to have a Plan. The Act is also the primary enabling legislation for the formulation of the Plan. Section 3 of the Act states that, **“every municipality shall formulate an Emergency Management Plan governing the provisions 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”**.

The Act and the passage of Municipal By-laws will provide the legal authority for the Plan. A copy of this plan is also filed with the Ministry of Emergency Preparedness and Response.

## 7 ACTION PRIOR TO DECLARATION

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When an emergency has occurred, but an emergency has not been declared, Council and/or the employees of the County or a Member Municipality may take such action necessary to respond to protect the lives and property of the residents of the Municipality. Such actions must not be contrary to law and should be within the Service, Department or Agency’s mandate as set out in the Plan.

## 8 DECLARATION OF EMERGENCY

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The Act provides the Head of Council of a municipality the authority to declare a Municipal Emergency. Section 4 of the Act states that 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**”. Municipalities will appoint at least one member of Council to fulfill this responsibility and other responsibilities set out in this Plan, in the absence of the Head of Council.

A signed emergency declaration by the Head of Council shall be sent to the following:

- The Minister of Emergency Preparedness and Response through the Provincial Emergency Operation Centre (PEOC)
- The County Warden (if a local emergency)
- County Ward Councilors for the impacted municipality
- Heads of Council of Member Municipalities
- Neighbouring municipalities
- The local Member of Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- The public, through the media, with the assistance of the Emergency Information Officer (EIO)

### 8.1 Orders

Section 4 permits the Warden of the County or the Mayor of a Member Municipality to issue orders upon making an emergency declaration to expedite the emergency response to:

- i) implement the Plan;
- ii) protect property; and
- iii) protect the health, safety, and welfare of residents.

In the case of an order being issued by the Warden of the County of Wellington, the Warden will consult with the Mayors of the Member Municipalities (Joint MECG/ Emergency Operations Centre (EOC)) prior to issuing any orders.

All orders issued will be circulated to those individuals/agencies that received a copy of the emergency declaration listed above.

### 8.2 Municipal Emergency Declarations

Whenever an emergency occurs or threatens to occur, the initial and primary responsibility for managing the response is with the affected Member Municipality. The Member Municipalities will exercise and implement the Plan with respect to all municipal emergencies/disasters.

The Head of Council or designated alternate(s) has the authority to declare that an emergency exists within the whole or any part of the municipality. This decision may be made in consultation with other members of the MECG.

### **8.3 County Emergency Declarations**

- Initially, the County may respond to the emergency of a Member Municipality with support in the form of personnel and equipment. The Community Emergency Management Coordinator (CEMC) will act as liaison between the Member Municipality and the County.
- The Warden or CAO may activate the County's Emergency Notification System and the Emergency Operation Centre (EOC) to coordinate emergency support to the Member Municipalities for localized emergencies, such as a tornado or flood, affecting at least three or more Member Municipalities. Joint communication and response may be established through the Joint MECG/EOC policies set out in Section 9.2.
- Certain emergencies such as a Human Health Emergency/Pandemic, Foreign Animal Disease or large weather events may affect most, if not all the County. The County will respond to the emergency to ensure the continuation of County services, functions, and operations through its Service Continuity Plans. A Joint MECG/EOC will be established to provide primary municipal strategic decision making with respect to the emergency. This group may assemble in a County or Member Municipal EOC or establish a joint virtual EOC. Either the County or member MECGs may request consideration for the establishment of a Joint MECG/EOC as set out in Section 9.2. at any time.
- Where the Warden, in consultation with the County MECG, determines that the emergency, located within the boundaries of one or more member municipalities, is placing an extraordinary demand (personnel, materials and/or financial) upon the resources of the County, a County Emergency Declaration will be made.

### **8.4 Termination of Emergencies**

At any time, the Head of Council or Council may declare that an emergency has terminated. Once an emergency has been terminated, a copy of the signed emergency termination declaration shall be sent to the individuals and agencies listed in the beginning of Section 8.

## **9 MUNICIPAL EMERGENCY CONTROL GROUPS (MECG)**

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Regulation 380/04 of the Act requires each municipality to establish a MECG. The County and Member Municipalities have identified Municipal representatives to participate in their MECGs. The roles and responsibilities of the individual MECG members are set out in Section 9.3.

### **9.1 Municipal Emergency Notification Procedures**

Upon receipt of a warning that a real or potential emergency is imminent or occurring, any member of the MECG can request that the MECG be notified and placed on standby for further information or request that the EOC be activated. In some emergencies, assembling the MECG and activating the EOC may not be necessary, but it may be important to make members aware of a potential emergency, to update them on a situation, or gain their advice and expertise.

To notify the MECG and/or activate the EOC, MECG members should contact the following positions or agencies with appropriate information to initiate the activation.

- **Wellington County** – CEMC to activate notification through Emergency Management Software
- **Centre Wellington** – Infrastructure Call Centre
- **Erin** – Fire Chief (alternate CEMC) or alternate
- **Guelph/Eramosa** – Chief Administrative Officer (CAO) or alternate
- **Mapleton** – CAO or alternate
- **Minto** – CAO or alternate
- **Puslinch** – CAO or alternate
- **Wellington North** – CAO or alternate

Each municipality has its own notification procedures. Municipalities will test these procedures on a regular basis, and it is recommended that they be tested/used annually.

## **9.2 Joint Municipal Emergency Control Group (MECG)/Emergency Operations Centre (EOC) or Command Advisory (IMS) Team**

There are times when the County and Member Municipalities may be jointly impacted by the emergency and ensuring sharing of information, personnel and resources may be important to a coordinated response. If such circumstances occur, a Joint MECG/EOC/ Command Advisory Team (for an IMS response) may be formed/assembled. This decision shall be made in consultation with the Heads of Council, CAOs, Emergency Manager/CEMC and/or alternates of the affected municipalities. Once a decision is made to establish a Joint MECG/EOC/Command Advisory Team, the Heads of Council, CAOs and the Emergency Manager/CEMC may comprise the team members and/or determine the appropriate team composition to respond to the emergency including a review of emergency services and other support agencies' role in the emergency.

## **9.3 Responsibilities of MECG Members**

The following subsections list the members of the MECG and their responsibilities during an emergency. The members of the MECG may from time-to-time delegate a member of their staff to represent them during an emergency response.

### **9.3.1 Head of Council (Warden and/or Mayor)**

- Provide Leadership in the EOC operations.
- Declare an emergency as provided by the Emergency Management and Civil Protection Act.
- May terminate an emergency.
- Ensure that Council is kept informed of the Municipality's response to the emergency declared or not declared. The Warden, Mayor or alternate is Council's representative for the emergency response in the EOC. They will liaise with other Council members regularly to keep them informed of the situation and provide information for residents.
- Liaise with other municipal Wardens/Mayors regarding the emergency as required.
- Establish a communication link with the Municipality's Emergency Information Officer.
- Act as the Community Spokesperson.
- Coordinate all media inquiries regarding the emergency operation with the Emergency Information Officer.
- Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.2 Senior Administrative Municipal Official**

- i) May fulfill the role of Emergency Operations Centre (EOC) Director under IMS.
- ii) Responsible for activating the EOC.
- iii) Ensure continuity of Municipal services, functions and operations of the municipality and if affected, determine efforts needed to restore services in consultation with Department Heads, Senior Management Team, etc.
- iv) Arrange for additional EOC support staff as required.
- v) Advise Head of Council/alternate and MECG on administrative matters, Council policies and procedures.
- vi) Working with the CEMC, ensure that required individuals and agencies are notified of the declaration and termination of an emergency.
- vii) Authorize implementation of Mutual Assistance Agreements in consultation with MECG.
- viii) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.3 Fire Chiefs**

- i) Establish a fire incident command post with communication link to the EOC.
- ii) If an emergency is fire related, appoint an Incident Commander and advise the EOC.
- iii) Establish communication link with senior fire officials at the emergency site.
- iv) Determine if additional fire resources are required to aid emergency site effort including the need for additional fire personnel and equipment.
- v) Ensure Mutual Aid Fire Agreement/Plan is activated if requested.
- vi) Assist Guelph-Wellington Paramedic Service with casualties as necessary if resources are available.
- vii) Liaise with the Ministry of the Environment, Conservation and Parks (MECP) and the Spills Action Centre when spills occur. Should a spill/contaminant occur within an identified vulnerable drinking water supply area as shown in Appendix B, Schedules B1 through B7 of this plan, ensure that the municipal staff responsible for drinking water supply and Risk Management Official are notified.
- viii) Liaise with the Fire Marshall's Office and other related fire department response partners.
- ix) As flood coordinator, liaise with Conservation Authorities on matters related to flooding.
- x) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.4 Senior Municipal Road Authority Official**

- i) If necessary, establish an incident command post with communication link to EOC.
- ii) Establish a communication link with senior roads staff at the incident.
- iii) Provide an incident commander(s) for the site, if required.
- iv) Advise on engineering, road design, resources, relating to the Municipal road infrastructure.
- v) Liaise with senior Public Works/Infrastructure Services officials from other road authorities including the County and the Province.
- vi) Ensure municipal resources, if available, are provided as requested.
- vii) Arrange for resources as requested by Incident Command and ensure a record/inventory of all supplies and equipment is maintained.
- viii) Assist OPP with traffic barricades; assist fire with evacuations as requested.

- ix) As flood coordinator, liaise with Conservation Authorities on matters related to flooding.
- x) Maintain municipal services provided such services could be maintained safely.
- xi) Arrange to have public or private utilities disconnected if public safety is affected or when directed by Incident Command within the site, or the EOC Director if outside the site.
- xii) Implement Department Service Continuity Plans.
- xiii) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.5 Senior Municipal Water/Waste Water Official**

- i) Mobilize materials, personnel and equipment to respond to an emergency and, if necessary, arrange for services from other municipalities or private contractors.
- ii) Provide advice and information with respect to municipal water resources, wastewater and provincial legislation, etc.
- iii) Liaise with the Ministry of the Environment, Conservation and Parks (MECP), Ontario Clean Water Agency, etc. with respect to water issues in the municipality.
- iv) Ensure well houses, water treatment facilities and infrastructures operate properly, and arrange for repairs as necessary.
- v) Arrange for the implementation of water contingency plans; boil water advisories, etc. as required in consultation with Wellington-Dufferin-Guelph Public Health (WDG Public Health) or designated representative and the MECP.
- vi) Arrange for equipment for emergency pumping operations.
- vii) Liaise with Fire concerning emergency water supplies for firefighting purposes.
- viii) Liaise with the Ministry of the Environment, Conservation and Parks (MECP) and the Spills Action Centre when spills occur. Should a spill/contaminant occur within an identified vulnerable drinking water supply area as shown in Appendix B, Schedules B1 through B7 of this plan, ensure that the municipal staff responsible for drinking water supply and Risk Management Official are notified.
- ix) Arrange for emergency potable water supplies and sanitation facilities to the requirement of WDG Public Health.
- x) Arrange for the discontinuation of any water service to any resident, as required, and ensure services are restored when appropriate.
- xi) Implement Contingency response plans and/or Service Continuity Plans.
- xii) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.6 Treasurer**

The responsibilities of the Municipal Treasurers are set out in Section 11 – Financial Considerations for Municipal Emergencies. In addition to these responsibilities, Municipal Treasurers are members of the MECG. The following roles are specific to Treasurers as members of the MECG;

- i) May take on the role of Administration and Finance Chief under IMS.
- ii) Provide information and advice on financial matters and information systems as they relate to the emergency and the effects on the municipality.
- iii) Implement Department Service Continuity Plans.
- iv) Liaise, if necessary, with Treasurers from County and Member Municipalities.
- v) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.7 Social Services Administrator**

The Social Services Administrator is a member of the County of Wellington MCEG but provides Emergency Social Services support to Member municipalities as requested. Details of the Emergency Social Services can be found in Section 13 – Emergency Evacuations and Emergency Social Services Response.

The main responsibilities of the Social Services Administrator during an emergency are:

- i) Upon notification that a shelter or reception centre is in the process of being set up, will provide advice and guidance with respect to the overall management of the shelter. The Social Services Administrator or alternate may take on the role of Shelter Manager or may appoint a staff person to this role.
- ii) Will implement the Memorandum of Agreement with the Canadian Red Cross (Red Cross), as required.
- iii) Liaise with partner agencies such as WDG Public Health, Red Cross, St. John Ambulance, Salvation Army, and service groups to set up, manage, and disassemble the reception/shelter facilities.
- iv) Activate Mutual Assistance Agreements with partner agencies and various service and supply agreements, as needed.
- v) Implement Department/Division Service Continuity Plans.
- vi) Maintain a log of all expenditures and invoices and submit them to the Administration and Finance Chief.
- vii) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.8 Wellington Terrace Administrator**

- i) The Administrator is a member of the County of Wellington MCEG.
- ii) Coordinate with Province, WDG Health Unit and Guelph Wellington Paramedic Services on all matters relating to Long Term Care and response during the emergency.
- iii) Oversee/maintain appropriate service levels for Wellington Terrace during internal and external emergencies.
- iv) Maintain a log of actions taken and decisions made or arrange for a scribe.

### **9.3.9 CEMC**

- i) Is the Liaison Officer under IMS.
- ii) Ensure that proper communications are in place for the EOC.
- iii) Ensure attendees of the EOC are registered.
- iv) Liaise with the Provincial Emergency Operation Centre (PEOC) and OFMEM Field Officer.
- v) Ensure that supplies (Emergency Management Plan, resources, supplies, pens, maps and equipment) necessary to conduct emergency operations are available and ready for use.
- vi) Provide advice and clarification about the Emergency Management and Civil Protection Act, implementation of the Emergency Management Plan and other Municipal response plans and procedures.
- vii) Liaise with Wellington Social Services and community support agencies.

- viii) Prepare after action reports for the review and approval of the MCEG and for reporting to Councils about the emergency response and recommended improvements.
- ix) Maintain a log of actions taken and decisions made or arrange for a scribe.

#### **9.4 Emergency Operations Centre (EOC) Support Staff**

The following staff may be required to attend the EOC to provide support, logistics and advice.

##### **9.4.1 Scribe (Main Event Log or Personal Activity Log)**

- i) Maintains Main Event Log during operation of the EOC.
- ii) Assist any member of a MCEG/IMS response team with their personal activity logs.

##### **9.4.2 Human Resources Administrator**

- i) May be appointed to the Logistics Section of IMS.
- ii) Consult with partner agencies to coordinate outreach and counselling services for staff affected by the emergency.
- iii) Assist with the set-up and staffing of the volunteer registration centre.
- iv) Arrange for the tracking of volunteers.
- v) Implement Emergency HR Policies.
- vi) Implement Emergency redeployment strategies.
- vii) Implement Service Continuity Plans.
- viii) Maintain a personal activity log of actions taken.

##### **9.4.3 Manager, Purchasing and Risk Management Services**

In the event of a countywide emergency, the Purchasing and Risk Manager may take on the role of Logistics Chief or Security and Risk Management Officer or both.

Duties will include the following:

- i) Arrange for equipment, personnel and materials as directed.
- ii) Ensure proper tracking of equipment, personnel, and materials.
- iii) Notify the County's Insurers of the events and provide appropriate documentation.
- iv) Coordinate and assist HR with the volunteer registration and volunteer placement needs.
- v) Maintain a personal activity log of actions taken.

##### **9.4.4 IT Services Support Staff**

- i) Member of the Logistics Section of IMS
- ii) Ensure that the EOC's have connectivity to the municipality's computer network, including internet for additional communication support.
- iii) Source and provide equipment and staff resources as necessary to support municipal emergency operations, the Emergency Operation Centre and/or staff redeployment/alternate working arrangements including, but not limited to, software systems, email and internet and hardware.
- iv) Assist with any other information technology needs.
- v) Implement Service Continuity Plans.
- vi) Maintain a personal activity log of actions taken.

#### **9.4.5 Municipal Official Responsible for Facilities**

- i) Member of the Operations Section under IMS
- ii) Ensure departmental notification is set up and that staff are trained.
- iii) Responsible for the set-up of a municipal facility as a reception/shelter/warming/cooling centre, including scheduling available municipal staff and/or arrange for assistance from Wellington County Social Services to manage the emergency service. A minimum of two municipal staff and/or volunteers must be available to operate the facility.
- iv) Responsible for ensuring Municipal recreational facilities are closed as required by the emergency
- v) Responsible for the safe re-opening of Municipal facilities closed because of the emergency.
- vi) Maintain a personal activity log of actions taken.

#### **9.4.6 Facilities Manager**

- i) Liaise with Public Works/Infrastructure Services regarding weather conditions and the possibility of road closures.
- ii) Implement facility set up procedures and inspect equipment/supplies. Municipalities may make available a policy regarding the set-up, use and running of the temporary warming centre.
- iii) Check booking schedule and notify users of closure to normal operations.
- iv) Arrange for immediate registration of attendees.
- v) Provide information about the municipal facilities.
- vi) Liaise with Logistics to arrange for security at the centre once established.
- vii) Maintain a personal activity log of actions taken.

#### **9.4.7 Legal Counsel**

Provide legal advice, as requested, to the MCEG or any member of the MCEG as they apply to the actions of the County and their response to an emergency.

### **9.5 Supporting Agencies, Boards, Services and Organizations**

The following agencies, boards, services, and organizations may be requested to assist at the emergency site and/or the EOC.

#### **9.5.1 Wellington OPP**

- i) Maintain law and order within the community.
- ii) Notify and assist relevant emergency services, as required.
- iii) Establish an incident command post, as required.
- iv) Alert persons endangered by the emergency and coordinate evacuation procedures, as necessary.
- v) Establish inner and outer perimeters around the emergency site.
- vi) Notify the Coroner of fatalities and provide assistance with respect to the collection, security and identification of deceased persons, and notification of next of kin.
- vii) Ensure the timely and accurate dissemination of information and instructions to the public, in coordination with local emergency management officials.
- viii) Undertake and manage, in concert with any other police action relating to the incident, investigations into criminal acts that have been committed or suspected.

- ix) Provide traffic control to facilitate the movement of emergency vehicles.
- x) Liaise with other municipal, provincial, and federal agencies, as required.
- xi) Provide security to Incident and Incident Command Post, Emergency Operation Centre and any other areas deemed appropriate in consultation with the MCEG.
- xii) Establish communication with other municipal departments to arrange for additional supplies and equipment when needed, e.g., Barriers and flashers, etc.

### **9.5.2 Guelph-Wellington Paramedic Service (GWPS)**

- i) Establish communication with the Incident Commander. Consider presence at Command Centre. Respond to EOC if established.
- ii) Provide for overall coordination of “Emergency Medical Response” to an emergency.
- iii) Provide for and maintain Emergency Medical Services at the incident.
- iv) Directly liaise with Site Coordinator.
- v) Assess and determine need, request, and coordinate deployment of “on-site Medical Teams.”
- vi) Establish and maintain open link communications with Central Ambulance Communications Centre (CACC).
- vii) Liaise with WDG Public Health “Incident Manager”.
- viii) Update reporting to WDG Public Health and Ministry of Health and Long-Term Care designate.
- ix) Provide technical assistance to WDG Public Health with assessment of resource needs.
- x) Determine resource availability and coordinate deployment to emergency site (i.e., air ambulance, multi-patient buses, support units, paramedics, etc.).
- xi) Procure and approve supply purchases.
- xii) Ensure appropriate patient allocation to receiving medical facilities and efficient distribution of patient load.
- xiii) If required, appoint GWPS Incident Commander.
- xiv) Liaise with allied agencies, home, and community care, for information regarding invalids or disabled citizens that may reside in an area to be evacuated.
- xv) Assist in the coordinated effort for the transport of persons in health care facilities, nursing homes, homes for the aged, etc. in need of evacuation.
- xvi) Activate Critical Incident Stress Management (CISM) Team.
- xvii) Participate in debriefing and assisting the CEMC in the preparation of the Incident Report.

### **9.5.3 Wellington-Dufferin-Guelph Public Health (WDG Public Health)**

- i) Participate in Municipal Emergency MCEG meetings.
- ii) WDG Public Health will activate the WDG Public Health Emergency Management Plan and Incident Management System when warranted.
- iii) Will maintain a communication link with Wellington County during emergencies.
- iv) During a human health emergency/pandemic, WDG Public Health will establish a unified command incident response with the affected municipality.
- v) During a municipal water system emergency, WDG Public Health will establish a unified command incident response with the affected municipal water department.

- vi) Provide information/instructions on public health risk reduction for the public which municipalities can distribute on their own social media platforms.
- vii) Consult on the safe disposal of biohazardous and other infectious/hazardous material.
- viii) Coordinate vaccine management and implement mass immunization plan as required.
- ix) Provide advice to affected municipal department(s) or response group(s) on potability of emergency water supplies and sanitation facilities as required.
- x) Liaise with the Provincial Government (i.e., Ministry of Health, Ministry of Long-Term Care, Ministry of Labour, Training and Skills Development, Ministry of the Environment, Conservation and Parks, Ontario Health, Public Health Ontario etc.)
- xi) Consult with Coroner on temporary morgue facilities.
- xii) Fulfill legislative mandate of the Medical Officer of Health (MOH) as outlined in relevant provincial legislation, such as the Health Protection and Promotion Act, and Ontario Public Health Standards, and related protocols.
- xiii) Provide direction on any matters that may adversely affect public health.
- xiv) Liaise with the public sector, voluntary and private agencies as needed (i.e., Family Health teams, Hospitals, School Boards, Red Cross, VON, etc.).
- xv) Liaise with Social Services Administrator or designated alternates on preventing human health risks in evacuation centres in areas of, safe food preparation, infection control practices, water quality, accommodation space, and sanitation.
- xvi) Keep a record of all WDG Public Health activities including actions taken and decisions made.
- xvii) Participate in debriefings as required.

#### **9.5.4 Local Hydro Utility**

- i) Provide information and advice regarding available hydro services.
- ii) Provide alternate emergency hydro supplies where necessary and practical.
- iii) Discontinue hydro services as requested or required.
- iv) Restore interrupted services on a priority and volume basis.
- v) Liaise with the Fire Chief, Senior Municipal Roads Official, Water and Wastewater Officials and other Senior Municipal Staff.
- vi) Ensure the emergency routes are clear of power lines for safe ingress and egress to the emergency site.
- vii) Advise Head of Council, Senior Administrative Official and the Emergency Information Officer of any hydro related safety precautions that need to be conveyed to the public because of the emergency at hand or because of decisions made to respond to the situation.
- viii) Maintain a log of daily planning meetings and actions taken.

#### **9.5.5 Amateur Radio Emergency Services (ARES) Emergency Coordinator or Alternate**

The ARES Emergency Coordinator will be deployed by and report to the CEMC and will be responsible for the following:

- i) Activate emergency notification procedures of the Wellington Amateur Radio Emergency Services operators.
- ii) Ensure that the emergency telecommunications centre is properly equipped and staffed to work to correct any problems that may arise.

- iii) Maintain an inventory of community and private sector communications equipment and facilities that could be used to augment existing communications equipment.
- iv) Arrange for additional communication resources during an emergency.
- v) Maintain a personal activity log of actions taken.

#### **9.5.6 Hospitals**

In Wellington County, there are three hospitals: Louise Marshall, Palmerston, and Groves Memorial. The Wellington Health Care Alliance collectively administers them. During an emergency, the hospitals are responsible for the following:

- i) Implementing their Emergency Management Plans.
- ii) Coordinate and liaise with GWPS and WDG Public Health.
- iii) Notify and liaise with the Home and Community Care Support Services Waterloo, Wellington, when a significant incident is identified.
- iv) GWPS and WDG Public Health will inform the MECGs of concerns and needs of the hospital during municipal emergencies and if necessary, work with the MECGs to arrange for assistance as may be required.

#### **9.5.7 School Boards**

The Upper Grand District School Board and the Wellington Catholic District School Board are responsible for most of the elementary and secondary schools in Wellington County. It is expected that the Boards, in the event of a municipal emergency or disaster will implement the following roles:

- i) Implement Emergency Management Plans and evacuation plans of the board and the schools as necessary.
- ii) During normal business hours, the municipality will be responsible for contacting the school and school boards to advise of a potential or occurring emergency within the municipality. With respect to potential weather emergencies, monitoring weather conditions will be the responsibility of the Board and their School Transportation Services. As weather emergencies have been rated as high probability by municipalities in Wellington County, it is expected that the boards and schools will undertake measures to adequately prepare and if necessary, respond to a weather event.

The Upper Grand District School Board and the municipalities have agreed to the use of the following schools as potential reception/evacuation centres:

- Centre Wellington District High School
- Erin District High School
- Minto Clifford Public School
- Norwell District Secondary School
- Wellington District Secondary School

The Town of Minto and the Upper Grand District School Board have signed an agreement setting out the use and arrangements of a portion of the Minto Clifford Public School during declared or undeclared emergencies.

### 9.5.8 Conservation Authorities

Conservation Authorities are responsible for the following:

- Monitor watershed conditions and preparing forecasts for potential flooding.
- Issue flood messages as required. These messages may be issued at any time of the year and may be as follows:

#### **Water Conditions Statement:**

Water Safety Statements are issued to make the public aware that rising water levels, melting ice, unsafe banks in and along rivers and streams could make them unsafe for recreational users. Flooding is not expected with this statement. Flood Outlook Statements provide an early notice that flooding is possible based on current weather forecasts.

#### **Flood Watch:**

A Flood Watch message provides an early warning that flooding is likely to occur along specified watercourses or throughout a municipality. The public, municipal officials and emergency services in these areas should be prepared to implement their Emergency Management Plans.

#### **Flood Warning:**

A Flood Warning is issued when flooding will happen or is happening along specified watercourses or throughout a municipality. These messages may state the amount of flooding that is expected and may include specific actions to be taken by the public, municipal officials and emergency services, such as closing roads and evacuations.

### 9.5.9 Source Water Protection Plans

Under the Clean Water Act, 2006, multi-stakeholder committees with the support from the local source protection authorities developed Source Water Protection Plans. Many of the Source Water Protection Plans include policies that recommend municipalities update their Emergency Management Plans to identify vulnerable areas of municipal drinking water supplies, the risks posed to these areas by spills or unauthorized discharges, and to ensure that policies and procedures are in place to be able to respond to emergencies in these vulnerable areas.

Appendix B Drinking Water Vulnerable area map schedules may be replaced from time to time based upon approvals by the Ministry and approved changes in the County of Wellington Official Plan.

The location of these vulnerable areas as shown on Appendix B Schedule B1 through B7 of the Emergency Management Plan include areas within 100 metres of a municipal well, two years and five-year travel times, issue contributing areas, wellhead protection area for quantity and intake protection zones. Alternatively, the County of Wellington's Explore Wellington mapping contains additional information for twenty-five years' time of travel and other approved and draft vulnerable areas including future municipal well locations. The Explore Wellington mapping will be updated as new information becomes available and should be considered more up to date than the schedules. The Common Operating Picture also contains locations of the vulnerable areas and the travel times accordingly.

### **9.5.10 Risk Management Official (RMO)**

If a municipality is concerned that a vulnerable municipal drinking water supply may have been affected by a spill or contaminated, the municipal Fire Department, Water Department and/or Public Works/Infrastructure Services Department staff may request the assistance of the RMO to assist with assessing potential impacts to the sources of municipal drinking water, and further, if a municipal response is required to a spill or contamination of drinking water supplies, the RMO may be requested to attend the EOC to provide advice and information.

Under their requirements for DWQMS, Municipal Water and Wastewater agencies/departments have developed policies to respond to emergencies. The Water and Wastewater municipal departments in the County of Wellington have created an ad hoc Interoperability Committee who meets on a regular basis to develop consistence procedures for responding to unprecedented water and wastewater situations and to assist each other in such situations. The RMO participates on this ad hoc Committee.

## **10 EMERGENCY MANAGEMENT RESPONSE IN THE EOC**

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For most emergencies, Wellington County and Member Municipalities will use the Provincial Incident Management System (IMS) to respond to an emergency at the site and in the EOC. Tactical response to an emergency is the responsibility of the site Incident Command. Site support, strategic response including management of emergency information both internal and external, service continuity of municipal operations, and management of response activities outside of the site perimeter such as the operation of reception centres/shelters is the responsibility of the EOC.

### **10.1 Emergency Operations Centre**

When notified of an emergency, the primary or alternate EOC may be activated. Alternatively, depending on the emergency, a virtual EOC consisting of an EOC software tool, messaging tool, emails, intranet services, or other electronic means may be used instead of meeting in the EOC.

### **10.2 Operational Period**

In most emergencies, the EOC will establish an operational period. This period consists of an agreed specified planning cycle for meetings, reporting and work schedule.

### **10.3 Operational/Planning Meetings**

Operational/Planning meetings are the most important step in the operational period. Equally important is that the meetings be brief, focused and plan oriented. The purpose of the Operational Meeting is to hear updated information on the emergency response with the goal of preparing an Incident Action Plan (IAP) to be implemented by the EOC Director with the assistance of staff.

### 10.4 Incident Action Plans (IAP)

Every coordinated response where the MECG is monitoring and supporting the response should include the preparation of an IAP. The IAP provides all incident supervisory personnel with emergency response objectives, strategies, tactics, and directions for achieving them. It may also include (among others) resources, structures, as well as safety, medical and telecommunications instructions; it may be spoken or written. It is recommended that a written (on paper or digitally) IAP be prepared whenever an EOC is operating.

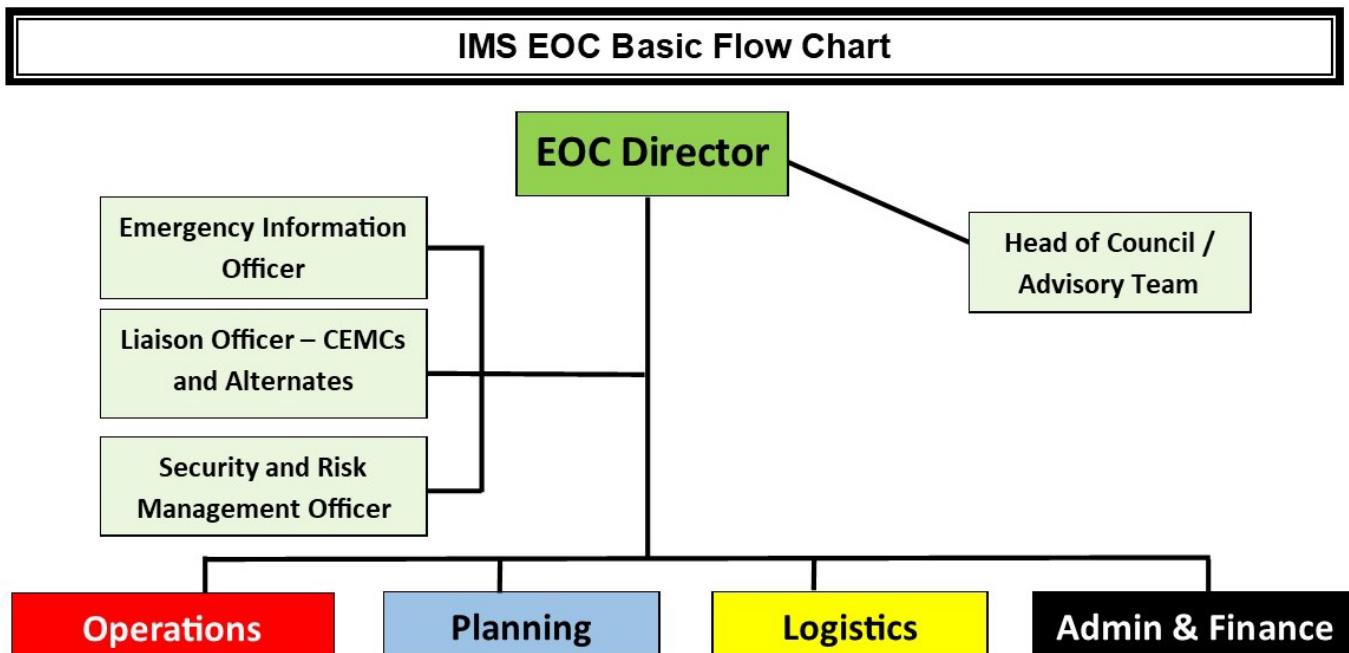
The steps in the IAP process include:

- i) Assess Situation – Obtain situation reports from involved agencies
- ii) Identify Goals and Objectives of the response
- iii) Assign Priorities
- iv) Assign Tasks
- v) Consider Resource Needs
- vi) Finalize plan, Approve, and Implement
- vii) Monitor Plan – Future Meeting

The plan must be communicated to everyone at the end of each meeting.

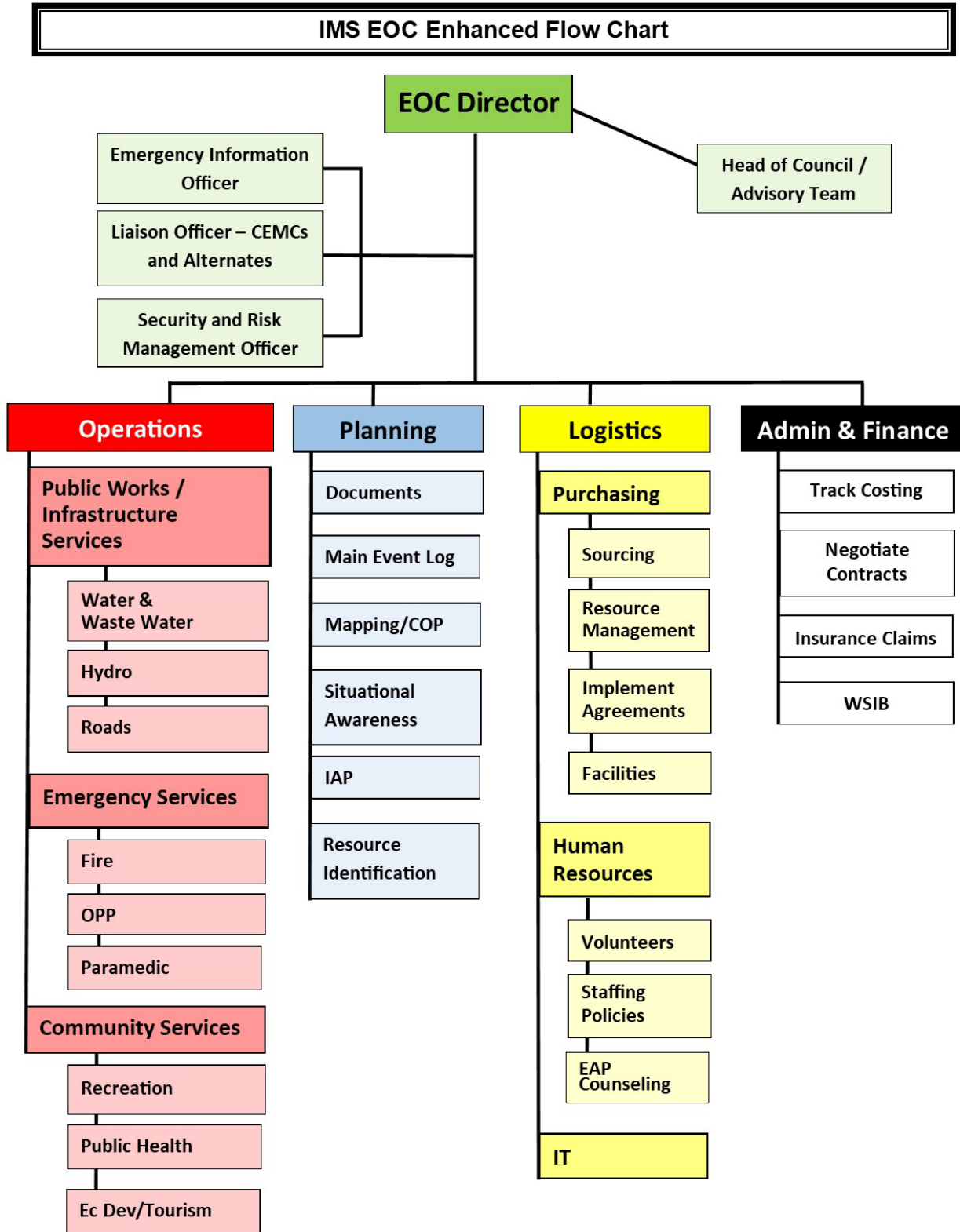
### 10.5 EOC Organizational Chart/IMS Structure

The following diagram represents the basic Incident Management System Structure. This model may be used with or without the declaration of an emergency. In the EOC, the CAO or senior official will fill the role of EOC Director.



### 10.6 Enhanced System Flow Chart

The following diagram represents a sample of how the Incident Management System model in Section 10.5 may be expanded for use during complex, multi-jurisdictional municipal emergencies over an extended period. It is expected that this model would be used during a municipal emergency declaration.



## **10.7 EOC Director**

The following is a list of some of the responsibilities of the EOC Director. The EOC Director may consult with the MECG (or Joint MECG/EOC/Command Advisory Team) at any time and may delegate these responsibilities to other EOC staff.

- i) Activate the Emergency Management Plan.
- ii) Assemble the IMS/MECG Team.
- iii) Conduct operational briefings.
- iv) Authorize an Emergency Information Centre, if required.
- v) Authorize a Reporting and Inquiry Centre such as 211, if required.
- vi) Authorize, as delegated, expenditure of money required to deal with the emergency.
- vii) Authorize the movement/use of personnel, equipment and resources.
- viii) Authorize and direct the use of municipal resources within delegated authority.
- ix) Arrange for extra resources (personnel and equipment) to be utilized (e.g., private contractors, industry, volunteer agencies, service clubs, church groups, etc.).
- x) Request assistance from and/or liaise with various levels of governments and any other public or private agency
- xi) Authorize activation of Mutual Assistance Agreements.
- xii) Implement a recovery strategy.
- xiii) Participate in post-emergency debriefings and assist with preparation of reports.

## **10.8 EOC Command Staff**

The EOC Director may be assisted by a Security/Risk Management Officer, Emergency Information Officer(s) and Liaison Officer and if necessary, by General Staff comprised of the Operations Section Chief(s), Logistic Section Chief(s), Planning Section Chief(s), Finance and Administrative Section Chief(s). The EOC Director will determine the scale of the IMS model and will reassess throughout the duration of the incident.

### **10.8.1 Emergency Information Officer**

The Emergency Information Officer is responsible for ensuring the timely dissemination of information to the media. Refer to the Emergency Information Plan in Section 12.2. for more details.

### **10.8.2 Security and Risk Management Officer**

Ensure security measures for the EOC are in place and that municipal risk management practices are applied during the response.

### **10.8.3 Liaison Officer**

In most cases, the Liaison Officer will be the CEMC. The Liaison Officer acts as the link between the EOC Director, and other organizations involved in the emergency response. Some of the specific responsibilities of the Liaison Officer are;

- i) Coordinate with organizations not represented to request support and assistance.
- ii) Provide briefings to organization representatives about the response operation.
- iii) Maintain an up-to-date list of supporting and cooperating organizations.

## **10.9 Operations Section**

The Operations Section is responsible for:

- i) coordinating the flow of information to and from all response operations (municipal departments and partner response agencies) and the EOC Director,
- ii) supporting response operations by directing resources requested from the EOC to the appropriate locations such as an evacuation centre or the site,
- iii) Ensure implementation of EOC tasks as set out in the IAP.

## **10.10 Planning Section**

The Planning Section is responsible for the internal management of emergency information and ensures information is shared effectively among staff in the EOC, within the municipal organization, and with Incident Command. Responsibilities of the Planning Section include;

- i) Collecting, collating, evaluating and disseminating incident information.
- ii) Maintaining situational awareness through the use of mapping tools available (paper or GIS).
- iii) Preparing and documenting the IAP for each operational period including medium and long-range strategic emergency response for the municipality.
- iv) Maintain incident documentation including the main event log.
- v) Identify resource needs and/or assigned to the incident.

## **10.11 Logistics Section**

The Logistics Section is responsible for resource management and acquires all supporting resources for the EOC and its emergency operations, and for sourcing resources requested by the site Incident Command. These may include facilities, services, personnel, transportation, supplies, fuel, equipment, food service, communications, and medical. Staff are responsible for tracking usage and current locations of these same items.

Logistics and Planning work closely together to identify needed resources; Logistics and Finance/Administration Sections work together closely to contract for, and purchase required resources.

Responsibilities of the Logistics Section may include:

- i) Ordering, obtaining, maintaining, distributing, and accounting for resources.
- ii) Providing telecommunications/IT services and resources.
- iii) Ordering EOC food and refreshments.
- iv) Setting up and maintaining EOC incident facilities.
- v) Providing support transportation.

The Risk and Purchasing Manager may fill the role of the Logistic Chief or designated alternate for the County. Member municipalities may designate a representative of Public Works/Infrastructure Services and/or Treasury to fulfill this role.

## **10.12 Administration and Finance**

The responsibilities of the Administration and Finance Section are set out in Section 11 – Financial Considerations for Municipal Emergencies.

## **10.13 Incident Command**

The emergency site may identify an Incident Commander from the first agency or lead agency at the emergency and this person will assume the overall decision-making responsibility at the emergency site for all agencies involved. Responsibility for Incident Command may change from one organization or jurisdiction to another based on required expertise or the scale of the incident.

In large municipal emergencies, where this plan is activated, a Unified Command Structure comprised of the representatives from key agencies involved in the emergency may be used. The agencies involved in the Unified Command may be added or scaled back depending upon the type of emergency and its severity. For example, in a flood situation it may include Public Works/Infrastructure Services, Fire, Police and community support agencies such as Victim Services and Red Cross. Each agency at the emergency incident will be responsible for appointing a representative to participate in the Unified Command.

### **10.13.1 Responsibilities of Incident Command**

Incident Command is responsible for the overall coordination of all operations at the emergency site including but not limited to:

- i) Assess the situation.
- ii) Establish appropriate communications.
- iii) Ensure that objectives, priorities, tasks, and tactics are established to contain and mitigate the emergency.
- iv) Establish an incident command post.
- v) Establish an inner and outer perimeter around the emergency site, as required.
- vi) Ensuring that all are aware of personnel, material, and human resources available to mitigate the emergency.
- vii) Maintaining a communications link with the Senior Municipal official at the Emergency Operations Centre.
- viii) Coordinate with key personnel and officials.
- ix) Appointing an On-Site Media Spokesperson upon consultation with the Senior Municipal Officer and the Emergency MECCG, as required.
- x) Appoint a scribe, as needed.
- xi) Ensuring that all responsible organization commanders meet on a regular basis to update each other on individual organization actions and progress made, to share information, to set common priorities, to set common objectives and determine what additional resources may be required.

## **11 FINANCIAL CONSIDERATIONS FOR MUNICIPAL EMERGENCIES**

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During municipal emergencies the tracking and maintenance of emergency related expenditures for items such as staff timesheets, equipment purchases and rentals, cost of implementing emergency contract and agreements, handling insurance claims, and submitting funding requests is important. The documenting can assist with the funding request to the Province and provides a record for Council of the true cost of the emergency response.

The following are the main financial considerations of a Municipality during an emergency:

- i) Establish appropriate emergency General Ledger accounts and procedures to maintain accurate records of all emergency-related expenditures. This should be established prior to emergency events.
- ii) Establish a process/procedure for tracking staff time and equipment usage relating to the emergency response.
- iii) Submit insurance claims for the municipality for emergency related matters.
- iv) Track necessary expenditures/costs resulting from the implementation of a Mutual Assistance Agreement.
- v) Negotiate contracts for emergency-related purchases and rentals.
- vi) Assess and track capital costs required to rebuild or repair municipal infrastructure.
- vii) Monitor sources of funding and prepare claims for submission to the Ministry of Municipal Affairs and Housing for funding under the Municipal Disaster Recovery Assistance Program.
- viii) Analyze the impact of the emergency on the municipal budget.
- ix) Prepare a final report for Council.

### **11.1 Donations Management**

Donations in an emergency may include services, funds, and material. Managing donations includes collecting, storing, dispensing, and accounting of donations. Financial donations are the preferred donation method for municipalities. The monies may be collected and distributed as needed in the Community rather than obtaining donated items, which can be difficult to manage and may not meet the needs of those affected by the emergency.

For this purpose, Municipalities may want to consider establishing a process for collecting and handling financial donations related to a municipality emergency. Some possible options include a donation bank account, or a Go Fund Me page.

The County of Wellington and the Canadian Red Cross have entered into an agreement for accessing Red Cross Services during large-scale emergencies/disaster. One of the services that Red Cross can provide is to assist with the management of In-Kind Donations. Municipalities interested in accessing the services of the Red Cross through the agreement can request this through the CEMC or the Social Services Administrator.

### **11.1.1 Provincial Funding Opportunities for Emergency Incidents**

The Province of Ontario administers two Disaster Recovery Programmes. The Programmes are known as the Disaster Recovery Assistance for Ontarians and the Municipal Disaster Recovery Assistance Program. Detailed information about programme eligibility, eligible expenses and programme application guidelines are available on the Ministry of Municipal Affairs and Housing website. The following is a brief description of the two programmes.

### **11.1.2 Disaster Recovery Assistance for Ontarians (DRAO)**

The Disaster Recovery Assistance for Ontarians Programme is open to homeowners (primary residence only) and residential tenants, small owner-operated businesses, small owner-operated farms, and not-for-profit organizations. The programme is administered by the Province and may be activated by the Minister of Municipal Affairs after a sudden, unexpected natural disaster such as a flood or tornado. A Municipal declaration is not required to activate this programme. Municipalities are encouraged to advise the Ministry of the situation as soon as practical.

Disaster Recovery Assistance for Ontarians (DRAO) provides assistance for emergency expenses and costs to repair or replace essential property; however, it is not a replacement for insurance. Insurers must be contacted first and documentation must be provided detailing the amount and reason any portion of the damage or loss is not covered under insurance.

Eligible expenses are separated into three main categories:

- i) Emergency Evacuation/Relocation and Living Expenses;
- ii) Emergency Measures, Cleanup, Disinfection and Disposal Expenses;
- iii) Repair and Replacement Expenses.

Homeowners and residential tenants, small business owners, farmers, and not-for-profit organizations may apply directly to the Province within 120 calendar days after the Ministry announces the programme has been activated. Following activation of the program, application forms will be made available on the Ministry of Municipal Affairs and Housing website or will be made available at municipal offices and other locations in communities affected by a natural disaster.

The Ministry of Municipal Affairs and Housing (MMAH) coordinates a Provincial Disaster Assessment Team (PDAT). The purpose of the PDAT is to inform the Minister of Municipal Affairs and Housing's decision to activate the DRAO programme.

### **11.1.3 Municipal Disaster Recovery Assistance Programme (MDRAP)**

MDRAP helps municipalities that have incurred significant extraordinary costs because of a sudden, unexpected, and extraordinary natural disaster. Eligible expenses may include;

- i) Capital costs to repair public infrastructure or property to pre-disaster condition, and,
- ii) Operating costs over and above regular budgets that are necessary to protect public health, safety, or access to essential services.

Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred.

Mitigating risks and preparing for disasters are a Municipality's responsibilities, and Municipalities are expected to take reasonable precautions to ensure the health and safety of residents and for managing risks. The purpose of this programme is to alleviate financial hardship when costs are so extensive that they exceed the capacity of the affected municipality to manage. Municipalities are responsible for covering the upfront costs associated with natural disasters and should have a plan in place to cover up to three percent of Own Purpose Taxation.

Incremental costs associated with the event must be demonstrably linked to the disaster and eligible costs incurred must be at least equal to three per cent of a municipality's Own Purpose Taxation levy. To apply to the programme, Council must pass a resolution requesting consideration under the programme and submit an initial claim along with required supporting documentation within 120 calendar days from the date of the onset of the natural disaster.

The cost sharing formula under this programme is based on a sliding scale and is applied when eligible costs are at least equal to three per cent of the municipality's Own Purpose Taxation levy. The Own Purpose Taxation levy refers to the total taxes a municipality is eligible to collect to fund its own budget, less certain adjustments, and is intended as a measure of the municipality's financial capacity. The following table demonstrates the cost sharing arrangement.

#### 11.1.4 Provincial and Municipal Cost-Sharing

Cost-sharing formula applied if eligible costs meet or exceed three per cent OPT levy and the programme is activated	Provincial Contribution	Municipal Contribution
Eligible costs up to 3% of Own Purpose Taxation levy	75%	25%
Eligible costs exceeding 3% of Own Purpose Taxation levy	95%	5%

#### 11.1.5 Federal and Provincial Funding Grants

From time to time, there are Federal and/or Provincial Grants that become available for Municipalities to access for emergency management programmes. Examples are the former Federal Joint Emergency Preparedness Programme (JEPP) and more recently the Federal National Disaster Mitigation Programme (NDMP).

During emergency recovery phases or during emergency programme planning by the Municipal Emergency Management Programme Committee, there may be opportunities to access such funding. The decision to apply for the funding is Council's on the recommendations of the EM Programme Committee and/or Municipal Staff. These funding applications are usually overseen by the Municipal Treasurers.

The CEMC can assist municipalities with investigating funding options related to Municipal Emergency Management Programmes and in particular funding directed at prevention, mitigation, preparedness, response, and recovery.

## 12 COMMUNICATIONS PLAN

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### 12.1 Telecommunications

A vital and integral part of any emergency management operation is communication, particularly between the EOC and Incident Command. In certain situations, such as large-scale municipal emergencies, the ability to communicate effectively and efficiently with each other is vital. The ability for all emergency response personnel both on and off site to talk and understand each other effectively using interoperable and integrated communications is paramount.

Radio Communications are least susceptible to damage or interruption in times of emergency. For the most part, emergency response services/agencies depend upon their own stand-alone radio systems to communicate. Opportunities for integrated radio communications among Fire, Paramedics, Public Works/Infrastructure Services, and the EOC is available.

Other forms of telecommunication such as cellular phones, email, internet, and digital messaging systems may be used to supplement or enhance emergency tele-communications between EOC, Incident Command, outside agencies and municipalities. Care will be required when using alternate forms of communication to ensure security of information disseminated.

Amateur Radio Emergency Services (ARES) may be available to provide support communications or emergency communications should other forms fail. The roles of ARES are outlined in Section 9.5.5.

The use of wireless messaging systems such as chat groups may be used as a means of communication particularly when geography, weather conditions or other situations inhibit safe travel or safety of members within an EOC. In these situations, the establishment of a virtual EOC should be considered and the use of wireless messaging communication may be an important consideration and communication tool. There are various options available for Municipalities to establish chat groups internally or collectively across the County. These messaging conversations will form part of the legal record of the response activities and will be copied and saved for documentation purposes.

### 12.2 Emergency Information Plan

The coordination and distribution of timely, factual information to the public is an important and critical task of the Municipality at all times but particularly during municipal emergencies. The roles and responsibilities of specific municipal personnel are outlined in the following sections.

**Mission Statement:** Wellington County is a great, safe place to live, work and play. The County and Member Municipalities value the safety and well-being of the people who live, work, and play in Wellington. Having an effective and coordinated response to emergencies to safeguard the well-being of people, places and environment is our mission.

### 12.2.1 Emergency Information Staff

The following sections outline the responsibilities of the Emergency Information Officer (EIO), Municipal Spokesperson and /Communications Officer.

The designated EIOs (staff positions) for Wellington County and the Member Municipalities are as follows:

- **Centre Wellington** – Manager of Strategic Initiatives and Communications
- **Erin** – Senior Communications Officer
- **Guelph/Eramosa** – Deputy Clerk with assistance from County Communications staff
- **Mapleton** – Manager of Community Services
- **Minto** – Deputy Fire Chief
- **Puslinch** – Communications and Committee Coordinator with assistance from County Communications staff
- **Wellington North** – Deputy Fire Chief
- **County of Wellington** – County Communications Manager

The OPP Media Officers may coordinate with the Municipal EIOs during municipal emergencies to offer support and coordination of messaging.

#### 12.2.1.1 Responsibilities of the Emergency Information Officer (EIO)

- i) Reports to the EOC Director.
- ii) Responsible for the gathering, coordinating, analyzing, disseminating, and monitoring emergency information through various distribution methods to the media and public.
- iii) Disseminate emergency information based upon municipal procedures and protocols.
- iv) Share media information with County Council, Department Heads, the Media, and appropriate agencies (e.g. WDGPH, school boards as appropriate). (The Liaison Officer (CEMC) would share information with the member municipality's CAO's and EIO's).
- v) Works closely with and advises the Municipal Spokesperson about emergency messaging and will provide information to the Communications Officer for posting on the County's website (media releases and emergency pop up web page) and social media. (Local municipalities are responsible for their own social media/website posting)
- vi) Establish contact with media coordinators from neighbouring municipalities, jurisdictions, provincial and federal governments including MPs and MPPs, private industry, the public and support agencies such as Wellington OPP, Guelph-Wellington Paramedic Services and Wellington-Dufferin-Guelph Public Health, as necessary.
- vii) Monitor all print, radio, television, internet and social media feeds to ensure information released to the public is factual and relevant to the needs of the municipal response. The EIO may delegate the monitoring of media feeds to the Communications Officers or to other Communications staff as required.
- viii) Maintain copies of all emergency information documentation.
- ix) Maintain or appoint a scribe to maintain an activity log of all personal actions taken during the emergency.

Wellington County and Member Municipal EIOs work closely during municipal emergencies to support one another and to coordinate the dissemination of municipal messaging.

#### **12.2.1.2 Responsibilities of the Municipal Spokesperson**

The Warden and Mayors or designated alternate may act as the Municipal Spokesperson during a community wide emergency, or they may appoint an expert spokesperson depending upon the emergency. The Municipal Spokesperson's responsibilities include:

- i) Participate in interviews, media conferences, and photograph sessions as requested in consultation with the Emergency Information Officer.
- ii) Establish an appropriate communication link with the EIO and ensure all media inquiries are directed to the EIO.

#### **12.2.1.3 Responsibilities of the Communications Officer**

- i) Organize and manage the County's emergency page on the County's website during an emergency or a severe winter weather event.
- ii) Post information on the County's website and social media feeds with information provided by the EIO.
- iii) Monitor social media feeds from County and member municipalities, neighbouring municipalities, partner agencies, and retweet and share posts, as necessary. This will ensure that information on social media is consistent and coordinated.

### **12.3 Coordination of Emergency Information**

#### **12.3.1 Member Municipalities with a dedicated EIO**

During emergencies affecting a member municipality, the member municipal EIO is responsible for all media releases, social media posts, coordinating interviews, preparing the spokesperson, monitoring the media, etc. The County Communications Team will share social media posts from the member municipality such as the opening and location of warming/cooling centres, shelters, operation of EOCs and other appropriate information as required.

#### **12.3.2 Member Municipalities without a dedicated EIO**

During emergencies affecting a member municipality without full-time communications staff, the County Communications team will offer support and assistance to the member municipality including the following:

- The Wellington County Communications team, as requested, may be responsible for drafting content for media releases, social media posts, for coordinating media interviews, preparing the spokesperson, monitoring the media, etc.

The Member Municipality will be responsible for posting the information to their website and social media sites.

### **12.3.3 Emergencies affecting Wellington County Facilities and Operations**

For all closures or service disruptions of Wellington owned facilities, services and operations such as but not limited to Roads, Libraries, the Museum and Archives, Child Care and Learning Centres, and Solid Waste Services, the County Communications team is responsible for the messaging and member municipalities are encouraged to retweet and share information posts for their residents.

Wellington County Communications does not post any road closure information affecting Provincial Highways, Wellington County Roads, or local roads on social media. During the winter maintenance season (November to April approximately) the Wellington Communication team directs the public to Municipal 511 for road closures. The public is also encouraged to follow OPP's West Region Communications the X Feed for up-to-date information on road closures in Wellington as closed by OPP.

### **12.3.4 County-Wide Emergencies**

During large countywide situations such as snowstorms, blizzards, and ice storms, coordinating emergency information among all municipal EIO's is necessary to ensure that the release of information affecting all residents and businesses in the County is consistent. All messaging related to municipally owned facilities, roads, operations etc., will remain the responsibility of the owner municipality and other municipalities are encouraged to share relevant information.

The County Emergency Management Division maintains an up-to-date listing of all municipal Emergency Information Officers and Communications Officers in Wellington. This list is shared with all of the EIO's.

## **12.4 Emergency Information Centre**

In some emergencies, particularly large, complex, multi-jurisdictional emergencies, the establishment of an Emergency Information Centre may be helpful and necessary to manage and coordinate emergency information. The Emergency Information Officer may recommend to the EOC Director the need for a Centre. Municipalities have identified locations for Emergency Information Centres should one be required. The Emergency Information Officer will manage the Centre, and any staff assigned to it.

In some large-scale emergencies, where it would be helpful to manage the coordination of external emergency information, a Joint Emergency Information Centre may be established virtually or at a facility and managed with EIO's from responding organizations and agencies. Examples of emergencies where it may be advantageous to operate a Joint Emergency Information Centre may include Human Health Emergencies, a Foreign Animal Disease emergency, or a widespread natural disaster.

### **12.4.1 Emergency Site Information**

In many emergencies, media personnel will request pictures of the emergency site, and interviews with senior emergency officials. In such cases, it may be necessary to establish an Emergency Site Information Centre in consultation with the Incident Commander (IC). The IC will be responsible for the decision to establish a centre and to identify its location. The IC may also appoint a site Spokesperson.

#### **12.4.2 Dissemination of Emergency Information**

The EIO is responsible for the dissemination of information to external audiences such as the media and public through sources identified in Section 12.4.3.

The lead for providing information regarding municipal actions such as the opening and closing of warming/cooling centres, facility closures and service disruptions, will be the owner (municipality) and the Municipality's EIO will be responsible for the initial distribution of emergency information. Other municipal EIOs will monitor the situation and share information to support the impacted municipality(ies). If several municipalities are involved in the same emergency, EIOs should connect and coordinate common messaging either virtually or using a joint Emergency Information Centre.

In some emergencies, pre-scripted messages are available, and all municipalities should use these pre-scripted messages.

In addition to the public, there may be external response partners that should receive information. It is the responsibility of the EOC Director with the assistance of the Liaison Officer to disseminate appropriate and necessary information to external sources. These include but are not limited to:

- Evacuation/Cooling/Warming Centres
- Provincial Emergency Operation Centre and Provincial Ministries
- Emergency Services
- Non-governmental and Volunteer Organizations

The EOC Director is also responsible for ensuring appropriate information about the emergency is shared internally with Municipal Departments, staff, and Council.

#### **12.4.3 Methods of Emergency Information Distribution**

There are many methods for distributing information during emergencies to the public. The following are various tools that municipal EIOs and EOCs may use to disseminate emergency information.

##### **12.4.3.1 Website/Social Media**

A municipality's website can be an effective tool for communicating emergency information. It can be used to provide up-to-date information from the Municipal EOC or from Lead response organizations. Municipalities may post media releases and fact sheets/backgrounds on their websites. Mass email notifications can be sent out through the website to those that have subscribed to this service.

Most municipalities use social media to provide information to the public and to share and coordinate emergency information among the County and Member Municipalities. Social media has become an effective tool during emergency responses.

##### **12.4.3.2 Media Releases**

May contain key information about the incident or emergency. Media releases are usually no more than a page in length and are written in a specific format. Each municipality will use their own media release template. Social media posts should reference media releases when these are available.

### **12.4.3.3 Interviews**

Interviews are one-on-one discussions between the media and the Municipal Spokesperson or Site Incident Command or their delegates during an emergency. Interviews may be conducted face-to-face or over the telephone. The EIO should work with the media to arrange the interview and to pre-determine the questions/topics that the media will ask during the interview.

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##### **12.4.6.4 Town Hall meetings**

During an emergency response and/or recovery, Municipalities may hold Town Hall meetings, virtually using a variety of methods such as TV, radio, Social Media, or other available electronic methods or in a facility, with residents to provide information about the response, resident actions and information to assist recovering from the emergency. Town Hall meetings are usually led by either the Warden or Mayors and may include response partners or representatives from other levels of government such as MPs and MPPs.

##### **12.4.6.5 Site Visits/Media Pools**

During emergencies, media often request an opportunity to visit the site(s) of the emergency. It is important to consider this request and accommodate them as much as possible. The arrangements for site visits need to be approved by the site Incident Commander (IC). The EIO should make the request to the IC who will coordinate the timing and details of the media site visits including appointment of a site Spokesperson, what the media is allowed to photograph, what areas of the site can be visited, safety requirements/needs for media traveling through the site, and when and how long the visit will last.

Media may need to assemble and be escorted to the site. The EIO and/or Emergency Personnel assigned by the IC will escort the media at the site. In some cases, the IC may limit the number of media on site. The media will arrange among themselves the details of those attending and the arrangements for sharing information gathered at the site.

#### **12.4.6.6 Fact Sheets/FAQs**

These are pre-written detailed information usually one to two pages in length. Fact sheets usually provide information on actions that can be taken during certain emergencies. Fact sheets are usually posted on the Municipalities' or Lead Agencies website.

#### **12.4.6.7 Media Conferences/Scrums**

A media conference is a moderated meeting between key officials/Media Spokespersons and the media. It is an effective communication tool when there are many requests from the media for the same information whereas a media scrum is an informal media conference often initiated directly by the media. The EIO may organize, and moderate media conferences as requested.

#### **12.4.6.8 Dedicated Information Phone Line**

211 can be used as an inquiry service during emergencies. Municipalities provide information to 211 and this information can be provided to the members of the public when they call the 211 service. Section 16.5. contains policies for the use of 211 during municipal emergencies.

#### **12.4.6.9 Coordinated door-to-door campaign**

Depending on the type of emergency and the lead-time, some municipalities may conduct a door-to-door campaign to provide detailed action information to residents.

#### **12.4.6.10 Reception/Warming/Cooling Centres**

White boards or information boards should be set up and all external information created during the emergency be sent to the Reception Centre Manager to post for those staying at the centre.

#### **12.4.6.11 Municipal facility display boards**

Some municipalities have message boards (electronic/bulletin board style) located throughout their communities. These may be used to provide short, direct, action messages for the residents and/or the travelling public.

#### **12.4.6.12 Public Service Announcements (PSA)**

Radio and Television stations, under their licensing arrangements, are required to provide some airtime for PSAs. Arrangements may be set up with local radio and television stations in advance of an emergency to transmit PSAs. These arrangements may include method of transmitting the PSA to the station, who is authorized to issue the PSA on behalf of the municipality, timing of the PSA, etc.

#### **12.4.6.13 Family Information Centres**

During some emergencies, it may be helpful to establish a Family Information Centre. A family information centre is set up specifically for the families of victims of emergencies providing them with a quiet location to obtain information about the ongoing emergency response and any details of the response as it may relate to a family member. It is important that family members feel safe and secure in these centres. Organizations such as Victim Services, Red Cross and County Social Services may be able to provide volunteers/staff trained in critical incident stress situations to operate the centres. In addition, it is imperative that 24/7 security is available on site. The site Incident Commander may request the EOC to locate and set up the centres. The EIO may assist the EOC Director with establishing an appropriate location and services to assist with the running of the facility, however, the EIO is not responsible for Family Information Centres.

## **13 EMERGENCY EVACUATIONS AND EMERGENCY SOCIAL SERVICES RESPONSE**

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### **13.1 Introduction**

Emergency Management Ontario defines Evacuation as a “protective action that may be ordered by emergency officials when there is a significant threat posed to a specific area or community.” During emergencies, circumstances can arise that make it unsafe for residents, seasonal residents and employed non-residents to remain in the area for their own personal health, safety, and welfare. Municipalities do not have the authority to issue evacuation orders under the Emergency Management and Civil Protection Act, but they can recommend an evacuation in the interest of public safety.

### **13.2 Aim**

The aim of this plan is to ensure the safety and well-being of evacuated persons from an unsafe situation through the implementation of Emergency Social services (ESS). These areas are described in Section 13.3.

### **13.3 Emergency Social Services (ESS)**

The following Emergency Social Services should be considered for all situations where a Municipality is providing temporary emergency sheltering in the form of warming/cooling centres or through longer-term evacuation accommodations. These services may be provided by the Municipality, with the assistance of Wellington County Social Services or through the services of the Canadian Red Cross (Red Cross/CRC).

#### **a) Reception and Information Service**

- i) Provide a warm reception for those arriving to a centre and inform them of immediate emergency help available;
- ii) Register those arriving at the centre. The purpose of registration is to account for all affected individuals, to determine what services each requires, and to refer those with special needs within the centre.

- b) Red Cross personnel** can complete a Needs Assessment to determine what needs an individual may have, and direct appropriately. CRC can conduct this service in person or virtually. Red Cross facilitates Family Reunification by matching inquiries with completed registrations received.
- c) Emergency Food Service**
  - i) Provide food and/or food preparation facilities.
- d) Emergency Clothing Service**
  - ii) Supply clothing or emergency clothing until regular sources are available.
- e) Emergency Lodging Service**
  - i) Provide safe, temporary shelter for evacuated people. This could be the operation of a Reception Centre, or an overnight Emergency Shelter. It could also involve other accommodation options.
- f) Personal Services**
  - i) Offer temporary care for unattended children and dependent elderly;
  - ii) Assist with the temporary care of residents from special care facilities;
  - iii) Provide or arrange for provision of financial and/or material assistance; and
  - iv) Immediate and long-term emotional support for people with personal problems and needs created or aggravated by a disaster.

Responsibility for the five essential emergency social services is vested with the Wellington County Social Services Administrator and designated alternates. To assist with these services, Wellington County has entered into a Memorandum of Understanding with the Red Cross. The MOU sets out the disaster response services Red Cross may carry out on behalf of and at the direction of the Social Services Administrator or alternate. Services include but are not limited to those identified in Section 13.3.

#### **13.4 Notification Procedures**

The immediate decision to evacuate an area may be made initially by first responders. A decision to evacuate should consider the following:

The potential life-threatening impacts of the emergency on persons living in or near the affected area.

- What are the safety issues associated with the evacuation, including hazardous materials releases?
- Is the situation expected to escalate?
- What is the expected duration of the incident?
- Is there sufficient time to warn residents to leave the area?
- Are suitable arrangements available to ensure their safety when leaving the area?
- Is there time to set up and staff reception centre/emergency shelters for residents in need of a place to stay?

Incident Command will advise the EOC Director of the need to evacuate areas within or outside of the emergency sites. The EOC Director will then organize transportation and set up reception centres or emergency shelters. The type of accommodation will depend upon the emergency, the duration and needs of persons impacted.

The CEMC will liaise with the Social Services Administrator and/or alternates regarding the decision to evacuate and set up emergency shelters. The Social Services Administrator will implement the Red Cross MOU as required.

Persons within an evacuation area may be notified by a variety of means deemed appropriate by the municipality and first responders considering the situation and the immediacy of evacuating an area. Notification methods may include but are not limited to the following:

- a) **Door-to-door** – Door-to-door notification may be possible for small-scale evacuations and where the size of the affected area provides for this type of notification. First responders and Municipal staff such as Public Works/Infrastructure Services may carry out door-to-door notifications.
- b) **Loud hailers on emergency vehicles** – In addition, some emergency vehicles and municipal vehicles are equipped with loudspeaker equipment that can be used to notify the community.
- c) **Through the media** – The EIO at the direction of Incident Command and/or EOC Director may inform the public of the evacuation. The use of local Radio, Television and social media can be used to alert the public of an evacuation and the location of emergency centres.
- d) **A public alerting system** – Use of the National Alert Ready system may be coordinated through the Provincial Emergency Operation Centre (PEOC). The CEMC or alternate will submit the request to the PEOC on behalf of the EOC Director.

Regardless of the method of notification, there is essential information that must be given to evacuees in order to ensure a safe and orderly evacuation. People will need information regarding:

- Evacuation boundaries,
- Nature of the emergency and safety threat,
- An estimation of the duration of the situation,
- The location of assembly areas for those needing transportation,
- Registration and Inquiry phone numbers,
- The evacuation routes,
- The location of Reception Centres / Emergency Shelters.

Buildings that have been evacuated will be identified. The Wellington County Fire Chiefs Association in 2024 approved the use of caution tape to denote buildings that have been evacuated and checked.

### **13.5 Assisting Vulnerable Persons**

During emergencies, there may be persons impacted that are vulnerable and will need assistance. Vulnerable persons are individuals who are not able to access services or make their own arrangements for transportation and temporary accommodations during an emergency. Vulnerable persons may include residents of retirement and long-term care homes, schools, childcare centres, special needs facilities, hospitals, those living in social housing, and those with a physical or communication barrier.

It is important to be aware that some people rely on assistive devices or service animals. Special considerations may be required for service animals and certain equipment when arranging for transportation and emergency shelters. Some examples of assistive devices include crutches, canes, wheelchairs, walkers, scooters, hearing aids and ventilators.

Various community service providers may assist vulnerable persons with preparing an Individual Emergency Plan. Such plans may include contact information for family members and caregivers and maintaining an adequate supply of personal needs until assistance is available.

Those in need of assistance during an emergency should seek emergency assistance by calling 9-1-1. 211 may provide information on services in an emergency if safety and well-being are not compromised, as provided by the affected Municipality (where activated).

### **13.6 Transportation**

Some evacuees will get themselves to the reception centre / emergency shelter, but others will require transportation assistance. In most cases, it will be the responsibility of the EOC to arrange for transportation services from the evacuation area to the reception centres/emergency shelters. This role is usually the responsibility of the Logistics Section.

First responders will identify those requiring transportation out of the evacuation area. The Incident Commander will identify assembly areas that will be communicated to the public with the assistance of the EIO(s).

The following criteria should be considered when identifying an assembly area.

- Within short walking distance of the area being evacuated,
- Accessible to the seniors and people with disabilities,
- Widely known to the community and easy to describe,
- Allows access to appropriate evacuation routes,
- Sufficient for response and transportation vehicles.

### **13.7 Reception Centres**

A reception centre is a location identified for registration of affected persons. A reception centre may provide the services outlined in Section 13.3. on a temporary basis. Warming and Cooling Centres operated by Municipalities and their staff during non-declared emergencies are considered reception centres.

### **13.8 Emergency Social Services Management**

Once a decision has been made to evacuate an area, the EOC should be notified to ensure the provision of emergency social services. In order to fulfill the roles and responsibilities as outlined in Section 13.3, Social Services Administrator of this Plan may implement the Memorandum of Understanding (MOU) with the Red Cross.

Other agencies such as Victim Services, Salvation Army, St. John Ambulance, Humane Society and Amateur Radio Emergency Services may also be asked to provide assistance with the operation of emergency shelters.

Through the MOU, the Red Cross has evaluated a number of facilities throughout the County as potential Reception/Emergency Centres. Each municipality has at least one identified possible emergency centre. The current list of sites is as follows:

**Township of Centre Wellington**

- Centre Wellington Community Sports Complex is accessible and has its own power source.
- Elora District Community Centre.

**Town of Erin**

- Centre 2000 Erin Community Centre and Arena and Erin District High School is accessible.
- Hillsburgh Community Centre has a secondary power source.

**Township of Guelph/Eramosa**

- Marden Field House is accessible
- Rockmosa Community Centre has a secondary power source.
- Marden Community Centre is accessible

**Township of Mapleton**

- Peel Maryborough Drayton Community Centre is accessible and has a secondary power source .

**Town of Minto**

- Clifford Community Centre and Arena.
- Harriston Arena and Community Centre.
- Minto Clifford Public School has a secondary power source.
- Palmerston and District Community Centre.

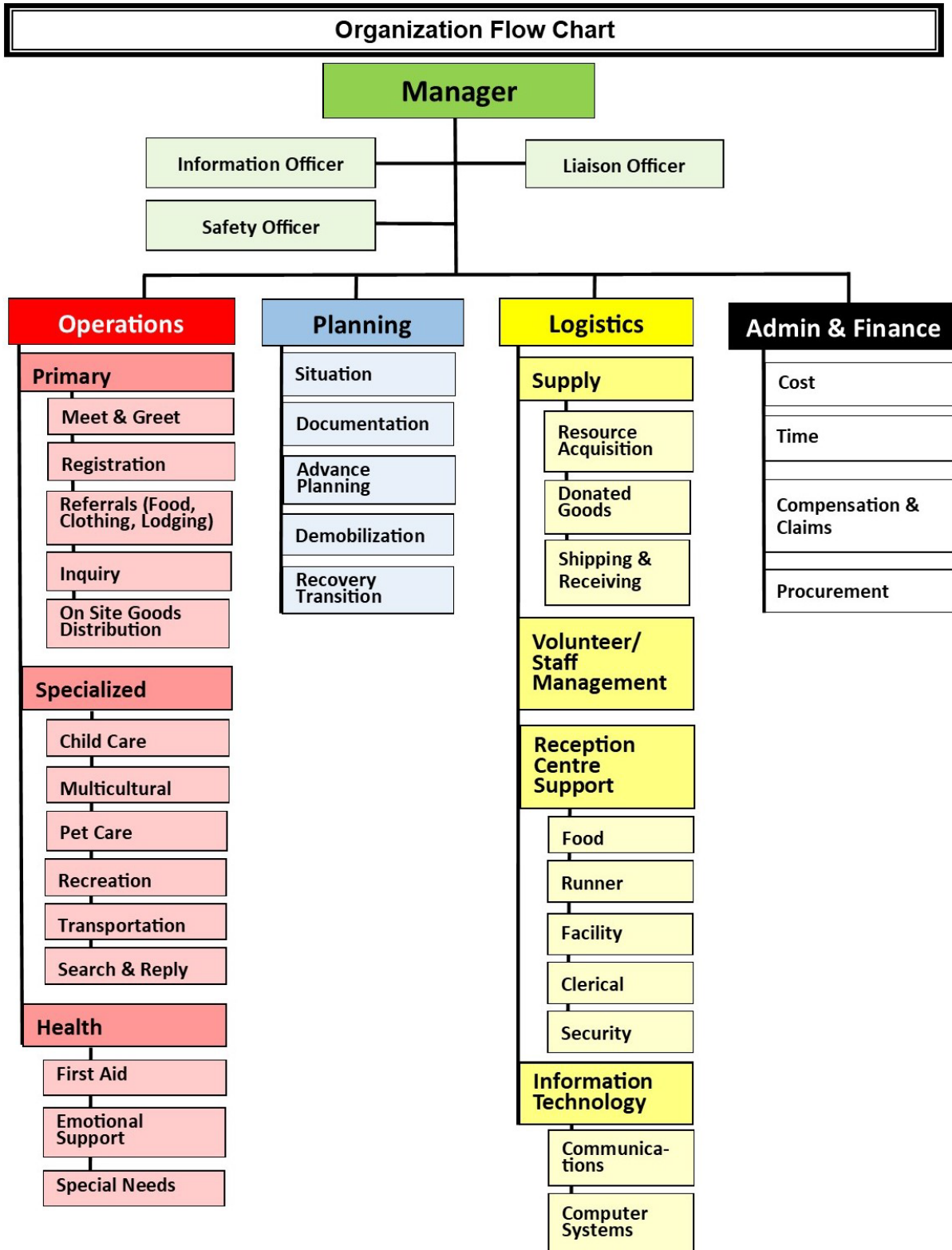
**Township of Puslinch**

- Puslinch Community Centre has a secondary power source.

**Township of Wellington North**

- Arthur and Area Community Centre is accessible.
- Mount Forest Sports Complex is accessible and has a secondary power source.

The Emergency Shelter will use the Incident Management System. The following is a sample IMS chart for Emergency Shelter Management.



### 13.8.1 Emergency Social Services Operations Section Responsibilities

#### i) Reception and Information.

Upon arrival of evacuees, meet and provide a welcoming presence. Supervise queuing if needed, and /or seated waiting area. Assist those with special needs. Perform an initial triage screening (first aid, childcare, and pet care). Arrange for security for the site to ensure the safety and privacy of those on site. Provide information on the functions of the reception centre and the location of specific services and escort them there if immediate need. Offer snack foods and beverages.

#### ii) Registration and Inquiry

Red Cross staff will take the lead in this function. With the assistance of the Municipalities centre staff, Red Cross staff will establish a workspace, adequate staffing, supply of forms and documentation, signage, phones, or other equipment. Notify Logistics of any resource requirements. The Logistics Section should register any non-Red Cross volunteers.

#### iii) Food

Emergency Social Services staff with direction from the Social Services Administrator will arrange for appropriate meals to accommodate the shelter residents. This may include designated seating locations within the shelter, staffing, catering, equipment and supplies. Ensure WDG Public Health food handling guidelines are followed, and sanitation standards are maintained.

#### iv) Clothing

Red Cross can assist this service through the MOU.

#### v) Lodging (ESS 4)

Where circumstances necessitate provision of overnight shelter, the EOC may consider several options to assist evacuees with accommodation depending upon their needs and vulnerabilities. Possible options include outsourcing to arranging for transportation to family or friends, hotels/motels, Bed and Breakfast, or set-up and operate reception centre of emergency shelter.

#### vi) Other Special Services (ESS 5)

These may involve a variety of other support agencies under the guidance of Social Services.

- **Health** – arrange for provision of medications, equipment, and health care supplies. Assist pregnant women, nursing mothers, special-needs children, and the elderly and dependent adults as needed.
- **On site First Aid** – St John Ambulance may take the lead in this area, providing basic first aid to evacuees and centre personnel. Direct patients to a clinic or hospital if required. Monitor supplies, record all treatments, and attend meetings.
- **Emotional Support** – Arrange for professionals to provide services to evacuees and workers.

- **Child Care** – A designated childcare area may be established to provide care for children while their parent or guardian is accessing other services within the centre. Provide care for unattended children; help register them and facilitate family reunification. Offer support and comfort, and age-appropriate activities and snacks, nutritional meals, and rest periods. May be overseen by staff from Wellington County Early Years Programme.
- **Transportation** – The objective of transportation is to get people out of the emergency to evacuation centres safely. Usually, the EOC will work with Site Incident Command to ensure this function is completed. The EOC with the assistance of the Shelter, considers the need to arrange transportation for access to appointments, etc.
- **Multicultural** – Social services will arrange for support staff to assist with all services and provide information regarding foods, specific clothing or sleeping arrangements.
- **Pets** – Only certified assistance animals are permitted in emergency shelters. The County has a separate pet care response plan that may be implemented by the EOC and Shelter Management staff. Some hotels may accommodate pets, especially in a disaster situation. Coordinate referrals to Humane Society, private kennels, local veterinarians.
- **Security** – Municipal EOC may need to arrange for appropriate security for the emergency shelter.

### 13.8.2 Host Community Evacuations

The Ministry of Emergency Preparedness and Response (MEPR) through an agreement with Indigenous and Northern Affairs, is responsible for emergency preparedness and response services to Indigenous communities in Ontario. As part of the agreement and when necessary, The Ministry of EPRP provides personnel to support Indigenous communities' response activities. In some instances, municipalities may be asked to provide assistance to these provincial response activities, including sheltering evacuees.

Municipalities who agree to accept evacuees are referred to as Host Communities. They are responsible for managing appropriate accommodations and ensuring the five essential social services are maintained for the evacuees.

In Wellington, member municipalities may be asked to act as a host community, particularly during the annual flood and forest fire season in Northern Ontario. The decision to act as a host community is that of a Member Municipal Council. Member Municipalities are encouraged to consult with the County of Wellington for support and resources when acting as a Host Community.

## **14 VOLUNTEERS**

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Volunteers, organized or unorganized, are valuable resources that can provide response expertise and/or additional personnel to assist Municipalities with an emergency response.

### **14.1 Types of Volunteers**

- Non-governmental agency/volunteer organizations,
- Red Cross,
- Victim Services,
- Salvation Army,
- St. John Ambulance,
- Mennonite Disaster Services,
- NGO Alliance,
- ARES,
- Private Individuals,
- Companies/Corporations/Local Businesses,
- Community Service Groups/Clubs/Organizations.

In most emergencies, the municipality will call upon the services of trained personnel and organized community service groups, clubs, and organizations, or non-governmental volunteer organizations with expertise and training to assist with a specific response need. Individuals, companies, and corporations that offer to donate their time or staff time and services to the response efforts or those requested by the Municipality to assist, will be considered volunteers for the purposes of this plan.

### **14.2 Workplace Safety and Insurance (WSIB) Act**

This Act has limited provisions for the coverage of volunteers; those considered Emergency workers (those unaffiliated individuals and organizations assisting a municipality) identified in the WSIB Act during a declared emergency. WSIB coverage for emergency workers is limited to the period of a declared emergency. A municipality should consult with their legal Counsel on the WSIB Act prior to requesting the assistance of unaffiliated volunteers in an emergency response.

### **14.3 Registration**

When a Municipality chooses to use volunteers, particularly unaffiliated volunteers, they should ensure they are registered to assist in the emergency response and/or recovery operations.

All emergency volunteers will register with the Municipality, unless the volunteer is associated with a community service group/club/organization or non-governmental agency in which case they will register with their parent organization who will keep appropriate documentation. Requesting the services of these groups will be a decision of Incident Command and/or the EOC Director. Section Chiefs and/or supervisors may be delegated authority to mobilize and work with such groups and the CEMC, as the Liaison Officer, may be involved with such requests.

Private individuals and/or private companies volunteering their time, services, and resources to assist the municipality shall register with the municipality. Volunteers will complete a

registration form. The municipality will then assess the application and contact the individual as to the type, duration and location of the work involved. In some cases, the volunteer skills may not be required for the particular emergency and the municipality will advise them and thank them for their time and interest. Application forms will be kept on file for the duration of the emergency in the event that the situation changes.

Should the need arise to register volunteers, a volunteer registration centre set will be set up by the Logistics Section, and, if possible, staffed by human resources personnel or administrative staff of the municipality. The centre will be used as the main point of contact for volunteers to report to upon registering with the municipality and to receive daily updates.

#### **14.4 Supervision and Training**

Depending upon the type of work assigned to the volunteer, some training and supervision will be necessary. The type of work assigned to a volunteer will depend upon their skill sets. Volunteers' skills/training should be matched with an appropriate response effort. In some cases, training of the volunteer will be necessary. If the volunteer is associated with a non-governmental organization, that organization will be responsible for training and supervising the volunteer.

Unaffiliated volunteers will be trained and supervised by the municipal department or agency to which they have been assigned. The department most applicable to the resources and services being provided will manage resources and/or services donated by companies and corporations.

#### **14.5 Identification**

Volunteers registered by the municipality will be issued an identification badge and will be required to wear the badge throughout the duration of the services. Volunteers registered directly with a particular organization will have their own identification, which will be used and coordinated through their own agency. The volunteer organization will provide appropriate information to the Municipality as to the type of identification used. The municipality will identify specific volunteer checkpoints in consultation with the Incident Command.

#### **14.6 Food/ Water/ Accommodation/ Transportation Procedures for Volunteers**

Food/Water Depots may be set up during an emergency to provide food and water to those assisting with the response efforts. The set up and operation of these is the responsibility of the EOC. Food and Water Depots, set up at the emergency site for the benefit of site personnel, is the responsibility of Incident Command who may request the EOC for assistance.

These depots will be set up with the assistance of the volunteer organizations in this area and in consultation with Wellington-Dufferin-Guelph Public Health. The locations will be determined at the time of the incident.

In the event that accommodations and transportation are required for individual volunteers, the municipality will arrange for these. If the volunteers are associated with a particular organization, that organization will work with the municipality to arrange for appropriate accommodations and transportation of volunteers, if required.

## **15 PROTECTION AND CARE OF ANIMALS**

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Wellington County consists mainly of rural communities where there is an abundance of agricultural and livestock farms. Any emergency that affects humans may affect their animals whether they are raised for food production, kept as companions, service animals or for other purposes. The protection and care of animals is an important consideration in emergency response. The County and Member Municipalities consult with organizations such as the Ontario SPCA, Ontario Livestock and Poultry Council and Ontario Ministry of Agriculture and Food, the provincial lead on farm animal disease and farm emergencies, when planning for an emergency response involving animals.

Emergency Management maintains a list of animal welfare experts operating within the County of Wellington, a list of Veterinary Services, and Boarding and Kennel operations.

Depending upon the emergency, Incident Command or the EOC Director may call upon these organizations and services for assistance during simple or complex emergencies. Some Animal Welfare Organizations offer training workshops to First Responders to be better prepared to respond to emergencies that may include animal welfare needs.

In addition, during emergencies the following Provincial Ministries can be contacted for advice on animal welfare considerations when animals are affected, however local resources should be the first point of contact.

- The Ministry of the Solicitor General (SOLGEN) has the responsibility for enforcing the Provincial Animal Welfare Services Act.
- The Ministry of Natural Resources and Forestry (MNRF) for issues pertaining to wildlife.

## **16 REQUESTS FOR ASSISTANCE**

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During complex emergencies, Municipalities may require additional resource capacity and capability to manage the emergency response. County, neighbouring municipal jurisdictions, Provincial Ministries, and other organizations may be able to provide the capacity and capabilities needed for the response. Requests for assistance may be made through any of the following organizations.

### **16.1 Requests to the County of Wellington**

Requests for assistance for specific services, personnel, or equipment from County departments such as Social Services, Engineering Services, Planning Department, etc. may be made as follows:

- Any member of the municipal MCEG may contact the applicable County department directly.
- By implementing Mutual Assistance Agreements as provided for by Section 13 (1) of the Emergency Management and Civil Protection Act. The County of Wellington and member municipalities and the City of Guelph have entered into a mutual assistance agreement. Any municipality, which is party to the agreement, may initiate a request for assistance. The request for such assistance and the execution of a mutual assistance agreement may be made in consultation with the Municipal Emergency MCEG. The

Mutual Assistance Agreement does not supersede any existing agreements between services such as the Wellington County Mutual Aid Fire Agreement.

- The Mayor may request the Warden and/or County CAO to activate its Emergency Operation Centre to assist with the emergency; or
- Request the establishment of a Joint Emergency MECG as set out in Section 9.2.

## **16.2 Requests to Surrounding Municipalities**

Implement Mutual Assistance Agreements as provided for by Section 13 (1) of the Emergency Management and Civil Protection Act and as set out in Section 16.1.

## **16.3 Requests to the Province**

Upon notification by the municipality that a municipal emergency has occurred, the Province may deploy a Field Officer from the Ministry of Emergency Preparedness and Response (MEPR). They will attend a local emergency to provide advice and assistance as requested and to ensure liaison with the Provincial Emergency Operations Centre (PEOC). The Field Officer will be the liaison between the municipality and the province for both provincial and, if necessary, federal assistance.

In addition to the assistance provided by the MEPR the following identifies some provincial ministries, federal department/agencies, and the assistance they may be able to provide to local municipalities. Assistance provided may include but is not necessarily limited to the following:

- Ministry of Agriculture, Food and Agribusiness in the event of a Foreign Animal Disease Emergency of livestock related needs, food contamination, and pest infestation. Working with the Canadian Food Inspection Agency (CFIA), these two agencies will often respond as the Lead agencies to these types of emergencies.
- Ministry of the Environment, Conservation and Parks with respect to spills of pollutants to the natural environment, including fixed sites and transportation spills; drinking water emergencies.
- Ministry of Health with respect to human health emergencies such as pandemics, epidemics; food and water contamination. This assistance would be over and above that provided by WDG Public Health as set out in their specific roles and responsibilities as identified in this plan. In cases where health emergencies overwhelm the health care system of an affected community or region and it finds it does not have the capacity to respond effectively to the health emergency; the Emergency Medical Assistance Team (EMAT) may be requested through the Ministry of Health Emergency Management Branch by Public Health. The EMAT is a mobile medical field unit that can be deployed anywhere in Ontario with road access to provide:
  - Patient isolation in the case of an infectious diseases outbreak;
  - Medical support and decontamination in the case of a chemical, biological or radiological incident; and
  - Case management and triage of patients in a mass casualties' situation.
- Ministry of Natural Resources can provide specific assistance with respect to floods, forest fires, dam breach and droughts.

- Ministry of Municipal Affairs and Housing for financial assistance as administered through the Municipal Disaster Recovery Assistance Programme when coordination of extraordinary municipal expenditures is required.
- The Ministry of Transportation can provide assistance with emergencies on provincial highways.
- The County Fire Coordinator must make a request for Heavy Urban Search and Rescue (HUSAR) teams to the Province.

#### **16.4 Federal Assistance**

Federal assistance may be required in certain emergencies. In many cases, the request for assistance should be made by contacting the PEOC. The following identifies situations where federal assistance is available if requested.

- i) Canadian Food Inspection Agency (CFIA) in the event of a Foreign Animal Disease. A provincial request is not necessary to obtain their services and assistance. They work in consultation with the Ministry of Agriculture and Food and Rural Affairs.
- ii) CANUTEC may provide assistance to local municipalities with hazardous materials release emergencies, which may include appropriate setback for evacuation distances. A municipality may contact CANUTEC directly for assistance. Both the Fire Departments and members of the MCEG may contact them.
- iii) Department of National Defense has many services, equipment and supplies that could be of assistance to municipalities during a disaster. The request must be made through the Province.
- iv) Environment and Climate Change Canada provides information on the weather that can be found on weather forecasts at their website or by calling them directly. Environment Canada staff can be called upon to assist with the determination of a specific weather event such as tornadoes.
- v) The Transportation Safety Board provides advice to first responders with respect to transportation incidents including air/rail and ground transportation.
- vi) The County Fire Coordinator must make a request for assistance for Hazardous Materials Expertise to the Province.

#### **16.5 211 Assistance**

211 is an easy to remember phone number available throughout Ontario to support residents, municipalities, businesses, and others. 211's information and referral professionals are available 24/7/365 to provide live answer information about Ontario's community, social, health and government services. During the response to and recovery from emergency events, 211 supports communities by providing authoritative, non-emergency information to residents (e.g., Road closures, the location of evacuation centres, services, safety precautions, etc.). 211 alleviates the burden of non-emergency calls to 911 and allows emergency responders to focus on response. 211 providers welcome opportunities to participate in municipal emergency exercises and training. 211 also maintains an extensive database of community, social, health and government services at [www.211ontario.ca](http://www.211ontario.ca).

## **16.5.1 Notification and Communication Protocols**

### **i) Municipality**

- Prior to an emergency event which may be declared by the Head of Council, provide 211 with the names and contact information of Community Emergency Management Coordinators (CEMCs), Emergency Information Officers (EIO) and others authorized to notify 211 and invoke the assistance of 211.
- Notify 211 when an event has occurred by dialing 211 or one of the contact numbers provided by the 211-contact centre in your region.
- Maintain a line of communication with 211 throughout the event providing authoritative, accurate information that can be relayed to the public. This can be done by phone or email.
- Inform residents that they can call 211 for non-emergency information. This can be done through street signs, press releases, the media and other means.
- Inform 211 when the emergency event ends.

### **ii) 211 (service in Ontario)**

- The 211 staff person who receives notification of an emergency event will document the information using a form that captures what, where, who, when, etc. and the name and contact information of the person providing the information.
- Answer non-emergency calls from the public 24/7/365. Ensure the network of 211 service providers in Ontario is notified, can access the most current information about the event and is able to provide support if needed.
- Track the nature of calls received and convey relevant information to the EIO, CEMC, or designated person.
- Prepare an After Action Report and submit it to the municipality.

## **17 DEBRIS MANAGEMENT PLAN**

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### **17.1 Background**

Debris management is the systematic approach to the collective planning for, and operations of the demolition, clearance, removal, transport, temporary storage, segregation, reduction, and ultimately, disposal of debris whether generated by natural disaster or other emergency such as fire, Foreign Animal Disease outbreak, significant snowfall events, etc. Debris Management focuses on both the short-and long-term clearance and removal of debris.

Natural and man-made disasters precipitate a variety of debris that includes, but is not limited to trees, sand, gravel, building/construction materials, vehicles, and personal property.

The quantity and type of debris generated from any particular disaster is a function of the location and kind of event experienced, its magnitude, duration, and intensity, and this impacts the type of collection and disposal methods to be used. Forty to fifty percent of emergency costs could be Debris management costs.

Debris management in Wellington County is based upon the County of Wellington's Solid Waste Services Division approach for garbage collection, recycling and organic waste collection as prescribed by Section 14 of the Environmental Protection Act (EPA) regarding;

- Waste Regulations
- Waste Policies and Guidelines
- MECP waivers and emergency permits

## **17.2 Purpose**

The purpose of debris management is to:

- Facilitate and coordinate the removal, collection and disposal of debris following a disaster, typically a natural disaster,
- Mitigate against any potential threat to health, safety, and welfare of Wellington County residents and business,
- Expedite recovery efforts, and
- Address any threat of significant damage to improve public or private property.

## **17.3 Disaster Debris Definition**

The accumulation of large volumes of debris/waste requiring management – collection and disposal – after a natural disaster or community emergency. Ice storms, tornadoes, wind events, significant rainfall events and flooding, significant snowfall events, power outages, foreign animal disease events, fires, transportation incidents can all result in the accumulation of large volumes of debris/waste.

## **17.4 Organization and Concept of Operations**

Wellington County Engineering Services – Solid Waste Services Division – provides oversight and advice to the County and Member Municipalities for debris removal after a disaster or significant event. Wellington County Solid Waste Services will work with support agencies, utility companies, waste management firms, and trucking companies, to facilitate the debris clearance, collection, reduction, and disposal needs following a disaster.

Because of the limited quantity of resources and service commitments following a disaster, homeowners, residents, business, and municipalities may have to rely on private contractors to remove, collect, and manage their debris removal. Many insurance policies provide coverage for debris removal including tipping fees.

Items for consideration that can/will affect debris management operations include:

- Landfill capacity including maximum daily tonnage permitted under the Environmental Compliance Approval (ECA),
- Managing large volumes of debris/waste including the resources to accept, sort, stage and divert debris,
- Consideration for temporary staging and drop off areas outside of permitted sites and the ability to set up, manage and operate such temporary sites,
- Contracts and Agreements that may be in place including agreement with Ministry of the Environment, Conservation and Parks (MECP) to operate a waste management programme,

- The management of dead stock including considerations under legislation, OMAFRA best practices and dead stock transportation and rendering,
- Handling of Hazardous materials.

## 17.5 Debris Classification

To facilitate the debris management process, debris is segregated by type. The classifications of debris are as follows:

- i) **Normal Household Waste** includes all bagged normal household debris, will be picked up with your normal garbage curbside collection schedule.
- ii) **Vegetative Debris** includes trees, branches, limbs, and other vegetative debris accumulated because of the disaster impact. It does not include normal yard waste. Typically, wood debris is not subject to the EPA regulations. However, should a municipality be situated within an area known to contain an infected species such as the “Emerald Ash Borer,” wood debris must be managed within the contained area.
- iii) **Construction/Demolition** debris includes building materials, carpet, drywall, furniture, lumber, mattresses, plumbing fixtures, and piping.
- iv) **Household hazardous waste** includes household cleaning supplies, batteries, lawn chemicals, oil-based paints and stains, pesticides, etc. Hazardous waste from construction/demolition debris may include things such as asbestos.
- v) **‘White’ goods** (e.g., household appliances) includes air conditioners, dishwashers, freezers, refrigerators, stoves, washers, dryers, dishwashers, water heaters, etc.
- vi) **Electronics** includes computers, radios, stereos, televisions, and other corded and battery-operated devices.
- vii) **Other** includes any small equipment such as push lawnmowers.
- viii) **Soil/Mud/Sand** debris including sandbags or sand from sandbags. Sandbags and other debris covered with soil/mud could be contaminated. Special collection and landfill management policies will be required for this type of debris.
- ix) **Vehicles** – Damaged vehicles are not accepted as part of the County’s solid waste management programmes and are not accepted at County waste facilities as part of the debris recovery process following a community emergency/disaster. There are charitable organizations, auto wreckers, tow operators that will accept and dispose of vehicles. Information on such organizations is available in the Contact and Resource Guide.
- x) **Livestock** – Farmers should have plans in place to handle animal carcasses following fire, natural disaster, or Foreign Animal Disease. The County’s Landfill cannot accept dead stock material. The farm community should consult with the Ontario Ministry of Agriculture, Food and Rural Affairs, and Dead Stock contractors for appropriate disposal of dead carcasses.

## **17.6 Solid Waste Facilities**

The County operates one active landfill site, Riverstown, and five transfer stations. The Transfer sites include Aberfoyle, Belwood, Elora, Harriston and Rothsay. A transfer station may take almost any material that the landfill will take, but in smaller quantities. Waste containing asbestos can only be disposed of at the Riverstown landfill with advance notice provided. During emergencies, the County of Wellington, in consultation with Solid Waste Services, may close public access or extend hours of access depending on the requirements of the ECA and the County's Disposal By-law.

## **17.7 Environmental Compliance Approvals**

Waste facilities operate under ECA, MECP regulations and the County's Disposal By-law. The ECA details legal, operational, and administrative obligations that facility owners must comply with in daily operations. The County must operate within the requirements or request changes from MECP. In planning for debris management, it is important to be aware of the approvals and the timing required for changes to approvals. Debris management considerations should be planned for and approved prior to an emergency. The County of Wellington Solid Waste Services will work with Member Municipalities to plan appropriately for local debris management needs.

## **17.8 County of Wellington By-law requirements**

Council for the County of Wellington have passed By-laws for waste disposal, to establish tipping fees and curbside collection. Information on these By-laws is available on the Solid Waste Services website. Solid Waste Services will issue receipts for debris collected at the Riverstown Landfill and/or Transfer Stations for Insurance purposes. All household debris collected at the curb must be enclosed in user pay bags available from retailers throughout Wellington County and available online through the County's website.

## **17.9 Staging Areas and Drop off Locations**

Temporary Debris Sites, with the exception of vegetative debris, cannot be established during an emergency or recovery from an emergency without approval from the MECP. The EPA typically requires Environmental Assessments and an ECA for any disposal site.

Temporary disposal locations must be supervised, and access, noise and odour concerns need to be considered. Emergency Management and Solid Waste Services will work with Member Municipalities prior to emergencies to identify and pre-designate potential debris staging and drop off sites for the type and quantity of debris anticipated following a significant emergency event.

Municipalities may set up small depots to collect vegetative debris including tree and yard debris following a natural disaster. These sites may only collect up to 200 cubic metres of debris material and the materials must be cleared within 30 days. Municipalities situated in areas where invasive species have been identified must collect and manage vegetative debris within the identified area. Transportation of vegetative debris outside of the identified area is not permitted.

## **17.10 Handling of Hazardous Debris**

Specified quantities of household hazardous wastes as set out in the County's ECA are accepted at the Elora, Belwood, Harriston, Aberfoyle and Riverstown waste facilities and through the Mobile Household Hazardous Depot. These include oil, oil filters, Glycol, vehicle batteries, dry cell batteries, propane tanks and cylinders, aerosol cans and a much greater amount of materials at the Mobile Household Hazardous Waste Depot.

A Member Municipality may request the Mobile Household Hazardous Waste unit for homeowners and business to access during a disaster event. The Mobile Depot has a list of approved locations throughout the County where it can be placed. If the Depot is to be moved to a location outside of its annual schedule, notification needs to be given to the MECP and local Fire Department.

## **17.11 Debris Management Actions**

Debris management is separated into four stages:

- i) Normal Operations,
- ii) Increased Readiness,
- iii) Response, and
- iv) Recovery

### **17.11.1 Normal Operations**

- Wellington County Solid Waste Services develops policies procedures and establishes waste collection and processing contracts that may include the collection and disposal of debris from emergencies.
- The County has implemented mutual assistance agreements with Member Municipalities and surrounding Counties that may be implemented during emergencies.
- Solid Waste Services will consult with MECP and other appropriate regulatory agencies regarding regulatory issues and potential emergency response needs.
- Establish debris assessment process to define scope of problem.
- Develop messaging with EIO regarding the debris collection process, times, establishment of temporary staging and drop off location, the debris accepted at sites, and any potential environmental and health risks associated with debris.

### **17.11.2 Increased Readiness**

- Review and update plans, standard operating procedures, contracts, and checklists relating to debris removal, storage, reduction, and disposal process.
- Alert local agencies and contractors that have debris removal responsibilities ensuring the personnel, facilities, and equipment are ready and available for emergency use.
- Relocate personnel and resources out of harm's way and stage in areas where they can be effectively mobilized.
- Review potential debris staging and drop off sites that may be used in the response and recovery phases in the context of the impending threat.
- Review resource listing of private contractors who may assist in debris removal process. Make necessary arrangements to ensure their availability in the event of a disaster.

### **17.11.3 Response**

- Activate debris management plan and assess needs.
- Begin documenting costs with the assistance of the Administration and Finance Section. In the event of a natural disaster, some debris management costs may be eligible for funding under the Municipal Disaster Recovery Assistance Programme. More information on the Programme is available in the Financial Considerations Section of this Plan.
- Coordinate and track resources (public and private).
- Establish priorities regarding allocation and use of available resources.
- Set up previously identified and approved debris staging and drop off sites.
- Address legal, environmental, and health issues relating to the debris removal process.
- With the assistance of the EIO, provide messaging to the public regarding environmental and health risk, collection expectations and timing. Any messaging approved by the EIO and Solid Waste Services may be re-circulated by Member Municipal EIOs.

### **17.11.4 Recovery**

- Continue to collect, store, reduce, and dispose of debris generated from the event in a cost-effective and environmentally responsible manner.
- Continue to document costs.
- Upon completion of debris removal, work with Member Municipalities to close any debris staging or drop off locations and restore the sites as required.
- Complete a review of the response and recovery efforts and identify what went well and where there's areas for improvement.

## **18 SERVICE CONTINUITY PLANS AND PROGRAMMES**

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A major function of a Municipal EOC is to maintain and/or determine the Municipal services and functions that need to be maintained and/or restored, as well as the period for restoring services. Under the Act, Municipalities are not required to develop a Service Continuity Plan but having such plans in place will assist the Municipality and its Departments to;

- i) Identify critical services and functions and ensure their delivery regardless of the emergency,
- ii) Assess the priority of the systems, infrastructure, assets and resources used to provide critical services and functions,
- iii) To reduce the impact of an emergency on a municipality's service, functions and personnel,
- iv) Establish priorities and develop a strategy to ensure appropriate recovery systems are in place to resume services and functions in a timely manner,
- v) Establish a communication strategy,
- vi) Establish an Information Technology Plan and strategy for continuation of service delivery and resumption,
- vii) To evaluate incidents and prevent or mitigate effects of hazard/risk on a service, function or operations.

Municipalities are encouraged to develop Service Continuity Plans and implement a Service Continuity Programme.

In 2009, the County of Wellington undertook a service priority exercise. In 2014, the County began a programme to develop Service Continuity Plans for all Departments, to maintain the plans, to train staff on the plans, and to test these plans on a regular basis. The County has a Service Continuity Committee responsible for overseeing the County's Service Continuity programme and making recommendations for improvements to the programme.

## **19 RECOVERY PLAN**

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This plan assigns responsibilities and outlines activities, which may be required to bring the County and/or member municipalities back to their pre-emergency state. It will be activated (in whole or in part) at the direction of Council in consultation with the MCEG.

A Recovery Committee should be established to oversee the recovery process, which may take days to several years depending on the scale of the emergency.

The process of recovery from an emergency or disaster can be defined as actions to improve the stability of critical infrastructure and community assets, as well as improve the wellbeing, independence, and dignity of affected people and their assets.

A recovery plan should identify short, medium and long-term recovery actions.

### **19.1 Recovery Committee**

In the early stages of the recovery process, the Municipal Emergency MCEG may function as the Recovery Committee. Later, once the emergency has been terminated, a Recovery Committee could be established.

If the Municipality chooses to appoint a Recovery Committee, the following positions and/or agencies may be appointed to the Committee. Membership of the Committee will vary depending on the nature and scale of the emergency but may include the following:

- Representative of Council
- Senior Municipal Administrative Official
- Emergency Management Coordinator
- Municipal Treasurer
- Senior Staff from Departments impacted by the emergency
- Wellington-Dufferin-Guelph Public Health
- Chief Building Official
- Communications staff/EIO
- Representative from Wellington County Social Services
- Economic Development
- Planning representative
- Other agencies or organizations that the Committee requires specific expertise.

The Recovery Committee may establish sub-Committees to oversee specific recovery activities such as funding applications, infrastructure repairs/replacements, building assessments and redevelopment, long-term health, safety and welfare needs of the of residents impacted by the emergency.

## 19.2 Recovery Committee Responsibilities

The following is a list of items for Municipalities to consider during the recovery of any emergency. While the Recovery Committee should oversee these responsibilities, they may be assigned to sub-committees during recovery.

- i) Ensure that the public is kept informed of the status and activities of the recovery process. It is important that during recovery, accurate and up-to-date information be provided regularly to residents.
- ii) Provide recommendations to Council concerning expenditure of funds, new by-laws, changes to existing by-laws and other matters as they may require Council approval.
- iii) Ensure service continuity to areas of the Municipality not affected by the emergency.
- iv) Ensure the continued provision of Emergency Social Services as long as needed.
- v) Engage Wellington County Social Services to assist those that may require long-term housing needs, social assistance, etc.
- vi) Liaise with 211 to request their assistance with tracking residents' request for assistance.
- vii) Coordinate the storage and distribution of donated materials.
- viii) Work with affected business/industry to ensure that employment opportunities are restored at the earliest opportunity.
- ix) Determine and document the extent of the damage to Municipal and private buildings and damage to Municipal infrastructure.
- x) Expedite demolition permits with the assistance of the Chief Building Official(s) as required.
- xi) Ensure that, when safe to do so, residents are given an opportunity to secure and/or remove personal property from damaged locations.
- xii) Consider procedures/policies to expedite the establishment of new buildings/structures or repairs to damaged buildings/structures.
- xiii) Ensure the safety of workers in the damaged area, including volunteers.
- xiv) Continue to work with utilities (hydro, gas, and phone) to have services restored in a timely manner.
- xv) Maintain accurate records of all emergency-related expenditures.
- xvi) Investigate opportunities for provincial funding for Municipal expenditures.
- xvii) Analyze the impact of the emergency on the municipal budget.
- xviii) Prepare insurance claims on behalf of the municipality.
- xix) Ensure that detailed financial records are maintained.
- xx) Prepare a final report including recommendations.

## 19.3 Reporting

The Recovery Committee should establish a regular meeting schedule and a reporting schedule to Council to provide updates on the recovery process, to report on financial considerations, and any long-term budget implications.

## **20 PLAN ADMINISTRATION, MAINTENANCE AND REVIEW**

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### **20.1 Internal Procedure and Training**

Each service or agency involved or identified in the Plan shall be responsible for preparing their own emergency operating procedures and shall be responsible for training their staff on the emergency procedures and expectations during an emergency.

Under the Act, all municipalities are responsible for conducting emergency management training programmes to ensure the readiness of employees of the municipality and other persons to act under their municipal Emergency Management Plan.

Members of the Municipal Emergency MCEG shall complete annual training as prescribed.

### **20.2 Annual Review**

At a minimum, this plan will be reviewed annually by the CEMC in consultation with the Municipal Emergency Management Programme Committees. The Committees will test portions of the Plan each year using appropriate and planned emergency exercises. Following the exercises, After Action Reports will be completed by the CEMC and reviewed with the Committees for reporting to Council on recommended changes to the Plan, enhanced response capabilities and anticipated financial considerations.

The Emergency Management Programme Committees will give consideration to conducting a major review of this plan every five to ten years.

### **20.3 Amendments**

Amendments to the Plan require Council approval. Council approval is not required for the following: changes or revisions to the appendices, or for minor editorial changes such as editorial changes to the text including page numbering, section numbering, reference changes or changes to references to provincial statutes and additions of definitions and acronyms.

### **20.4 Flexibility**

No Emergency Management Plan can anticipate all of the varied emergencies that may arise in a changing community. During the course of the implementation of this plan in an emergency, some flexibility is expected to ensure health, safety, and welfare of residents and businesses.

## **21 APPENDIX A – ACROYNMS AND DEFINITIONS**

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The following definitions come from various sources including the Canadian Oxford Dictionary, the Emergency Management and Civil Protection Act, Office of the Fire Marshall and Emergency Management, and the National Fire Protection Association.

ARES – Amateur Radio Emergency Services

AAR – After Action Report

BIA – Business Impact Analysis

CANUTEC – Canadian Transport Emergency Centre

CAO – Chief Administrative Officer, a Co-Administrator, or a designated alternate of them

CBRNE – Chemical Biological, Radiological, Nuclear and Explosive

CACC – Central Ambulance Communication Centre

CCAC – Community Care Access Centre

CEMC – Community Emergency Management Coordinator

CI – Critical Infrastructure

DRAO – Disaster Relief Assistance for Ontarians

DWQMS – Drinking Water Quality Management Standards

ECA – Environmental Compliance Approval

EI – Emergency Information

EIC – Emergency Information Centre

EIO – Emergency Information Officer

EMAT – Emergency Medical Assistance Team

EMPC – Emergency Management Programme Committee

EOC – Emergency Operation Centre

EMP – Emergency Management Plan

FAD – Foreign Animal Disease

GWPS – Guelph Wellington Paramedic Services

HUSAR - Heavy Urban Search and Rescue

IAP – Incident Action Plan

ICP – Incident Command Post

IMS – Incident Management System

MECG – Municipal Emergency Control Group

MDRAP – Municipal Disaster Relief Assistance Program

MTO – Ministry of Transportation

NGO – Non-Government Organization

PAD – Priority Access Dialing

PEOC – Provincial Emergency Operation Centre

PIMS – Provincial Incident Management System

SCBA – Self Contained Breathing Apparatus

WDG Public Health – Wellington Dufferin Guelph Public Health

**Approved** – Formally accepted by a position in authority such as a Minister, CAO, or Municipal Head of Council

**Buffer Zone** – In a planning context, this zone is intended to separate the public and other facilities from the consequence of an incident involving hazardous materials. This zone describes the allowable land uses around a hazardous facility.

**Business Impact Analysis** – A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if an organization was to experience a service disruption.

**Community Emergency Management Coordinator** – An individual officially designated by a community who is responsible and accountable for the community's emergency management program. The Community Emergency Management Coordinator must be, by definition, a municipal employee, as per the Municipal Act.

**Consequence** – The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain.

**Service Continuity Plan** – A plan developed and maintained to direct a Department/ Organizations internal response to an emergency.

**Critical Infrastructure** – Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, (protect public safety and security), and maintain continuity of and confidence in government.

**Declared Emergency** – A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the Emergency Management and Civil Protection Act. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community activity.

**Disaster** – A serious disruption to an affected area, involving widespread human, property, environmental and/or economic impacts, that exceed the ability of one or more affected communities to cope using their own resources.

**Emergency** – A situation or an impending situation caused by the forces of nature, an accident, and an intentional act or otherwise that constitutes a danger of major proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.

**Emergency Information** – Information about an emergency that can be disseminated in anticipation of an emergency or during an emergency. It may provide situational information or directive actions to be taken by the public.

**Emergency Management** – Organized and comprehensive programs and activities taken to deal with actual or potential emergencies or disasters. These include mitigation against, preparedness for, response to and recovery from emergencies or disasters.

**Emergency Management Programme Committee** – The emergency management programme committee is the critical management team that oversees the development, implementation and maintenance of a community emergency management program.

**Emergency Operations Centre** – The EOC is a facility where the Municipal Emergency MECG assembles to manage an emergency.

**Emergency Management Plan** – A risk-based plan developed and maintained to respond to an emergency. This includes steps to guide the response effort, identify persons, equipment, and resources for activation in an emergency and outlines how they will be coordinated.

**Emergency Response Organization** – Group or organization with staff trained in emergency response that are prepared and may be called upon to respond as part of the coordinated response to an emergency.

**Emergency Site Manager/Incident Commander** – Public sector official (usually fire, police, ambulance or Public Works/Infrastructure Services) at the site, in charge of coordinating resources and developing actions to resolve the emergency situation.

**Emergency Response** – Coordinated public and private response to an emergency.

**Emergency Medical Service** – Guelph-Wellington Paramedic Service is the emergency medical services provider for Wellington County and the City of Guelph.

**Evacuation** – The removal of persons from a given area that has been deemed as an actual or potential danger zone or may be impacted by an emergency.

**Evacuation Centre** – A facility to provide shelter, food and other services to a group of people who have been evacuated from an area.

**Evacuation Registration** – A process to account for displaced persons. This process usually takes place at designated reception centres.

**Evaluation** – The process of assessing the effectiveness of an emergency management programme, plan and/or exercise etc.

**Foreign Animal Disease** – A subset of reportable diseases, which are foreign – not common - to Canada. Many diseases have been eradicated in Canada, or have never been presented, but could still occur and would easily threaten the health of domestic herds and flocks. Some examples are Avian Influenza, Foot and Mouth Disease and Bovine Spongiform Encephalopathy (BSE).

**Hazard** – A phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. These may include natural, technological or human-caused incidents or some combination of these.

**Hazard Identification** – The process of defining and describing a hazard, including its physical characteristics, magnitude and severity, probability and frequency, causative factors, and locations/areas affected.

**Head of Council** – Includes the County Warden, the Mayors of the member municipalities, and their designated alternates.

**Heavy Urban Search and Rescue Team** – A multi-service, multi-skilled, and multi-functional task force that is trained and prepared to locate, treat and remove persons trapped in collapsed structures.

**Incident Management System** – The combination of facilities, equipment, staff, operating procedures, and communications operating within a common organizational structure, with responsibility for the management of assigned resources, to effectively respond to an incident or emergency/disaster.

**Municipal Emergency Control Group (MECG)** – The Municipal Emergency Control Group operating from the community Emergency Operations Centre is responsible for coordinating municipal emergency response and recovery activities. The Municipal Emergency Control Group usually includes leading community officials, emergency management representatives and other relevant staff.

**Municipality** – Means the County of Wellington, the Township of Centre Wellington, the Town of Erin, the Township of Guelph/Eramosa, the Township of Mapleton, the Town of Minto, the Township of Puslinch and/or the Township of Wellington North.

**Mutual Aid Agreements** – An agreement developed between two or more emergency services to render aid to the parties of the agreement. These types of agreements can include the private sector emergency services when appropriate.

**Mutual Assistance Agreement** – An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types of agreements could include neighbouring cities, regions, provinces or nations.

**Municipal Disaster Relief Assistance Programme** – An emergency financial assistance programme administered by the Ministry of Municipal Affairs and Housing.

**Ministry of Emergency Preparedness and Response** – Is a Ministry of the Province of Ontario. They are responsible for monitoring, coordinating and assisting in the development and implementation of emergency management programs in Ontario.

**Priority Access Dialing** – A database system administered by Industry Canada and maintained by the CEMC. It is used to identify telephone landlines and some wireless lines that are considered essential for emergencies. Numbers are entered in the database which protects them by limiting the telephone line load on a telephone switch so that the priority lines can continue to be used when the telephone switch is fully loaded with traffic.

**Private Sector** – A business or industry not owned or managed by any level of government.

**Public Sector** – A particular element or component of government, i.e., police, fire and Public Works/Infrastructure Services, of a municipal, provincial or federal government.

**Reception Centre** – Usually located outside the impact zone of the emergency, the reception centre is a place to which evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required.

**Recovery** – The process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

**Response** – The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or services. This may include the provision of resources such as personnel, services and/or equipment.

**Response Organization** – Group or organization with personnel trained in local emergency response, whether medical or not, who are prepared and may be called upon to respond as part of the coordinated response to an emergency e.g., industrial response teams, CERV, etc.

**Risk** – A chance or possibility of danger, loss, injury, or other adverse consequences.

**Risk Assessment** – A methodology to determine the nature and extent of risk by analyzing potential hazards and the evaluation of vulnerabilities and consequences.

**Shall** – Indicates a mandatory requirement.

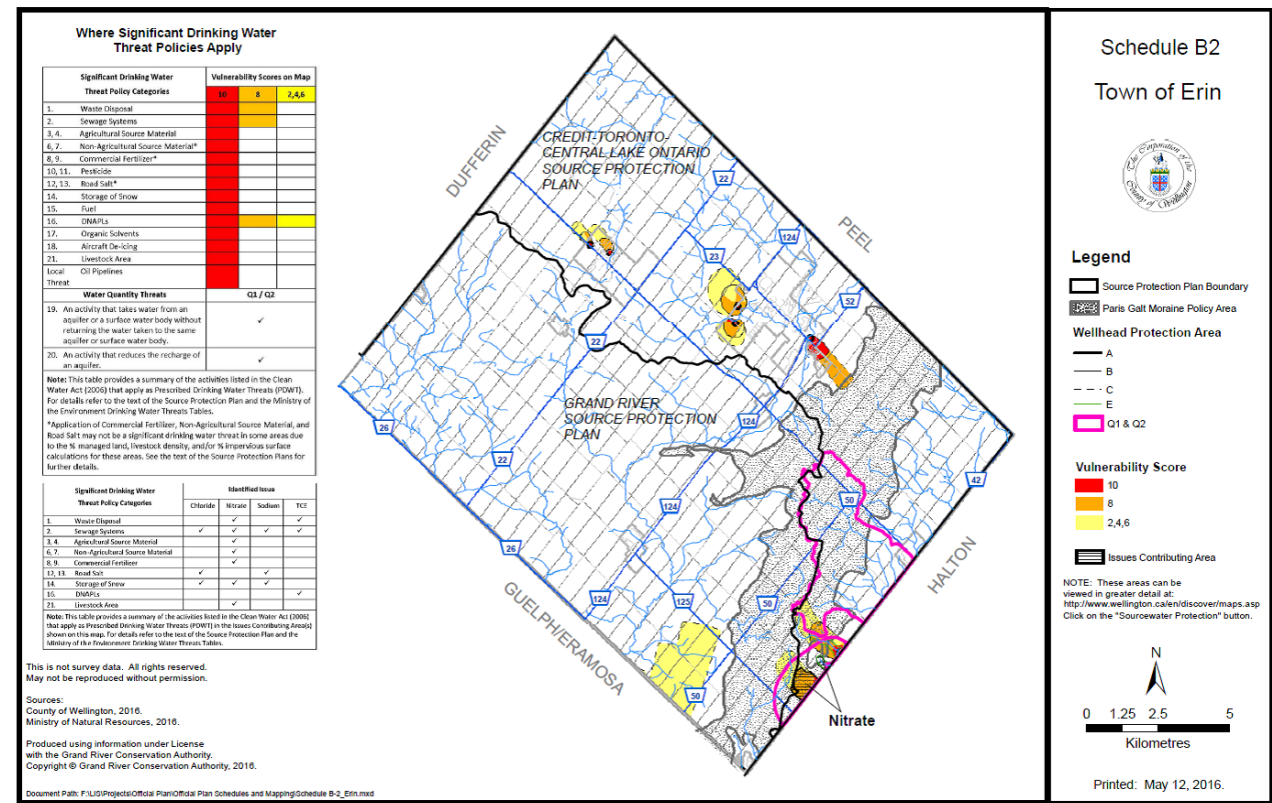
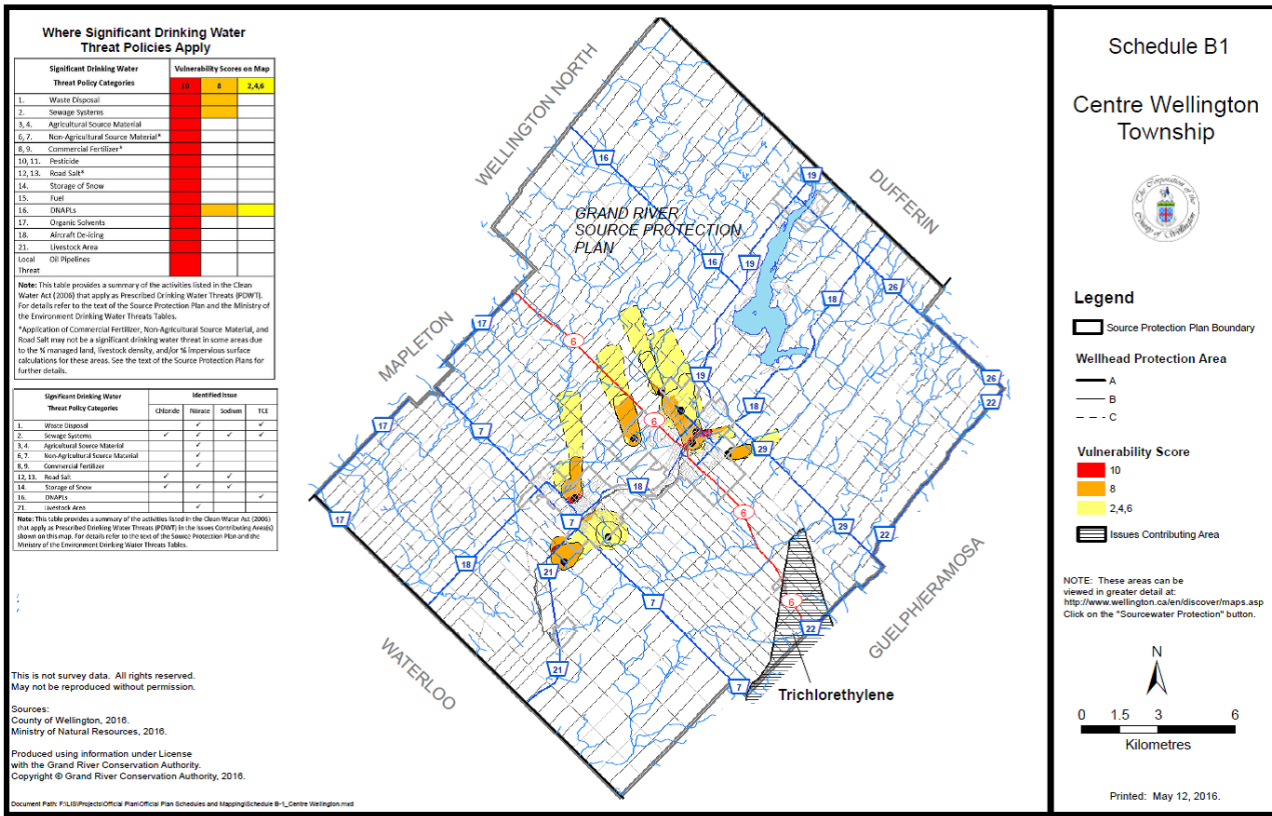
**Should** – Indicates a recommendation or that which is advised but not required.

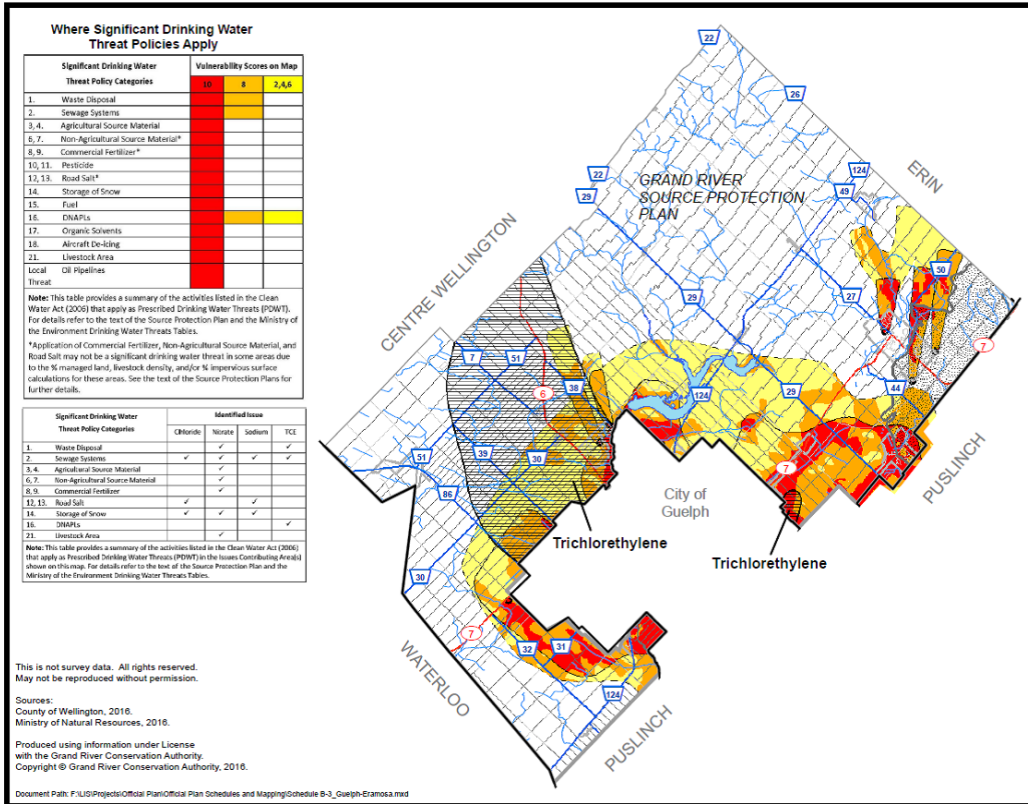
**Telecommunications** – Is the transmission and/or receipt of messages, for communicating over some distance, via a range of technical systems including radio and microwave communications, as well as fiber optics, satellites and the Internet.

**Threat** – Any event that has the potential to disrupt or destroy critical infrastructure, or any element thereof. Threat includes accidents, natural hazards as well as deliberate attacks.

**Vulnerability** – The degree of susceptibility and resilience of the community and environment to hazards, the characteristics of a community or system in terms of its capacity to anticipate, cope with and recover from events.

# 22 APPENDIX B – SCHEDULE B1-B7 DRINKING WATER VULNERABLE AREA MAP SCHEDULES BY MUNICIPALITY





### Schedule B3

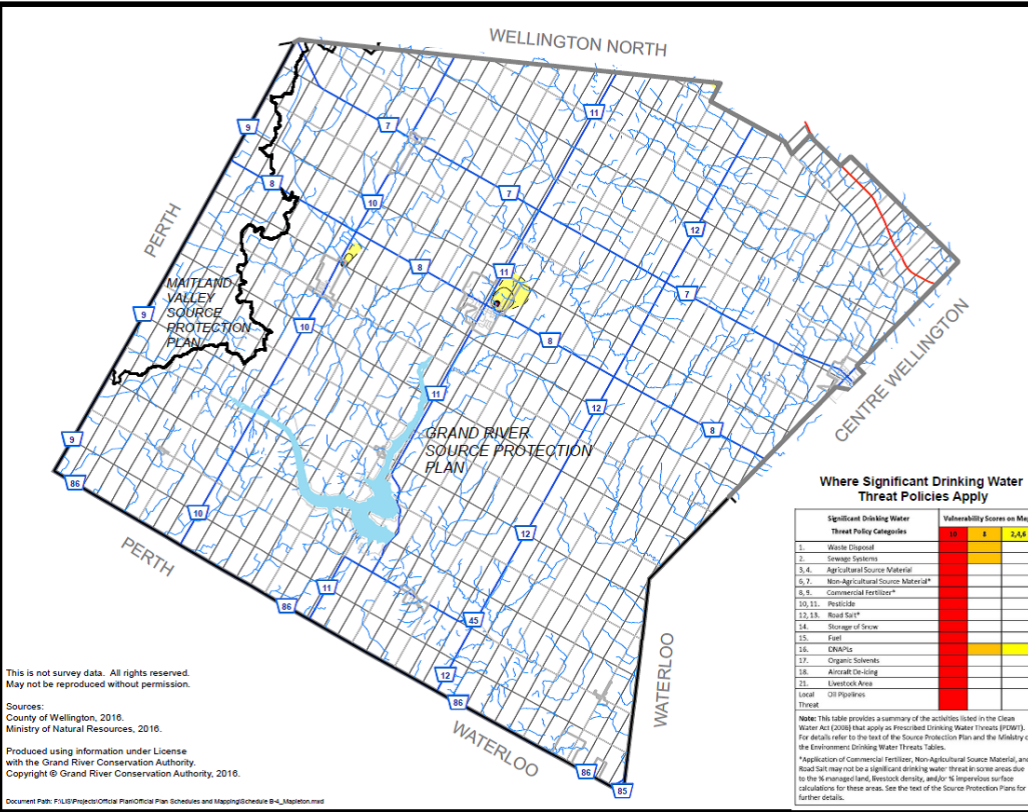
## Guelph-Eramosa Township

#### Legend

- Source Protection Plan Boundary
- Paris Galt Moraine Policy Area
- Wellhead Protection Area
  - A
  - B
  - C
- Vulnerability Score
  - 10
  - 8
  - 2,4,6
- Issues Contributing Area

**NOTE:** These areas can be viewed in greater detail at: <http://www.wellington.ca/en/idscover/maps.asp> Click on the "Sourcewater Protection" button.

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### Schedule B4

## Mapleton Township

#### Legend

- Source Protection Plan Boundary
- Wellhead Protection Area
  - A
  - B
  - C
- Vulnerability Score
  - 10
  - 8
  - 2,4,6

**NOTE:** These areas can be viewed in greater detail at: <http://www.wellington.ca/en/idscover/maps.asp> Click on the "Sourcewater Protection" button.

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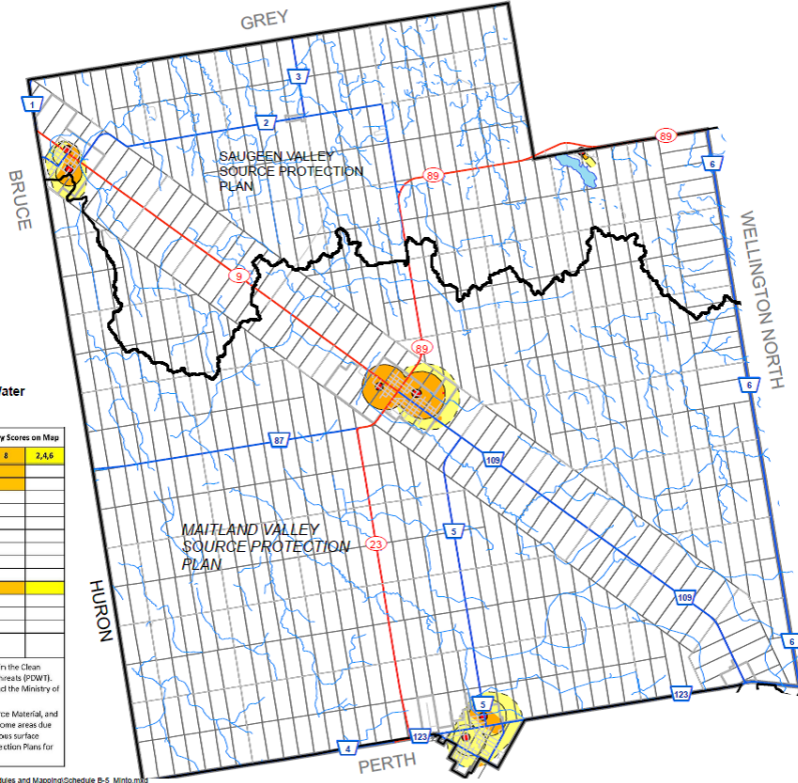
Sources:  
County of Wellington, 2016.  
Ministry of Natural Resources, 2016.

**Where Significant Drinking Water Threat Policies Apply**

Significant Drinking Water Threat Policy Categories	Vulnerability Scores on Map		
	10	8	2,4,6
1. Waste Disposal	10	8	2,4,6
2. Sewage Systems	10	8	2,4,6
3,4. Agricultural Source Material	10	8	2,4,6
6,7. Non-Agricultural Source Material*	10	8	2,4,6
8,9. Commercial Fertilizer*	10	8	2,4,6
10,11. Pesticide	10	8	2,4,6
12,13. Road Salt*	10	8	2,4,6
14. Storage of Sewage	10	8	2,4,6
15. Fuel	10	8	2,4,6
16. DNAPLs	10	8	2,4,6
17. Organic Solvents	10	8	2,4,6
18. Aircraft De-icing	10	8	2,4,6
21. Livestock Area	10	8	2,4,6
Local Oil Pipelines Threat	10	8	2,4,6

Note: This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT). For details refer to the text of the Source Protection Plan and the Ministry of the Environment Drinking Water Threats Tables.  
\*Application of Commercial Fertilizer, Non-Agricultural Source Material, and Road Salt may not be a significant drinking water threat in some areas due to the 16 managed land, livestock density, and/or its impervious surface calculations for these areas. See the text of the Source Protection Plans for further details.

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**Schedule B5  
Town of Minto**



**Legend**

Source Protection Plan Boundary

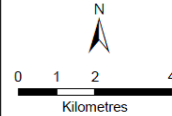
Wellhead Protection Area

A  
B  
C

Vulnerability Score

10  
8  
2,4,6

NOTE: These areas can be viewed in greater detail at: <http://www.wellington.ca/en/discover/maps.asp> Click on the "Sourcewater Protection" button.



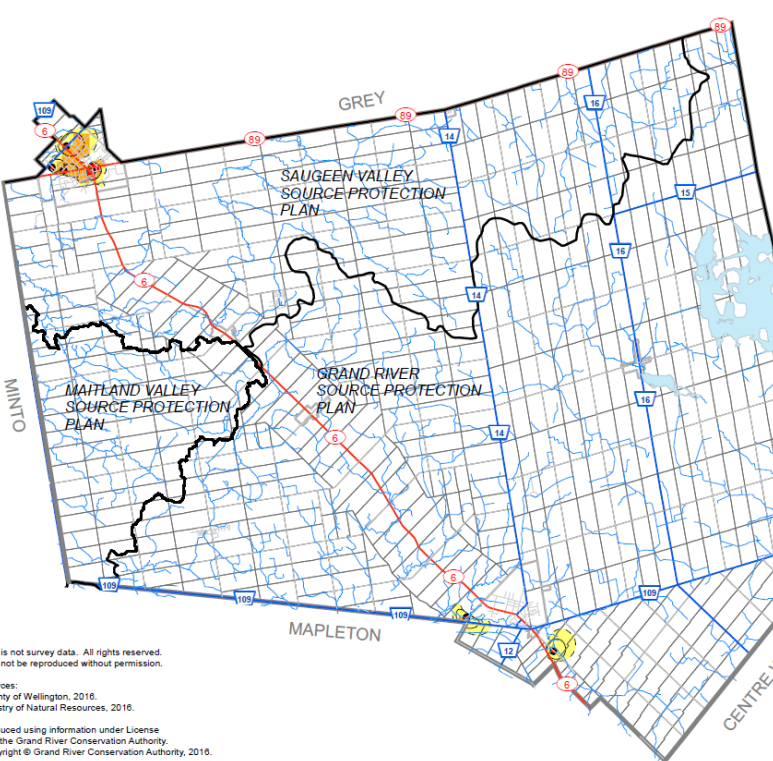
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Sources:  
County of Wellington, 2016.  
Ministry of Natural Resources, 2016.

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**Where Significant Drinking Water Threat Policies Apply**

Significant Drinking Water Threat Policy Categories	Vulnerability Scores on Map		
	10	8	2,4,6
1. Waste Disposal	10	8	2,4,6
2. Sewage Systems	10	8	2,4,6
3,4. Agricultural Source Material	10	8	2,4,6
6,7. Non-Agricultural Source Material*	10	8	2,4,6
8,9. Commercial Fertilizer*	10	8	2,4,6
10,11. Pesticide	10	8	2,4,6
12,13. Road Salt*	10	8	2,4,6
14. Storage of Sewage	10	8	2,4,6
15. Fuel	10	8	2,4,6
16. DNAPLs	10	8	2,4,6
17. Organic Solvents	10	8	2,4,6
18. Aircraft De-icing	10	8	2,4,6
21. Livestock Area	10	8	2,4,6
Local Oil Pipelines Threat	10	8	2,4,6

Note: This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT). For details refer to the text of the Source Protection Plan and the Ministry of the Environment Drinking Water Threats Tables.  
\*Application of Commercial Fertilizer, Non-Agricultural Source Material, and Road Salt may not be a significant drinking water threat in some areas due to the 16 managed land, livestock density, and/or its impervious surface calculations for these areas. See the text of the Source Protection Plans for further details.

**Schedule B6  
Wellington North Township**



**Legend**

Source Protection Plan Boundary

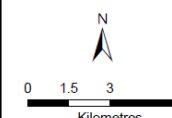
Wellhead Protection Area

A  
B  
C

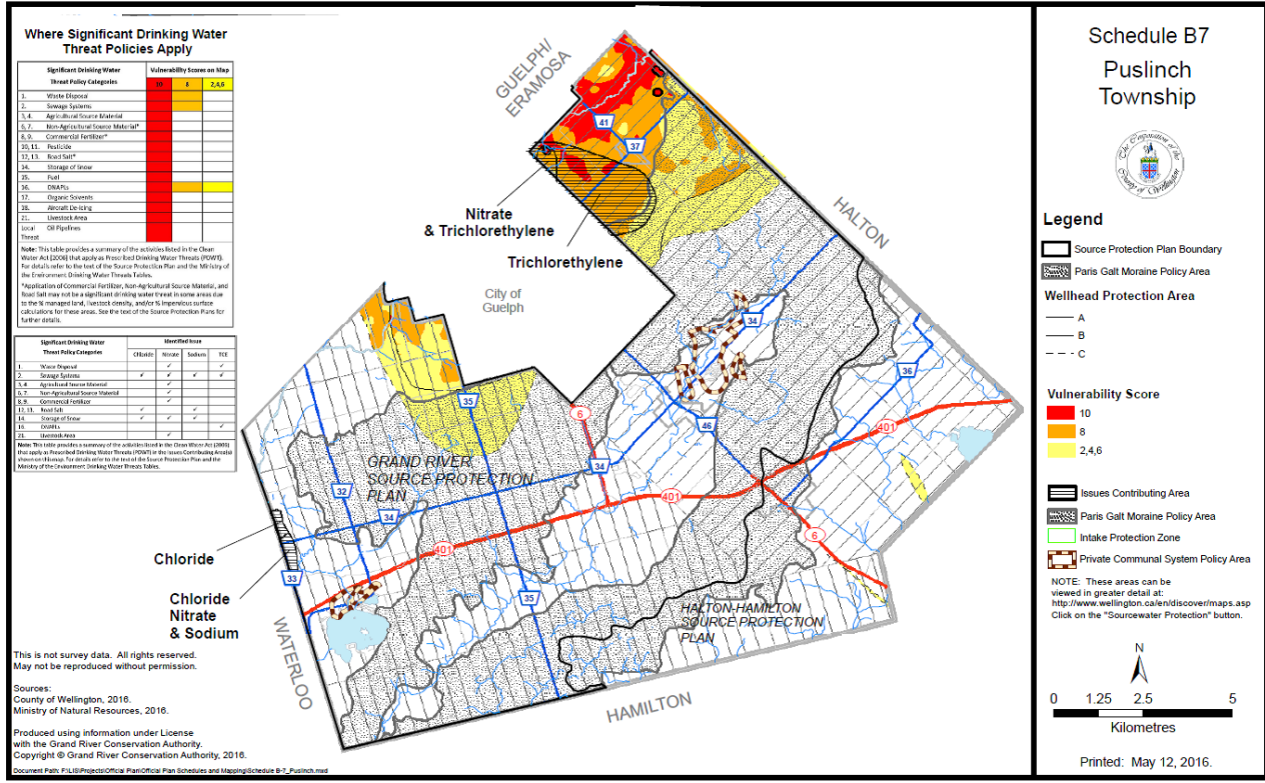
Vulnerability Score

10  
8  
2,4,6

NOTE: These areas can be viewed in greater detail at: <http://www.wellington.ca/en/discover/maps.asp> Click on the "Sourcewater Protection" button.



Date Printed: May 12, 2016.



## 23 APPENDIX C – MECG Member Responsibilities

The table below is in relation to Section 9.3 Responsibilities of MECG Members, to note how each title relates to the titles at the County and with each member municipality.

<b>Title as listed in EMP</b>	<b>County of Wellington</b>	<b>Township of Centre Wellington</b>
<b>Head of Council</b>	Warden	Mayor
<b>Senior Administrative Municipal Official</b>	CAO	CAO
<b>Fire Chiefs</b>	N/A	No Change
<b>Senior Municipal Road Authority Official</b>	Manager of Roads/ County Engineer	Managing Director of Infrastructure Services
<b>Senior Municipal Water/Waste Water Official</b>	NA	Manager of Environmental Services
<b>Treasurer</b>	No Change	Managing Director of Corporate Services & Treasurer
<b>Social Services Administrator</b>	No Change*	No Change*
<b>Wellington Terrace Administrator</b>	No Change**	N/A
<b>CEMC</b>	Emergency Manager	Emergency Manager
<b>Human Resources Administrator</b>	Director of HR	Manager of HR
<b>Manager, Purchasing and Risk Management Services</b>	No Change**	NA
<b>IT Services Support Staff</b>	Director of IT	NA
<b>Municipal Official Responsible for Facilities</b>	Construction and Property Manager	Managing Director of Community Services
<b>Facilities Manager</b>	Asset Management Coordinator	Manager of Parks and Facilities
*This title serves the County and all member municipalities		
**This title only exists at the County level and only serves at the County level		

<b>APPENDIX C - CONTINUED</b>		
<b>Title as listed in EMP</b>	<b>Town of Erin</b>	<b>Township of Guelph Eramosa</b>
<b>Head of Council</b>	Mayor	Mayor
<b>Senior Administrative Municipal Official</b>	CAO	CAO
<b>Fire Chiefs</b>	No Change	No Change
<b>Senior Municipal Road Authority Official</b>	Director of Infrastructure Services	Manager Public Works
<b>Senior Municipal Water/Waste Water Official</b>	Director of Infrastructure Services	Sewer & Water Foreman
<b>Treasurer</b>	Director of Finance and Treasurer	Director of Finance
<b>Social Services Administrator</b>	No Change*	No Change*
<b>Wellington Terrace Administrator</b>	N/A	N/A
<b>CEMC</b>	Emergency Manager	Emergency Manager
<b>Human Resources Administrator</b>	N/A	N/A
<b>Manager, Purchasing and Risk Management Services</b>	N/A	N/A
<b>IT Services Support Staff</b>	IT	N/A
<b>Municipal Official Responsible for Facilities</b>	N/A	Director of Parks & Recreation
<b>Facilities Manager</b>	N/A	Director of Parks & Recreation
*This title serves the County and all member municipalities		
**This title only exists at the County level and only serves at the County level		

<b>APPENDIX C - CONTINUED</b>		
<b>Title as listed in EMP</b>	<b>Township of Mapleton</b>	<b>Town of Minto</b>
<b>Head of Council</b>	Mayor	Mayor
<b>Senior Administrative Municipal Official</b>	CAO	CAO
<b>Fire Chiefs</b>	No Change	No Change
<b>Senior Municipal Road Authority Official</b>	Director of Public Works	Roads and Drainage Manager
<b>Senior Municipal Water/Waste Water Official</b>	Manager of Public Works	Roads and Drainage Manager
<b>Treasurer</b>	Director of Finance	Treasurer/Deputy CAO
<b>Social Services Administrator</b>	No Change*	No Change*
<b>Wellington Terrace Administrator</b>	N/A	N/A
<b>CEMC</b>	Emergency Manager	Emergency Manager
<b>Human Resources Administrator</b>	N/A	Clerk's Assistant/HR Coordinator
<b>Manager, Purchasing and Risk Management Services</b>	N/A	N/A
<b>IT Services Support Staff</b>	N/A	N/A
<b>Municipal Official Responsible for Facilities</b>	Director of Public Works	Director of Community Services
<b>Facilities Manager</b>	Director of Public Works	Director of Community Services
*This title serves the County and all member municipalities		
**This title only exists at the County level and only serves at the County level		

<b>APPENDIX C - CONTINUED</b>		
<b>Title as listed in EMP</b>	<b>Township of Puslinch</b>	<b>Township of Wellington North</b>
<b>Head of Council</b>	Mayor	Mayor
<b>Senior Administrative Municipal Official</b>	CAO	CAO
<b>Fire Chiefs</b>	No Change	No Change
<b>Senior Municipal Road Authority Official</b>	Director of Public Works, Parks and Facilities	Director of Operations
<b>Senior Municipal Water/Waste Water Official</b>	Director of Public Works, Parks and Facilities	Manager Environmental and Development Services
<b>Treasurer</b>	Director of Finance & Treasurer	No Change
<b>Social Services Administrator</b>	No Change*	No Change*
<b>Wellington Terrace Administrator</b>	N/A	N/A
<b>CEMC</b>	Emergency Manager	Emergency Manager
<b>Human Resources Administrator</b>	N/A	N/A
<b>Manager, Purchasing and Risk Management Services</b>	N/A	N/A
<b>IT Services Support Staff</b>	Deputy Clerk	N/A
<b>Municipal Official Responsible for Facilities</b>	Director of Public Works, Parks and Facilities	Director of Operations
<b>Facilities Manager</b>	Director of Public Works, Parks and Facilities	No Change
*This title serves the County and all member municipalities		
**This title only exists at the County level and only serves at the County level		