



MUNICIPALITY OF
ARRAN-ELDERSLIE

Emergency Response Plan

The Municipality of Arran-Elderslie

By-law XX-2026

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Document History

This is version 1.0 of the 2026 Municipality of Arran-Elderslie Emergency Response Plan (Arran-Elderslie ERP).

This version replaces the last version published in 2019.

Amendments to the current version can occur at any time. These will be recorded in the following table:

Revision Number (1.X)	Description of change	Date of Revision	Revision Made By (Name)	By-law #
1.0	Original	Not applicable	Not Applicable	

Publications Management

The most current version of this Plan shall be posted to the external Municipal website and internal Municipality sites as applicable. Copies of the Arran-Elderslie ERP may be viewed at the Municipality of Arran-Elderslie Administrative Office and online at [Home | Municipality of Arran Elderslie](#).

This publication is subject to review and amendments. This process is the responsibility of the Community Emergency Management Coordinator. Stakeholders are encouraged to review and evaluate this plan as they use it and to submit comments and suggestions.

For more information, please contact:

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Amendments will be published from time to time. The version control form in this section will be used to keep record of approved amendments.

Executive Summary

While the Municipality of Arran-Elderslie is a safe place to live, work and play, emergencies can happen anywhere and at any time. The Municipality of Arran-Elderslie, through its Emergency Management Program is responsible for ensuring its response to an emergency is effectively coordinated.

The Arran-Elderslie ERP describes how the municipality coordinates emergency response in partnership with its communities, other municipalities including the County of Bruce and other organizations. The Arran-Elderslie ERP does this by:

- Providing a planning basis that describes how emergencies can impact the Municipality of Arran-Elderslie.

- Describing how emergencies typically unfold in the Municipality.
- Providing an organizational structure to highlight primary lines of communication.
- Describing the basic mechanisms for how a Municipality emergency response can be effectively coordinated.

Effective emergency management in the Municipality of Arran-Elderslie requires a coordinated response between many different types of organizations, including:

- Emergency Response organizations (i.e., police, fire, etc.).
- Other public sector organizations (i.e., school boards, hospitals).
- Private industry including critical infrastructure owners and operators.
- Neighbouring municipalities
- Bruce County
- Non-governmental organizations

The primary audience for the Arran-Elderslie ERP is the Municipality of Arran-Elderslie Community Emergency Management Coordinator and the Emergency Control Group.

1. Introduction, Background and Authorities

1.1 An Overview of the Municipality of Arran-Elderslie role in emergencies

Under Ontario's Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 (EMPCA), an emergency is "a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise."

Emergencies threaten public safety, public health, the environment, property, continuity of government operations, critical infrastructure, and economic stability. Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, type and construction of the affected infrastructure and buildings, type of hazard, and demographics.

In most instances, for emergencies that exceed the capacity of the individual, families or businesses, the impacted community¹ manages the emergency response and recovery. Communities do this as a matter of routine by emergency services (including police, fire, and paramedic services), and in more serious cases by implementing their emergency plan.

¹ In this plan, "communities" is a generic term referring to groups of residents at the local level.

At this level of response, there are also other organizations and institutions that may have emergency responsibilities to manage, such as the Ministry of Health and Ministry of Long Term-Care managing disruptions to the health system; or the Ministry of Natural Resources and Forestry managing wildfires.

Occasionally emergencies can arise where communities need additional support. In these instances, a coordinated approach may be necessary to support local emergency response activities. When the Municipality of Arran-Elderslie responds to emergencies, there is often a need to coordinate between other organizations. The Arran-Elderslie ERP provides guidance on how this coordination is achieved.

1.2 The Municipality of Arran-Elderslie Emergency Response Plan

The Municipality of Arran-Elderslie Emergency Response Plan (Arran-Elderslie ERP) describes how the Municipality of Arran-Elderslie coordinates the municipality's response to emergencies that involve multiple municipal resources, and/or other municipalities and/or the County and/or other organizations.

The Arran-Elderslie ERP focuses on coordinating the efforts and resources of the Municipality of Arran-Elderslie in an emergency involving other organizations. For these types of large or complex emergencies, the Arran-Elderslie ERP provides information on how the municipality works with its communities, the private sector and other emergency management stakeholders.

The primary audience for the Arran-Elderslie ERP is the Community Emergency Management Coordinator and the Emergency Control Group. The Arran-Elderslie ERP is also meant to be used by stakeholders in emergency management, and members of the public who wish to know how the Municipality of Arran-Elderslie responds to emergencies.

The Arran-Elderslie ERP meets the requirement to have a plan for emergency response pursuant to Section 3.1 of the EMPCA.

1.3 Emergency Management in the Municipality of Arran-Elderslie

1.3.1 Emergency Management Programs

Emergency Management consists of organized programs and activities which address actual or potential emergencies or disasters.

Emergency Management in the Municipality of Arran-Elderslie is a shared responsibility that includes individuals and families, municipal and County governments, and other involved organizations such as first response organizations, critical infrastructure owners and operators, and non-governmental organizations (NGOs).

Emergency Management programs are risk-based programs consisting of prescribed elements that may include prevention, mitigation, preparedness, response, and recovery activities. In the Municipality of Arran-Elderslie, these programs include:

- Emergency plans, which often include continuity of operations plans.
- Training for various emergency management activities.
- Public education on risks to public safety and on personal preparedness for emergencies.

1.3.2 Municipality of Arran Elderslie's Emergency Management Governance

1.3.2.1 Municipalities

Section 2.1 of the EMPCA sets requirements for emergency management programs for municipalities. Additional standards for emergency management programs are set out in O.Reg. 380/04, made in accordance with section 14 of the EMPCA.

1.3.2.2 The Municipality of Arran-Elderslie By-Law XX-2026 provides for the establishment of an Emergency Management Program and an Emergency Response Plan for the Corporation of the Municipality of Arran-Elderslie.

1.4 Glossary and Acronyms

Acronyms and abbreviations are defined in Appendix A². Terms are defined in the glossary of Appendix B.

1.5 Municipality of Arran-Elderslie ERP reviews and revisions

The Arran-Elderslie ERP shall be reviewed and amended if required, by the Emergency Management Program Committee annually.

The annual review process for the Arran-Elderslie ERP shall include:

² The Municipality of Arran-Elderslie ERP uses many terms from the provincial Emergency Management Glossary of Terms.

- Appropriate consultations with stakeholders, changes to legislation and/or changes to address best practice emergency management methodologies.
- A review of all after-action reports.
- An assessment of the existing capability to meet the requirements of the Arran-Elderslie ERP.

The Municipality of Arran-Elderslie Emergency Management Coordinator (CEMC) shall review the Arran-Elderslie ERP on an ongoing basis to identify any technical amendments that need to be made. Technical amendments may include minor updates such as: changes to names, corrections to fix grammar or typographical errors (typos), minor clarifications. Technical amendments to the plan may be made by the CEMC between the annual reviews.

The CEMC is responsible for ensuring the most up-to-date version of the Arran-Elderslie ERP is distributed accordingly.

2. Purpose and scope

2.1 Aim

The aim of the emergency response is to safeguard the health, safety, welfare, and property of residents, and to protect the economic, physical, social, cultural, and environmental assets of affected areas.

To that end, the aim of the Arran-Elderslie ERP is to establish a coordination framework for emergency response by the municipality so that emergency management stakeholders can effectively plan to work with the municipality prior to, during and after an emergency. The Arran-Elderslie ERP outlines how the municipality, its communities, and other organizations work together to respond to emergencies.

As recovery activities usually overlap with response, the framework presented in the Arran-Elderslie ERP is also used to coordinate recovery activities that happen during the response phase.

2.2 Plan goals

The Arran-Elderslie ERP is structured around four major goals:

1. Describe arrangements to safeguard the health, safety, welfare, and property of the people of the municipality when an emergency occurs.
2. Set out the basic organizational structures, responsibilities, and guidance for a coordinated response to emergencies.

3. Describe how the municipality will coordinate emergency assistance to the community.
4. Describe how the Municipality of Arran-Elderslie Emergency Operations Centre (EOC) communicates and shares information with and between stakeholders to enhance situational awareness.

To achieve these goals, the plan must:

- Be flexible enough to adapt to a broad spectrum of types of emergencies.
- Describe mechanisms of support for emergencies with or without a formal declaration of emergency.
- Describe the coordination of response and recovery activities that are led by the Municipality of Arran-Elderslie during the response phase.
- Describe the provision of centralized coordination of emergency management across Municipality of Arran-Elderslie communities and organizations.

2.3 Scope

The Arran-Elderslie ERP outlines the general concepts, structure, and requirements for a response to an emergency that requires the coordination of activities between the Municipality of Arran-Elderslie and other organizations. The Arran-Elderslie ERP describes how this type of response is coordinated between the Municipality of Arran-Elderslie as well as other responding organizations.

There is a significant overlap between response and recovery activities in an emergency. The Arran-Elderslie ERP provides guidance on the coordination of recovery activities when they happen concurrently with response activities.

Emergency response activities undertaken pursuant to the Arran-Elderslie ERP could occur due to the impact of any hazard, except for nuclear and radiological emergencies.³ The Municipality of Arran-Elderslie Hazard Identification Risk Assessment (HIRA) identifies the most significant hazards with the potential to affect the Municipality of Arran-Elderslie.⁴

2.4 Plan implementation

The Arran-Elderslie ERP should be used for the coordination of municipal emergency response activities in any of the following circumstances:

³ Nuclear and radiological emergencies are addressed under the Provincial Emergency Response Plan, formulated under Section 8 of the *EMPCA*.

⁴ The Municipality of Arran-Elderslie Hazard Identification and Risk Assessment is located in Appendix B.

1. An emergency occurs that requires a coordinated municipal response.
2. The municipality receives a request for assistance in emergency response from an organization.
3. An emergency is imminent, and it is anticipated that there will be a need for support or assistance to emergency response.
4. A declaration of emergency is made by the Municipality of Arran-Elderslie Head of Council.
5. When directed by the Municipality of Arran-Elderslie Chief Administrative Officer (CAO).

2.5 Assumptions

Listed below are the major assumptions on which the Arran-Elderslie ERP is based. These assumptions form a basis from which the Arran-Elderslie ERP shall be implemented in an emergency.

The Arran-Elderslie ERP assumes:

- Responding organizations will first utilize existing local capabilities, according to their plans and procedures, to respond to and recover from emergencies.
- Where responding organizations have determined that their capabilities/capacity are insufficient to address all needs of an emergency, the Municipality of Arran-Elderslie can mobilize resources and expertise to assist.
- Individuals, families, governments, and other organizations have varying abilities to resist, absorb, accommodate, adapt to transform, and recover from the effects of a hazard. Not all will be self-sufficient.

2.6 Links with other plans

2.6.1 Provincial Emergency Response Plan (PERP)

The PERP is the Provincial emergency response plan for all-hazards response and coordination for emergencies involving multiple Provincial organizations. Since it describes how the Province coordinates an overall Provincial response, it informs how other organizations' plans work together. The PERP provides guidance on recovery activities during the response phase, and a foundation for the transition to the recovery phase.

2.6.2 County of Bruce Emergency Response Plan (BC-ERP)

The BC-ERP is the County emergency response plan for all-hazards response and coordination for emergencies involving County resources and one or more lower tier municipalities. Since it describes how the County coordinates an overall County response, it informs how other lower tier municipalities and organizations' plans work together. The BC-ERP provides guidance on response and recovery activities during the response phase, and a foundation for the transition to the recovery phase.

3. Planning basis

Along with the Arran-Elderslie ERP goals described in Section 2.2, the planning basis guides the implementation of the Arran-Elderslie ERP by describing where it applies, what types of emergencies can be expected in the Municipality of Arran-Elderslie and priorities for response and recovery.

3.1 Application of the components of emergency management

Emergency management in the Municipality of Arran-Elderslie is based on a risk management approach and includes five components:

1. 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.

2. 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.

3. Preparedness

Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formation of emergency plans, business continuity/continuity of operations plans, training, exercises, and public awareness and education.

4. Response

The provisions of emergency services and public assistance or intervention during or immediately after an incident 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.

5. 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.

Ensuring a strong and seamless relationship across all these components is critical to ensure effective emergency management.

While the Arran-Elderslie ERP focuses on response, and the foundations of recovery, the remaining components of prevention, mitigation and preparedness are proactive components that are critical elements in any emergency and provide important context to how emergency management works in the Municipality of Arran-Elderslie. Prevention, mitigation, and preparedness measures can greatly diminish the need for response and recovery activities required for certain emergencies, and may result in long-term, cost-effective reduction of risk.

3.1.1 Response and recovery

Response is directly addressed in the Arran-Elderslie ERP. Recovery is addressed where it occurs in parallel to response activities.

Response can begin where there is an advanced warning of an emergency, or otherwise immediately following and throughout the event. Response is focused on keeping people safe, meeting urgent emergency needs, and limiting further damage or destruction.

Recovery activities can begin at the same time as response activities are ongoing. In these cases, recovery activities should be coordinated alongside ongoing response actions. The aim of recovery measures is to assist individuals, businesses, and communities to return to a state of normalcy.

While response activities are generally limited to short-term activities, recovery can span short (e.g., days, weeks), medium (e.g., weeks, months), and long-term (e.g., months, years) periods. Examples of recovery activities include short-term efforts such as debris removal, medium-term efforts such as crisis mental health support for affected communities, or long-term projects such as rebuilding residential property or critical assets and infrastructure.

Community ownership, empowerment, and partnership in recovery are essential to comprehensive recovery. Such efforts require specific expertise, coordination, and emergency resources that surpass the

capabilities, capacity, or regular operating structure of 'normal' (i.e., non-emergency) services and resources. Recovery efforts should aim to improve a community's physical, social, environmental, and economic conditions to create a more resilient community, through integration of disaster risk reduction measures.

3.2 Planning area definition

The geographic area covered by the Arran-Elderslie ERP includes the boundaries of the Municipality of Arran-Elderslie.

3.2.1 Critical Infrastructure

Communities in the Municipality of Arran-Elderslie are supported by critical infrastructure; independent, 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. Critical infrastructure systems in the Municipality of Arran-Elderslie can be owned and operated by either the government, the private sector, or a combination of both.

The Municipality of Arran-Elderslie identifies nine critical infrastructure sectors:

1. Food and water
2. Telecommunications Systems
3. Electrical Power Systems
4. Gas and Oil
5. Financial Services
6. Health System
7. Transportation networks
8. Public Safety and Security
9. Continuity of Government

3.2.2 Geographic variation

The Municipality of Arran-Elderslie covers a large and diverse area. Across this area, there may be differences in the risk of hazards, depending on the physical, social, economic, and environmental characteristics of each area. These factors create different risk landscapes, which result in different planning priorities across the municipality.

These differences may also have a large impact on how response and recovery activities are resourced, prioritized, designed, and managed.

3.3 Characteristics of an emergency

An emergency may:

- Occur with little or no warning.
- Escalate rapidly and strain resources of emergency response organizations.
- Occur in any area of the municipality.
- Vary in scope from small and localized, to multi-jurisdictional emergencies.
- Vary in intensity from minimal damage or injury to extensive devastation and/or loss of life.
- Vary in length, potentially leading to lasting impacts and lengthy response or recovery operations.

3.4 Hazard Identification and Risk Assessment

The Arran-Elderslie ERP is founded on a comprehensive understanding of potential emergency scenarios, which are established in an all-hazards approach to risk through hazard identification and risk assessment (HIRA).

The Municipality of Arran Elderslie's HIRA⁵ informs an understanding of the potential impacts of hazards across the municipality, which in turn guides the development of resources and responsibility requirements outlined in this plan.

Subsection 2.1 (3) and 5.1 (2) of the EMPCA mandate that every municipality must conduct "hazard and risk assessment and infrastructure identification."

3.5 Resilience

All communities have different pre-emergency levels of resilience. This creates different needs for emergency management operations across the Municipality of Arran-Elderslie. Vulnerability is an important factor in understanding resilience, as increased vulnerability to a hazard will reduce community resilience.

A comprehensive risk-based approach to emergency management includes the process of building community knowledge to understand the existing level of community resilience.

4. Concept of operations

4.1 Overview

⁵ The Municipality of Arran-Elderslie Hazard Identification and Risk Assessment is located in Appendix C.

The concept of operations is a component of an emergency plan that clarifies the overall approach to responding to an emergency. This concept of operations describes the conceptual approach to a municipal level coordination in an emergency.

It forms the basis for the organization and activities described in Sections 5 and 6.

4.2 The graduated approach to emergency response

4.2.1 Individual, families and organizations

The most basic level of response and recovery consists of individuals, families, and organizations dealing with an emergency that directly affects them. Impacted people and organizations may or may not need emergency support from the government, depending on the scale and nature of the emergency, and the resilience of those impacted (see section 3.5 for more information on resilience).

Individuals, families, and organizations that are impacted by an emergency initiate their own emergency response and recovery efforts, and they connect with government services on an as-needed basis. Individuals, families, and organizations impacted by emergencies do not have specific responsibilities under the Arran-Elderslie ERP.

4.2.2 Multi-jurisdictional response

Individuals and organizations that are impacted by an emergency initiate their own emergency response actions where they can, focused on their own needs and responsibilities.

Formal government coordination of response and recovery efforts begin with the government of primary jurisdiction.

For emergencies that occur in the Municipality of Arran-Elderslie, there are some overlapping jurisdictions with layers of legislated responsibility or authority. Services from different levels of government could respond simultaneously to an emergency, each with jurisdiction for different responsibilities and aspects of the event.

An example of how these different organizations come together during the response to a spill of a chemical from an industrial facility,

which includes but is not limited to the organizations listed in Table 4-1.

Table 4-1: Example – organizations responding to an industrial chemical spill.

Organization	Level of Response	Role
Owner of chemical	Individual/organization	Report spill, initiate response efforts, trigger insurance claim
Fire and rescue, hazardous materials (HazMat) teams, police, and paramedic services	Municipal Government County Government Provincial Government	Life-saving response, containment
Hospitals	Local Health System	Treating injuries
Municipal Emergency Operations Centre	Municipal government	Coordination of municipal response activities
Reception/Evacuation Centre	Municipal government County government – Emergency Social Services	Emergency social services support
County Emergency Operations Centre	County government	Coordination of County response activities, assistance to lower tier if requested
Public Health Units	Local Health System	Assess impacts to local population health and making recommendations
Spills Action Centre (Ministry of the Environment, Conservation and Parks)	Provincial government	Assess environmental and health impacts, monitor, and ensure response proceeds per legislative responsibility
Environment And Climate Change Canada	Federal government	Assess remediation and, if necessary, require additional actions under applicable legislation

4.2.3 Capacity thresholds

It is possible that the needs of the responding organization(s) will exceed their capacity to effectively respond to some or all the impacts of the emergency. This does not necessarily mean that these organizations have become overwhelmed, but that coordination efforts and resources must grow to appropriately respond to or recover from an emergency.

Existing additional arrangements can enhance response efforts, including but not limited to contractual agreements for specific services, bi-lateral agreements, and mutual assistance agreements with neighbouring municipalities and/or upper-tier municipalities if applicable. The Municipality of Arran-Elderslie has arrangements with neighbouring municipalities and the County of Bruce for mutual assistance.

If the emergency exceeds part or all the capacity of an organization to respond, it can request support from the Municipality of Arran-Elderslie, as needed. For example, response organizations could request assistance from the municipality for evacuation/reception centres, accommodations, food etc.

4.2.4 Large and widespread emergencies

In extraordinary circumstances, emergencies can occur where wide areas, large numbers of people, or significant infrastructure systems are affected. The impacts of large and widespread emergencies vary significantly, depending on the resilience of the affected organizations and communities. In cases where these impacts are significant, normal service and resource arrangements may not be sufficient to meet the needs for response and recovery.

Coordinating organizations may need to prioritize the use of limited resources in large and widespread emergencies. The availability of staff and resources may be stretched to the point that organizations with continuity of operations plans may need to activate them to respond to the emergency. (see section 6.13 for more details on continuity of operations).

4.2.5 Requesting assistance

When one or more municipalities have reached the limits of their response capabilities, or when an event happens that requires a capability that the municipality does not have, extra assistance is needed. Requests for assistance are frequently consolidated through dedicated emergency management programs with the County of Bruce.

There may be instances where emergency resources or coordination are provided either to or from other jurisdictions by or to the Municipality of Arran-Elderslie through mutual assistance agreement.

Individual Bruce County departments may aid the Municipality of Arran-Elderslie through their own arrangements and agreements (i.e., Transportation and Environmental Services, Emergency Social Services). The Bruce County Emergency Response Plan (BC-ERP) may be activated if further coordination between lower tier municipalities is required. The BC-ERP guides the actions of the County emergency response where such assistance is given as part of a coordinated County response.

Example: A severe transportation accident leads to a large spill of a dangerous chemical in a residential neighbourhood resulting in an evacuation of the area. The Municipality's emergency operations centre makes a request to the County to deploy Emergency Social Services/Red Cross to assist in setting up and coordinating an evacuation centre. The spill has also exceeded the Municipality's ability for clean-up and remediation initiating a request for assistance from the County Transportation and Environmental Services.

4.2.6 Graduated approach

The requests for assistance between levels of government generally follow a structure from the "bottom-up": from Lower Tier Municipality, to County, to Provincial, to Federal levels of government. All levels of this hierarchy work on different types of tasks and activities, with many jurisdictions and organizations working together in partnership through emergency management structures.

The "bottom-up" approach does not necessarily mean that emergency management must begin at the local level. Rather, it references the fact that efforts are often coordinated starting at the local level of government, and proceeding to the County, Provincial and the National level as more coordination of resources are needed.

In cases where there is a need for coordination between Lower Tier Municipalities, the County of Bruce can facilitate the County's efforts in response and help coordinate between and across these different layers of government involvement.

4.3 Coordination

Coordination is a process designed to ensure that different and complex activities can work together effectively.

In the context of a response under the Arran-Elderslie ERP, coordination encompasses three components:

- Establishing a common understanding of roles and responsibilities as they relate to a particular response.
- Facilitating the activities of all relevant stakeholders to work towards common or complementary objectives.
- Sharing information in a timely and structured manner so that all stakeholders have a common understanding of the situation.

The Municipality of Arran-Elderslie has an emergency operations centre to ensure emergency response activities are effectively managed within their jurisdiction. More details on Emergency Operations Centres can be found in Section 5.3.

4.3.1 Community coordination

As an emergency grows in severity, and community resources become committed to response efforts, a dedicated coordinating organization is activated:

- The Municipality of Arran-Elderslie emergency operations centre is activated, led by the Municipal Emergency Control Group (MECG) where required.
- The Bruce County emergency operations centre may be activated, led by the County Emergency Control Group (CECG) if required.

Through its coordinating organization, the Municipality manages its own resources to respond to and recover from emergencies. The Municipality also coordinates with individuals, businesses, and organizations, such as volunteers, non-governmental organizations, contractors, suppliers, and critical infrastructure owners.

The Municipality may rely on mutual aid/assistance agreements with adjacent communities to augment their emergency response.

4.3.2 County Emergency Management Coordination

There are potentially numerous organizations involved in a response at the County level. While each individual organization works to coordinate its own response with that of its stakeholders, the number of ongoing activities in a widespread emergency may require a central hub to coordinate overall response.

The Bruce County Emergency Operations Centre (BC EOC) is the central hub for County emergency response coordination. The BC

EOC coordinates overall response efforts between Lower Tier Municipalities and other organizations. The BC EOC coordinates with organizations that are not part of the County organization including neighbouring jurisdictions, private industry, and non-governmental organizations. The specific mechanisms for this coordination are described in further details in Section 6.6.

Other organizations involved in a response may activate their own EOCs to coordinate their own response efforts.

Although the BC EOC can perform a coordination role for communications, it does not take control of every line of communication. The Lower Tier Municipalities and other organizations should still communicate directly with other organizations to carry out their response activities.

4.4 Information management

4.4.1 Information management principles

Information management is a set of processes that directs and supports the coordination and use of information in an organization. It includes efforts to:

- Standardize terminology
- Create credible and reliable information products
- Perform analysis to inform decision-making

Information management practices help improve situational awareness across responding organizations and directly support emergency information activities.

The information management process used by the Municipality of Arran-Elderslie facilitates effective decision-making and allows for a common and shared understanding of the:

- Status of the incident
- Status of incident response and recovery activities
- Status of resources
- Plan of action

Information management applies to, but is not limited to, the following types of data and communications:

- Telecommunications (voice and data)
- Geospatial Information Systems (GIS)
- Reports and other written products

- In-person and/or virtual meeting and interactions

4.4.2 Information management process

There are four phases in the information management process, which support effective and efficient coordination and use of information.

During emergency response operations, the Municipal EOC should move through this process at least once every operational period.

1. Collect

- a) Identifying information requirements, including intended audience.
- b) Identifying sources of information.
- c) Gathering of information from all available sources.
- d) Organizing and storing information in a central, accessible place.

2. Confirm

- a) Checking the accuracy of collected information, including evaluation of source trustworthiness, and verification of against secondary sources. Where inaccurate or misinformation is identified, it should be flagged to the source to be corrected.

3. Analyze

- a) Determining what information is important for the current operation.
- b) Determining who needs what information.
- c) Sorting out unimportant details.
- d) Identify any remaining information gaps.
- e) Organizing the relevant information to make it easy to understand.
- f) Creating information products (reports, map, etc.) that can be used by responders and decision makers.

4. Share

- a) Distributing information and analysis to the people and organizations who need it in an appropriate format and in a timely manner.

4.4.3 Emergency information

Information management should include consideration for managing emergency information.

The public needs up-to-date and accurate emergency information through a variety of communication methods, including social and traditional media. In complex incidents several organizations may work together to coordinate their messages or may work together in a joint Information Centre – refer to section 6.13.

4.4.4 Record keeping

All organizations involved in emergency response should make every reasonable effort to make accurate records of all emergency response activities. This includes proper filing and storage of all incoming and outgoing communications, information products, and the completion of personal logs.

Having these records helps inform post-emergency reviews. Recordkeeping is critical in ensuring that best practices are captured, and mistakes are not repeated.

In addition to this general guidance, organizations are subject to the Freedom of Information and Protection of Privacy Act R.S.O. 1990, Chapter F.31. Operational recordkeeping procedures should be developed in consultation with legal counsel.

Refer to section 6.7.3 for details on protection of information.

4.5 Priorities

The Arran-Elderslie ERP provides standardized response goals for prioritization for response actions. The standardized response goals should be used to help guide all decisions made by the Municipality of Arran-Elderslie in response to any emergency. While the standardized response goals are intended to provide guidance on prioritization, they can and should be pursued concurrently where sufficient resources exist.

The standardized response goals are as follows, presented in descending order, and include examples of key actions for each (not an exhaustive list):

Protect the safety of all responders	Provision for physical and mental health.
Protect and preserve life	Provision of urgent emergency needs including rescue and emergency medical triage and care. Issuing information and warnings.
Treat the sick and injured	Medical care to those affected. Trauma management and mental health crisis intervention.
Care for immediate needs	Provision of immediate emergency needs, food, shelter, and clothing. Provision of immediate emergency needs of affected pets and livestock. Protection of community members' safety (including visitors and tourists).
Protect public health	Protection of community members' continuing health.
Ensure the continuity of essential services and government	Protection of critical infrastructure and community assets that are essential to the health, safety, and welfare of people, and that support community resilience.
Protect property	Protection of property from imminent threats. Protection of residential property as a place of primary residence.
Protect the environment	Protection of the environment from imminent threats.
Prevent or reduce economic and social losses	Reduction of economic and social losses.

4.6 Equitable service

Emergencies vary in intensity and complexity. Prioritization of actions is partly determined by the characteristics of the affected population(s) or assets.

Arran-Elderslie consists of diverse communities and groups. There are groups in Arran-Elderslie that require special consideration in emergency response and recovery. These include patients in hospitals, persons with disabilities or other barriers to access services, and those who are otherwise more vulnerable than the rest of the population.

All responses under the Arran-Elderslie ERP should consider barriers to access services and the potential vulnerability of those affected by emergencies, to facilitate response with equitable outcomes. This includes work to identify equity-related issues and create approaches to address gaps.

4.7 Declaration of an emergency

Declared emergencies are a formal mechanism under the EMPCA that permits heads of government to take actions and make orders to protect the health, safety and welfare of the people, and to protect property and the environment in the emergency area.

A declaration of emergency is not typically required to implement an emergency plan. Similarly, requests for assistance can be made with or without a formal declaration, by issuing a request to the next level of government. See section 6.4 for more details on declaration of emergency.

4.8 Improvement planning

The improvement planning process is an aspect of quality management that aims to evaluate tasks or processes after they have been used and identify areas for improvement.

After action reports consist of analysis of actions undertaken during the response phase, inclusive of any activities or agency within the emergency response organization.

Arran-Elderslie uses the improvement planning process as a key mechanism to link response and recovery to prevention, mitigation, and preparedness. After actions reports and improvement plans identify and then address important gaps in prevention, mitigation, and preparedness.

5. The Arran-Elderslie emergency response organization

5.1 Overview

Organizations within Arran-Elderslie respond to emergencies on a regular basis. These organizations work directly with impacted individuals, communities, and other organizations/entities to accomplish their response tasks. Often, there is no need for a dedicated coordinating organization.

Some emergencies are large, complex and impact several communities. In these cases, there may be a need for a coordinated response from the many organizations that are responding. The Arran-Elderslie EOC can be activated during multi-jurisdictional emergencies to conduct a coordinated response.

The Arran-Elderslie EOC can be the central coordinating hub. Other organizations connect to the Arran-Elderslie EOC as needed to facilitate the provision of appropriate services. In this way, the organization is flexible and adaptable to the needs of the current situation and all hazards.

Other organizations connect to the Arran-Elderslie EOC as needed to ensure coordinated provision of support to the emergency response operation, including sharing information, or coordination support, generally through a staff liaison.

5.2 The Incident Management System

Arran-Elderslie is made up of many organizations with separate reporting and operational structures. Arran-Elderslie therefore uses the Incident Management System (IMS) to give organizations a common framework so they can cooperate, communicate, and coordinate their work during an incident.

IMS is a standardized and coordinated approach to incidents that provides functional interoperability at all levels of emergency management. Organizational structures include the provisions for common response functions, including but not limited to: Command & Coordination, Operations, Planning, Logistics, Finance and Administration, and Public Information.

IMS includes guidance for all aspects of coordinating a response including but not limited to:

- Support to the site or overall incident response
- Coordination of incident response efforts
- Command of response efforts
- Communication

5.3 Municipality of Arran-Elderslie Emergency Operations Centre

5.3.1 Role of the Arran-Elderslie Emergency Operations Centre

The Arran-Elderslie Emergency Operations Centre (EOC) is the central coordinator of the Arran-Elderslie resources' response to emergencies. It can also be a central coordinator in the event of a large, multi-jurisdictional emergency. The Arran-Elderslie EOC is in Chesley at the Municipal Office with an alternate being the Chesley Firehall.

It serves five core functions:

1. Provides continuous monitoring of ongoing emergencies in the Municipality, as well as situations that have the potential to result in an emergency.
2. Provides a physical location and specialized resources to facilitate inter-organizational coordination efforts.

3. Facilitates the sharing of key information, to support decision makers and organizations in evolving situations as effectively as possible.
4. Receives requests for municipal assistance and coordinates the provision of that assistance.
5. Maintains capability to coordinate Emergency Information, including Alert Ready wireless public alerting.

The Arran-Elderslie EOC provides timely support, information, and analysis to other responding organizations to assist in strategic planning.

The role of the Arran-Elderslie EOC is to support responding resources and organizations, mitigating duplication of effort and promoting collaboration to ensure issues are identified, managed, and triaged effectively.

5.3.2 Arran-Elderslie Emergency Operations Center staffing and operations

The Arran-Elderslie Community Emergency Management Coordinator (CEMC), with oversight from the Emergency Management Program Committee (EMPC), is responsible for establishing the EOC. Ontario Regulation 380/04 sets out the requirements for municipalities to have an EOC. An EOC is a facility where the Emergency Control Group may assemble to manage an emergency. To effectively coordinate municipal emergency response operations, the CEMC shall:

- Formulate, update, and maintain procedures for operating the Arran-Elderslie EOC.
- Equip, test, and maintain the appropriate technological and telecommunications systems in the Arran-Elderslie EOC to support effective communications and information management.
- Identify appropriate staff to comprise the Emergency Control Group (ECG) to staff the Arran-Elderslie EOC (as dictated by the scope of the emergency) and ensure that sufficient surge capacity exists to respond to large and complex emergencies, including provision for 24/7 staffing.

The Arran-Elderslie EOC is led by the EOC Commander and is organized into sections that reflect the Incident Management System. For further details on the Arran-Elderslie ECG organizational chart located in the EOC Operating Procedures, see Appendix D.

The Arran-Elderslie EOC organizational structure may also include but is not limited to the following centres, as required:

- **Reception Centre⁶**

Reception centres are normally located outside the area of the emergency. They are a physical space to which evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required.

- **Evacuee Centre**

A facility to provide shelter, food, and other emergency social services to a group of people who have been evacuated from an area.

- **Emergency Information Centre**

A designated facility that is properly equipped to monitor and coordinate emergency information activities, including the dissemination of information to the public.

During a large, complex, and multi-jurisdictional emergency where the Bruce County EOC is also activated, the County may deploy a representative to the Arran-Elderslie EOC to act as a link between the two centres.

5.4 Other supporting organizations

There are many other organizations in Arran-Elderslie that can be involved in emergency response and recovery. These organizations may include:

- Agencies, boards and commissions that have not been designated under the EMPCA
- Critical infrastructure owners and operators
- Non-governmental organizations (NGOs)
- Other municipalities or the County

The Arran-Elderslie EOC may identify supporting organizations to be linked to the EOC. At the discretion of the EOC Commander, the EOC will then be responsible for ensuring those organizations are included in coordination and information sharing activities.

6. Emergency response and recovery activities

6.1 Operational phases

⁶ Note: for a response to a radiological or nuclear emergency under the Provincial Nuclear Emergency Response Plan (PNERP), “reception centre” has a slightly different definition due to the size of a potential evacuation, and the need for decontamination and monitoring activities.

The Arran-Elderslie ERP recognizes two progressive and overlapping operational phases: response and recovery.

The phases are consistent with the description provided in the planning basis (section 3). Each of the response phase and recovery phase have distinct purposes, characterized by their associated strategic objectives, as follows:

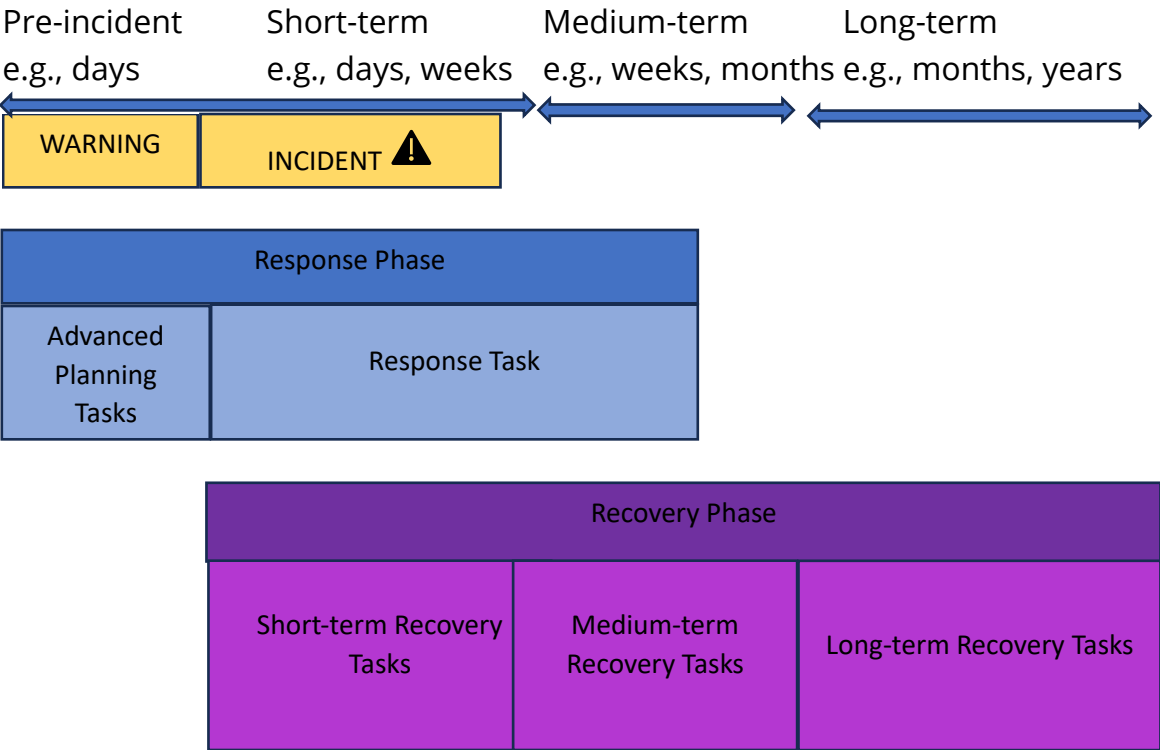
Response phase: The aim of measures taken during response is to ensure that a controlled, coordinated, and effective response is quickly undertaken at the outset of the emergency to minimize its impact on public safety.

Recovery phase: The aim of measures taken during recovery is to assist individuals, businesses, and communities to return to a state of normalcy. The Arran-Elderslie ERP focuses on recovery only where it overlaps response.

These concepts can also be represented graphically, shown in Figure 6-1.

Figure 6-1: Operational Phases

Timeline:



6.1.1 Coordination of recovery activities

While the focus of the Arran-Elderslie EOC is on response, it is recognized that recovery activities take place concurrently. Where there is an identified need for multi-organization coordination, the

Arran-Elderslie EOC will lead the coordination of ongoing tasks regardless of whether they are response or recovery.

Coordination of recovery operations by the Arran-Elderslie EOC should continue until such time there is no further need for coordination between organizations, all tasks are completed, or overall coordination can be transferred to another organization with jurisdiction and capacity to take on the coordination role.

6.2 Monitoring and notification

6.2.1 Monitoring for emergencies

In the absence of an emergency, the Municipal response level is always at a state of Routine Monitoring (see section 6.3 for more details on activation levels).

The Municipality shall monitor various sources of information for potential emergencies in the Municipality.

In some cases, warning may come from outside organizations that have access to scientific/technical methods of predicting floods, forest fires, and severe weather, or from intelligence and threat risk assessment operations. Where reliable prediction is possible, action can be taken before the onset of an emergency. The Arran-Elderslie EOC should disseminate any information regarding the emergency it receives to the appropriate stakeholders.

For more details on the Arran-Elderslie EOC's information management process, see Section 6.7.

6.2.2 Notification of an emergency

The Arran-Elderslie EOC Commander shall, through the CEMC, maintain a 24/7 reporting point that at a minimum has the capability to receive notifications via phone, email, or fax. In the event of a widespread telecommunications failure, the Arran-Elderslie EOC shall also maintain an amateur radio station to be used for notifications once the auxiliary communication service (ACS) has been activated.

Refer to Section 6.8.2 for further information on Arran-Elderslie EOC telecommunications capabilities.

Potential and actual emergencies requiring the coordination of activities between multiple organizations should be reported promptly to the Arran-Elderslie EOC by the fastest means available.

Notwithstanding the above general requirement, the Arran-Elderslie EOC should be notified in the following instances:

- An emergency occurs that would exceed the Municipality's capacity to respond. For the purposes of notification, a community's capacity includes any existing mutual assistance agreements.
- An emergency occurs that requires more than one municipality to respond.
- An emergency occurs that would create significant financial impact on the Municipality.
- An emergency occurs that may generate significant public or media interest (including social media).

When notified by a staff member, or organization of an actual or potential emergency, the EOC Commander will determine the appropriate municipal response level, as described in the next section (6.3).

6.3 Activation

6.3.1 Overview and responsibilities

The Arran-Elderslie EOC responds to emergencies or potential emergencies according to three levels of operational response. The response level reflects the overall need for a coordinated response on behalf of the Municipality.

The Arran-Elderslie EOC Commander is responsible for deciding to raise or lower the municipal response level.

6.3.2 Response levels

The three response levels are routine monitoring, enhanced monitoring, and activation (shown in Figure 6-2).

The response level adopted will depend upon the severity of the emergency and the appropriate type and level of staffing required to monitor or respond. The Arran-Elderslie EOC Commander may direct a move from any activation level to any other activation level. For example, in fast-developing emergencies, the Arran-Elderslie EOC Commander may decide to immediately change the response level to activation.

6.3.2.1 Routine monitoring

This is the default response level. The CEMC will monitor the Municipality for potential or actual emergencies through relationships with other CEMCs and other organizations.

At routine monitoring:

- The Arran-Elderslie EOC is not staffed.
- Regular communication is maintained with other organizations and municipalities.
- The Emergency Information Officer (EIO) will be notified of events that receive or are likely to receive significant media attention.
- The CEMC will continue with Public Awareness and Education information products.

6.3.2.2 Enhanced monitoring

All activities that are carried out at routine monitoring will continue to be carried out at enhanced monitoring.

Enhanced monitoring is for emergencies that require some coordination, planning, and/or monitoring activities, but do not require a full response. This typically means some combination of:

- A need to conduct contingency planning for a situation.
- A need to pre-position and/or deploy resources.
- A need to coordinate with a small number of organizations and other stakeholders.

When the Arran-Elderslie EOC first adopts enhanced monitoring, the EOC Commander shall:

- Notify appropriate partner organizations of the change in response level.
- Set an operational period for the EOC.
- Initiate the development of an incident action plan (section 6.6.3)
- Begin conducting regular event coordination briefings (section 6.6.2)

At enhanced monitoring:

- The EOC should be staffed with a limited number of personnel according to the needs of the event.

- The EOC may request that other organizations that are directly involved assign a liaison officer to the EOC.
- The EOC may coordinate the deployment of staff to assist with response activities, depending on the needs of the situation.
- The EIO may be activated, at the direction of the EOC Commander.
- The EIO shall begin distributing event-specific information products (section 6.7.2)

6.3.2.3 Activation

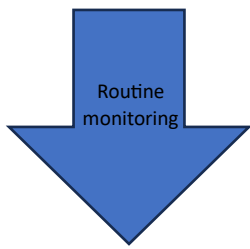
All activities that are carried out at routine and enhanced monitoring will continue to be carried out at activation.

Activation is for emergencies that require a coordinated response across many organizations. Additional activities at activation include:

- The EOC should be staffed as necessary to carry out assessments of the situation, to initiate response activities and to coordinate the ongoing municipal operations.
- The EOC should request that other organizations that are directly involved in the response assign a liaison to the EOC.
- The EOC should deploy a liaison to the County EOC if activated.
- The EIO shall be activated.

6.3.3 Multiple emergencies

In situations where the Municipality is managing multiple emergencies at once, the Arran-Elderslie EOC Commander should direct adoption of the response level according to the total coordination needs of all active emergencies.



Indicators for escalation*	BC EOC activities	BC EOC staffing
Non-emergency operations.	Routine watch and warning activities Regular CEMC threat-risk assessments	Routine staffing CEMC
Need for contingency planning. Need to pre-position resources. Need to coordinate between a small number of other organizations and/or stakeholders.	All activities from "Routine Monitoring" and: - Operational period set. - Planning cycle started, including the development of incident action plans. - Event coordination briefings.	Partial staffing EOC Commander CEMC Scribe Command Staff as required. Section Chiefs and staff as required.
Need to coordinate a municipal response.	All activities from "Enhanced Monitoring" and: Deployment of municipal resources coordinated as required (e.g., Roads, IT)	Full staffing Liaisons for all organizations that are involved in the response. All Command Staff. All Section Chiefs and required staff. Other liaisons as required.

*The EOC Commander may move from a response level to any other response level. For example, in fast-developing emergencies, the EOC Commander may decide to immediately adopt "Activation".

Figure 6-2: Response levels

6.4 Declarations of Emergency

6.4.1 Duty to respond

Municipalities can initiate an emergency response in accordance with their emergency plans, procedures, and other legislated responsibilities without a declaration of emergency under the EMPCA.

An official declaration of emergency does not need to be made if normal powers and procedures suffice.

Declarations of emergency are not required to request aid.

6.4.2 Municipal declaration of emergency

The legal authority for making and terminating a municipal declaration of emergency is set out in the EMPCA. A municipal

declaration of emergency allows the head of a municipality to make orders that they feel are necessary to protect property and the health, safety, and welfare of the inhabitants, if orders are not contrary to law.

6.4.2.1 Declaration

Municipal councils have the authority and responsibility to make municipal declarations within the boundaries of their jurisdiction.

6.4.2.2 Termination

The head of a municipal council, or the majority of a municipal council, have the authority to terminate a municipal emergency within the boundaries of their jurisdiction at any time.

The Premier of Ontario has the authority to terminate any municipal emergency declaration at any time.

6.4.2.3 Notifications

If the head of council of a municipality makes a declaration of emergency, they are required to notify the Treasury Board Secretariat as per subsection 4. (3) of the EMPCA. The notification should be in the form of a phone call followed by a written notification via email or fax to the Provincial Emergency Operations Centre (PEOC). This notification may be carried out by a delegate of the head of council (often the CEMC).

6.4.2.4 Identifying the need to declare

An order declaring that an emergency exists if in the opinion of the Head of Council the following criteria are satisfied:

1. There is an emergency that requires immediate action to prevent, reduce or mitigate a danger of major proportions that could result in serious harm to people or substantial damage to property.
2. One of the following criteria exists:
 - Potential evacuation.
 - Immediate or potentially prolonged disruption of key services and/or utilities and/or a threat to critical infrastructure.

- Potential for significant media interest or need for significant public messaging.

6.5 Requests for assistance

Arran-Elderslie may identify a need for County or Provincial assistance for several reasons, including:

- The Municipality requires more support than is available under their existing mutual aid/assistance agreements.
- A stakeholder identifies additional activities that need County or Provincial coordination.

The County of Bruce or the Province of Ontario can coordinate requests for assistance by:

- Working with Arran-Elderslie to identify and describe the resources and/or capabilities required.
- Working with Arran-Elderslie to identify sources for the needed resources or capabilities with considerations for:
 - Availability
 - Effectiveness in achieving the objective.
 - Cost
 - Proximity
 - Existing arrangements (including liability and WSIB protection)
- Identifying length of deployment conditions.

6.6 Coordination

6.6.1 Mechanisms for coordination

The Arran-Elderslie EOC can support coordination of emergency response between municipal response and all other involved organizations. The physical site enables the co-location of representatives from many organizations and facilitates a collaborative approach to response.

Designated emergency responders and other organizations are responsible for the conduct of operation within their area of jurisdiction. During an emergency, involved organizations may be deployed to the Arran-Elderslie EOC as a liaison.

6.6.2 Event coordination briefings

The purpose of an event coordination briefing is to provide a forum for sharing information between multiple responding organizations simultaneously, to:

- Update on current situation.
- Update on major tasks undertaken by each organization
- Discuss new and ongoing risks
- Identify potential conflicts
- Identify new support needs

Event coordination briefings shall be chaired by the Arran-Elderslie EOC Commander or their delegate.

Event coordination briefings should include representatives from each organization that is actively participating in the emergency response, as well as any other organizations that need to be included for situational awareness.

The Arran-Elderslie EOC shall hold event coordination briefings at a minimum of once per operational cycle.

Organizations involved in emergency response and recovery should have their own briefings internally and with their own stakeholders as required, outside the Arran-Elderslie EOC event coordination briefings. The Arran-Elderslie EOC event coordination briefings should not be used to replace internal briefings for participating organizations.

The event coordination briefing is not a forum to solve problems. Once an issue is identified, it should be tasked to one or more organizations and taken offline.

6.6.3 Incident Action Plans

The Arran-Elderslie EOC shall produce an IMS 1001 Incident Action Plan (IAP) for each operational period that outlines the response coordination strategy adopted by the Arran-Elderslie EOC. The IAP should describe the objectives, strategies, and tactics to be implemented by the Arran-Elderslie EOC over the next operational period to address the ongoing emergency.

The Arran-Elderslie EOC Commander shall approve IAPs.

The Arran-Elderslie EOC IAP informs but does not replace the planning documents of individual organizations.

In addition to the IAP, the Arran-Elderslie EOC also produces dedicated products for information sharing, described in Section 6.7.2.

6.7 Information management and situational awareness

6.7.1 Information collection, confirmation, and analysis

The Arran-Elderslie EOC will monitor incoming and outgoing information to ensure the most accurate situational awareness possible.

Information for use as situational awareness can be obtained through various means, and includes, but is not limited to, information related to the:

- Status of the event (locations, photographs, videos, confirmation of verbal reports, Geospatial Information Systems (GIS/geoinformatics, etc.)
- Status of deployed resources (locations, operational cycles, liaison contacts, etc.).
- Status of future operations (challenges, potential gaps, or perceived shortfalls).

Within the Arran-Elderslie EOC, all staff, including deployed liaisons, are responsible for:

- Tracking tasks assigned to them, and following up with responsible parties, to maintain accurate situational awareness.
- Maintaining logs of activities performed to ensure continuity of operations across all staff performing that function or role.
- Authenticating operational information, to the fullest extent possible, prior to passing it on to other Arran-Elderslie EOC staff.

Liaisons to the Arran-Elderslie EOC are additionally responsible for:

- Gathering pertinent information from their respective organizations or municipalities, collating it, and sharing it with Arran-Elderslie EOC staff and other stakeholders (as appropriate).

The Arran-Elderslie EOC shall have a process in place, as defined in the Arran-Elderslie EOC Standard Operating Procedures (SOP), for sharing information with all Arran-Elderslie EOC staff. The Arran-Elderslie EOC SOP is in Appendix D.

Key information collected, confirmed, and analyzed through the Arran-Elderslie EOC information management process should be shared through the Arran-Elderslie EOC event coordination briefings (Section 6.6.2.)

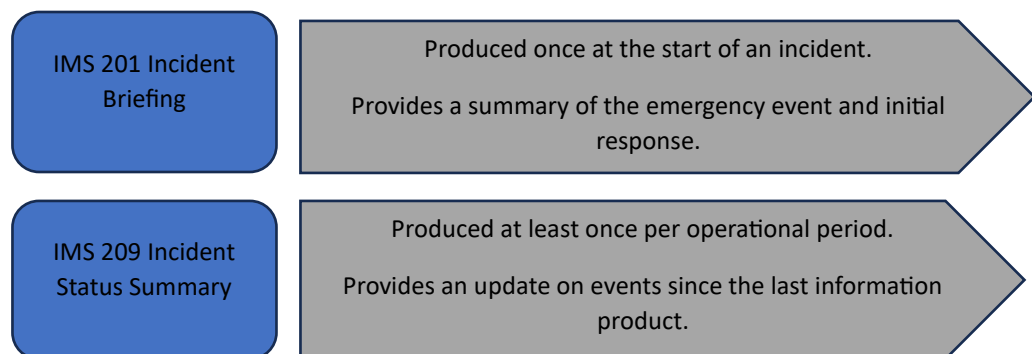
6.7.2 Information Products

The Arran-Elderslie EOC is responsible for disseminating information products with the EOC and to emergency management stakeholders.

Dependent on the situation, there are various information products that the Arran-Elderslie EOC will develop and disseminate to relevant emergency organizations. (Figure 6-3)

At the onset of an emergency the Arran-Elderslie EOC shall produce and disseminate an IMS 201 Incident Briefing document to provide a summary of the emergency event and initial response. The IMS Incident Briefing document is only produced once for each incident. Thereafter, the Arran-Elderslie EOC shall produce and disseminate an IMS 209 Incident Status Summary to provide updates of the situation.

Figure 6-3: Arran-Elderslie EOC Information Products



The Arran-Elderslie EOC prepares an IMS 1001 Incident Action Plan (IAP) for each operational period to summarize the intended objectives and strategies for that operational period. Refer to Section 6.6.3 for requirements regarding IAPs.

An Arran-Elderslie EOC information product (whether an IMS 201 Incident Briefing or IMS 209 Incident Status Summary) shall be produced and shared at least once per operational period. Information products can be developed and disseminated more frequently at the discretion of the EOC Commander.

Other information products (e.g., maps) will be developed and shared by the Arran-Elderslie EOC and other organizations as required.

6.7.3 Protection of Information

It is the responsibility of all Arran-Elderslie EOC staff and emergency management stakeholders to protect and disseminate sensitive information in a manner that will prevent security and privacy breaches and protect sources.

It is the responsibility of the “owner” of information to follow those procedures as are required by law to secure and protect information prior to sharing with stakeholders.

It is the responsibility of all recipients of information to protect it in accordance with its classification and use it only for its intended purpose.

All information that is created by or passes through government organizations, including the Arran-Elderslie EOC, is subject to Ontario’s Freedom of Information and Protection of Privacy Act. Municipalities are also subject to the Municipal Freedom of Information and Protection of Privacy Act. Personal health information is protected by the Personal Health Information Protection Act. Other organizations involved in response and recovery may be subject to their own similar legislation.

6.8 Information technology, telecommunications, and security

6.8.1 Information technology

Information technology is equipment or systems for storing, receiving, sending, and processing information. These systems can consist of a wide range of methods, devices, and processes, including, but not limited to fixed and mobile phones, computers, databases, instant messaging systems, voice/video calls, and specialized emergency management software.

Arran-Elderslie shall work with their IT service providers to conduct regular inspections and tests to confirm functionality and readiness of these systems. IT systems should have redundant power supplies appropriate to their use (e.g., uninterruptible power supplies (UPS) for critical server systems to prevent data loss; standby generators for building power, etc.).

6.8.2 Telecommunications

Telecommunications systems are a subset of information technology. They are used to transmit and/or receive messages over a distance. Telecommunications systems include radio systems (including microwave), fiber optics, satellites, and the internet.

The Arran-Elderslie ERP should describe how their EOC is linked via primary and backup telecommunications systems that enable email and transfer emergency information. This type of information should be contained in confidential annexes to prevent its misuse.

The Arran-Elderslie EOC shall establish primary and backup lines of communication with the County EOC and other stakeholders.

The Arran-Elderslie EOC Commander shall ensure the EOC has appropriate telecommunications systems to ensure effective communication in an emergency. This should include at a minimum:

- Internet access
- Intranet access
- Redundant telephone systems
- Multiple teleconference lines
- Web-conferencing capability

The Arran-Elderslie EOC Commander shall ensure that there is sufficient mobile network coverage in the EOC to allow representatives to use mobile phones and other devices.

6.9 Donations management

Donations in an emergency can include services, funds, and materials. Managing donations includes collecting, storing, dispensing, and accounting of donations.

Organizations should exercise care around handling financial donations to ensure that proper accounting controls are in place to prevent fraud and ensure that all applicable laws are followed.

Communities, as the first line of response to an emergency, should plan to identify what types of donations may be needed and then put in place a mechanism to manage them. This may be accomplished by setting up a special team as part of the community's emergency response organization or requesting support from a non-governmental organization (NGO).

There are various NGOs operating in Ontario that often have the capability to manage donations (funds, volunteer, or materials). These organizations can provide services such as helping to collect, triage, identify, package, temporary storage, transport, and distribute various types of donations.

211 is available to support **public inquiry** services for a municipality following an emergency event including enquiries regarding donations.

Communities should communicate with the public and their donation programs, particularly with consideration for managing donations coming from outside the community. Refer to Section 6.12 for information on emergency information.

6.10 Damage assessment

Arran-Elderslie EOC will depend on their Public Works Department, Fire Service and other organizations to provide information on the extent of the damage within the Municipality.

6.11 Volunteer management

Organizations involved in response and recovery should carefully consider their need for, and the capabilities of unaffiliated volunteer assistance during an emergency. As part of their planning, organizations should consult with legal counsel and the Workplace Safety and Insurance Board to ensure that volunteers receive the proper insurance coverage.

Organizations that are using volunteers should systematically register those who participate in the emergency response or recovery operations.

211 is available to support **public inquiry** services for a municipality following an emergency event including enquiries about and registration of volunteers.

6.12 Protection and care of animals

6.12.1 General

Any emergency that affects humans may affect their animals whether these are raised for foodstuff production, kept as companions or service animals or for other purposes, such as in zoos.

Of particular concern is the protection and care of animals during an evacuation. Pursuant to Section 7.0.2 (4) of the EMPCA, Provincial evacuation orders can include animals under a Provincial declaration of emergency.

6.12.2 Responsibility

Communities in Ontario should make provisions for the protection and care of all animals as mentioned above, including those left behind in an evacuation.

Communities should consult with the following Provincial organizations for assistance in developing plans for the protection and care of animals:

- The Ministry of the Solicitor General (SOLGEN) has the responsibility of overseeing animal welfare in Ontario.
- The Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) is the Provincial lead on farm animal disease (OIC 1157/2009) and provides advice on the management of livestock welfare issues.
- The Ministry of Natural Resources and Forestry (MNRF) for issues pertaining to wildfires.

6.13 Emergency Information

6.13.1 General

The guiding principle for emergency information operations shall be to provide to the public and to the media prompt, accurate and timely information on the status of the emergency, the measures being taken to deal with it, and actions to be taken by the public in response.

The Municipality of Arran-Elderslie is responsible for having its own emergency information officer who is responsible for acting as the primary media and public contact during an emergency. Each emergency information officer manages emergency information as it pertains to their communities.

Coordination of emergency information during an emergency involving multiple organizations should be carried out in accordance with the Arran-Elderslie Communications Plan, developed by the Arran-Elderslie Emergency Information Officer (EIO).

The Arran-Elderslie Communications Plan describes how prompt and coordinated information from the Municipality and other organizations is disseminated to the public, media, other levels of government, emergency response organizations, and when appropriate, private sector organizations.

The Arran-Elderslie EIO will work with other organizations' EIOs to ensure that emergency information on the status of the emergency, the measure being taken to mitigate it, and actions to be taken by the public in response is accurate and provided in a timely manner. In some instances, a lead spokesperson may be identified.

6.13.2 Emergency Information

Emergency information tasks are coordinated through the Arran-Elderslie EIO. The Arran-Elderslie EIO is responsible for emergency information and internal communications in consultation with the Arran-Elderslie EOC Commander.

When activated, the Arran-Elderslie EIO is responsible for coordinating the development of emergency information for the media and public.

The Arran-Elderslie EIO is responsible for ensuring that emergency information activities are coordinated between the EIOs of other response organizations that are active in the emergency response.

Information shall flow in both directions between the Arran-Elderslie EOC Commander, the General Staff, and the EIO to ensure that Command-identified emergency information issues are incorporated into the emergency information messaging and that the EOC is made aware of any issues that may affect the overall response.

The main functions of the EIO include:

- Issue media releases and other information products to the media on behalf of the Municipality that describe the nature of the emergency and the measures that the Municipality is taking to manage it.
- Coordinate media conferences on behalf of the Municipality and provide supportive documents for the Municipal spokesperson(s).
- Monitor media, social media, and the public's perceptions of, and reaction to, the situation and keep the Arran-Elderslie EOC Commander and other EIOs informed.
- Identify misinformation and counter it with verified and credible information.
- Provide key messages and information to other activated EIOs and organizations.

6.13.3 Coordination of emergency information with other organizations

In emergencies where many organizations and jurisdictions are involved in the response every effort should be made to ensure that the information being developed is consistent in content and issued in a coordinated manner.

Municipalities are required under O.Reg. 308/04 to designate an emergency information officer.

The Arran-Elderslie EIO should liaise with the EIOs of other organizations. Consideration should be given to establishing a Joint Information Centre. The Joint Information Centre will be coordinated by the County EIO if the County of Bruce adopts a County response level of activation.

6.14 Continuity of Operations

The Municipality of Arran-Elderslie may maintain continuity of operations plans (COOPS) for each department. It is recommended the COOP include detailed procedures for maintaining continuity of operations associated to Arran-Elderslie departments and recovery strategies in the event there is a disruption to operations in an emergency.

6.15 Finances

6.15.1 Financial accountability

An important aspect of any emergency is the accounting of expenditures. All Arran-Elderslie departments involved in response and recovery activities shall maintain financial records during the response and recovery. The Finance and Administration Section Chief is responsible for overseeing the maintenance of the financial records.

6.15.2 Ministry of Municipal Affairs and Housing Disaster Recovery Assistance Programs

The Ministry of Municipal Affairs and Housing (MMAH) administers two programs that provide financial assistance following a sudden, unexpected, extraordinary natural disaster:

- The Disaster Recovery Assistance for Ontarians (DRAO) program is a cost-recovery program that assists homeowners, residential tenants, small owner-operated businesses, farmers, and not-for-profit organizations impacted by a natural disaster. The program is

activated by the Minister of the MMAH for a defined geographic area where program eligible costly, and widespread damage has occurred. An emergency declaration is not required to activate the program.

- MMAH coordinates a Provincial Disaster Assessment Team (PDAT). The purpose of PDAT is to inform the Minister of MMAH's decision to activate the DRAO program.
- A PDAT is deployed when additional information is required to inform a recommendation to the Minister of MMAH to activate DRAO. A PDAT focuses on impacts on private primary residences, small businesses, small owner-operated farms, and not-for-profit organizations.
- The Municipal Disaster Recovery Assistance (MDRA) program reimburses municipalities for extraordinary costs associated with emergency response and repairs to essential municipal property and infrastructure following a natural disaster. Municipalities must have incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three percent of the municipality's Own Purpose Taxation levy. There are other eligibility requirements that a municipality must meet. A municipal emergency declaration is not required to activate the program.

7. Plan administration and maintenance

7.1 Training

Under the provisions of the Emergency Management and Civil Protection Act (EMPCA) the municipality is responsible for conducting emergency management training programs and exercises to ensure the readiness of municipal employees and other people to act under their emergency plan.

Members of the Arran-Elderslie Emergency Control Group shall complete the annual training as determined by their Community Emergency Management Coordinator.

The Arran-Elderslie CEMC shall develop and deliver Arran-Elderslie EOC specific training for the Arran-Elderslie ECG staff and other representatives who are expected to be deployed to the Arran-Elderslie EOC.

7.2 Exercises

The Arran-Elderslie ERP shall be tested in an exercise on an annual basis.

The Arran-Elderslie CEMC is responsible for coordinating a risk-based comprehensive exercise program, consisting of:

- Processes for programming, planning, conducting, evaluating, and reporting on exercises, as well as a corrective action program.
- A range of exercise activities or varying degrees of complexity and interaction.

The Arran-Elderslie ECG shall conduct an annual exercise for a simulated emergency incident to evaluate their ERP and procedures.

The Arran-Elderslie ECG shall conduct an exercise for a simulated emergency with their neighbouring municipalities and the County to evaluate the cohesiveness of their respective ERPS and procedures.

Following an exercise the Arran-Elderslie ECG shall revise their procedures and emergency plans accordingly to incorporate post-exercise evaluations and after-action review feedback.

7.3 After-action reviews

The Arran-Elderslie CEMC shall conduct an after-action review after any emergency that has the response level raised to activation. An after-action review should be completed within 6 months of the end of the termination of response activities.

The purpose of an after-action review is to examine the performance of the ECG and the effectiveness of the Arran-Elderslie ERP. It will focus on how the Municipality and other organizations worked together, rather than the individual performance of each organization. The review should collect information and feedback from every organization that was active during the emergency.

The conduct of the after-action review shall be commensurate with the level of complexity and impact of the emergency, but could include any combination of the following:

- Documentation reviews (including logs, information products, emails, etc.)
- Online surveys
- Workshops/facilitated group discussions with individuals and organizations who were involved during the emergency response
- Interviews with individuals involved in the emergency response
- Solicitation of written submissions from partner organizations

This review should be focused on the whole response, and should include minimum consideration for:

- A timeline of how the emergency progressed.
- Key decisions made at the Municipal level.
- An evaluation of the effectiveness of the Arran-Elderslie ERP.
- Major gaps in municipal capabilities and any unaddressed liabilities or risks.
- Any best practices that should be carried forward.

After-action review reports should be shared with pertinent organizations for the purpose of self-improvement. Special consideration should be given to prevention, mitigation, and preparedness measures that can be implemented to improve municipal resilience.

The Arran-Elderslie CEMC should share any lessons identified through after-action reports with other emergency management stakeholders to support their continuous improvement.

The Arran-Elderslie CEMC shall develop a corrective action/improvement plan to address gaps, best practices, and opportunities for improvement identified through these after-action reports.

The Arran-Elderslie CEMC shall administer a process to track and report on all corrective action/improvement plans, and report to stakeholders on an annual basis.

7.3.1 Organization specific after-action reporting

Each organization involved in emergency response should conduct after-action review reports focused on their own organization-specific response and their own emergency plans. All organizations should strive to share lessons from the after-action reviews with others who may benefit from it.

Recommendations specific to the Arran-Elderslie ECG and associated procedures are the responsibility of the Arran-Elderslie CEMC.