



CITY OF STRATFORD

EMERGENCY RESPONSE PLAN

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STRATFORD EMERGENCY RESPONSE PLAN

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STRATFORD EMERGENCY RESPONSE PLAN

1.0 INTRODUCTION

The Stratford Emergency Response Plan (hereinafter called the “Plan”) has been prepared to provide key officials, agencies and departments within the City of Stratford with a general guideline to the initial response to an emergency and an overview of their responsibilities during an emergency.

For this Plan to be effective, it is important that all concerned be made aware of its provisions and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency. Accordingly, a distribution list is attached as Appendix ‘G’.

The *Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9*, as amended, is the legal authority for this plan. It 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 may 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*”.

An Emergency means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise, which, by its nature or magnitude, requires a co-ordinated response by a number of agencies under the direction of the Emergency Control Group. These are distinct from the normal, day-to-day operations carried out by the first response agencies.

While many emergencies could occur within the City of Stratford, those most likely to occur are: floods, tornadoes, blizzards, windstorms, transportation accidents involving hazardous materials, air or rail crashes, toxic or flammable gas leaks, electrical power blackouts, building or structural collapse, uncontrollable fires, explosions, epidemics, threat of any of the foregoing, or any combination thereof.

This Plan prescribes procedures under the manner in which municipal employees and other persons will respond to an emergency. Important measures authorized under the Act and which form part of this plan are:

- a) Expenditure of monies associated with the formulation and implementation of the Plan;
- b) Authorization for municipal employees to take appropriate action before formal declaration of an emergency;
- c) Specify procedures to be taken for safety and/or evacuation of persons in an emergency area;
- d) Designate other members of council who may exercise powers and perform the duties of the mayor under the Plan during the absence of the mayor or upon his or her inability to act;
- e) Establish committees and designate employees to be responsible for reviewing the Plan, training employees in their functions and implementing the Plan during an actual emergency;
- f) Obtaining and distributing materials, equipment and supplies during an emergency; and
- g) Such other matters as are considered necessary or advisable for the implementation of the Plan during an emergency.

2.0 **AIM**

The aim of this Plan is to make provision for the extraordinary arrangements and measures that may have to be taken to protect the health, safety and welfare of the inhabitants of the City of Stratford when faced with an emergency.

3.0 **EMERGENCY MANAGEMENT PROGRAM COMMITTEE (EMPC)**

- The Emergency Management Program Committee is the critical management team that oversees the development, implementation, and maintenance of a community's emergency management program. Every community must have an Emergency Management Program Committee (EMPC). The City of Stratford has designated its Emergency Control Group membership as the Emergency Management Program Committee.
- The formation of an Emergency Management Program Committee is a key organizational step toward making the emergency management process work at the local level. To reach its full potential, the committee needs to represent the various organizations that have, or should have, a voice in implementing and maintaining the community emergency management program. Strong efforts should be made to include all groups with an interest in the emergency management program.
- Regular meetings of a community's Emergency Management Program Committee are vital to the success of an emergency management program at any stage. As the community moves from the Essential Program standard to higher levels of achievement, the Community Emergency Management Co-ordinator (CEMC) has the authority to expand the composition of the Emergency Management Program Committee to provide for wider expertise and delegation of tasks.

4.0 **EMERGENCY CONTROL GROUP (ECG)**

The emergency response is directed and controlled by officials who are responsible for providing the essential services necessary to minimize the effects of an emergency on the community. This group is known as the Emergency Control Group (ECG) and is composed of:

- Mayor or Alternate *
- Chief Administrative Officer or Alternate * (Operations Officer)
- Police Chief or Alternate *
- Fire Chief or Alternate *
- Director of Engineering and Public Works or Alternate *
- President of Festival Hydro Inc. or Alternate *
- Medical Officer of Health or Alternate *
- Director of Social Services or Alternate *
- Director of EMS (Emergency Medical Services) or Alternate *
- Public Information Co-ordinator
- Director of Community Services or Alternate *

* Alternates are identified and listed in Appendix 'B' attached to this Plan.

The list of responsibilities of the Emergency Control Group and each member thereof is noted under section 6.0 "Roles and Responsibilities".

Such other persons representing public and private agencies having a specialized knowledge or expertise may be added by the Emergency Control Group as the situation dictates.

5.0 COMMUNITY EMERGENCY MANAGEMENT CO-ORDINATOR (CEMC)

- Will successfully complete all training as required by Emergency Management Ontario (EMO) and maintain familiarity at all times with current standards and legislated community accountabilities, ensuring that senior management and elected officials are aware of the latter.
- Will identify emergency management program financial and resource requirements and prepare, or assist in the preparation of, an annual emergency program budget submission for Council's review and approval.
- In conjunction with the committee:
 - Conduct the community's Hazard Identification and Risk Assessment process.
 - Prepare and obtain Emergency Management Ontario approval of a community emergency response plan.
 - Ensure the designation and development of an appropriate community Emergency Operations Centre.
 - Conduct the critical infrastructure identification process.
 - Document the existing community emergency response capability and identify and attempt to address any additional needs.
 - Conduct annual training for the members of the Emergency Control Group and Emergency Operations Centre staff.
 - Conduct an annual exercise to evaluate the community emergency response plan.
 - Identify individuals to act as community emergency information staff.
 - Develop and implement a community emergency management public awareness program.
 - Conduct an annual review of the community emergency management program.
 - Provide emergency management expertise and administrative support to the community control group during an emergency.
 - If approved by Council, supervise the recruitment, training, and administration of CERV teams (community emergency response volunteers).
 - Maintain the response plan to ensure it is up-to-date and accurately reflects the community risk assessment and emergency management program priorities.
 - Liaise with the sector Emergency Management Ontario Community Officer at all times to ensure that the community emergency program maintains the legislated standards and to request Provincial support or assistance.
 - Maintain familiarity with the Joint Emergency Preparedness Program (JEPP) and prepare or assist others in the preparation of funding requests to be submitted on the community's behalf.

- Monitor the community's level of mandated emergency program achievements and process the required verification documents for review and submission to Emergency Management Ontario by the Chief Administrative Officer or Head of Council.
- If desired, provide Emergency Management Ontario approved Basic Emergency Management courses to any municipal staff or others within the community who may benefit from such training.
- Such other tasks as may be assigned.

6.0 ROLES AND RESPONSIBILITIES

6.1 Emergency Control Group

The actions or decisions which the members of the Emergency Control Group (ECG) are likely to be responsible for and are authorized to take action are to:

- Advise the mayor as to whether the declaration of an emergency is recommended;
- Advise the mayor on the need to designate all or part of the City as an emergency area;
- Determine if the location and composition of the Emergency Control Group are appropriate;
- Appoint an Emergency Site Manager (ESM);
- Coordinate efforts for emergencies which extend beyond the boundaries of the City with the Emergency Control Groups of the Townships of Perth East, Perth South and the County of Perth;
- Determine if additional volunteers are required and if appeals for volunteers are warranted;
- Co-ordinate the acquisition, distribution and scheduling of various modes of transport (i.e. public transit, school buses, trains, boats, and trucks) for the purpose of transporting persons and/or supplies, as required, by members of the Emergency Control Group and the support and advisory staff;
- Determine if additional transport is required for evacuation or transport of persons and/or supplies;
- Discontinue utilities or services provided by public or private concerns without reference to any consumers in the municipality, or when continuation of such utilities or services constitutes a hazard to public safety within an emergency area;
- Disperse people not directly connected with the operations who by their presence are considered to be in danger or whose presence hinders in any way the efficient functioning of emergency operations;
- Authorize the evacuation of those buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from some other source;
- Authorize casualty collection and evacuation in support of emergency health care authorities;
- Call in and employment of any municipal personnel and equipment which is required in the emergency;
- Arrange for services and equipment from local agencies not under municipal control, i.e. private contractors, volunteer agencies, service clubs, etc.;
- Arrange for accommodation and welfare, on a temporary basis, of any residents who are in need of assistance due to displacement as a result of the emergency;
- Arrange assistance from senior levels of Government, through Emergency Measurers Ontario, and of other personnel and equipment of volunteer and other agencies not under municipal control as may be required by the emergency;

- Initiate an information centre for issuance of accurate releases to the news media and for issuance of authoritative instructions to the general public;
- Establish a reporting and inquiry centre to handle individual requests for information concerning any aspect of the emergency;
- Determine the need to establish advisory group(s) and/or subcommittees;
- Authorize expenditures of funds for implementing the Plan;
- Notify the service, agency or group under their direction, of the termination of the emergency;
- Maintain a log outlining decisions made and actions taken, and submitting a summary of the log to the chief administrative officer within one week of the termination of the emergency, as required.

6.2 Mayor (or Alternate)

Upon learning of a potential emergency, the mayor or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon, he/she will report to the Emergency Operations Centre to sit as a member of the Emergency Control Group and to perform the following functions and responsibilities:

- Chair meetings of the Emergency Control Group;
- Declare that an emergency exists in the municipality or on any part thereof and may take such action and make such orders as he/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;
- Ensure that the Solicitor General of Ontario via Emergency Management Ontario is notified of the declaration of the emergency, and termination of the emergency;
- Ensure the members of Council, the area Member of Parliament (MP) and the area Member of the Legislative Assembly (MPP) are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation;
- Make decisions, determine priorities and issue operational direction through the Operations Officer;
- Request assistance from neighbouring municipalities and/or from senior levels of Government through Emergency Management Ontario, when required;
- Approve news releases and public announcements;
- Terminate the emergency at the appropriate time and ensure all concerned have been notified;
- Participate in the debriefing following the emergency.

6.3 Chief Administrative Officer (or Alternate)

Upon learning of a potential emergency, the chief administrative officer or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon, he/she will report to the Emergency Operations Centre to sit as a member of the Emergency Control Group (ECG) and to perform the following functions and responsibilities:

- Co-ordinate all operations within the Emergency Operations Centre, including the scheduling of regular meetings;
- Perform the duties and responsibilities of Operations Officer;
- Advise the Mayor on policies and procedures, as appropriate;

- Approve, in conjunction with the Mayor, major announcements and media releases prepared by the Public Information Co-ordinator, in consultation with the Emergency Control Group;
- Ensure that a communication link is established between the Emergency Control Group (ECG) and the Emergency Site Manager (ESM);
- Call out additional City staff to provide assistance, as required;
- Ensure provision for clerical staff to support the Emergency Control Group, the recording of decisions and recommendations and instructions issued and advising of same, as directed, maintaining a log of operations and record of all costs of responding to an emergency for possible recovery action;
- Select and notify concerned persons at the assembly area at which additional resources or human resources and equipment for all services will gather;
- Arrange the annual and other meetings of the Emergency Control Group;
- Amend the Emergency Plan Appendices concerning names and telephone number changes;
- Be responsible for the security of all classified material, verbal and documental reports relating directly or indirectly to the emergency;
- Ensure official information is available at the earliest possible time to:
 - all officials involved in Emergency Operations;
 - the news media to allay public anxiety and to reduce the number of onlookers at the scene;
 - concerned individuals seeking personal information;
- Schedule a debriefing session within 7 days of the termination of any emergency declared.

6.4 Police Chief (or Alternate)

Upon learning of a potential emergency, the police chief or alternate will consider the possible need for activation of the emergency plan, and, if warranted, he/she will trigger the alert system. Thereupon, he/she will report to the Emergency Operations Centre to sit as a member of the Emergency Control Group (ECG) and to perform the following functions and responsibilities:

- Activate the emergency notification system, and ensure all members of the Emergency Control Group are notified;
- Provide the Emergency Control Group with information and advice on police, security and law enforcement matters;
- Notify necessary emergency and community services, as required;
- Establish an inner perimeter within the emergency area;
- Establish an outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel;
- Provide an Emergency Site Manager if required;
- Arrange for the provision of traffic control to facilitate the movement of emergency vehicles;
- Alert persons endangered by the emergency;
- Conduct evacuation of buildings or areas when ordered by the Emergency Control Group and assist other agencies in the implementation of the evacuation plan;
- Arrange for the protection of life and property and the provision of law and order;
- Arrange for the security and patrols of unsafe buildings or structures;
- Arrange for the provision of police service in evacuee centres, morgues, and other facilities, as required;
- Guard against vandalism and patrol areas with evacuated buildings;

- Notify the coroner of fatalities;
- Liaise with other community, provincial and federation police agencies, as required;
- Co-ordinate police operations with other municipal and provincial departments and arrange for additional resources and equipment when needed, i.e. barriers and flashers, etc.;
- Arrange for additional police assistance, if required;
- Participate in the debriefing following the emergency.

6.5 Fire Chief (or Alternate)

Upon learning of a potential emergency, the Fire Chief or alternate will consider the possible need for activation of the emergency plan, and, if warranted, he/she will trigger the alert system. Thereupon, he/she will report to the Emergency Operations Centre to sit as a member of the Emergency Control Group (ECG) and to perform the following functions and responsibilities:

- Provide the Emergency Control Group with information and advice on firefighting and rescue matters;
- Establish an ongoing communications link with the senior fire official at the scene of the emergency;
- Initiate mutual aid arrangements for the provision of additional firefighting personnel and equipment, if needed;
- Provide an Emergency Site Manager if required;
- Determine if additional or special equipment is needed and recommend possible sources of supply, e.g. breathing apparatus, protective clothing, etc.;
- Provide assistance to other community departments and agencies and being prepared to take charge of or contribute to non-fire fighting operations if necessary, e.g. rescue, first aid, casualty collection, evacuation, etc.;
- Arrange for assistance from local emergency organizations as necessary e.g. Local Amateur Radio Service, Snowmobile Club, etc.;
- Perform the rescue of persons trapped and the provision of first aid at the site;
- Ensure immediate action is taken to eliminate sources of potential danger in the area of the incident;
- Provide human resources and equipment to assist in pumping operations and extrication requirements;
- Provide resuscitation equipment and trained manpower when and where required;
- Arrange, or conduct, such tests as are necessary to determine the degree of hazard existing in buildings or other structures from explosives, inflammable or toxic agents in conjunction with other agencies involved;
- Participate in the debriefing following the emergency.

6.6 Director of Engineering and Public Works (or Alternate)

Upon learning of a potential emergency, the Director of Engineering and Public Works or alternate will consider the possible need for activation of the emergency plan, and, if warranted, he/she will trigger the alert system. Thereupon, he/she will report to the Emergency Operations Centre to sit as a member of the Emergency Control Group (ECG) and to perform the following functions and responsibilities:

- Provide the Emergency Control Group with information and advice on technical, engineering and public works matters;
- Liaise with the senior public works officers from neighbouring communities to ensure a co-ordinated response;
- Ensure the provision of engineering assistance;
- Discontinue any public works service or utility to any consumer, as required, and restore these services when appropriate;
- Discontinue any water service as required and restore these services when deemed appropriate and safe;
- Liaise with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions;
- Maintain water systems;
- Maintain liaison with flood control, conservation and environmental agencies and being prepared to take preventative action;
- Ensure the provision of equipment for emergency potable water pumping operations;
- Liaise with the fire chief concerning emergency water supplies for fire fighting purposes;
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health;
- Provide an Emergency Site Manager if required;
- Ensure the provision and maintenance of utilities such as storm sewers, sanitation sewers, garbage collection and disposal. roads, streets and necessary appurtenances;
- Provide barricades, traffic markings and flashers, in liaison with the Police and Fire Departments, at the site or at alternate routes to and from the Emergency Site;
- Provide municipal vehicles, equipment and operators as required;
- Arrange for additional heavy construction equipment as required;
- Carry out snow clearing and removal operations and clearing of debris that is obstructing operations;
- Coordinate sand bagging and emergency pumping as required;
- Arrange, as required, for the Chief Building Official (or alternate) to inspect and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings;
- Arrange for excavation operations where required;
- Arrange for the general control of construction;
- Re-establish essential services at the conclusion of an emergency;
- Participate in the debriefing following the emergency.

6.7 Festival Hydro Inc. President (or Alternate)

Upon learning of a potential emergency, the President of Festival Hydro Inc. or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon he/she will report to sit as a member of the Emergency Control Group (ECG) and perform the following functions:

- Provide the Emergency Control Group with information and advice on electrical matters;
- Provide an Emergency Site Manager, if required;
- Maintain electrical systems;

- Ensure immediate action is taken to eliminate sources of potential danger;
- Provide such personnel and equipment that are under his/her control;
- Advise the Emergency Control Group as to the discontinuation of electricity, public or private, where necessary in the interest of public safety;
- Liaise with Hydro One, Electrical Safety Authority, other utilities and any other agency regarding any area of mutual concern or interest in an emergency;
- Re-establish essential services at the end of any such emergency;
- Provide electric utility vehicles and equipment as required by other emergency services;
- Participate in the debriefing following the emergency.

6.8 Director of Social Services (or Alternate)

Upon learning of a potential emergency, the Director of Social Services or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon he/she will report to sit as a member of the Emergency Control Group (ECG) and perform the following functions:

- Activate the Plan for the Provision of Emergency Social Services;
- Provide assistance to people in need of food, accommodation, and/or clothing;
- Arrange for the opening, operation and supervision of available facilities and for the clothing, feeding, registration, inquiries and personal services for those who must be evacuated as a result of the emergency;
- Arrange for assistance from other community organizations and agencies such as Children's Aid, Canadian Red Cross, Service Clubs, Salvation Army, etc.;
- Arrange for the emergency purchase of food, clothing, bedding and supplies that cannot be obtained by any other means;
- Register all persons admitted to emergency shelter centres and passing this information to the Call Centre in City Hall (or alternate location);
- Liaise with the Medical Officer of Health on areas of mutual concern regarding operations in evacuee centres;
- Ensure that a representative of the Avon Maitland District School Board and the Huron-Perth Catholic District School Board are notified when a facility is required as evacuee reception centre(s) and that staff and volunteers utilizing the school facility(s) take direction from the Board representative(s) with respect to its maintenance, use and operations;
- Liaise with Stratford's nursing homes as required;
- Participate in the debriefing following the emergency.

6.9 Medical Officer of Health (or Alternate)

Upon learning of a potential emergency, the Medical Officer of Health or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon he/she will report to sit as a member of the Emergency Control Group (ECG) and perform the following functions:

- Assess the impact of the emergency situation on the health of the public;

- Advise the public on matters concerning public health through communication channels established by the municipal Emergency Control Group;
- Control communicable disease;
- Provide advice on the health and safety aspects of emergency water supplies, sanitation, shelters, food supplies, mass feeding, garbage and sewage disposal;
- The Health Unit is aware of certain vulnerable populations through the delivery of Health Unit programs and services. Depending on the nature of the emergency, and when resources permit, the Health Unit will assist in identifying and responding to stress reactions, both immediate and long term, in such vulnerable Health Unit clients. Where this is not possible, clients will be advised to access assistance using usual channels such as their family doctor and the emergency department.
- Notify other agencies and senior levels of government of health matters relating to the emergency
- Participate in the debriefing following the emergency.

6.10 Director of EMS (or Alternate)

Upon learning of a potential emergency, the Director of EMS (Emergency Medical Services) or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon he/she will report to sit as a member of the Emergency Control Group (ECG) and perform the following functions:

- Liaise with the EMS Site Co-ordinator to ensure triage and treatment at the site of the emergency;
- Liaise with the Director of Social Services for information regarding invalids or disabled citizens that may reside in an area to be evacuated and require ambulance or other stretcher transportation;
- In conjunction with the EMS Site Co-ordinator, assess the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams. (NOTE: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.);
- In conjunction with the EMS Site Co-ordinator, assess the need and initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, and forwarding these requests to the Central Ambulance Communications Centre;
- Assist with the organization and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required;
- In conjunction with the Central Ambulance Communications Centre, provide the main radio and telephone communication link through dispatch among health services, and notifying and requesting assistance of the Ontario Ministry of Health, Emergency Health Services Branch;
- Ensure that first aid supplies are available at the emergency site(s) and the evacuation centre(s);
- Participate in the debriefing following an emergency.

6.11 Director of Community Services (or Alternate)

Upon learning of a potential emergency, the Director of Community Services or alternate will consider the possible need for activation of the emergency plan and, if warranted, he/she will trigger the alert system. Thereupon he/she will report to sit as a member of the Emergency Control Group (ECG) and perform the following functions:

- Be prepared to act as the Emergency Site Manager, if required;
- Advise the Operations Officer on matters relating to City parks, recreation, cemetery facilities and transit operations;
- Provide cemetery staff and resources as required;
- Provide buses and drivers as required;
- Provide additional staff as required;
- Arrange for removal of fallen and dangerous trees.

6.12 Public Information Co-ordinator

The Public Information Co-ordinator reports to the Operations Officer and is responsible for:

- Upon arrival at the Emergency Operations Centre, reporting to the Operations Officer to be briefed on the emergency situation;
- Establishing a communication link with the Site Media Spokesperson, if appointed, the Call Centre Manager and any other media co-ordinators (i.e. provincial, federal, private industry, etc.) involved in the incident, and will ensure that all information released to the media and public is consistent and accurate;
- Ensure that the media centre is set up and staffed;
- Liaise with the Emergency Control Group (ECG) to obtain up-to-date information for media releases, co-ordinate individual interviews and organize press conferences;
- Implement the Emergency Communications Plan;
- Ensure that the following are advised of the telephone number of the media centre:
 - Media
 - Emergency Control Group
 - Emergency Site Manager
 - Switchboard (City and Emergency Services)
 - Police Public Relations Officer
 - Neighbouring Communities
 - Call Centre Manager
 - Any other appropriate persons, agencies or businesses;
- Provide direction and regular updates to the Call Centre Manager, prior to issuing media releases, to ensure that the most accurate and up-to-date information is disseminated to the public;
- Ensure that the media releases are approved by the Operations Officer (in consultation with the mayor) prior to dissemination, and distributing hard copies of the media release to the Public Information Centre, the Emergency Control Group, Call Centre Manager and other key persons handling inquiries from the media;
- Monitor news coverage, and correcting any erroneous information;
- Maintain copies of media releases and newspaper articles pertaining to the emergency.

Co-ordinate Site Media Activity and Spokespersons as follows:

- Ensure the establishment and coordination of a media information center in a safe, appropriate location, at or near the site, for the media to assemble;

- Establishment of a communication link and regular liaison with the Public Information Co-ordinator at the Emergency Operations Centre;
- Redirection of all inquiries regarding decisions made by the Emergency Control Group and the emergency as a whole, to the Public Information Co-ordinator (PIC);
- Advise the following persons and agencies of the location and telephone number(s) (as available) of the Site Media Information Centre:
 - Emergency Site Manager;
 - Police Public Relations Officer;
 - Emergency services personnel at scene (where possible);
 - Media;
 - Any other appropriate personnel or agencies;
- Ensure that media arriving at the site are directed to the site information centre;
- Where necessary and appropriate, co-ordinate media photograph sessions at the scene;
- Co-ordinate on-scene interviews between the emergency services personnel and the media.

6.13 Support and Advisory Staff

The following staff may be required to provide support, logistics and advice to the Emergency Control Group:

- a) Administrative Assistant;
- b) City Clerk;
- c) Director of Corporate Services;
- d) Director of Human Resources;
- e) Chief Building Official.

6.14 Administrative Assistant (or Alternate)

The Administrative Assistant or alternate shall:

- Assist the Operations Officer, as required;
- Upon direction from the Operations Officer, notify the required support and advisory staff of the emergency, and the location of the Emergency Operations Centre;
- Provide identification cards to Emergency Control Group members and support staff;
- Upon direction by the Mayor, ensure that Council are advised of the declaration of and termination of the emergency;
- Ensure all important decisions made and actions taken by the Emergency Control Group are recorded;
- Arrange for printing of material, as required;
- Co-ordinate the provision of clerical staff to assist in the Emergency Operations Centre, as required.

6.15 City Clerk (or Alternate)

The City Clerk or alternate shall:

- Provide advice, in consultation with legal counsel, to the Operations Officer on matters of a legal nature as they may apply to the actions of the City of Stratford in its response to the emergency;
- Upon direction by the Mayor, arrange special meetings of Council and advise members of Council of the date, time, and location of the meeting;
- Initiate the opening, operation and staffing of switchboards at the community offices and ensure operators are informed of Emergency Control Group members' telephone numbers and the Emergency Operations Centre;
- Assume the responsibilities of the Call Centre Manager and coordinate such efforts with the Director of Social Services and the Stratford-Perth Branch of the Canadian Red Cross Society;
- Provide staff to the Emergency Operations Centre as required.

6.16 Director of Corporate Services (or Alternate)

The Director of Corporate Services or alternate shall:

- Assist the Emergency Operations Officer as required;
- Provide the Operations Officer with information and advice on financial matters as they relate to the emergency;
- Provide and secure equipment and supplies not owned by the City of Stratford;
- Liaise, as necessary, with the treasurers of neighbouring municipalities;
- Liaise with purchasing agents of the neighbouring municipalities, if necessary;
- Ensure that records of expenses are maintained for future claim purposes;
- Ensure the prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency;
- Ensure that City switchboard staff are aware of and trained in the "CITY HALL" Emergency Notification Procedure.

6.17 Director of Human Resources (or Alternate)

The Director of Human Resources or alternate shall:

- Co-ordinate and process requests for human resources;
- Select the most appropriate site(s) for the registration of human resources;
- Ensure records of human resources and administrative detail, that may involve financial liability, are completed;
- Under the direction of the Operations Officer, co-ordinate offers of, and appeals for, volunteers;
- When volunteers are involved, ensure that a Volunteer Registration Form is completed, and a copy of the form is retained for the City records;
- Ensure identification cards are issued to volunteers and temporary employees, where practical;
- Arrange for transportation of human resources to and from site(s);

- Obtain assistance, as necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies and volunteer groups.

6.18 Chief Building Official (or Alternate)

The Chief Building Official or alternate shall:

- Undertake field review to determine overall safety of buildings or structures directly or indirectly affected by the incident;
- Issue any orders as required for required remedial actions to be undertaken;
- Proceed with any actions required to “make safe” any building or structure;
- Advise the Operations Officer on the overall safety of buildings or structures directly or indirectly affected by the incident;
- Provide assistance to neighbouring municipalities as required;
- Receive assistance from neighbouring municipalities as required.

7.0 ROLES & RESPONSIBILITIES – OTHER AGENCIES

In an emergency, additional agencies may be required to work with the Emergency Control Group.

7.1 Avon Maitland District School Board and the Huron-Perth Catholic District School Board

The Avon Maitland District School Board and the Huron-Perth Catholic District School Board are responsible for:

- The provision of any school (as appropriate and available) for use as an evacuation or reception centre;
- Upon the direction of the Director of Social Services or alternate, providing a District School Board representative to co-ordinate and provide direction with respect to the maintenance, use and operation of the facilities being utilized as evacuation or reception centres;
- In the event of an emergency during normal school hours, the principal(s) of the affected school(s) (until directed otherwise) is/are responsible for either:
 - implementing the school “Stay-Put” Emergency Plan, or
 - implementing the school “evacuation” Plan,as advised by the Emergency Control Group, depending on the nature and the scope of the emergency;
- Provide school staff under the direction of the school principal, or alternate;
- The control of the school population, school buildings, buses and other school facilities in the Emergency Area.

7.2 Stratford General Hospital

The Stratford General Hospital is responsible for:

- Implementation of the hospital emergency plan;
- Liaise with the Emergency Control Group and local ambulance representatives with respect to hospital and medical matters, as required;
- Evaluate requests and make arrangements for the provision of medical site teams/medical triage teams;
- Liaise with the Ministry of Health, as appropriate.

7.3 Local Ambulance Services

St. John Ambulance, the local volunteer ambulance service, if requested, shall:

- Respond to any calls for assistance;
- Report to the Emergency Site Manager at the earliest opportunity;
- Designate one personnel to the On Site command post under the direction of the Emergency Site Manager, if required.

8.0 EMERGENCY OPERATIONS CENTRE (EOC)

The Emergency Control Group reports to the Emergency Operations Centre. The locations of the primary and alternate Emergency Operations Centres are outlined in Appendix 'A' (confidential). In the event the primary and alternate locations cannot be used, the Emergency Control Group, the Mayor or the Operations Officer or their alternates shall designate an appropriate location as the Emergency Operations Centre.

9.0 EMERGENCY ALERTING PROCEDURE

Upon receipt of a warning of a real or potential emergency, any member of the Emergency Control Group (ECG) or the responding department will immediately contact the Stratford Police Service to request that the notification system be activated.

Upon receipt of the warning, the Stratford Police Service will notify all members of the Emergency Control Group. Upon being notified, it is the responsibility of all Emergency Control Group officials to notify their staff and volunteer organizations.

Where a threat of an impending emergency has been reported, the Stratford Police Service will notify and place members of the Emergency Control Group on standby.

The emergency notification list is attached as Appendix 'B'. The Chief Administrative Officer shall revise Appendix 'B' periodically and distribute such revisions to those listed in Appendix 'G'.

10.0 ACTION PRIOR TO DECLARATION

When an emergency exists but has not yet been declared to exist, municipal employees may take such actions under this Plan as may be required to protect lives and property in the City of Stratford.

11.0 DECLARATION OF A COMMUNITY EMERGENCY

The Mayor, Deputy Mayor or Acting Mayor (hereinafter called the Mayor) of the City of Stratford, as head of Council, is responsible for declaring that a community emergency exists. This decision is usually made in consultation with and on the advice of the members of the Emergency Control Group.

Upon such declaration, the Mayor will cause to be notified:

- a) Solicitor General of Ontario via Emergency Management Ontario (fax no. and Declaration of Emergency form are included in Appendix 'C');
- b) City Council;
- c) the public; and
- d) neighbouring community officials, as required.

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

- a) the Mayor, Deputy Mayor, or Acting Mayor, or ;
- b) City Council, or;
- c) The Premier of Ontario.

Upon termination of a community emergency the Mayor will cause to be notified:

- a) Solicitor General of Ontario via Emergency Management Ontario (fax no. and Termination of Emergency form are included in Appendix 'D');
- b) City Council;
- c) the public; and
- d) neighbouring community officials, as required.

12.0 IMPLEMENTATION AND PROCEDURES

Emergencies could arise with or without warning. This plan takes this into account and is intended to deal with the worst case, a situation that develops without warning.

An Emergency will usually be reported or discovered by Police, Fire services or EMS (Emergency Medical Services) who would, in any event, be among the first to be called to the scene of a potential emergency. A senior member of the Police Service, Fire Department or EMS (Emergency Medical Services) should personally assume control at the site of an emergency, take charge immediately and then, depending upon the situation, make a decision to alert and assemble the Community Control Group in accordance with the approved procedure.

13.0 OPERATIONS

Upon assembling, the Mayor, with the advice of other members of the Emergency Control Group, may make a decision to declare an emergency and invoke the provisions of this Plan.

14.0 OPERATIONS – GENERAL

The decision-making process can best be accomplished by roundtable assessment of events as they occur and by agreeing on a course of action to overcome specific problem areas or situations. Normally, an agreed course of action will be implemented by municipal departments functioning primarily within their own spheres. However, from time to time, it may become necessary to adopt and implement a joint plan of action which could involve two or more departments operating in unison. In such cases, it will be necessary for the Emergency Control Group (ECG) to appoint an on-site coordinator from one of the responding departments. Thereafter, until the emergency operations are concluded, other departments will act in support and under the command of the on-site manager appointed by the Emergency Control Group and exercising on-site coordination of operations. The on-site manager will be referred to as the Emergency Site Manager (ESM).

The Stratford Fire Department's Rescue Unit shall operate as the On Site Command Post.

15.0 OPERATIONS – COMMUNICATIONS AND CO-ORDINATION

An important function of every department is to provide timely information for the benefit of the decision-making process.

Once decisions have been made by the Mayor (or alternate), it is essential they be quickly and accurately passed to every response agency and, where necessary, to the public. This vital function will normally fall to the Chief Administrative Officer (or alternate) who will act as Operations Officer and be responsible for co-ordinating the activities of the Emergency Control Group and for ensuring good communication between all agencies involved in emergency operations.

16.0 CO-ORDINATED OPERATIONS – COUNTY OF PERTH

In the event that the nature of the emergency situation involves more than the geographic area of the City of Stratford, the Emergency Control Groups of the City of Stratford and the County of Perth may, by mutual consent, co-locate at the City's Emergency Operations Centre at which time the two Emergency Control Groups will act as a joint Emergency Control Group co-chaired by the Mayor (or alternate) and the Warden (or alternate). In the event the same emergency situation also involves the geographical area of the Town of St. Marys, the Town of St. Marys Emergency Control Group may send a representative to the joint Emergency Control Group for purposes of coordination.

17.0 **REGISTRATION CENTRE**

The Stratford Kiwanis Community Centre will be the registration centre for any declared emergency. Alternate and/or additional centres shall be designated by the Emergency Control Group.

18.0 **EMERGENCY PUBLIC INFORMATION PLAN**

A detailed emergency public information plan shall be developed by the Emergency Control Group and attached as Appendix 'E' to this Plan.

19.0 **LIST OF RESOURCES**

A detailed list of resources and their contact information shall be developed and maintained by the Fire Department and attached as Appendix 'F' to this Plan.

20.0 **RECOVERY PLAN**

A recovery plan which assigns responsibilities and outlines activities which may be required to bring the City of Stratford back to its pre-emergency state is attached as Appendix 'H'.

21.0 **PLAN MAINTENANCE AND REVISION****21.1** **Annual Review**

This Plan will be reviewed at least annually and, where necessary, revisions will be identified by the Emergency Control Group.

Each time this Plan is recommended for policy revision, it must be forwarded to council for approval. Other changes may be made as authorized by the by-law adopting this Plan.

It is the responsibility of each person, agency, service or department named within this Plan to notify the Chief Administrative Officer forthwith, of any revisions to the Appendices, or administrative changes.

The Chief Administrative Officer shall distribute the Plan, excluding the Appendices, to the person/agencies listed in Appendix 'G', as well as revisions to the Plan itself.

The Chief Administrative Officer shall distribute revisions to the Plan and Appendices to the Emergency Control Group and their alternates, as required, on an interim basis.

Appendices 'A', 'B', 'C', 'D', 'F', 'G', 'I' and 'J' are considered confidential and not for public circulation unless approved by the Chief Administrative Officer. The remaining Appendices are available upon request.

21.2 Testing of Plan

Annual exercises will be conducted in order to test the overall effectiveness of this Plan and provide training to the Emergency Control Group and on-site personnel. Revisions to this Plan should incorporate recommendations stemming from such exercises.

21.3 Internal Procedures

Each department and service involved with this Plan will prepare functional emergency procedures or guidelines outlining how it will fulfill its responsibilities during an emergency.

Each department and service will ensure that it designates a member of its staff to maintain and revise its own emergency procedures or guidelines.

22.0 REVISIONS

Enacted: By-law #111-2008
September 8, 2008

Amended: November 22, 2010
By-law #135-2010

May 9, 2011
By-law # 45-2011