COUNTY OF ESSEX

Emergency Response Plan

(Schedule 'A' of By-Law 45-2004)

(Revised: August 1, 2012)

PUBLIC VERSION

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Glossary of Terms Used in this Plan

County Control Group (CCG): The group of officials that provides direction to the emergency management operations within the whole or parts thereof of the County, and ensures coordination between all agencies involved. The CCG may represent an emergency management function for as many as the 7 municipalities in the County.

Emergency Site Manager (ESM): The person who ensures that the emergency site is well organized and that all agencies share information and work harmoniously with one another. The ESM reports to the Operations Manager (normally the CAO or designated alternate) who, in turn, provides the County Control Group with necessary information on the site operation.

Inner Perimeter: The area designated to enclose the actual emergency site and will include casualty triage and treatment areas.

Municipal Control Group (MCG): The officials that provide direction to the emergency management operations within a specific municipal area, and ensure coordination between all agencies involved. The *Essex County Emergency Resource Handbook* contains a listing of the various Municipal Control Groups.

Outer Perimeter: The area designated to enclose and completely encircle the emergency area. This area will include the inner perimeter and leave ample area for setting up rescue and recovery operations.

County of Essex Emergency Response Plan

1.0   Preamble and Authority

Emergencies are defined as situations or impending situations caused by forces of nature, a disease or other health risk, accident or an act, intentional or otherwise, that constitute a danger of major proportions that could result in serious harm to persons or substantial damage to property. They affect public safety that is the health, welfare and property, as well as the environment and economic health of the County of Essex. The Corporation of the County of Essex consists of seven municipalities (Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh) with a total population of 177,720 (67,873 households) according to the 2011 Census.

In order to protect residents, businesses and visitors, the County of Essex requires a coordinated emergency response by a number of agencies under the direction of the County Control Group (CCG). These are distinct arrangements and procedures from the normal day-to-day operations carried out by emergency services.

This Plan has been prepared to provide key officials, agencies and departments within the County of Essex with general guidelines for the initial response to a major emergency. For the Plan to be effective, it is important that everyone involved in an emergency be made aware of the policies and guidelines within the Plan and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of the Plan and its provision. Copies of the County of Essex Emergency Response Plan may be viewed at the County Administration Building (Civic Centre, 360 Fairview Ave, W, in Essex), local libraries, or the County Of Essex web site at www.countyofessex.on.ca. For more information, please contact the Emergency Management Coordinator for the County of Essex at 519-776-2024.

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

The **EMCPA** states that:

> *"Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan"* (Section 3 (1))

> *"The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and 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."* (Section 4 (1))

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

a) Issued under the authority of the County of Essex By-law # **45-2004**; and
b) Filed with Emergency Management Ontario (EMO), Ministry of Community Safety and Correctional Services.

Emergencies, as defined by the Emergency Management and Civil Protection Act, mean:

> *"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."*

They may also be defined as situations or the threat of impending situations abnormally affecting property and the health, safety and welfare of the community, which by their nature or magnitude require a coordinated response by a number of agencies. They are distinct from the normal day-to-day operations carried out by the emergency first response agencies.

When an emergency exists but has not yet been declared to exist, municipal employees may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the County of Essex.

While many emergencies could occur within the County of Essex, the most likely are: floods, tornadoes, winter storms, transportation accidents involving hazardous materials, major fires, aircraft accidents, radiation hazards or any

combination thereof. Based on the Hazard Identification and Risk Analysis (HIRA) and critical infrastructure reviews by the Emergency Management Program Committee on a regular basis, other contingency plans may be developed and form part of this Plan to enhance emergency procedures.

2.0   Requests for Assistance

A local municipality may request assistance from the County at any time by contacting the County Warden, CAO or Emergency Management Coordinator (see Appendix 1). The request shall not be deemed to be a request that the County assume authority and/or control of the emergency.

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. Such a request can be made by contacting Emergency Management Ontario (EMO). Depending upon the nature and extent of the emergency, EMO will deploy an Area Officer or a Provincial Emergency Response Team (PERT) to provide immediate advice and assistance. Whether or not assistance might be requested from the Province of Ontario, it is strongly advised that EMO be notified and updated on any emergency incident that occurs within the area.

Provincial Notification and/or Assistance:
Emergency Management Ontario (24/7)   1-866-314-0472

Fax

1-416-314-0474
O.P.P Duty Officer (alternate)   1-705-329-6950

3.0   AIM OF THE PLAN

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

This Plan is intended to support local municipal emergency response efforts. It should be understood that the County of Essex might assume the responsibility for control of an emergency situation as required by the magnitude of the event and the number of municipalities affected. By way of examples, emergency situations might arise which affect or threaten two or more Municipalities or involve the deployment of County Resources (similar to the regional response required during the Hagersville tire fire incident or a potential pandemic).

The Town of Amherstburg will coordinate the emergency response concerns of a nuclear emergency situation resulting from an accident at the Fermi 2 Nuclear

Generated Power Plant in Monroe County, Michigan. During a nuclear accident event, the County would be responsible for those issues outlined in Appendix 2 of this plan.

4.0 EMERGENCY NOTIFICATION SYSTEM AND IMPLEMENTATION

Whenever an emergency occurs, or threatens to occur, the initial and primary responsibility for immediate action and for providing immediate assistance and control rests with the affected local municipality(s).

Upon receipt of a warning of a real or potential emergency, the initial responding agency, service or department will immediately contact a local police dispatch or the local municipal office, as the case may be, to request that the local municipal emergency notification system be activated.

Upon receipt of the warning, municipal officials will notify all members of the appropriate Municipal Control Group or Groups (MCG) of the affected municipality(s). Upon being notified, it is the general responsibility of all MCG officials to assemble and manage the situation using procedures set out in their municipal emergency plan. Where a threat of an impending emergency exists, the MCG will be notified and placed on stand-by.

As part of the local municipal emergency notification system, the Warden, CAO or Emergency Management Coordinator of the County shall also be notified of an emergency or impending emergency. He/she shall then notify or cause to have notified members of the County Control Group (CCG), allowing CCG members to become aware of and to discuss the situation at the County level. A request for County assistance (staff, resources) will not always be deemed a request for implementation of the County-level emergency plan, but an opportunity to become aware of the situation and to ensure that resources are ready and in place to assist the local municipality(s) if required. The notification procedures are provided in Appendix 1.

5.0 EMERGENCY OPERATIONS CENTRE (EOC)

The Emergency Management and Civil Protection Act states, in part, that

1) Every municipality shall establish an emergency operations centre to be used by the municipal emergency control group in an emergency. O. Reg. 380/04, s. 13 (1).

2) The emergency operations centre must have appropriate technological and telecommunications systems to ensure effective communication in an emergency. O. Reg. 380/04, s. 13 (2).

This Plan provides for the designation of a County Emergency Operations Centre (EOC) and alternate location, should such facilities be required. The County EOC is located at the:

Essex County Civic and Education Centre (Committee Room C) at 360 Fairview Avenue West in Essex.

In the event this operation centre cannot be used, the secondary location for the County EOC could be:

The Sun Parlor Home for Senior Citizens, Leamington, or one of the Municipal Operations Centres, depending upon the nature and location of the emergency event.

6.0   COUNTY CONTROL GROUP (CCG)

A County emergency response will be coordinated by a County Control Group (CCG) consisting of officials who are responsible for providing essential services necessary to minimize the effects of an emergency in the County. The membership of the CCG is listed below. Listed to the right of the official's title is the capacity in which the official is to provide on the CCG.

CCG Member	Responsibility
Warden of the County of Essex	Head CCG
County Chief Administrative Officer	Operations Manager
Emergency Management Coordinator	Emergency Coordinator
Chief(s) of Police/O.P.P. Detachment Commander as situation dictates	Police Coordinator
County Fire Coordinator as situation dictates	Fire Coordinator
County Engineer	Public Works Coordinator
Medical Officer of Health	Health Services Coordinator
Chief, Land Ambulance	Ambulance Services Coordinator
Social Services Director, City of Windsor	Social Services Coordinator
Canadian Red Cross	Emergency Services Coordinator
Human Resources Manager	Media Liaison
Municipal Representatives as required	Coordination

6.1   Role of the County Control Group

The role of the CCG is described as 'strategic' in contrast to the 'tactical' role of the Emergency Site Management Team. Strategic response is planned to address the longer term and considers a broader scope than the immediacy of site management and response. The CCG should support the Site Manager/Incident Commander (SM/IC) by providing the human and material resources needed at the site. The CCG is mandated to address the ongoing or potentially expanding threat(s) to the broader community, including the health, safety and well-being of persons, property, infrastructure, essential services, the environment, the local economy and to instill a level of confidence in the public. In this role, the CCG is also responsible for ensuring the continued delivery of services in areas of the county that are not affected by the emergency. In addition to providing logistical support and media relations, the CCG functions also include the coordination of support from external agencies, whose involvement may be necessary. The CCG, operating within emergency management guidelines developed by the county, is also mandated to consider the long term implications of the emergency and what will be required over the next few hours, days or months, including the implementation of a recovery plan and the development of strategies to meet its objectives.

Additional personnel called or added to the CCG may include support and advisory members such as representatives from EMO, OPP, ERCA, other provincial ministries and other officials or experts from the public or private sector as deemed necessary.

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

6.2   Operating Cycle

It is important that the CCG members meet on a regular basis to share information and make decisions. It is also important that members of the group have time to deal with their individual responsibilities. This is best accomplished by setting-up an operations cycle or, in other words, a scheduled cycle of planning, acting and reporting. The most important part of an operations cycle is the conduct of regular meetings of the CCG. These often take place hourly during the early stages of an emergency and then less frequently (perhaps twice a day) during an ongoing emergency. Such meetings have a number of important functions, not the least of

which is the opportunity to bring the members of the CCG up-to-date on what has occurred and what has been accomplished since the last meeting. The EOC manager, sometimes referred to as the operations manager or operations officer, should assume responsibility for scheduling, convening and coordinating the operations cycle, with a particular emphasis on a timely system of reporting as a component of each formal meeting.

Each meeting of the CCG should include the following six components:

1) An assessment and prognosis of the situation: *What is happening? What is required?*

2) The establishment of priorities: *What is important? What can be done in a timely manner? What are the alternatives?*

3) The setting of objectives (clarity is crucial).

4) The determination of an action plan: *Who does what? What tasking is required? What is a reasonable timeframe?*

5) Setting timelines for the implementation of assigned tasks.

6) Monitoring and reporting: *Coordination, briefings and recording of assignments are important strategies in ensuring consistent and effective efforts are being followed in compliance with the Group's decisions.*

When a meeting ends, each member of the CCG carries out his/her assigned tasks and objectives and gathers information for the next scheduled meeting.

In order to preserve a record of CCG decisions and actions, individual and group key events logs should be kept. Information relevant to the entire EOC must be posted on materials such as white boards, flipcharts, LCD projectors, *Web EOC* Emergency Information Management software, etc.

7.0   RESPONSIBILITIES

7.1   Group Responsibilities

The **members of the CCG** are likely to be responsible for the following actions or decisions:

a) Acquiring and assessing of information to determine the status of the emergency situation

b) Calling out and mobilizing their emergency services, agencies and equipment

c) Coordinating and directing their services and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law

d) Determining if the location and composition of the CCG are appropriate

e) Advising the Head CCG as to whether the declaration of an emergency is recommended

f) Advising the Head CCG on the need to designate all or part of the County as an emergency area

g) Ensuring that an Emergency Site Manager (ESM) is appointed and offering equipment, staff and resources as required

h) Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger

i) Discontinuing utilities or services provided by public or private concerns i.e. hydro/power, water, gas, closing public areas, etc.

j) Arranging for services and equipment from local agencies not under county control i.e. private contractors, volunteer agencies, services clubs, etc.

k) Notifying, requesting assistance from and/or liaison with various levels of government and any public or private agencies not under county control, as considered necessary

l) Determining if volunteers are required and if appeals for volunteers is warranted

m) Determining if additional transport is required for evacuation or transport of persons and/or supplies

n) Ensuring that pertinent information regarding the emergency is disseminated to the media and public

o) Determining the need to establish advisory group(s) and/or subcommittees

p) Authorizing expenditure of money required to deal with the emergency

q) Notifying the service, agency or group under their direction, of the termination of the emergency

r) Maintaining a log outlining decisions made and actions taken during the emergency response

s) Participating in an operational debriefing following the emergency and preparation of a report to County Council

t) Coordinate the provision of Critical Incident Stress Management to assist Public Safety Personnel and members of the public affected by emergency incident

7.2 Individual Responsibilities

7.2.1 Head of the County Control Group (CCG) (Warden)

The Head of the County Control Group is responsible for:

a) Activating the emergency notification system

b) Chairing meetings of the CCG and providing overall leadership in responding to an emergency

c) Formal Declaration and Termination of an Emergency, as required

d) Ensuring that members of County Council, the Premier of Ontario (through the Solicitor General and Emergency Management Ontario), local MPs and MPPs are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation

e) Authorizing expenditures and the acquisition of equipment and personnel when necessary

f) Liaise with local Heads of Municipal Control Groups

g) Media releases

7.2.2 Operations Manager (Chief Administrative Officer)

The Operations Manager is responsible for:

a) Activating the emergency notification system

b) Coordinating all operations within the EOC, including the scheduling of regular meetings

c) Advising the Head CCG on policies and procedures, as appropriate

d) Approving, in conjunction with the Head CCG, major announcements and media releases in consultation with the CCG

e) Ensuring that a communication link is established between the CCG and the Emergency Site Manager

f) Calling out additional County staff to provide assistance, as required

g) Liaise with local Municipal Control Groups

7.2.3 Emergency Coordinator (Emergency Management Coordinator)

The Emergency Coordinator is responsible for:

a) Activating the Emergency Notification System and arranging the EOC

b) Ensuring that security is in place for the EOC and for the registration of CCG members

c) Provide advice to members of the CCG on emergency response operations, including access to plans, maps, equipment, and resources

d) Supervising the telecommunications plan and coordinator

e) Ensuring liaison with community support agencies such as Canadian Red Cross, St. John's Ambulance, ARES

f) Ensuring the operating cycle is met by the CCG and related documentation is maintained for future reference

g) Maintaining the logs and records for the purpose of debriefings and post-emergency reporting

h) Regularly review the contents of the Emergency Response Plan to ensure that it is up to date and in conformity with Provincial procedures and standards

i) Organizing and coordinating training and participation in drills and exercises

7.2.4   Police Coordinator (OPP Essex County Detachment Commander)

Dependent upon the location of a County-level emergency, the Police chiefs within the County of Essex and the Detachment Commanders of local O.P.P detachments, may be requested to sit as the County Control Group's Police Coordinator. The Police Coordinator is responsible for:

a) Activating the emergency notification system

b) Alerting one of the three main County contacts (Warden, CAO, or Emergency Management Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance

c) Notification of necessary emergency, county and municipal services, as required

d) The establishment of a site command post with communications to the EOC

e) Establishing an ongoing communications link with the senior police official at the scene of an emergency

f) In conjunction with responding agencies, the establishment of an inner perimeter within the emergency area

g) In conjunction with responding agencies, the establishment of an outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and to restrict access to all but essential emergency personnel and equipment

h) The provision of traffic control to facilitate the movement of emergency vehicles

i) Alerting persons endangered by the emergency and coordinating evacuation procedures

j) Liaison with the Social Services Administrator regarding the establishment and operation of evacuation and reception centres

k) The provision of police services in evacuee centres, morgues (including liaison with the Coroner), and other facilities, as required

l) Liaison with other municipal, provincial or federal police agencies, as required

m) Providing an Emergency Site Manager if required

n) Investigative services as required

o) Maintaining a log of decisions made and actions taken during the emergency response

7.2.5   Fire Coordinator (County Fire Coordinator)

The Fire Coordinator, as the emergency situation dictates, is responsible for:

a) Activating the emergency notification system

b) Alerting one of the three main County contacts (Warden, CAO, Emergency Management Coordinator) in the event of an emergency or the threat of an emergency that might require County assistance

c) Coordinating the activation of the County Mutual Fire Aid Plan;

d) Notification of necessary emergency, county and municipal services, as required

e) Providing the CCG with information and advice on fire fighting and rescue matters

f) Establishing an ongoing communications link with the senior fire fighting personnel and equipment that may be needed

g) Determining if additional or special equipment is needed and recommending possible sources of supply *(i.e. breathing apparatus, protective clothing, etc.)*

h) Providing assistance to other County and Municipal departments and agencies and being prepared to take charge

of, or contribute to, non-fire operations if necessary *(i.e. search and rescue, first aid, casualty collection, evacuation, etc.)*

i) Providing an Emergency Site Manager if required

j) Maintaining a log of decisions made and actions taken during the emergency response

7.2.6   Public Works Coordinator (County Engineer)

The Public Works Coordinator is responsible for:

a) Activating the emergency notification system

b) Alerting one of the three main County contacts (Warden, CAO, Emergency Management Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance

c) Providing the CCG with information and advice on engineering matters

d) Liaison with senior public works officials from local and neighbouring municipalities to ensure a coordinated response

e) The provision of engineering/public works assistance

f) The provision of equipment for emergency pumping operations

g) Liaison with the fire chiefs concerning emergency water supplies for fire fighting purposes

h) Coordinating the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Health Services Coordinator

i) Discontinuing any public works service or utility to any consumer, as required, and restoring these services when appropriate

j) Liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions

k) Providing public works vehicles and equipment as required by other emergency services

l) Maintaining liaison with flood control, conservation and environmental agencies and being prepared to take preventative action

m) Providing an Emergency Site Manager if required

n) Maintaining a log of decisions made and actions taken during an emergency response

7.2.7   Health Services Coordinator (Medical Officer of Health)

The Health Services Coordinator is responsible for:

a) Notifying appropriate members of the Health Unit when notified of an emergency situation and activating the Health Unit Contingency Plan

b) Alerting one of the three main County contacts (Warden, CAO, Emergency Management Coordinator) in the event of an emergency or the threat of an emergency that may require County assistance

c) Advising the CCG on public health and medical matters, including Community Care Access Centres

d) Liaison with Public Works with regards to Emergency Workers safety and potable water as required

e) Keeping the ambulance services, hospitals and Health Unit staff informed of developments by relaying information through Central Ambulance Communications Centre, Windsor

f) Providing staff at each Evacuee Centre to assist the Manager of each Reception/Evacuee Centre in public health matters, and in assisting evacuees

g) Maintaining a log of decisions made and taken during the emergency response

7.2.8   Emergency Medical Services Coordinator (Chief of Land Ambulance)

The Emergency Medical Services Coordinator is responsible for:

a) Alerting one of the three main County contacts (Warden, CAO, and Emergency Management Coordinator) in the event of an

emergency or the threat of an emergency that may require County assistance

b) Providing the Head CCG and CCG with information and advice on emergency health matters

c) Providing staff, materials, supplies and equipment for emergency purposes, as requested

d) Notifying the Ontario Ministry of Health and Long Term Care, Emergency Health Services Branch of the emergency and requesting their assistance, if required

e) Liaison with the responding agencies active at the emergency site via the Emergency Site Manager

f) Assessing the need and extent of special emergency health service resources at the emergency site

g) Assessing the need and extent of emergency medical teams at the emergency site

h) Ensuring triage and treatment at the emergency site

i) Liaison with local hospitals for the efficient distribution of casualties

j) Assessing whether or not assistance is required from Police, Fire or other emergency services in providing transportation to the emergency site for medical teams

k) Liaison with Central Ambulance Communication Centre in providing the main radio and telephone communication links among health services

l) Assisting with the organization and transportation of persons to ensure that they are evacuated as required, and

m) Maintaining a log of decisions made and actions taken during the emergency response

7.2.9   Social Services Coordinator (Social Services Senior Representative)

The Social Services Coordinator is responsible for:

a) With the activation and support of the Canadian Red Cross, ensuring the well-being of residents who have been displaced

from their homes by arranging emergency lodging, clothing, feeding, registration and inquiry service, and personal services

b) In partnership with the Canadian Red Cross, supervising the opening and operation of temporary and/or long term evacuee centres, and ensuring the same are adequately staffed

c) Liaison with the police chiefs with respect to the predesignation of evacuee centres which can be opened on short notice

d) Liaison with the Health Services Coordinator on areas of mutual concern required during operations in evacuee centres

e) Ensuring that representatives of the Greater Essex County District School Board, the Windsor-Essex Catholic District School Board or Le Conseil Scolaire de District des Ecoles Catholiques du Sud-Ouest are notified when facilities are required as evacuee reception centres, and that staff and volunteers utilizing school facilities coordinate activities with the Boards' representatives

f) Liaison with public and private nursing/care homes in the County as required

g) Coordination of the provision of services of other partner organizations (Red Cross, Salvation Army, Victim Services, etc.)

h) Maintaining a log of decisions made and actions taken during the emergency response

7.2.10   Human Resources and Media Liaison (Emergency Information Officer)

The Manager, Human Resources is responsible for:

a) Coordinating and processing requests for human resources

b) Under the direction of the CCG and with the assistance of the Canadian Red Cross, coordinate offers of and appeals for volunteers

c) Selecting the most appropriate sites for the registration of human resources

d) Ensuring records of human resources and administrative detail are completed

e) When volunteers are involved, in partnership with the Canadian Red Cross or other agencies, ensuring that a Volunteer Registration Form is completed and a copy of the form is retained for County records

f) Ensuring identification cards are issued to volunteers and temporary employees, where practical

g) Arranging for transportation of human resources to and from sites

h) Obtaining assistance, if necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies, and volunteer groups

i) Act as the Emergency Information Officer (with additional duties and responsibilities to the CCG as outlined in the **Emergency Information Plan**, Appendix 6) and assist in appointing a County spokesperson to present emergency information to members of the media.

7.2.11   Support and Advisory Staff

Logs, notes and other written forms of record keeping are critical to maintaining the continuity of operations and in the review and support of actions taken, as well as timing of responses, in the event of legal proceedings. Distractions, meeting preparation and concentration on a wide range of initiatives are routine for EOC members during an emergency. The presence of administrative assistants will help to ensure accurate records and correspondences are maintained. In addition to administrative staff, the CCG may need special advisors. These might include support from other levels of government such as upper or lower-tier staff, Provincial and/or Federal Ministry staff, legal counsel, the county financial officer/treasurer, a transportation coordinator, a purchasing officer, or representatives from business, industry or the scientific community, and possibly representatives from non-government organizations (NGOs), but not necessarily recommended.

Another important support staff role in the EOC is security. Given that it is crucial to EOC operations that outside disruptions are minimized, access to the EOC must be limited to members of the CCG and other EOC staff. It is a primary responsibility of the EOC manager to ensure the necessary security arrangements are in place as a preliminary step to activating the EOC.

The following staff may be required to provide additional or specialist support, logistics and advice to the CCG:

1) Director of Corporate Services/Treasurer

2) Building Maintenance Representative

3) Solicitor for the County

4) Representative of the Essex Region Conservation Authority

5) School Board Representatives

6) Liaison staff from Provincial Ministries

7) Administrative staff

8) Any other official, expert or representative deemed necessary by the CCG

9) The Canadian Red Cross

The **Director of Corporate Services/ Treasurer** is responsible for:

- Assisting the Operations Manager, as required

- The provision of information and advice on financial matters as they relate to the emergency

- Liaison, if necessary, with the Treasurers of local and neighbouring municipalities

- Ensuring that records of expenses are maintained for future claim purposes

- Ensuring the prompt payment and settlement of all legitimate invoices and claims incurred during an emergency

- The provision and securing of equipment and supplies not owned by the County of Essex

The **Building Maintenance Representative** is responsible for:

- Providing security for the County offices, as required

- Providing identification cards to CCG members and support staff

- Coordinating the maintenance and operation of feeding, sleeping and meeting areas at the EOC, as required

- Procuring staff to assist, as required

The **Solicitor for the County** is responsible for:

- The provision of advice to any member of the CCG on matters of a legal nature as they may apply to the actions of the County of Essex in its response to the emergency, as required

The representative of the **Essex Region Conservation Authority** is responsible for:

- Providing advice on the abatement of flood emergencies

- Assisting in acquiring resources to assist in flood emergencies

School Board Representatives are responsible for:

- The provision of any school as designated in the Social Services Emergency Plan for use as an evacuation or reception centre

- Upon being contacted by the Social Services Coordinator, providing school board representatives to coordinate activities with respect to maintenance, use and operation of the facilities being used as evacuation or reception centres

Provincial Ministry Representatives are responsible for:

- Providing advice on matters of Provincial concern to members of the CCG

Administrative Staff will be required for:

- Ensuring all decisions made and actions taken by the CCG are recorded;

- Ensuring that maps and status boards are kept up-to-date;

- Registering and maintaining a CCG members list;

- Arranging for printing, copying and distributing material as required;

- Providing clerical assistance to the EOC

Other Officials, Experts or Representatives are responsible for:

- Any special advice or expertise necessary to abate the emergency situation as required by the CCG (such as public transportation matters, utilities representatives, private businesses)

The Canadian Red Cross may provide any or all of the following services:

- Reception Centre Management including, but not limited to, information and education, feeding, needs assessment, distribution of supplies and acceptance and management of funds raised by appeals;

- Family Reunification including, but not limited to, registration of evacuees, processing inquiries and management of records;

- Evacuation Centre Management including, but not limited to, temporary lodgings, personal services, logistics management, procurement and distribution of supplies;

- Volunteer Resource Management including, but not limited to, recruitment of volunteers, orientation and training of volunteers, job assignments and management of volunteers in accordance with standard CRC Human Resource policies;

- Coordination of other Non-Governmental Agencies; and

- Provision of Liaison Officers as required

7.2.12   Shifts and Personal Administration Support

For emergencies that continue over a long period of time, a shift system for staff may be necessary. In such circumstances provisions should be made for the successful transfer of information between shifts. Where an emergency impacts transportation in the community, provisions may need to be made for sleeping quarters and meal service within the EOC. It is recommended that any county staff whose emergency roles include working in the EOC be surveyed to determine if any limitations or restrictions to their availability exist as a result of physical impairments, childcare or caregiver responsibilities, or other considerations.

7.2.13 Relationship between CCG and Emergency Site Manager (ESM)

Depending upon the nature of the emergency, and once the ESM has been assigned, the CCG relationship with the ESM is to offer support with equipment, staff and other resources as required. Particular emphasis must be placed upon reliable and effective communications being established between the CCG and the ESM.

The CCG must also ensure the normal or near-normal provision of municipal services throughout the duration of the emergency and during the recovery period afterwards.

7.2.14 Relationship between ESM and the Command and Control Structures of Emergency Responders

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

8.0   RECOVERY PLAN

8.1   General

Once the urgent part of the emergency event is over and/or the emergency declaration has been terminated, community officials must shift the focus to dealing with the long term effects of the accident/event while at the same time attempting to restore conditions to normal. This part of the emergency plan is known as the "recovery phase".

The CCG will determine when the emergency has entered the recovery phase. Normally, the emergency at that point would **not** constitute an actual or imminent threat to people and property requiring an immediate response.

To facilitate a smooth transition to the execution of the recovery phase, the CCG will continue to address all matters related to recovery until such time as a hand-over is formally made to the Recovery Committee (see Section 8.2 below)

Operations and the sequence of their implementation during the recovery phase will depend greatly on the nature of the event that caused the emergency and its progression. An emergency declaration may or may not still be in place when recovery operations begin.

8.2 Organization

Following a smooth transition to the recovery phase, the CCG should pass the responsibility for further operations in connection with the emergency to a Recovery Committee.

The Recovery Committee may consist of:

- ➢ Warden, County of Essex
- ➢ Chief Administrative Officer, County of Essex
- ➢ County Fire Coordinator
- ➢ County Police Coordinator
- ➢ County Engineer
- ➢ County Treasurer
- ➢ County Human Resources Manager
- ➢ County Emergency Management Coordinator

Additional positions may be added to the Recovery Committee to provide expert advice and/or assistance as required.

Sub-committees may be struck to deal with specific areas of concern or issues, i.e. Human Needs, Infrastructures, Finance, Health and Social Services.

8.3 Recovery Strategy

During its initial and subsequent meetings, the Recovery Committee should develop a strategy that includes goals and a timeline for the recovery process. This strategy, which will be used to guide the work of the Recovery Committee, should incorporate any specific community needs that have been identified and any tasks identified through a review of the Committee's responsibilities (Section 8.4 below). This strategy will also have to be periodically adjusted to reflect the progress made towards full recovery or to reflect changing/evolving concerns and issues.

The Recovery Committee will report to County Council on a regular basis to keep them informed on the status of the recovery process and any recommended expenditures.

8.4   Recovery Committee Responsibilities

The Recovery Committee should undertake the following major responsibilities:

a) Assist municipalities in ensuring that the essential services and utilities (hydro, water, gas, telephone, mail delivery, sewers and waste disposal) are returned to service as soon as possible;

b) Ensure that public infrastructures, including roads, bridges, traffic lights and signs, etc. are repaired or replaced;

c) Assist municipalities in ensuring that structures and buildings within the community are in a safe condition and any remedial action that is required is taken to rectify any unsafe conditions;

d) Ensure that health standards are met throughout the County;

e) Provide assistance to municipalities in the relocation and establishment of temporary housing for affected persons;

f) Assist municipalities in the provision of counselling sessions (victims' counselling services, critical incident stress debriefing for emergency workers and volunteers, as well as the general population);

g) Coordinate requests for funding support from other levels of government;

h) Ensure that information on the recovery process and activities are disseminated in a clear and timely manner to the public through regular bulletins and updates; and

i) Consolidate, with the affected municipalities, the damage assessment (approximate emergency event costs) reports.

8.5   Disaster Declarations and Disaster Relief Assistance

A declaration of a disaster is usually made by the County on behalf of municipalities in order to possibly receive disaster relief assistance

from the Provincial or Federal Government with regards to the amount of damage inflicted upon the communities.

Once the County has made a Disaster Declaration, the request is sent to the Province to determine if assistance can be provided, from what source and in what proportion.

The different types of Disaster Relief Assistance generally include:

a) The County can declare a disaster and request that the Province also declare the community a disaster area in order to receive Provincial funding assistance towards damaged public infrastructure;

b) The County can also declare a disaster and request that the Province also declare the community a disaster area for the purposes of relief assistance from the Ontario Disaster Relief Assistance Program (ODRAP). ODRAP is intended to alleviate the hardship suffered by private homeowners, farming, and small business enterprises whose essential property has been damaged in a natural calamity, such as a severe windstorm or flood. No assistance is available under this program to cover damages to public property or to privately owned non-essential property; and

c) The County can also request, through local Members of Parliament, for Federal financial support. In the past, the Federal Government has provided financial assistance in the event of a large-scale disaster affecting the majority of a community. This financial assistance has normally been acquired through the Province.

9.0   PLAN MAINTENANCE AND REVISION

9.1   Annual Review

This Plan will be reviewed annually and, where necessary, revised by the County Control Group (CCG).

Each time the Plan is revised, it must be forwarded to Council for approval. However, revisions to the appendices and minor administrative changes can be made without Council review.

It is the responsibility of each person, department, agency or service named within this Emergency Plan to notify the County Emergency

Management Coordinator forthwith of any administrative changes or of any revisions to the appendices.

9.2   Testing of the Plan

An annual exercise will be conducted in order to test the overall effectiveness of this Emergency Plan and to provide training to the CCG. Revisions to this Plan should incorporate recommendations stemming from such exercises.

APPENDIX 1 - PUBLIC ALERTING SYSTEMS, NOTIFICATION PROCEDURES AND CONTACT LISTS

General Overview

There are many facets in the process of developing and maintaining a public alerting and notification system. Public alerting systems start with the monitoring, data gathering and information analysis, which then progress to making an informed decision to issue a warning and then evolve into a process for public safety officials to effectively provide clear, concise warning information to the public so actions can be taken to provide the best means for safety.

The majority of emergency events occur at the local level and impact upon localized populations. Public alerting is primarily the responsibility of public officials authorized to give public direction in emergencies under municipal by-laws and provincial or federal legislative authority.

Public alerting/warning system(s) provide public safety authorities with the means to warn the population of immediate dangers. The implementation of a public alerting system is driven by ethical principles, the marketplace, government regulations, liability laws, and are dependent upon the collaboration and willingness of all stakeholders to share a common vision. Public alerting/warning systems are a lifesaving investment, which have a positive cost/benefit ratio.

A successful public alerting and notification system goes beyond the dissemination of a warning message from a sender to a recipient. It conveys a warning message and solicits appropriate public or individual response. This response can be developed or influenced when citizens gain the basic understanding of terminology, desired actions to be safer and the importance of taking warnings seriously and following safety instructions.

Emergency Warnings

An emergency warning means that an actual disaster or major emergency has occurred or is about to occur. It is time-sensitive and critical that people within the affected area understand the importance of the warning and take appropriate protective actions. Understanding how to respond to a public warning is a learning process that includes acceptance that risks exist in the community.

Public Awareness for a Community-based Warning System

A dedicated community alerting and warning system adds alerting capability that is necessary to fill the additional need. This is especially true for communities located in high-risk areas. An alerting and warning system such as R911 will have a better chance for success if it is well known/presented with the community where the system will be implemented. Public awareness is a cornerstone to a successful implementation of all types of alerting and mass notification warning systems.

Public perceptions and expectations need to be appropriately managed. The public needs to understand the capability as well as any and all of the limitations of the various notification and alerting systems available within their area. Open and honest communication is the key to reducing unrealistic public expectations. There will be an increased sense of trust when there is collaboration between all major players including public authorities, industries, broadcasters or media and the public. To leave any of the players out will reduce credibility.

Public Education

A package of integrated education materials will work more effectively and efficiently. Emergency Management Coordinators have the responsibility to explore opportunities to work with educational institutions and include public education for public alerting as an element of emergency preparedness education.

Public communication channels to reach the general public include radio and TV, Internet and email, printed materials delivered to homes and offices, community events and student education through our school system. Education programs should be developed fitting these communication modes and in context with the make-up of the community, local language, cultural practices and beliefs. There should be audio, video and printed public education materials prepared for radio and television broadcasting, newspapers and other print mediums, internet, etc. These materials should be updated and used on a regular basis.

Canada's youth should have the opportunity to gain the knowledge about emergency alerting and warning in a school environment. It has been well proven that when students learn specific appropriate safety practices at an early age they are more likely to adopt them as part of their lifestyle.

Public alerting education should be integrated with the annual Emergency Preparedness Week (the first full week in May).

Main Elements of an Effective Warning System

Applying standard message protocols and message format:

Using standardized protocols and an agreed upon message content will enable alert and warning originators to rapidly formulate accurate and consistent messages, increase public comprehension and confidence, help eliminate or reduce conflicting or confusing information to the public in crisis situations, and enable interoperability between systems. Pre-scripted and standardized message format and content help provide consistency and ease of use of the system. Along with sufficient user training, it helps to increase the confidence to activate the system.

Minimize time delay:

In many disaster scenarios, a few minutes of advance warning can save lives. To minimize time delays, the technical design of the system should be seamless to allow rapid dissemination of the alerting and warning messages to the public. Also, the administrative process needs to ensure that the authorized officials who first become aware of an event have the power to activate the system without being limited to a principle and a deputy user, or according to the jurisdictional emergency plan. Arrangements and processes that allow authorized public safety officials direct and uninterrupted access to warning systems should be established well in advance with the cooperation from both public authorities and facilities operators/owners.

Addressable systems:

To the extent possible, alerts and warnings should only reach the population at risk. Ideally systems should allow public authorities to geographically select only the areas affected by the event and disseminate the alerting message to the population located only within those affected area(s) for the purpose of situation and traffic control.

Regular Testing:

All public-alerting systems must be tested on a regular basis. The national annual Emergency Preparedness Week (EPW) is a good time for public testing of alerting and warning systems. These tests, when

coordinated with other activities during EPW, can be an effective public education event.

System Security and Training:

Public alerting and warning systems should have sufficient security measures in place to guard against unauthorized use. This includes pre-authorizing users, authenticating authorized users, anti-hacking and virus programs, physical facility security checks should be performed and recorded. A training program for public safety officials authorized to use public alerting systems is a necessary part of system security. The same is true for those who operate the delivery facilities. All users should have a good understanding of the seriousness of system misuse and fully comply with the security procedures.

Consequence of Network Abuse and Misuse:

Authorized users of the network must respect the authorities given to them and take full responsibility for misconduct. Network abuses and misuses include activations of the network for personal political agenda, abusive languages and deliberately issuing ill-prepared messages or hoaxes. Penalties applicable to network abuses and misuses, depending on the nature and the seriousness of the abuse and misuse, will include revoking the individual's user authority, financial fines, reprimand, retraining and/or additional disciplinary action.

Ability to Reach Vulnerable Populations:

Visually and hearing challenged people live in communities across Canada. They may require special techniques to be alerted of imminent danger. When designing an emergency public alerting and warning system, technical considerations to reach these people must be taken into account in the system.

Language Considerations:

Canada's official languages, English and French, are the standard languages of the network. Dedicated local systems may need additional built-in capacity to communicate in other locally prominent language(s). A regulatory framework with built-in flexibility for communicating the warning message in local language(s) should be

in place. Translation of the language(s) should be kept to a minimum delay.

Public Alerting and Notification Systems Available in Essex County

Some of the types and forms of public alerting and notification systems that are available to Emergency Management Coordinators in the Essex County area include, but are not necessarily restricted to, the following:

Door-to-door Notices

This type of notification remains one of the most effective methods to ensuring that residents and businesses are informed about the emergency event and the requisite actions to be taken. It can, however, be a very labour and time intensive process, especially if large areas of the municipality require to be notified and also depending upon the time of day. This form of notification also requires the services of municipal employees, emergency services personnel and/or volunteer groups to conduct the door-to-door notices and, if there is no one at home, to note that discrepancy and to complete the notification either at a later time or by leaving a notice on the door or in the mailbox. There is also, as with any notification system, the concern of languages spoken and understood.

This type of notification is recommended for very small areas and events of an extremely serious, immediate nature, such as an evacuation notice.

Sirens

Certain areas within the county, in particular a portion of Amherstburg, have a siren notification system available, primarily in support of emergency events resulting from an incident at the Fermi 2 nuclear power plant in Monroe, Michigan. This notification system is effective within the sound range of the sirens but is dependent upon the residents and businesses within the range not only hearing the sirens as they are turned-on but also in being familiar with the immediate actions to be taken when they hear the sirens. Use of this system in support of any event other than one directly related to an incident at Fermi 2 could be confusing and would require an extensive public education and awareness program.

Emergency Vehicles

Similar to door-to-door notices and siren systems, another notification method could include the use of emergency and other municipal vehicles, equipped with loud hailers/speakers, driving through the notification area and repeating the emergency message and instructions. Effective for the notification of small areas, the potential disadvantages with this type of system includes language considerations, time of day (are the residents at home, businesses open?), and the sound barriers/insulation properties of newer homes and construction (can and will the message be heard in the early morning hours with all of the windows and doors tightly shut?). This form of notification system also requires emergency and municipal staffs and vehicles to conduct the notification when their services may be required elsewhere.

Telephone Contacts and Notices

Pre-determined telephone, pager and e-mail contact lists are an effective notification system that may be implemented with minimum staff and resource commitments, i.e. one or two phone calls initiate a fan out or trickledown effect to others on the notification list. Quick and efficient, this type of notification system is good for small groups but is very much dependent upon the message being received, understood and then passed along. Considerations must include what happens when there is no answer and the message may not be forwarded along to others on the list? If the message is left on an answering machine, will it be received in time and then forwarded along to others?

Reverse 911 Auto-Dial Telephone Notification and Mass Calls

Essex County has purchased and implemented an auto-dial telephone notification system known by the product name of Reverse 911 (R911). With servers located in Leamington and Essex and a total of 32 dedicated phone lines, this notification system is capable of transmitting a large number of recorded messages to a large number of residents and businesses within an affected area or by pre-determined contact lists. The speed and effectiveness of this type of system is dependent upon the length of and details contained in the recorded message, the currency/correctness of the telephone numbers and addresses in the data base, language barriers (including hearing impaired requirements, although the system is TTY capable if the number is provided), whether the telephone call is

received directly or if it plays to an answering machine, and potential anomalies within the telephone switching capabilities themselves, both at the server locations as well as at the "receiving" end. A separate manual of Operating Procedures, Protocols and Training has been produced and issued to municipal CEMCs and other authorized users for ongoing training, testing and updates.

Media, including Red Alert and Amber Alert, as well as Weather Alerts

Local, regional, national and international print, radio, television and internet media outlets (including such social media tools as web spaces (e.g. Facebook), micro-blogs (e.g. Twitter and Flickr) and podcasts) can and should be used in support of public alerting and emergency notification. These additional technological capabilities through the internet and wireless subscriptions to such services as weather alerts and social media tools make these outlets a very effective and, often, two-way means of notification and alerting however some of the limitations that must be considered include the speed of notification (print versus radio and television), the audience reached (subscriptions, cable versus satellite, US versus Canadian stations and content), access to the outlet news directors or editors (many local outlets have minimum staff available from Friday evening until Monday morning), strength/power of signals, etc. The Red Alert notification system is similar to the successful police coordinated, missing child Amber Alert system. The Red Alert program in Ontario permits local CEMCs and authorized municipal representatives to contact the 7/24 EMO Duty Officer and request that a specific emergency message be created and then distributed to local and regional media outlets for further dissemination. Separate instructions and protocols for the Red Alert notification system are issued directly by EMO.

2-1-1 Call Centre for Public Inquiries and Notices

In anticipation of public inquiries and to assist in notification updates, detailed information briefings, notes and updates that reflect the media messages to the public can also be provided through the regional 2-1-1 Call Centre. 211 can serve as the Citizen Inquiry Line during any real emergencies or disasters that may occur in Essex County. 211 is available 24-hours a day to provide all residents of Windsor and Essex County with information such as:

- Location of evacuation centres

- Road closures

- Dealing with severe weather (tornadoes, thunder storms, extreme heat, extreme cold etc.)

- Where to find low-cost, free counseling services

- Financial assistance information

- And more…

CEMCs and authorized municipal representatives may contact the call centre supervisor directly to request that specific information and details be made available to members of the public who may call 2-1-1 during an emergency event. As well, public education and awareness should, on a regular basis, advise and remind the public that the 2-1-1 Call Centre will have current information available to them throughout an event. 211 is available throughout Ontario and other provinces. One of the key features of the 211 services is its capacity to serve as the Citizen Inquiry Line during times of emergency. As residents of Windsor and Essex County we are fortunate to have had this resource available to us since 2007 and it would be prudent to include 211 in any emergency management planning.

Summary

The above list is by no means complete or exclusive. Other communications and alerting processes are available or in the developmental stages across the province and nationally. As well, no one type of notification procedure or technology will meet all public alerting needs for all residents, businesses and areas all of the time. Depending upon the type, seriousness, size, timings, location and other factors associated with the emergency event, some or all of the above types of notification procedures may be used throughout the course of the event. As well, some forms of public alerting are much better used during the various phases of the emergency event i.e. media outlets as part of the warning phase for severe weather, R911 during a major fire or hazmat incident that requires sheltering in place or evacuation, 2-1-1 Call Centre to respond to and advise the public about evacuation centres, immediate and next steps, etc. Effective and efficient public alerting and notifications depends upon a good understanding of the types of processes available to the Community Control Group, the limitations of each system, and the level of training and testing that has been conducted to ensure that municipal staffs are conversant with all systems available and that the public are also well aware of what may and may not be available in an emergency event.

Emergency Information – Communications Form

When you don't know
where to turn.™

211® MD

Quand tu ne sais pas
vers qui te tourner.™

When there is a community emergency and the assistance of 211 is needed to provide information to the public, Emergency Responders and/or Emergency Information Officers are encouraged to follow the instructions below to contact 211.

Please note:

The 211 Call Centre is operated by the City of Windsor Call Centre Monday to Friday, 7:00am to 7:00pm. Outside of these hours 211 calls are answered by a 211 Call Centre located in Toronto. Depending on the time of the emergency, you may be speaking to staff located in Windsor or Toronto.

INSTRUCTIONS FOR LEAD EMGERGENCY RESPONDER OR EMERGENCY INFORMATION OFFICER (EIO)			
Step 1	Depending on the time of the emergency, select the appropriate 211 contact number and notify the Call Centre of the situation.		
Mon to Fri, 7:00am to 7:00pm	1st Attempt	Call Centre (Windsor)	211 or 519-258-0247
	2nd Attempt	Call Centre Supervisor (Windsor)	519-567-1825
Mon to Fri, 7:01pm – 6:59am & Sat, Sun & Holidays	1st Attempt	Call Centre (Toronto)	211 or 1-877-330-3213
	2nd Attempt	211 Project Manager (Windsor)	519-566-9770 or jtanner@city.windsor.on.ca
Step 2	Provide information about the emergency, which may include questions listed in the below charts.		

Step 3	Once agreed upon with a Call Centre Supervisor or 211 Project Manager, your EIO can begin to inform the public that calling 211 is one way to get current information about the emergency.
Step 4	Contact 211 again when any information changes and/or send all media releases to **info@211southwestontario.ca**

INSTRUCTIONS FOR CALL CENTRE SUPERVISOR OR DESIGNATE*

It is preferred that the Emergency Responder speak directly with a Call Centre Supervisor. When a Supervisor is not available, a Windsor Operator or Toronto I&R Specialist will complete this form and notify their Supervisor ASAP.

- Complete as much information as possible using the below form(s)
- Notify your Supervisor and the 211 Project Manager
- Share information with staff located in Windsor and Toronto, as appropriate
- Each time the form is changed, save it electronically as a new version
- Ensure necessary changes are made to the 211 database

Version #	
Date	
Time	
Completed by:	

INFORMATION SOURCE

Name:		
Title:		
Organization:		
Contact Info:	Phone Number:	
	Cell Phone Number:	
	Address:	
	Email address:	

GENERAL INFORMATION ABOUT CURRENT SITUATION		
Where *is the emergency?*		
What is the emergency?		
Who is affected by the emergency?		
When did the emergency occur?		
How long is the emergency expected to last?		
What **organizations/ agencies** are **on the scene**?		
Who is in charge of the emergency response at the scene?	Name:	
	Organization:	
	Contact Info:	
Who is the Emergency Information Officer?	Name:	
	Organization:	
	Contact Info:	

	YES	NO	N/A	EXPLANATION
Has the **EOC** been activated?				
Has a **state of emergency** been declared?				
Are there any **road closures?**				
Are **traffic detours** been set up?				
Has there been an **evacuation**?				
Have **emergency shelters** been set up?				
Do emergency shelters offer any **special needs accommodations**? (e.g. Interpreters, accessibility features, accommodations for young children, seniors etc.)				
Are there any school or work **closures**?				
Have there been any **power, water or phone** disruptions?				
Are **volunteers** needed?				
Are **donations** being accepted?				
Have special consideration been given to the needs of **pets**?				

ADDITIONAL INFORMATION

County Of Essex Emergency Notification Chart

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                    ┌──────────────────────────┐
                    │       LOCAL MCG          │
                    │          Or              │
                    │  FIRST RESPONSE AGENCIES │
                    └──────────────────────────┘
                                 │
                                 ▼
                    ┌──────────────────────────┐
                    │       Head CCG           │
                    │   Operations Manager     │
                    │  Emergency Coordinator   │
                    └──────────────────────────┘
                                 │
                                 ▼
  ┌────────┬────────┬────────┬────────┬──────────┬────────┬────────┐
  │ Public │ Fire   │ Police │ Health │ Social   │ School │ EMS    │
  │ Works  │ Coord  │ Coord  │ Coord  │Services  │ Boards │ Coord  │
  │        │        │        │        │ Rep      │        │        │
  └────────┴────────┴────────┴────────┴──────────┴────────┴────────┘
                    ┌──────────────────────────┐
                    │  Department Notification  │
                    └──────────────────────────┘
                                 │
                                 ▼
                    ┌──────────────────────────┐
                    │       Head CCG           │
                    │   Operations Manager     │
                    │  Emergency Coordinator   │
                    └──────────────────────────┘
```
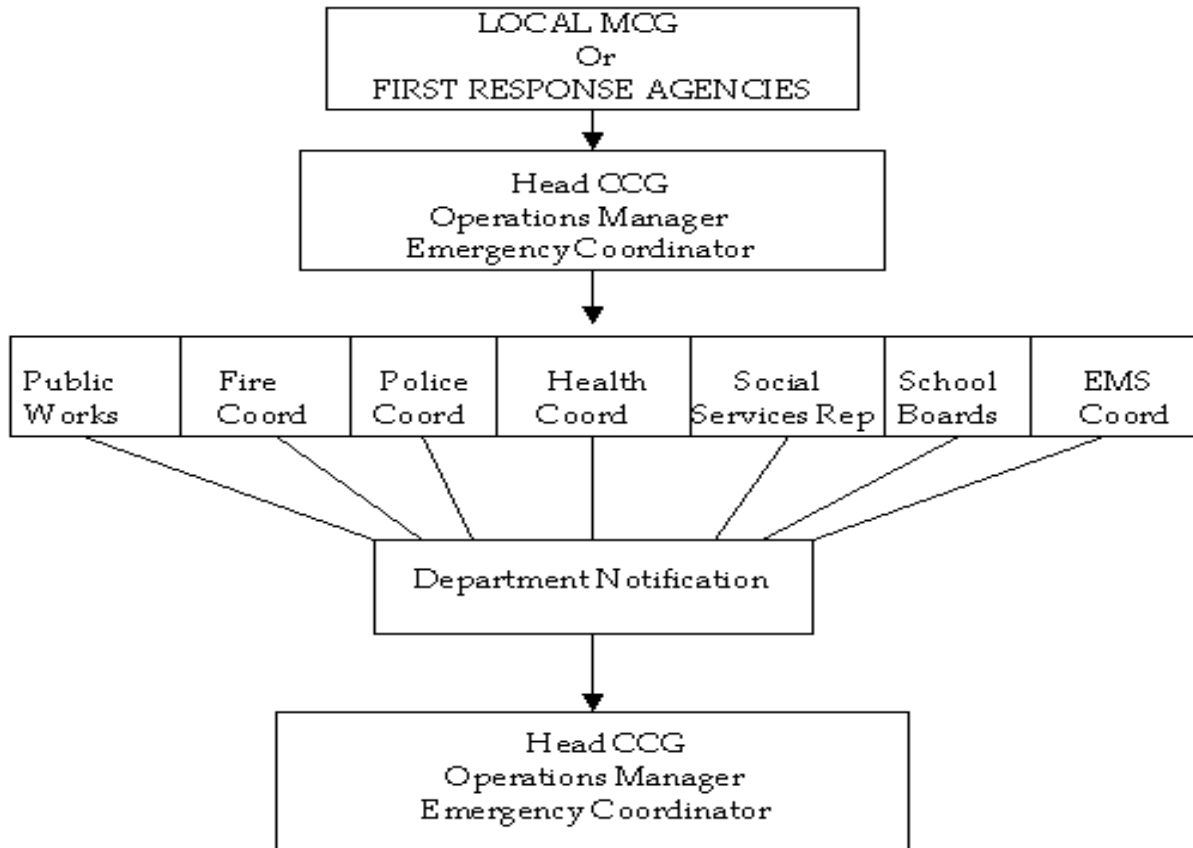
Procedure: Initial Notification is normally to be received by the Warden, County Chief Administrative Officer or the County Emergency Management Coordinator. The initial contact person will notify the other two that were not contacted. Notification will then continue to members of the CCG, filter down the departments and be completed with confirmation of departmental notification to the Warden, County Chief Administrative Officer or the County Emergency Management Coordinator.

Upon activation, the notification process should be carried out by one of the police or fire dispatch services, although other means are available. In relaying the notification message, each individual must note the specific details of the message (i.e. description of the emergency, instructions to either remain on standby or assemble at the EOC or another location, timings, etc.).

If the primary contact person cannot be reached at any of the contact numbers, telephone the alternate individual (**do not** assume that a message left on an answering message or voice mail box will be quickly retrieved). If neither individual can be reached, go to the next appointment on the list. Once the end of the list has been reached, try again to contact those who were not available

on the first attempt. Note the exact time that each person was called **and** answered.

Essex County Control Group (CCG) - Notification List

CONFIDENTIAL

Title	CCG Member	Alternate
Warden	Tom Bain, Warden Bus: 519-728-2700 ██████████	Gary McNamara, Deputy Warden Bus. 519-735-2184, x113 ██████████
County Chief Administrator Officer	Brian Gregg, CAO Bus: 519-776-6441, x325 ██████████	Robert Maisonville, Treasurer Bus. 519-776-6441, x328 ██████████
County Emergency Management Coordinator	Phil Berthiaume Bus: 519-776-2024 ██████████	Bill King, Planning Bus:519-776-6441, x.329 ██████████
O.P.P. Representative	Insp. Rick Derus, Essex County O.P.P. Bus: 519-723-2491 Pager: 1-888-852-1540 ██████████ **OR O.P.P. Communications Centre**	S/Sgt Mike Beatty Bus: 519-723-2491 ██████████ 1-888-310-1122
County Fire Coordinator	Bruce Montone, County Fire Coordinator Bus: 519-258-4444 (24 hours)	Steve Laforet, Deputy County Fire Coordinator Bus: 519-258-4444 (24 hours)
Canada Border Services Agency	**Emergency Contact 24/7**	**519-567-7701**
County Engineer	Tom Bateman, County Engineer Bus. 519-776-6441, x316 ██████████	Richard Fazecash, Assistant Engineer Bus. 519-776-6441, x318 ██████████

Title	CCG Member	Alternate
Medical Officer of Health	Dr. G. A. Heimann, Medical Officer of Health Bus. 519-258-2146, x247 ███████████ 24/7 Answering Service	███████████
Chief, Land Ambulance	Randy Mellow, Chief Bus. 519-776-6441, x300 ███████████ Or by contacting Central Ambulance Communications Centre	Chris Grant Bus. 519-256-1315, x226 ███████████ 1-800-256-5840 – Dispatch
Social Services	Ronna Warsh, General Manager **Social Services Emergency Phone**	Lucy Sobczyk **519-796-1781** (*24 hour contact numbers also through Windsor Fire Services Dispatch: **519-254-4444**
County Human Resources Director	Greg Schlosser, HR Director Bus. 519-776-6441, x322 ███████████	Ruth Eldridge, HR Assistant Bus. 519-776-6441, x579 ███████████
EOC Support Group		
IT and GIS Manager	Wendy St. Amour, IT Manager Bus. 519-776-6441, x500 ███████████	Jim Gignac, Network Manager Bus. 519-776-6441, x370 ███████████
Building Maintenance Representative	After Hours Access – contact Rob Maisonville or 519-563-1503 or 519-563-1500 (supervisor's pager number)	

Title	CCG Member	Alternate
ERCA Representative	Richard Wyma, General Manager Bus. 519-776-5209, x353 ██████████████	Tim Byrne, Alternate Bus. 519-776-5209, x350 ██████████████ Jeremy Wychreschuk, Alternate Bus. 519-776-5209, x305 ██████████████
Separate School Board Representative	Paul Picard, Director of Education Bus. 519-253-2481, x1201 ██████████████	Gary McKenzie, Alternate Bus. 519-974-2186, x1137
Public School Board Representative **Note: Emergency Line (live response)**	Warren Kennedy, Director of Education Bus. 519-255-3200, x10250 ██████████████ **519-965-2165**	Penny Allen, Alternate Bus. 519-255-3200, x10210 ██████████████
French School Board (CSDECSO) Representative	Carolyn Bastien Bus. 519-948-9227, x230 ██████████████	Francois Brule, Alternate Bus. 519-948-9227, x223 ██████████████
Provincial Representative	Emergency Management Ontario 1-866-314-0473/0472 (Toronto, 24/7) or 705-329-6950 Steve Beatty, Emergency Management Officer, St. Clair Sector Bus. 519-679-7055 ██████████████	Alternate – OPP Duty Officer

Title	CCG Member	Alternate
Canadian Red Cross	Donna Girard, Disaster Service Coordinator (24hr pager) 519-259-6580 ██████████████ Pager: 519-255-0993 **Branch Offices** Bus. 519-944-8144, x255	
Emergency Communications	Bob Gammon (VA3RX) ████████████████	Alternate (TBA) ███████ Cell.

Weather-related Emergencies

The Severe Weather Desk in the Ontario Storm Prediction Centre (OSPC) in Toronto is a 24/7 operation that is capable of providing current and forecast weather conditions for locations across Ontario in support of emergency mitigation and response. Should our community (or communities of responsibility) be experiencing some form of emergency (chemical fire, gas release, toxic spill) or severe weather-related event (large incident due to fog, flooding, freezing rain, tornados etc.) that requires an immediate update of current weather conditions and the most up-to-date forecast for your area, please **contact the Weather Centre at (416) 739-4420.**

When calling the OSPC, please identify yourself as an Emergency Manager, stating the community/communities you are representing as well as your specific weather information requirements.

Ministry of Transportation - West Region Operations Office - Emergency Contact/Response Assistance

The Ministry of Transportation, West Region Operations Office response to an emergency can be co-ordinated through our Traffic Operations Centre (TOC) located in our London office. The TOC operates 24/7. The Dispatcher in the TOC has direct contact with Ministry personnel and Area Maintenance Contractors in case of an emergency. As well, the Dispatcher has direct contact with O.P.P. Communication Centres.

The Ministry of Transportation may be able to secure equipment/resources to assist in an emergency. The type and availability of equipment/resources in order to assist with an emergency can be made through the Dispatcher.

Dispatcher Contact	Phone Number
Dispatch Phone Number:	519-873-4223
Dispatch Fax Number:	519-873-4443
Dispatch Email:	WestRegion.TOC@ontario.ca

APPENDIX 2 - COUNTY OF ESSEX - COMMUNITY CONTROL GROUP MEETING CHECKLIST

Action or Direction	Remarks
1. Determine That All Appropriate **Members Of CCG** Are Present	
2. Determine If Additional **Advisers** To CCG Are Required	
3. **Reports** By All Agencies/Departments	Current deployment of resources and priorities for immediate action
4. Determine Areas Affected By Emergency – Define **Emergency Site**(s) (If Appropriate)	
5. Appoint /Confirm Emergency Site Commander/Manager(s) (**ESM**)	
6. Determine Immediate **Support** That Emergency Site Will Require	
7. Determine Community **Strategy** To Resolve/Manage Emergency	Ensure that minutes or record of decisions are taken
8. Determine And Prioritize **Tasks** And Compare To Resources Available	
9. Consider **Declaration** Of Emergency	
10. Activate All Or Parts Of Community Emergency **Plan**; Which May Include: • Evacuation Plan • Evacuation Centre Plan • Volunteer Management Plan • Public Information Plan • Media Plan • Recovery Plan o Debris Removal	

Action or Direction	Remarks
o CISM	
11. Activate **EOC** To Appropriate Level Of Operation (Limited, Partial, Full)	Consider staffing for next 24-48 hours
12. Appoint EOC **Operations Officer**	
13. Active **Notification** Plan, Which May Include: Upper Tier, Neighbouring Communities, EMO MP, MPP, Members Of Council	
14. Determine Time/Location For **Next CCG Meeting (Operating Cycle)**	

APPENDIX 3 - NUCLEAR EMERGENCY RESPONSE PROCEDURES

Preamble

The Enrico Fermi 2 Nuclear Generated Power Plant in Monroe County, Michigan, is located approximately 16 kilometres from the nearest point of Essex County. Similar to other areas of the province that have nuclear powered electrical facilities in their general proximity, the Provincial government has authorized that a nuclear emergency response plan be in place for the municipalities that are in closest proximity to the plant. The Town of Amherstburg has developed nuclear emergency plans and procedures for the Primary Zone based upon Provincial legislation, regulations and guidelines.

The Fermi 2 plant is operated by the Detroit Edison Corporation. At the facility, an experimental fast-breeder reactor has been decommissioned for a number of years. Unit 2 at the facility is a General Electric design Boiling Water Reactor of 1093 MWe power with Mark 1 containment.

Aim

The aim of the Nuclear Emergency Response Procedures is to prescribe measures that shall be undertaken to deal with a nuclear emergency situation caused by the Enrico Fermi 2 Nuclear Generated Power Plant in Monroe County, Michigan, for the Secondary Zone including the entire Essex County.

Planning Zones

A Primary planning zone for Enrico Fermi 2 has been established by the Provincial government and includes the area of Essex County at a radius of approximately 21 to 24 kilometres from the plant. The Primary Zone is the area in which it would be prudent to plan and prepare for such measures as sheltering and evacuation.

The Secondary planning zone is the area approximately 80 kilometres in radius from the Enrico Fermi 2 plant encompassing the whole of Essex County, islands in Lake Erie, and the City of Windsor.

Declaration of a County Emergency

Upon being notified of the declaration of a nuclear emergency for the primary zone, the Warden may declare an emergency for Essex County. Upon such declaration, the Warden of the County will notify:

Persons to be Notified if County Emergency is Called	Phone Number
The Solicitor General of Ontario *by way of:* Emergency Management Ontario POC (7/24)	1-866-314-0472 FAX: 1-416-314-0474
OPP Communications Centre (24 hrs.) – alternate	1-705-329-6950
The County Council	
The heads of council of local municipalities within the County	
The Public	
Neighbouring municipal officials, as required, and	
The media	

Termination of a County Emergency

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

> **a) The Warden or designated alternate**
> **b) The County Council**
> **c) The Premier of Ontario**

Upon termination of a County emergency, the Warden will notify:

Persons to be Notified if County Emergency is Terminated	Phone Number
The Solicitor General of Ontario *by way of:* Emergency Management Ontario POC (7/24)	1-866-314-0472 FAX: 1-416-314-0474
OPP Communications Centre (24 hrs.) – alternate	1-705-329-6950
The County Council	
The heads of council of local municipalities within the County	
The Public	
Neighbouring municipal officials, as required	

Persons to be Notified if County Emergency is Terminated	Phone Number
The media	

Notification System and Implementation of Procedures

The notification procedures and implementation of the Plan are the same for a nuclear emergency as for a non-nuclear emergency.

Responsibilities

The actions or decisions which members of the County Control Group in a nuclear emergency are likely to be responsible for are those that are listed in the general response procedures of the Plan, with the addition of:

a. Obtaining information and direction from the Provincial Emergency Operations Centre

b. Providing a liaison with county municipal officials, City of Windsor officials, and Township of Pelee officials, and relay information concerning:

c. The status of a nuclear emergency

d. Radiation monitoring reports

e. Ingestion control measures that would reduce or stop the movement of food, particularly for export from the region

f. Banning of the consumption of contaminated food items

g. Obtaining any special assistance necessary for the optimal functioning of the CCG

Municipal Liaison Contact

Municipality	Contact	Phone Number
County Municipalities		
Amherstburg	Wayne Hurst (Mayor)	███████████████ ███████████████
	Ron Sutherland (Deputy Mayor)	Bus. 519-736-2181

Municipality	Contact	Phone Number
	Pam Mallot (Administrator)	Bus. 519-736-0012, x228
	Kristina Di Paolo (Acting Administrator	Bus. 519-736-0012, x228
Essex	Ron McDermott (Mayor)	
	Richard Meloche (Deputy Mayor)	Bus. 519-561-5851
	Wayne Miller (Administrator)	Bus. 519-776-6336, x20
Kingsville	Nelson Santos (Mayor)	Bus. 519-733-6811
	Tamara Stomp (Deputy Mayor)	Bus. 519-948-9778
	Dan DiGiovanni (Administrator)	Bus. 519-733-2305, x222
Lakeshore	Tom Bain (Mayor)	
	Al Fazio (Deputy Mayor)	Bus. 519-728-2700 Bus. 519-728-0854
	Kirk Foran (Administrator)	Bus. 519-728-2700, x243
LaSalle	Ken Antaya (Mayor)	Bus. 519-969-7770
	Mark Carrick (Deputy Mayor)	Bus. 519-258-0549
	Kevin Miller (Administrator)	Bus. 519-969-7770, x223

Municipality	Contact	Phone Number
Leamington	John Paterson (Mayor)	Bus. 519-325-0332 Mun. 519-326-5761, x1102 ████████████████
	Charlie Wright (Deputy Mayor)	Mun. 519-326-5761 ████████████████
	William Marck (Administrator)	Bus. 519-326-5761, x1101 ████████████████
Tecumseh	Gary McNamara (Mayor)	Bus. 519-735-2184, x113 ████████████████
	Cheryl Hardcastle (Deputy Mayor)	████████████████
	Tony Haddad (Administrator)	Bus. 519-735-2184, x111 ████████████████
Separated Municipalities		
City of Windsor	Eddie Francis (Mayor)	519-258-4444 (Fire Dept.)
	Helga Reidel (CAO)	Bus. 519-255-6311 ████████████████
Township of Pelee	Rick Masse (Mayor) TBA (Clerk/Treasurer)	████████████████ Bus. 519-724-2931 ████████████████
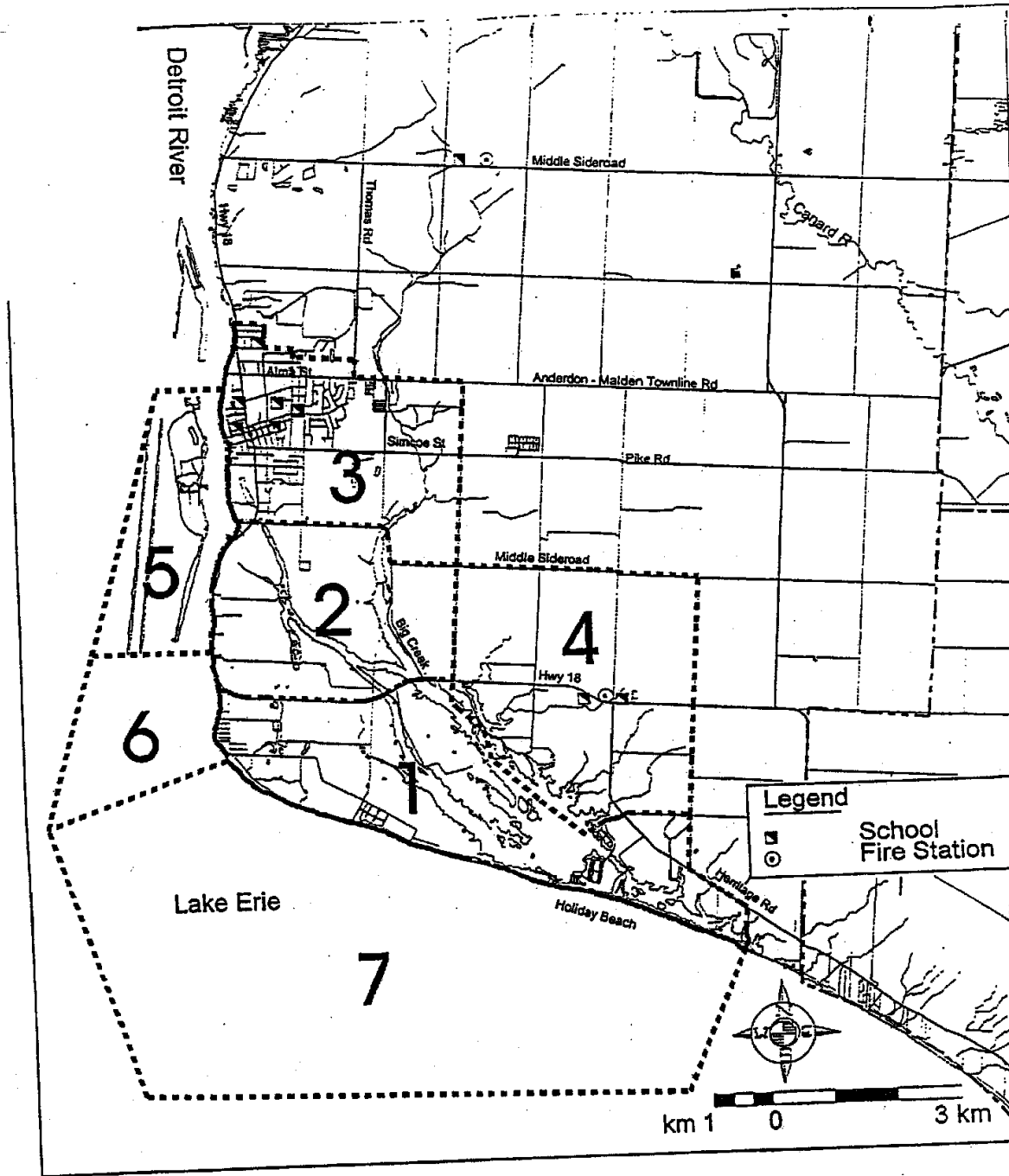
PRIMARY ZONE AND RESPONSE SECTORS
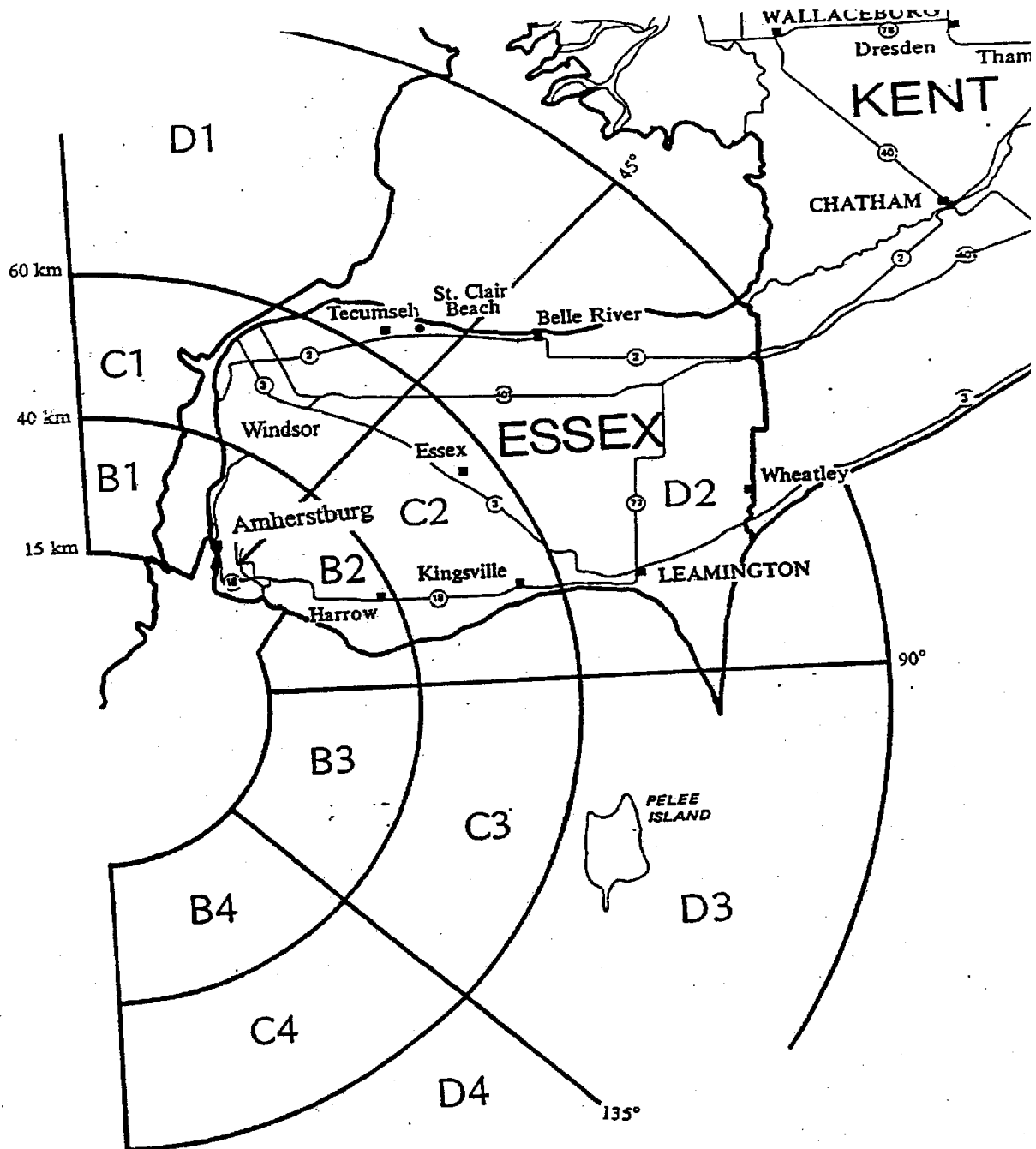
SECONDARY ZONE AND SUB-SECTORS

APPENDIX 5 - GUIDELINES AND CHECKLIST IN CONSIDERATION OF A DECLARATION OF EMERGENCY

* This checklist is for use by heads of council considering the declaration of an emergency within the municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.

Under the *Emergency Management and Civil Protection* Act, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. These individuals, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality **must** notify Emergency Management Ontario (on behalf of the Solicitor General) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead and should be faxed to (416) 314-0474. When declaring an emergency, notify the Provincial Operations Centre at 1-866-314-0472.

When considering whether to declare an emergency, a positive response to one or more of the following criteria *may* indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- ❑ **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) permits a head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law" during an emergency.]

- ❑ **Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]

- ❑ **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage**

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treatment/containment, supply of goods or medical care)?
[Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]

- **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Service Act* provides for the creation of special policing arrangements during an emergency.]

- **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an "emergency" is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]

- **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

- **Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?** [Section 11 (1) states that "no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, a minister of the Crown or a Crown employee for

doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency." Section 11 (3), however, states "subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality...."]

❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

❑ Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel? [Section 4 (1) permits the head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan." Section 13 (3) empowers a municipal council to "make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."]

❑ Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis? [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the "council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."]

❑ Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the   continuity of operations? [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize

outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]

❑ Does, or might, the situation require provincial support or resources? [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Community Control Group, can greatly facilitate multi-agency and multi-government response.]

❑ Does, or might, the situation require assistance from the federal government (e.g., military equipment)? [Section 13 (2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to enter into mutual assistance agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]

❑ Does the situation involve a structural collapse? [Structural collapses involving the entrapment of persons *may* require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Community Security.]

❑ Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident? [Response to CBRN incidents requires specialized resources and training. Ontario is developing three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Community Safety.]

❑ Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality? [Evacuee and reception centers often use volunteers

as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protections against personal liability.]

❑ Will your municipality be receiving evacuees from another community? [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial:

❑ Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles? [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]

❑ Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity? [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]

❑ Is it possible that a specific person, corporation, or other party has caused the situation? [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost...."]

Steps Leading to the Declaration of a County Emergency

Steps Leading to the Declaration of a County Emergency
Incident Occurs
Emergency Services Dispatched
Municipal Emergency Notification System Activated
Municipal Emergency Operations Centre Activated
Declaration of Municipal Emergency by Mayor/Council
Activation of Notification System of County Emergency Plan
County Control Group (CCG) Notified: County Emergency Operations Centre Activated
Declaration of County Emergency By Warden

Declaration of a County Emergency

Municipality: _____ *(print)*

I, _____ (Elected Head of Council) hereby declare a state of local Emergency in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the emergency described herein: *(nature of emergency)*

_____

_____

_____

for an Emergency Area or part thereof described as: *(geographic boundary)*

_____

_____

_____

Signed: _____

Title: _____

Dated: _____ at _____ (time)

(Note: Fax to EMO Duty Officer @ 416-314-0474)

Termination of a County Emergency

Municipality: _____ *(print)*

I, _____ (Elected Head of Council)
hereby declare a state of local Emergency terminated in accordance with the
Emergency Management and Civil Protection Act, R.S.O. 1990, c E.9 s.4.(1)
due to the emergency described herein: *(nature of emergency)*

_____

_____

_____

for an Emergency Area or part thereof described as: *(geographic boundary)*

_____

_____

_____

Signed: _____

Title: _____

Dated: _____ at _____ (time)

(Note: Fax to EMO Duty Officer @ 416-314-0474)

APPENDIX 6 - EMERGENCY TELECOMMUNICATIONS PLAN

Upon implementation of the Emergency Response Plan, it will be important to ensure that communications are established between the emergency site(s) and the EOC. Communications may also be required at various locations including evacuation centres, hospitals and other key responding agencies. The permanent telephone lines in committee rooms and offices, satellite and cellular phones, portable radios and Internet wireless-capable laptops that members of the CCG bring with them will provide the initial communications for the EOC. Expansion and augmentation of the initial communications will be provided by the activation of the additional EOC phone lines, additional portable radios, ARES, LAN and desktop computer access and mobile command posts as required and available. Fax lines are also available in the EOC. Additional emergency communication considerations include, but are not limited to:

1. **E-mail/Internet Access -** An EOC e-mail address should be included in the telecommunications plan and procedures developed for agencies and departments to establish communications with the EOC using this means. Various address lists can also be pre-arranged for the distribution of information during the emergency.

2. **VHF Radios -** If agencies intend to use VHF service radios, tests should take place to ensure the expected range and coverage can be achieved under emergency conditions.

3. **Amateur Radio -** Should there be a widespread failure of the telephone system back-up plans should include local amateur radio clubs. Detailed plans should be developed and training and exercises conducted to ensure that they could provide effective back-up telecommunications during an emergency.

4. **Couriers/Runners -** As a back-up to a complete failure of telecommunications consideration should be given to how information could be carried by runners. Again, a plan and procedures should be developed and training and exercises conducted.

Assisting the Emergency Management Coordinator with the Emergency Telecommunications Plan is the regional ARES representative as well as local and regional police, fire, and EMS communications officers.

The main Emergency Telecommunications Office for the primary EOC is located in Room 301, down the hall from Committee Room C. It has back-up

power and cables available for antennae and remote hook-ups for police, fire, EMS and public works communications as well as ARES communications.

APPENDIX 7 - EMERGENCY INFORMATION PLAN

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

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

   a) Emergency Information Officer;

   b) Community Spokesperson; and

   c) Citizen Inquiry Supervisor.

The Emergency Information Centre (EIC) will be established in the Civic Centre, Committee Room D. Depending upon the nature of the emergency, it may be necessary to establish a media information area adjacent to the emergency site, as decided by the CCG and the ESM. This area, if established, will be staffed as determined by the Community Spokesperson.

The Citizen Inquiry Section will initially be located in the Civic Centre Administration Offices, with staff support and supervision provided by Social Services and the Canadian Red Cross.

Emergency Information Officer

The Emergency Information Officer reports to the Warden and Chief Administrative Officer and is responsible for:

   a) Establishing a communications link with the Community Spokesperson, the Citizen Inquiry Supervisor and any other media coordinator(s) involved in the incident to ensure that all information released to the media and public is timely, complete and accurate;

   b) Ensuring that the EIC is set up and staffed, as well as a site EIC, if required;

   c) Ensuring liaison with the CCG to obtain up-to-date information for media release, coordinate individual interviews and organize press briefings and conferences;

d) Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and current information is available to the public;

e) Ensuring that the media releases are approved by the CCG prior to dissemination and then distributing the media releases;

f) Monitoring news coverage and correcting any erroneous or misleading information;

g) Maintaining copies of media releases and newspaper articles pertaining to the emergency

Community Spokesperson

The Community Spokesperson(s) will be appointed by the CCG and is responsible for:

a) Providing interviews on behalf of the CCG;

b) Establishing communications and regular liaison with the Emergency Information Officer;

c) Redirecting any questions about the emergency and/or actions of the CCG to the Emergency Information Officer;

d) Coordinating emergency site visits and photograph sessions at the scene when necessary and as appropriate;

e) Coordinating on-scene interviews between emergency services personnel and the media, with the authority of the Emergency Information Officer and the CCG

Citizen Inquiry Supervisor

The Citizen Inquiry Supervisor is responsible for:

a) Establishing a Citizen Inquiry Service, including staffing, telephone lines and administrative support/resources;

b) Informing the Emergency Information Officer, affected emergency services and the CCG of the establishment of the Citizen Inquiry Service and its designated telephone numbers;

c) Ensuring liaison with the Emergency Information Officer to obtain current information on the emergency;

d) Responding to and redirecting inquiries and reports from the public based upon information received from the Emergency Information Officer (such as school closings, host schools, access and evacuation routes, location of evacuation centres or community shelters, etc.);

e) Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service;

f) Responding to and redirecting inquiries pertaining to persons who may be located in evacuation and reception centres to the appropriate registration and inquiry telephone numbers;

g) Acquiring additional staff and resources as required.

APPENDIX 8 - EMERGENCY OPERATIONS CENTRE – GENERAL CONDUCT AND GUIDELINES

The Emergency Operations Centre (EOC) will be located in Committee Room C of the Civic Centre, 360 Fairview Ave W, Essex. Should the primary EOC not be available due to the location and nature of the emergency, an alternate EOC may be established at the Sun Parlor Home for Senior Citizens, in Leamington, or in a designated Municipal Emergency Operations Centre.

The equipment required for the EOC is organized in kit form and located in storage cabinets in the Emergency Management Coordinator's office, Room 301 at the Civic Centre. The Emergency Management Coordinator is responsible for ensuring that the individual kits and EOC resources/equipment are inspected and updated on a regular basis.

Specific equipment available for the EOC, and its storage location, are listed below:

Item	Location
Spare laptops	County Planning and Administration Offices
Fax Machines/Copiers	County Planning and Administration Offices
Television and VCR	Emergency Management Coordinator's Office
EOC Telephones and Directories	Emergency Management Coordinator's Office
EOC Telephones and Directories	Emergency Management Coordinator's Office
Satellite phones	Emergency Management Coordinator's Office
Electronic Whiteboard	Emergency Management Coordinator's Office

Item	Location
ARES radio equipment, with power	Emergency Management Coordinator's Office
Flip Charts, pens, papers, etc.	Emergency Management Coordinator's Office
Maps	County Engineering Office
Portable Radio	Emergency Management Coordinator's Office
Weather Radio	Emergency Management Coordinator's Office
Hand-held Tape Recorders	Emergency Management Coordinator's Office
Scanner	Emergency Management Coordinator's Office

EOC INFORMATION MANAGEMENT

General

Information received from outside the EOC should be shared with the members of the EOC team through the operations cycle, briefing notes, the display board, regular meetings and one-on-one conversations. Information and direction from the EOC must be efficiently and expeditiously communicated to the external world. This is not always easily accomplished, particularly if the telecommunications infrastructure is impacted by the emergency. Effective back-up telecommunications systems are critical to the needs of the EOC. A valuable asset to the EOC telecommunications system is the Amateur Radio Emergency Service (ARES). ARES volunteers are available in most parts of the region, are skilled at operating under emergency conditions, and have a wide variety of wireless telecommunication technologies available to them.

Concept of Operation

As soon as possible after the EOC has been activated, the EOC staff will start to collect all information available. Responding agencies will provide situation reports to the EOC to allow the staff to begin to develop the overall county-level common operating picture. The common operating picture is the collective understanding of the situation shared by all responding and participating agencies and individuals. Once the CCG has determined the county strategy or plan, the EOC staff will assist in disseminating the CCG direction and will monitor and coordinate the conduct of that direction on behalf of the CCG.

Once activated, the EOC will operate continuously at an appropriate level of staffing. It will maintain the common operating picture and remain in communications with all responding and supporting agencies. The EOC staff will maintain an Operations Log, which will be the official record of the event. All documents, orders, direction or plans directed to the EOC or originated by the EOC will be logged in or out and copies retained. Effective communication between the EOC and all participating and supporting departments and agencies is essential to the management of the emergency.

Information Management Functions

The following are the four information management functions performed by the EOC:

a) **Collection:** The bringing together of all information relevant to the understanding and management of the emergency situation,

b) **Collation:** The sorting and comparison of information to determine its relationship to the emergency situation,

c) **Evaluation:** Verifying the accuracy and relevance of the information and using it to develop a more accurate and complete understanding of the situation upon which to base timely operational decisions,

d) **Dissemination:** The sharing of information or direction relevant to the emergency situation in a timely manner.

Opening of Ops Log

As soon as possible following the activation of the EOC, the log must be opened and all relevant information recorded. The basic software application tool for all recording of information and decision-making processes in the EOC is WebEOC. Individual municipal and staff applications of this software application, including training, are annual qualification and testing requirements across Essex County and the City of Windsor. WebEOC information recording and sharing could include:

a) Who ordered the EOC opened;

b) The reason for opening the EOC;

c) Summary of actions taken up to that time;

d) Log format. Any number of formats can be used that allows for data to be entered quickly and all details captured in a manner that can be tracked and actions taken verified;

e) Hand-over of Log. The DO must sign-in and out of the log on shift change. This will document who was responsible for the log at any given time and who took what actions.

Maps and GIS Products

Maps and other GIS products are important and can greatly assist in the understanding of the emergency and the geographic areas and populations impacted.

Master Operations Map

It should be located in a central and accessible location within the operations room. The type and scale of the map will depend on the type of emergency situation. This map is where new information will be plotted and evaluated for accuracy and relevance and, if appropriate, retained and displayed as part of the common operating picture.

The following information, in most situations, should be displayed on the Master Operations Map:

- Location of site, site Command Post(s)

- Site perimeter(s)

- Hot, warm or contaminated areas

- Damaged areas or locations

- Closed or restricted areas, roads or routes

- Road blocks or check points

- Staging or assembly areas

- Helicopter landing zones/sites

- Evacuation Centres

- Evacuation routes

- Other EOCs, Command Posts, or Centres (such as Traffic Control or Emergency Information Centres)

- Hospitals, aid stations or triage locations

Typical tasks of the EOC Operations staff – Collation and Evaluation

Ops O

- ➢ Conducts the evaluation all information with the intent of creating and maintaining the common operating picture

- ➢ Controls the Master Ops Map

- ➢ Prepares briefings

Duty Officer (DO)

- ➢ Conducts initial collation of information and forwards to the Ops O as necessary

A/Duty Officer (A/DO)

- ➢ Assists the DO in collating information

- ➤ Facilitates handling of information between the DO and the Ops O

- ➤ Assists the Ops O in maintaining the Ops maps and info or data displays

Reports and Briefings

Information should be passed to all participating agencies as frequently as necessary, in the form of written reports or updates. The staff will prepare these reports, and forward them using an appropriate group distribution system i.e., fax machine with pre-pre-programmed addressee groups or e-mail distribution lists. Use the same format as for briefings.

Staff Briefings

Staff briefings can take place as frequently as necessary. These may include representatives of participating agencies or may be for internal EOC staff coordination only. Briefing may be used to pass information or to seek a decision. The purpose should be clearly stated in the briefing aim. The format and sequence for a briefing is as follows:

- ➤ Introduction, including aim;

- ➤ General Situation (including description of hazard);

- ➤ Responding Agencies and their situation;

- ➤ Supporting Agencies and their situation;

- ➤ Operations: past, current or planned;

- ➤ Administration and logistics;

- ➤ Miscellaneous;

- ➤ Decision required (if required);

Coordinating Procedures for the EOC

CCG and EOC Operating Cycle

The length of these cycles will depend on the type of emergency and the phase of the response or recovery. The CCG will determine its cycle as part of their first meeting. As one of the primary functions of the EOC staff is to develop and maintain the common operating picture on behalf of the CCG, the EOC staff will determine an internal operating cycle that supports the CCG's operating cycle.

CCG Meetings

Each CCG meeting or operating cycle should begin with the Ops O providing a clear, concise briefing of the overall situation (common operating picture). These briefings can only be complete and accurate if the participating and supporting agencies provide updates to the EOC staff prior to the scheduled CCG meetings. A the conclusion of the Ops O's Situation Briefing, agency representatives at the CCG meeting can elaborate, expand or correct the information provided. The Ops O should only include information and details that are relevant to the overall understanding of the emergency at the county level of involvement.

Tasks of EOC Staff – Maintaining Staff Operating Cycle

Depending on the length of the CCG operating cycle, it may be necessary or advisable to conduct staff coordination briefings between CCG meetings. These briefings will ensure that all staff share the same common operating picture and allow for on-going coordination of routine matters. This will also allow the Ops O to monitor the conduct of the CCG's plan or strategy and ensure that its objectives are being met.

Staffing of the EOC

The EOC is the focal point for the county operation and must be staffed until the emergency is terminated.

Levels of Staffing

The types of emergency are extremely varied and will require different levels of staffing. Obviously, the resources that are available to the county will affect the EOC staffing profile.

High Intensity - A very fast and complex emergency may require a large number of staff members to handle the volume of information received and generated. This would likely occur in the early hours of an event, when the common operating picture is still being established. Staffing could be as follows:

- Ops O, 2 x DOs, 2 x A/DOs;

- **Medium Intensity -** Once the common operating picture has been developed and a routine established fewer staff could be required to operate the EOC:

  - Ops O, 1 x DO, 1 x A/DO; or

- **Low Intensity -** During quiet periods a much smaller staff will be required and could be as follows:

  - Ops O (on-call), 1 x DO, 1 x A/DO

Health and Safety Procedures and Logistics

(Note should also be made of guidelines and recommendations contained in Annex 3 to Appendix 9 to this Plan)

Maintenance and Cleanliness of the Facility

If the emergency continues for any length of time, routine cleaning and maintenance of the EOC facility must continue to ensure a safe and healthy environment. A facility manager should be identified to oversee the maintenance of the EOC.

Rest and Recovery of staff

To ensure the health of emergency management staff, shift schedules should be established that provide adequate rest and recovery. Staff should be discouraged from staying at the EOC when off duty during the early phases of an emergency. If possible, a quiet area within or close to the EOC should be established to permit rest periods.

Feeding of staff

A varied and healthy menu should be considered when providing meals for on-duty staff.

Stress Management

Although EOC staffs are not exposed to the trauma of front-line responders, they should have access to Critical Incident Stress Management (CISM) councillors and care.

APPENDIX 9 - COMMUNITY EMERGENCY PREPAREDNESS AND RESPONSE TO PANDEMIC

Introduction

This annex has been prepared to serve as a guide and source of information, to be used in conjunction with the County of Essex Emergency Response Plan as well as other supporting documents. This document, developed to address the specific issues of a pandemic influenza outbreak, is intended to provide guidelines for a coordinated, unified and controlled response to minimize the impact of an influenza pandemic in the County of Essex.

Aim/Purpose of the Plan

To ensure that the County of Essex is prepared to effectively respond to an influenza pandemic so as to protect the life, health and safety of the citizens of Essex County and surrounding areas.

To ensure that the plan meets the requirements of the Canadian Pandemic Influenza Plan, the Ontario Pandemic Influenza Plan, and the Emergency Management Ontario Pandemic Influenza Guidelines for Municipal Emergency Management Programs.

Goals and Objectives

Goal 1: To coordinate an Essex County response to an influenza pandemic.

Objectives:

a) To develop a plan that is flexible to account for the unknown epidemiology of a pandemic and the needs of different stakeholders (impact).

b) To provide education to stakeholders and the community about the impact of an influenza pandemic and regarding roles and responsibilities.

c) To provide a plan that is reviewed on an as needed basis to ensure incorporation of new developments and best practices.

d) To provide an evaluated plan that is sufficiently clear and comprehensive to ensure operational viability and sustainability.

Goal 2: To minimize serious illness and deaths from a pandemic influenza in Essex County.

Objectives:

a) To enhance surveillance systems for influenza in Essex County.

b) To develop operational procedures for vaccine and antiviral delivery and administration.

c) To coordinate operational procedures for healthcare.

Goal 3: To minimize societal disruption in Essex County as a result of an influenza pandemic.

Objectives:

a) To ensure efficient interface and coordinate operational procedures for emergency measures within the community.

b) To develop operational procedures for communications (internal/external) regarding pandemic information.

Background

An Influenza Pandemic

An Influenza Pandemic occurs when a new influenza virus appears against which the human population has no immunity, resulting in several, and simultaneous epidemics worldwide with enormous numbers of deaths and illness. With the globalization of transportation and communication, as well as urbanization and overcrowded conditions, epidemics due to the new influenza virus are likely to quickly spread around the world.

A New Influenza Virus: How it could cause a pandemic

Annual outbreaks of influenza are due to minor changes in the surface proteins of the viruses that enable the viruses to evade the immunity humans have developed after previous infections with the viruses or in response to vaccinations. When a major change in either one or both of their surface proteins occurs spontaneously, no one will have partial or full immunity against infection because it is a completely new virus. If this virus holds

the capacity to spread from person-to-person, a pandemic will occur.

Outbreaks in animals, especially when happening simultaneously with the annual outbreaks in humans, increase the chances of a pandemic, through the merging of animal and human influenza viruses. During the last few years, the world has faced several threats with pandemic potentials, making the occurrence of the next pandemic event just a matter of time.

Influenza Classifications

- *Seasonal (or common) flu* is a respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

- *Avian (or bird) flu* is caused by influenza viruses that occur naturally among wild birds. The H5N1 variant is deadly to domestic fowl and can be transmitted from birds to humans. There is no human immunity and no vaccine is available.

- *Pandemic flu* is a virulent human flu that causes a global outbreak, or pandemic, or serious illness. Because there is little natural immunity, the disease can spread easily from person to person. Currently, there is no pandemic flu.

Avian Influenza A (H5N1)

Influenza A (H5N1) virus – also called "H5N1 virus" – is an influenza A virus subtype that occurs mainly in birds, is highly contagious among birds, and can be deadly to them. H5N1 virus does not usually infect people, but infections with these viruses have occurred in humans. Most of these cases have resulted from people having direct or close contact with H5N1-infected poultry or H5N1-contaminated surfaces.

Human health risks during the H5N1 outbreak

Of the few avian influenza viruses that have crossed the species barrier to infect humans, H5N1 has caused the largest number of detected cases of severe disease and death in humans. However, it is possible that those cases in the most severely ill people are more likely to be diagnosed and reported, while milder cases go unreported. For the most current information about avian

influenza and cumulative case numbers, see the [World Health Organization (WHO) avian influenza website](#)

Treatment and vaccination for H5N1 virus in humans

The H5N1 virus that has caused human illness and death in Asia is resistant to amantadine and rimantadine, two antiviral medications commonly used for influenza. Two other antiviral medications, oseltamavir and zanamavir, would probably work to treat influenza caused by H5N1 virus, but additional studies still need to be done to demonstrate their effectiveness. There currently is no commercially available vaccine to protect humans against H5N1 virus that is being seen in Asia and Europe. However, vaccine development efforts are taking place. Research studies to test a vaccine to protect humans against H5N1 virus began in April 2005, and a series of clinical trials is under way. For more information about H5N1 vaccine development process, visit the [National Institute of Health website](#).

Legislation

Emergency Management Ontario is governed by the *Emergency Management and Civil Protection Act, RSO, 1990, Chapter E.9.* Administration of the Act is assigned to the Solicitor General under whom the Chief of Emergency Management Ontario is responsible to coordinate, monitor and assist in the development and implementation of emergency management programs. He/she ensures those programs are coordinated with the emergency management programs and plan of the Government of Canada and its agencies. **By Order in Council under the Act, the Ministry of Health and Long-Term Care (MOHLTC) is designated with lead responsibility for the provision of emergency health services, control of epidemics and response to large-scale adverse human health events.**

Other stipulations under the *Emergency Management and Civil Protection Act*:

Section 2.1 (1) 2002 c. 14, s 4. **Municipalities "shall develop and implement an emergency management program** and the council of the municipality shall by by-law adopt the emergency management program".

The emergency management programs **shall consist of**,

an emergency plan as required by section 3;

a) **training programs and exercises** for employees of the municipalities and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;

b) **public education** on risks to the public safety and on public preparedness for emergencies; and

c) any other element required by the standards for emergency management programs set under section 14. 2002, c.14, s. 4.

Municipal Emergency Plan- Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan. 2002, c. 14, s. 5 (1)

Legal Powers - Declaration and Termination of an Emergency

Under the *Emergency Management and Civil Protection Act*:

- The **Premier of Ontario may declare** that an **emergency exists** throughout the province or in any part, may take action, and may issue orders to protect the health, safety and welfare of the inhabitants of the affected area

- The **Premier of Ontario** may at any time **declare** that an **emergency has terminated**

- The **Head of Council** of a municipality may **declare that an emergency exists in the Region**, or any part thereof, and may take action and make orders as he considers necessary to protect the property and the health , safety and welfare of the citizens

- The **Head of Council** of a municipality may at any time **declare** that an **emergency has terminated.**

The **Medical Officer of Health (MOH) or designate** has the authority to control communicable diseases and **determines the actions needed to protect the community from a communicable disease** as outlined in the *Health Protection and Promotion Act (HPPA)*, revised Statues of Ontario,

1990, Chapter H.7. The MOH has the power to identify, reduce or eliminate health hazards.

In addition, the **Medical Officer of Health has the authority to issue an order** under Section 22 of the *HPPA* with respect to communicable disease if "he or she is of the opinion (upon reasonable and probable grounds) that a communicable disease exists or may exist, or that there is an immediate risk of an outbreak of a communicable disease in the health unit served by the Medical Officer of Health".

Influenza is a reportable and communicable disease as defined by the HPPA. Therefore, **health professionals must report diagnoses of influenza** meeting the case definition as outlined in 0.2.1 **to the local Medical Officer of Health or designate.**

Estimated Impact of an Influenza Pandemic

Source: WECPIP

Assumptions: 35% attack rate, six (6) week wave

Ontario (Source: Dr. J. Spika, LCDC, January 27, 2000):

- Up to 8 million people will be infected

- Of which up to 4 million will be clinically ill

- 12000 will die

- economic costs are estimated at $1.4 to $2.5 billion in direct healthcare, and an additional $10 to $24 billion in societal costs

Windsor-Essex County (figures based on model FluAid 2.0 developed by Center for Disease Control, Atlanta Georgia) based on Windsor-Essex County's Population of 402,629 (MOHLTC 2004 population estimates):

Assumptions: 35% attack rate, six (6) week wave

	Estimated Totals	Range
# People Infected	140,920	
# Requiring Outpatient Care	75,196	58,436 - 107,641
# Requiring Hospitalization	1,671	601 - 2,113
# of Deaths	381	215 - 393

These figures have been used to provide estimate of the low to high impact of an influenza pandemic on Windsor-Essex County for planning purposed e.g. number of hospital beds needed. The impact is dependent upon such factors as the virulence of the virus, availability of a vaccine and anti-viral drugs. Special guidelines will need to be in place to address critical issues that will occur as service access is maximized and resources are depleted. Locating the resources that will be required, collecting the information that will be needed to educate stakeholders and citizens and identifying the service gaps that exist presently or will occur need to be addressed. It can be expected that:

- Given the high level of global traffic, the pandemic virus may spread rapidly, leaving little or no time to prepare,

- It is likely the pandemic will be widespread with simultaneous outbreaks, therefore, Essex County and surrounding areas cannot rely on neighbouring resources to assist with the response,

- Border crossing problems will be significant due to the relative location of Essex County,

- In addition to Provincial coordination, cooperation with the US State and Federal health authorities will be required,

- There will be shortages of healthcare, emergency and essential services personnel due to illness,

- Essential services will be severely disrupted,

- Vaccine and anti-virus may be limited and not readily available during the early stage of the pandemic,

- Will need to cope with large numbers of ill people, from all age groups, that will require treatments, and

- Media and public scrutiny will be intense and unrelenting and rear will be abundant.

Scope of Essex County Pandemic Influenza Plan

This plan provides guidelines on how to implement and maintain the plan and actions to be taken for the effective management of an influenza pandemic for the protection of the life, health and safety of the citizens of Essex County. It compliments both the existing Health Unit, Municipal and County Emergency Response Plans. Local area municipalities, school boards

and other organizations are encouraged to use this document, as well as other Municipal documents in the preparation of their contingency plans. It is recognized that this plan will require updating on a regular basis because of the changes in development of medications, changes in demographics and as other new information becomes available.

Role and Responsibilities of the Medical Officer of Health

In this plan, the Medical Officer of Health, or an alternate, or a Health Unit designate, will complete tasks identified to be the responsibility of the Medical Officer of Health.

Specific Responsibilities:

- Implements and activates the Health Unit Emergency Response Plan and the **Essex County Pandemic Influenza Plan and similar municipal Pandemic Influenza Plans**

- Ensures that an assessment of the emergency situation is made from an epidemiological and public health perspective

- Coordinates emergency activities of the Health Unit as part of the Municipal and County Emergency Response Plans (municipal emergency response groups)

- Integrates response with municipal, regional and provincial authorities

- Ensures public briefing on the situation and advises the community on matters pertaining to public health

- Advises other rescue/response services in disasters and emergencies, while not directly involving the health department, but having potential public health implications

- Monitors long term effects from a public health perspective

- Ensures that the emergency plans (Health Unit Emergency Response Plan and ECPIP) are evaluated and revised as necessary.

World Health Organization (WHO) Pandemic Alert Phases

The World Health Organization (WHO) identifies 6 phases of Alert for Pandemic Influenza. For more details regarding the Pandemic Phases and other Pandemic Influenza related information provided by WHO, visit World Health Organization (WHO) avian influenza website.

Inter-Pandemic Period	Pandemic Alert Period	Pandemic Period	Post-Pandemic Period
Phase 1: No New Influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk* of human infection is considered to be low. **Phase 2:** No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	**Phase 3:** Human infection(s) with a new subtype, but no human-to-human spread, or at least more rare instances of spread to a close contact. **Phase 4:** Small cluster(s) with limited human-to-human transmission, but spread is highly localized, suggesting that the virus is not well adapted to humans **Phase 5:** Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	**Phase 6:** Increased and sustained transmission in general population.	Return to inter-pandemic period.

* The distinction between Phase 1 and Phase 2 is based on the risk of human infection or disease from circulating strains in animals.

** The distinction between Phase 3, Phase 4 and Phase 5 is based on the risk of a pandemic.

The County of Essex Pandemic Influenza Plan has been developed in coordination with the Emergency Management Ontario Influenza Pandemic Guidelines for Municipal Emergency Management Programs. Although six pandemic phases have been defined by the World Health Organization to coordinate health sector activities, for most municipal purposes, three pandemic phases will exist.

County of Essex Pandemic Alert Phases

➢ **Pre-Pandemic Phase-** (may also be referred to as *Inter-pandemic phase*) where no threat is identified or imminent;

➢ **Pandemic Alert Phase-** Influenza pandemic is deemed to be likely;

➢ **Pandemic Phase-** Influenza is present.

Each of these phases will compel different levels of engagement and activity for municipalities and other public authorities.

In preparation for a response to pandemic influenza, the Health Unit has established an organizational structure that includes a Windsor-Essex County Pandemic Planning Committee that oversees six Sub-Committees. The roles and responsibilities for each of the Sub-Committees are listed as part of the Committee organizational structure.

Role and Mandate of the Health Unit and Windsor-Essex County Pandemic Planning Committee

As outlined by the Ontario Ministry of Health, pandemic preparedness planning is a responsibility that is shared between the public health unit and local emergency response agencies. Local Medical Officers of health have been given the responsibility of ensuring the pandemic plans are developed, tested and reviewed regularly in the inter-pandemic period.

The Health Unit becomes the lead agency in dealing with an outbreak. The principal roles of the Health Unit are surveillance, administering vaccines and antivirals, providing health advice to the community and to support local efforts to respond and manage the event.

The Windsor-Essex County Pandemic Planning Committee was established in May 2005. It is anticipated that committee members will assist with the development of local pandemic plans, advocate for pandemic planning within their own places of employment and be responsible for managing the response for an influenza pandemic.

It is intended that the Windsor-Essex County Pandemic Planning Committee will be a standing committee that will meet regularly in the inter-pandemic period to test, review, and revise the WECPIP.

Mandate:

1) To provide advice, expertise and recommendations, liaison and other activities associated with the pandemic and post-pandemic periods to support and promote the public safety, security, and health mandates of all orders of government.

2) To liaise with the Ministry of Health and Long-Term Care (and, if necessary, federal government Pandemic Flu Committee) in order to track pandemic influenza.

3) Monitor local conditions (number of cases), make recommendations to the board of health and local councils on activating the local pandemic influenza contingency plan.

4) Serve as the primary coordinating body for the provision of public safety, security, and health services.

5) To oversee communication and approve communication messages.

6) Allocate public health resources as required.

7) To liaise with E.M.O. and other provincial agencies on the status of the event, response activities, and requirements for the provincial (or federal) support, advice, and assistance.

Subcommittee Structure:
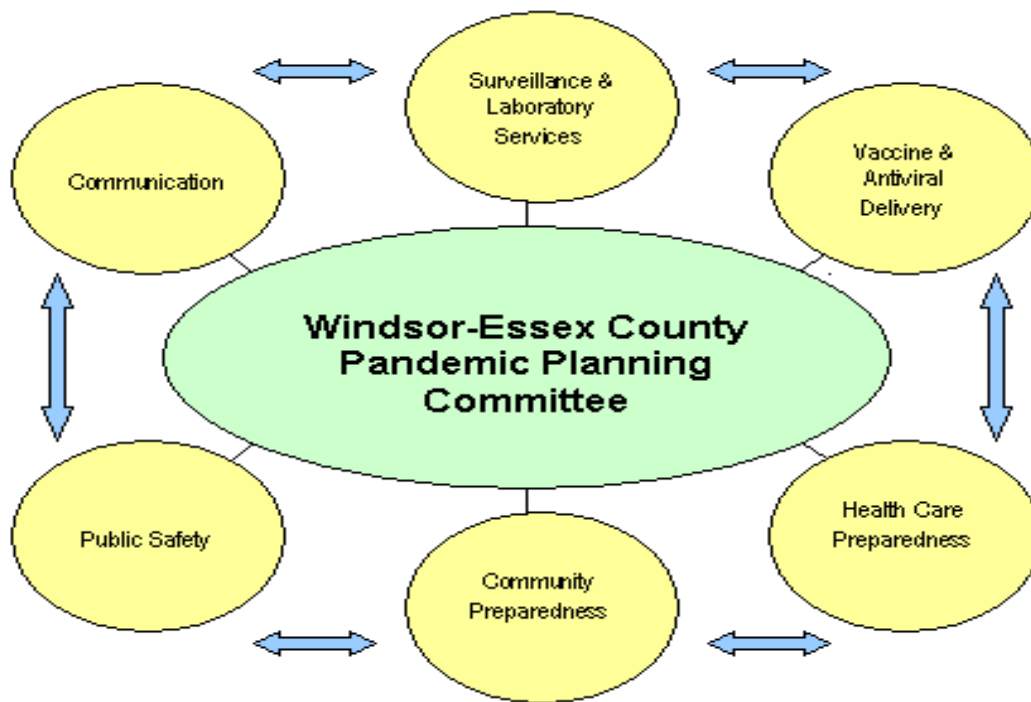
Committee and Sub-Committee Roles

Windsor-Essex County Pandemic Planning Committee Role

During the pre-pandemic planning phase, the role of the Windsor-Essex County Pandemic Planning Committee (WEPPC) is to consult with various key stakeholders to coordinate a regional response to pandemic contingency planning and integrate pandemic planning with existing emergency planning procedures. The WEPPC coordinates the six Sub-Committee/Response Teams and the Windsor-Essex County's pre-planning and response to pandemic influenza, including surveillance, communication, vaccine/antiviral delivery and administration and continuance of healthcare, emergency and essential community services.

1. Surveillance and Laboratory Services:

    Role: The role of the Surveillance & Laboratory Services Subcommittee is to enhance surveillance systems for influenza, including sentinel physicians sampling, outbreak monitoring at Long-Term Care and child care facilities and absenteeism monitoring at schools and the Region.

2. Vaccines and Antivirals:

    Role: The role of the Vaccine/Antiviral Subcommittee is to develop operational procedures for vaccine/antiviral delivery and administration, i.e., receive, store, transport and administer vaccine/antiviral at mass public immunization clinics.

3. Health Care Preparedness:

    Role: The role of the Health Care Preparedness Subcommittee is to coordinate operational procedures for health care response and resources in order to cope with large numbers of ill people that will require prevention, care and treatment during the pandemic.

4. Community Health Care:

    Role: The role of the Community health Care Subcommittee is to ensure that essential community support services are maintained to assist members of the community to maintain their health and well-being in the face of reduced health services.

5. Public Safety:

    Role: The role of the Public Safety Subcommittee, with the context of the Community Emergency Preparedness and Response Team, is to ensure that emergency services have developed operational procedures for emergency management specific to a pandemic emergency. The Public Safety Subcommittee must address the provision of essential emergency services in the face of high rates of absenteeism due to illness among emergency services first responders and staffs (such as dispatchers and clerical support).

6. Communications:

    Role: The role of the Communications Team is to develop operational plans for communicating pandemic information to various key stakeholders (internal and external) before, during and after a pandemic; to provide timely information to professionals, the public and the media; and to monitor and address misinformation.

Emergency Alerting Guidelines

In pandemic influenza, the World Health Organization (WHO) will first identify an antigenic shift. The Population and Public Health Branch (PPNB) will obtain information about the new influenza strain and will begin to

develop a vaccine for the influenza strain. This process can take up to six months or more to complete. The Ministry of Health will inform Medical Officers of Health of the impeding pandemic.

Historically, pandemic influenza originated in Asia, thus providing Essex County with some advanced warning about the pandemic. As the pandemic escalates in scale, the Medical Officer of Health and the Windsor-Essex County Pandemic Planning Committee will determine when to implement various stages of the Pandemic Influenza Plan and the Health Unit Emergency Response Plan, and whether to contact or convene emergency response groups and have the Essex County Pandemic Influenza Plan implemented. Area municipalities will also be prepared to implement their Emergency Response Plans if required. The following call-out procedure will be used to implement or place on stand-by the Essex County Pandemic Influenza Plan:

1. The Medical Officer of Health or alternate or designate may be notified of influenza by the Ministry of Health and Long-Term Care (MOHLTC) indicating that there is a confirmation of a pandemic.

2. The Medical Officer of Health or alternate or designate will request that the Windsor-Essex County Pandemic Planning Committee (WEPPC) be contacted, and to either remain on standby or report to the Health Unit. The Medical Officer of Health or alternate or designate will act as a liaison between the MOHLTC and the WEPPC.

3. The Medical Officer of Health or alternate or designate will activate the Essex County Pandemic Influenza Plan and the Health Unit Emergency Response Plan.

4. The Medical Officer of Health's designate (or Director of Health Protection or Director who receives the advisory) will immediately notify the Manager, Social and Health Services and other members of the Health Unit Emergency Response Team, notifying them of the emergency and expected response required. They may be advised to assemble at the Health Unit to determine the scope of the emergency.

5. The Chairs, or their alternates, of the six WECPIP Sub-Committees (Communications, Surveillance, Vaccine/Antiviral, Health Care Preparedness and the Community, Emergency Preparedness and Response) will contact the members of the Teams or their alternates.

6. At each level of notification, staff will be informed to remain on stand-by or take specific action steps to respond to the emergency. Brief but

pertinent details of the emergency will be provided (i.e. type of emergency, location, magnitude, response required, assigned tasks).

7. Close the loop and report to the Medical Officer of Health or designate on the status of the alert fan-out.

Essex County Pandemic Influenza Plan Activation

Essex County Pandemic Influenza Plan Activation
Identification of antigenic shift (A novel hemagglutinin surface protein with or without changes in the neuraminidase surface protein) by the World Health Organization (WHO)
Laboratory Centre for Disease Control (LCDC), Bureau of Infectious Diseases obtains information about the new influenza strain
LCDC, Public Health Branch notifies local Medical Officers of Health (pandemic potential is confirmed)
Local Medical Officer of Health assembles the Windsor-Essex County Pandemic Influenza Committee. The local plan is activated at the direction of the Medical Officer of Health
Once pandemic influenza is imminent, the Health Unit Emergency Response Plan is activated at the direction of the Medical Officer of Health
It is expected that all municipalities will need to activate their emergency response plans

Maintaining and Evaluating the Essex County Pandemic Influenza Plan

The Essex County Pandemic Influenza Plan will have to be reviewed and updated on a regular basis because of factors such as, directives from governments, changes in the development and delivery of medications, community issues impacting the plan, and changes in regional emergency response plans.

The Medical Officer of Health or designate is responsible for appointing a custodian of the Plan. The custodian is responsible for co-ordinating, updating, maintaining and testing the Plan, including:

a) Test, review and revise the Plan once per year. The test may be co-ordinated with an exercise for the Essex County Emergency Response Plan(s).

b) Review and update the internal staff contact list two times per year.

c) Review and update the internal resource list one time per year.

d) Submit revisions to the Plan to the Medical Officer of Health (or designate) (or to the Windsor-Essex County Pandemic Influenza Planning Committee) for approval. Also ensure the plan is consistent with the Municipal Emergency Response Plans, Sub-Plans and other legislation. On approval of revisions, distribute the revisions to the persons listed on the Distribution List of the WEPPC and the place of the Health Unit web site.

e) Provide staff training as required. New staff will be informed of their roles and responsibilities in pandemic influenza.

The Medical Officer of Health or designate will appoint a staff person to sit on the Windsor-Essex County Emergency Response Planning Committee as the representative of the Health Unit.

Public Health Measures

Background

Public Health Measures are non-medical interventions used to reduce the spread of disease, such as contact tracing, closing schools, limiting public gatherings, issuing travel restrictions and screening people entering the country. The type of public health measures used and their timing depend on the epidemiology of the virus (e.g., pathogenicity, modes of transmission, incubation period attack rate in different age groups, period of communicability, susceptibility to antivirals).

Objectives

a) To reduce further human cases caused by a virus that has not yet established efficient human-to-human transmission

b) To slow pandemic spread and gain time for implementing medical measures (e.g., vaccine)

   c) To reduce the impact of the pandemic

A Comprehensive Approach

Any single public health measure is unlikely to be effective on its own; rather a variety of public health measure should be implemented together. A comprehensive approach to public health measures would include:

Individual public health measure to protect those who have contact with people with influenza, such as: the use of personal protective equipment and practices (i.e., annual influenza immunization, respiratory etiquette, hand hygiene, stay home if ill, self-care if ill, case management and contact tracing, self-isolation, and individual activity restrictions)

Community public health measures, such as cancelling public gatherings and closing schools

A consistent province-wide approach, which will build confidence in the public health measures and increase public support and compliance

Public Health Measures in the Pre-Pandemic Period

The effectiveness of public health measures during the pre-pandemic period primarily depends on:

- The epidemiology of the pandemic strain—because influenza is highly contagious, the opportunity to avert or contain a pandemic will end once efficient, sustained human-to-human contact is established

- Ontario's ability to implement public health measures-which will be affected by the phase of the pandemic, the human and financial resources available, the associated costs, and the public' acceptance of the measures

During the Pre-Pandemic Period, Ontario will:

- Establish protocols for case management and contact tracing at different phases and stages of the pandemic

- Establish guidelines for the use of measures to increase social distance (e.g., school and day care closings, discouraging public gatherings)

- Establish, in conjunction with PHAC, guidelines for travel restrictions

- Develop educational materials on influenza and personal protective practices

- Develop guidelines for public health staff and how to implement public health measures

- Review, revise and disseminate infection and control guidelines.

At this stage of the pandemic, public health may issue directives for such activities as screening, case management, contact tracing and travel restrictions.

Public Health Measures in the Pandemic Alert Period

For public health measures to be effective, they must be used aggressively at the beginning of the pandemic. In the pandemic alert period, the focus will be on identifying ill individuals early - as well as those who had contact with them – in order to contain the spread of the virus (i.e., case management and contact tracing). Ontario will encourage aggressive follow-up of confirmed and suspected cases.

Public Health Measures in the Pandemic Period

During the pandemic period, when a significant number of people are infected, the focus of public health measures will be on community containment strategies, such as measures to increase social distance (e.g., closing schools, discouraging public gatherings) and providing general messages about how to avoid getting or spreading influenza including:

- If sick, stay home from day-care, school, work and public events

- Reduce non-essential travel

- Avoid crowds

- Wash hands frequently and meticulously

- Practice respiratory hygiene, including covering ones mouth when coughing or sneezing and proper tissue disposal

- Increase fresh air in buildings (i.e., open windows)

- How to clean and disinfect environmental surfaces

- When and how to seek medical attention in a way that minimizes exposure to influenza.

At this phase of a pandemic, public health officials may issue directives for such activities as school closures, and limiting or cancelling public gatherings.

Support to People at High Risk

Some people will be more vulnerable to an influenza pandemic and more affected by infection control measures than others. People at high risk include: the elderly, those with chronic health conditions, and the homeless. Other groups who may have special needs during the pandemic include:

- The working poor, who would likely find it difficult to stay home from work when ill

- Single parents of young children, who may find it hard to look after children and household responsibilities when they are ill

- Members of ethno cultural groups, who need infection control information and messages delivered in culturally appropriate ways (e.g., in different languages, in video format)

Public health officials will assess the needs of all vulnerable and high-risk groups, and work with emergency social service providers and volunteer organizations to find ways to offer support and assistance.

For further or additional information on Public Health Measures during an Influenza Pandemic, visit OHPIP- Public Health Measures- Chapter 6

Communications

Effective internal and external communications provide the backbone for a coordinated response to an influenza pandemic. A wide range of groups at all levels will need to share accurate, timely and consistent information about what is known about the pandemic strain and the risks to public health as well as advice on how to manage those risks at each stage of a pandemic. During a pandemic, media attention will be intense, and information demands will continue over several months. Sustaining public and workplace confidence over that time will be a challenge. Credible spokespeople will be required nationally, provincially, locally and within workplaces.

Objectives

1) To ensure that Ontario is prepared to respond to public and health care worker communication needs

2) To educate Ontarians about the pandemic plan

3) To provide consistent, coordinated and effective public and provider communications

4) To identify the communication activities that should occur during each phase of the pandemic

5) To ensure health care workers have access to transparent, accessible, accurate, real time information that will help them respond to challenges during each phase of the pandemic

6) To ensure that health care workers can share lessons learned during each phase of the pandemic with planners who will use that information to continuously improve Ontario's pandemic response.

A Comprehensive Approach to Pandemic Communications

Ontario is committed to providing focused, timely, accurate, accessible and concise communications to/from/among four key audiences:

- the public

- health care workers

- health care stakeholders (including health care employers, associations, regulatory colleges and unions)

- internal audiences (i.e. MOHLTC staff, Ontario Public Service).

A comprehensive approach to communications reflects and supports the ethical framework for decision making during a pandemic (see 2.4) and its purpose is threefold:

To educate by:

- encouraging Ontarians to take the threat of pandemic seriously

- explaining how to prevent and treat influenza

- providing information about influenza symptoms

- describing the measures required to protect those at greater risk

- conducting regular technical briefings for members of media

- providing transparent, accessible, useful, accurate, technical, real time information for health care professionals that they can use to protect themselves and the public during each phase of the pandemic

To reassure by:

- demonstrating that government is prepared and has plans in place before a pandemic occurs

- demonstrating that government has initiated its emergency response plan when required, is working with all other levels of governments and is taking all necessary steps to address the situation

- issuing regular timely updates that provide accurate and relevant information

- being responsive to information from the field/front lines and using that information to shape/adapt communication messages

- recognizing the hard work and dedication of all health care workers

- modeling a calm approach designed to reduce fear, avoid panic and encourage vigilance

To be accountable by:

- providing appropriate timely information

- reporting regularly on the health care system's ability to respond to the emergency.

For further or additional information on Communications during an influenza pandemic, visit: OHPIP- Communications- Chapter 12

Sources for Additional Information

- **Department of Health and Human Service**-Centers for Disease Control and Prevention – www.cdc.gov

- **World Health Organization** – www.who.int for homepage, or Click Here for Pandemic Influenza information.

- **Ministry of Health and Long Term Care** – www.health.gov.on.ca for homepage or Click Here for direct link to Ontario Health Plan for an Influenza Pandemic (OHPIP).

- For more information about **H5N1** vaccine development process, visit National Institute of Health website

- U.S. Government Pandemic Influenza Information – http://www.flu.gov/pandemic/about/index.html

- **Windsor-Essex County Health Unit** – www.wechealthunit.org

- **Ontario Health Plan for an Influenza Pandemic** (OHPIP) – www.health.gov.on.ca or Click Here for direct link to OHPIP

- **Canadian Pandemic Influenza Plan** (CPIP) – www.phac-aspc.gc.ca or Click Here for direct link to CPIP

Annex 1 - County of Essex Pandemic Influenza Guideline

Business Pandemic Planning Checklist

In the event of pandemic influenza, businesses will play a key role in protecting employees' health and safety as well as limiting the negative impact to the economy and society. Planning for pandemic influenza is critical. To assist you in your efforts, the Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) have developed a checklist for large businesses. It identifies important, specific activities large businesses can do to prepare, many of which will also help you in other emergencies. Further information can be found at http://www.pandemicflu.gov/ and http://www.flu.gov/planning-preparedness/business/index.html

To obtain a copy of the Business Pandemic Planning Checklist, please click on the following link (Business Pandemic Planning Checklist) or visit www.pandemicflu.gov for further details.

Annex 2 - Personal and Workplace Preparedness and Awareness

Scope and Purpose

All employees must take responsibility for protecting themselves, their families, and their workplace including practicing proper hand hygiene and social distancing and regular cleaning of office space.

Some simple steps for employees and their families include:

- Practice proper hand hygiene. It is the best way to prevent the spread of all flu viruses;

- Get a flu shot every year. It will not protect them from getting influenza pandemic, but it will protect them from getting seasonal influenza, which could weaken their immune system or resistance;

- Keep an alcohol-based hand rub (gel or wipes) handy at work, home and in the car;

- Cover mouth and nose with a tissue or sleeve when coughing or sneezing;

- Stay home when sick;

- Avoid large crowds of people where viruses can spread easily, when possible;

- Reduce non-essential travel;

- Use the employer's directed Personal Protective Equipment, where applicable;

- Follow any instructions given by public health and ministry officials;

- Post and follow infection prevention and control notices placed throughout the workplace;

- Ensure the organization has adequate supplies of hand hygiene products, cleaning supplies, and other protective equipment, as appropriate;

- Practice social distancing, to the extent possible, avoid meeting people face-to-face, use the telephone, teleconference/videoconference, Internet and email instead;

- If appropriate, organize shift changes to allow for a time interval between when one shift ends and another begins to limit staff contact; and

- Keep your workspace clean.

First Responder Precautions

Proper Hand hygiene is the single most important practice in preventing influenza transmission.

Suggested Infection Prevention and Control Measures for first responders include, but are not limited to:

- Ensure access to infection prevention and control expertise;

- Implement pandemic training and awareness programs;

- Encourage immunization for employees and their families against seasonal influenza;

- Post infection control notices around the workplace (e.g., hand hygiene protocols, cough etiquette, etc.). Signage on proper hand hygiene and health notices help raise awareness about the risk of disease transmission in workplace settings, and reinforce personal/individual responsibility for hand hygiene;

- Establish alcohol-based hand rub stations at entrances to stations and other system facilities (e.g., dispatch/supply centres);

- Practice hand hygiene, to the extent possible, with an alcohol-based hand rub, or with soap and water, before contact with the client, after removing and disposing of Personal Protective Equipment (masks, eye protection, gloves and gowns, if applicable) and before touching your face, especially your eyes, nose or mouth;

- Use additional Personal Protective Equipment where appropriate;

- Consider stockpiling of Personal Protective Equipment and work with suppliers to ensure an ongoing source of supplies and equipment during a pandemic;

- Ensure the organization has adequate supplies of hand hygiene products, cleaning supplies and other protective equipment, as appropriate;

- Examine and modify, where appropriate and to the extent possible, normal procedures, to minimize personal contact during an influenza pandemic;

- Sit next to rather than directly in front of a coughing client;

- Suspend training and non-essential meetings;

- Develop Tiered Response Agreements for use during an influenza pandemic;

- Ensure prisoner transportation procedures are efficient for use in a pandemic;

- Restrict visitors or limit access during a pandemic;

- Ensure mutual aid agreements and memorandums of understanding are up-to-date and appropriate for use during an influenza pandemic considering the anticipated reduction in personnel resources;

- Hold meetings via teleconference or cancel meetings or training activities;

- Practice social distancing, when appropriate;

- Practise cough etiquette – if tissues are not available cough or sneeze into your sleeve instead of your hands.

- Organize shift changes, if appropriate, to allow for a time interval between when one shift ends and another begins to limit staff contact;

- If possible, avoid meeting people face to face. Use the telephone, teleconference/videoconference, Internet and email instead;

- Encourage staffs to avoid classes, training exercises or other activities during or after work that require close contact with other people;

- For front line service staff, a physical barrier between server and client may be warranted;

- Develop Infection Control Toolkits that include appropriate Personal Protective Equipment, disinfectant wipes and other equipment;

- Post notices at entry points to appropriate facilities, advising staff and visitors not to enter if they have symptoms of influenza; and

- Ensure proper office, workspace and facility cleaning are executed on a scheduled, ongoing basis:

  - Inspect and replace filters of air-conditioning systems regularly;

  - Clean telephone sets for each phone; and

  - Regularly cleans all common areas, counters, desktops, door handles, railings, sinks, washroom utilities, etc.

Note: For standard workplace settings, such as office facilities, cleaning can be accomplished with water, detergent and mechanical action (such as scrubbing) with a sufficient amount of contact time.

Donning and Removing Of Personal Protective Equipment (PPE)

First responders should practice infection prevention control techniques for donning and removing Personnel Protective Equipment.

The following is taken from the *Infection Prevention and Control Best Practices Manual for Land Ambulance Paramedics*:

Sequence and donning of Personal Protective Equipment

1) Perform hand hygiene

2) Gown

3) Mask

4) Eye Protection

5) Gloves

Sequence and removal of Personal Protective Equipment

1) Gloves

2) Gown

3) Perform hand hygiene

4) Eye Protection

5) Mask

6) Perform hand hygiene

Personal Protective Equipment should be disposed of as per routine practices. As the pandemic virus is known, the Ministry of Health and Long-Term Care will provide further direction on proper disposal, if required.

Annex 3 - Infection Prevention & Control Guidelines

Scope and Purpose

This Infection Prevention & Control Guidelines (IPCG) for Emergency Operations Centres (EOCs) is intended for use in EOCs only.

Its purpose is twofold:

- To identify the issues that may impact or affect EOCs; and

- To identify infection prevention and control measures that can be implemented to help the operational continuity of EOCs, especially during influenza season or a pandemic.

This document should be considered in the design and implementation of a specific emergency response program tailored to the needs of the EOC and /or the unique situation.

Each EOC should have a designated Safety Officer.

Infection Prevention and Control to help Ensure Continuity of Operations (Business Continuity)

Primary concern - The primary concern for EOCs is maintaining essential services while experiencing potential workforce shortages due to employee illness as a result of an infectious disease outbreak, ranging from a cold to potentially serious febrile respiratory illnesses such as influenza. Symptoms of febrile respiratory illnesses include both a fever and a cough.

Primary goal – The primary goal for EOCs is to ensure that preventive practices are established to decrease the risk of transmission of febrile respiratory illness in an EOC setting. This will help to ensure continuity of operations (business continuity), which is especially important during emergency operations. *Note: for the purposes of this document the emphasis is on influenza viruses.*

Transmission of influenza - Influenza is transmitted from person-to-person by droplets when an infected person coughs or sneezes. Droplet-spread infections pass from person to person

easily while droplet-spread infections can also be transmitted indirectly by touching contaminated surfaces such as doorknobs, elevator buttons, keyboards, etc.

Infection Prevention and Control Measures

It is recommended that EOCs establish policies on infection prevention and control measures to minimize influenza virus infection and transmission. It is expected that all EOCs will have a designated Safety Officer who will provide orientation to **infection prevention and control policies**, which should include the following components:

a) **Promotion of influenza immunization** - Influenza immunization is strongly recommended for all involved in the operations of an EOC, unless medically contraindicated. In Ontario, annual influenza immunization is recommended and available free to everyone over the age of 6 months who lives, works, or studies in Ontario;

b) **Education on hand hygiene** - Frequent hand washing, the use of alcohol-based sanitizers; care when disposing of tissue and hand hygiene after using tissues is recommended. An appropriate alcohol based hand rub contains 60% to 90% alcohol (isopropyl or ethanol);

c) **Assessment** – Continuous assessment of the potential risk of infection and the appropriate use of personal protective equipment must be done;

d) **Regular cleaning** – The work environment, focusing on frequently touched surfaces, must be subject to a regular cleaning schedule;

e) **Policy on individual responsibility** – It is each individual's responsibility to keep him/herself, and fellow staff members, safe, including staying home when ill. EOCs should establish a clear expectation that staff do not come to work when ill with a febrile respiratory illness and support this expectation with appropriate attendance management policies; and

f) **Procedures for personnel screening** – Procedures must be established for the screening of personnel for febrile respiratory illness, based on the Ministry of Health and

Long-Term Care (MOHLTC) document "*Preventing Febrile Respiratory Illnesses*", posted on the Ministry of Health and Long-Term Care website.

Hand-Hygiene and Cough Etiquette

Frequent and thorough hand-hygiene and routine infection control practices are important measures in preventing the spread of many infectious illnesses, including influenza.

Frequent and thorough hand hygiene, either with soap and warm running water (for 15 or 20 seconds) or alcohol-based hand rub, is the single most important measure for preventing infections. Alcohol-based hand rubs are not effective when hands are visibly dirty. Hands should be washed thoroughly with soap and warm running water, or wiped with 'moist wipes' to remove visible dirt prior to using alcohol-based hand rubs.

EOCs should design, implement and reinforce an awareness campaign to educate all personnel regarding routine infection-control practices that can prevent the spread of respiratory illness. A routine 'infection control' education campaign should also include cough etiquette: covering one's nose and mouth with a tissue when coughing or sneezing; washing one's hands after coughing/sneezing; appropriate disposal of tissues; and hand-hygiene after tissue use.

Some suggestions for consideration by EOCs are:

a) Accessible hand hygiene stations in multiple locations, and signage instructing staff when and how to perform hand hygiene;

b) Posted guidelines / signage, and regular education about hand hygiene and cough and respiratory etiquette; and

c) Quick and easy access to hygiene supplies (soap, hand-washing gels, single use paper towels, tissues, etc.)

Workspace and Equipment Disinfection

EOCs should maintain routine cleaning practices to keep the working environment clean; 24/7 operation of an EOC should be reflected in the frequency of cleaning.

In addition, protocols may be instituted to clean the individual workplace before handing over to the next shift of personnel. Guidelines to be considered include the following:

a) scheduled cleaning of the personal workplace at the beginning or end of each shift;

b) follow manufacturer's instructions for cleaning agents;

c) containers for cleaning materials should be covered and kept separate from food preparation and rest areas;

d) surfaces to be cleaned should include frequently touched surfaces, such as telephones, desktop, and keyboard;

e) appropriate cleaning agents can be pre-packaged single-use cleaning towels or prepared for specific use (see: Infection Control Guidelines); and

f) provision of individual headphones for each person stationed in the EOC

Personnel Screening

Workplace screening supports sustained operational capability during an outbreak/pandemic situation. Screening questions will be provided by the MOHLTC at the onset of an infectious disease emergency. Personnel conducting workplace screening at building or departmental entrances need not be health professionals but should be advised as to the protocols to be followed.

Personnel ill with a febrile respiratory illness (fever and cough) should be denied admission to the EOC until assessed by a health professional. Non-essential personnel should not be permitted access to the EOC.

Personal Protective Equipment (PPE)

There is no indication, at this time, for PPE in an office setting like the EOC.

If key personnel must enter the EOC when symptomatic, they should:

a) Maintain > 1-meter distance from others;

b) Wear a mask to contain expelled droplets;

c) Practice frequent hand hygiene; and

d) Ensure their workspace and any equipment they touch is disinfected (e.g. keyboards, phones)

Safety Officer

Under the Incident Management System (IMS), a Safety Officer (within the

Command Section), is responsible for the health and safety for all EOC personnel.

The duties of the Safety Officer should include the development/adaptation, review and update of the infection prevention and control initiatives. The duties and responsibilities of a Safety Officer must be clearly identified to all personnel in the EOC.

Summary

An infection prevention and control program is not a static program or document; it should be monitored, evaluated, and updated on a regular basis to ensure it is congruent with current infection control practice guidelines. Ongoing evaluation of procedures should occur to ensure compliance with routine infection prevention and control practices and health and safety standards.

APPENDIX 10 - HEAT ALERT AND RESPONSE PLAN

1.0 Introduction

Climate projections by Environment Canada indicate that the region of south-western Ontario can expect extreme heat events of increasing intensity, duration and frequency. This plan is intended to define what constitute a heat event for the City of Windsor and County of Essex that would warrant a response by public authorities. It describes a three-tier alert structure for such events and the appropriate communications and other response protocols. It also outlines how to involve non-government organizations and community groups to improve the resiliency of specific vulnerable populations and the public-at-large to heat health impacts.

This draft document is part of a pilot project supported by Health Canada to develop a heat alert and response system for the City of Windsor and County of Essex. This draft version of the Heat Alert and Response Plan (HARP) is dated January 2011.

2.0 Objectives

The goal of the HARP is to improve the resiliency among residents of the Windsor Essex region to extreme heat. In order to achieve this goal, the overarching objectives of this plan are to:

- Provide direction to decision makers on taking action during an extreme heat event based on the outline alert protocol.

- Educate the public about the heat health risks, notification and appropriate protective measures.

- Identify ways and means of reaching vulnerable populations concerning appropriate protective measures.

- Engage non-government organizations and community groups to support the communication and outreach strategy of the HARP.

3.0 Roles and Responsibilities

The following core organizations were all active participants on the Heat Alert and Response System Advisory Committee (HARSAC)

3.1   Windsor-Essex County Health Unit (Lead)

Contact: Medical Officer of Health

Roles and Responsibilities:

➢ Monitor Environment Canada's Humidex forecast, April thru October

➢ Contact Environment Canada regarding special weather statements and forecasts

➢ Determine the appropriate heat notification level

➢ Contact City of Detroit to exchange information prior to and during extreme heat events

➢ Notify media and community partners of change in level

➢ Conduct debriefings after extreme heat events

➢ Undertake annual evaluations of the HARP in the fall

➢ Add webcross link button to the WECHU's website

➢ Coordinate with Detroit to develop heat-health messaging

➢ Execute education campaign and training

3.2   Canadian Red Cross

Contact: Disaster Management Coordinator

Roles and Responsibilities:

➢ Maintain network of (respite) community partner organizations

➢ Conduct annual workshop to train the leadership of the community partner organizations

➢ Provide volunteers, including member of the First Aid Service (FAS) team to provide support

3.3 County

3.3.1 Corporate Communications

Contact: County Communications Officer as assigned

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat events

➢ Provide web cross link to Stay Cool Windsor Essex webpage between April and October

3.3.2 Environmental Master Plan Office

Contact: County Emergency Management Coordinator

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat events

➢ Continue to coordinate efforts with Health Canada on heat health and other associated health issues (i.e. air quality)

➢ Continue to support the Heat Alert and Response Plan

➢ Explore adaptation strategies to build a more heat resilient community

3.3.3 Fire and Rescue Services

Contact: County Fire Advisor or Emergency Management Coordinator (CEMC)

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat events

➢ Prepare first responders with heat-health messaging

➢ Provide web cross link to Stay Cool Windsor Essex webpage between April and October

3.3.4   Facility Operations

Contact: Communications Officer

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat event

➢ Provide annual list of public facilities with air conditioning (and generators) with normal hours of operation that the general public can access if required

➢ Monitor the use of pools and explore options to extend hours during extreme heat events

3.3.5   Police Services

Contact: County Police Coordinator

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat event

➢ Prepare first responders with heat-health messaging

3.3.6   211/311 Call Centre

Contact: Manager of 211/311 Call Centre

Roles and Responsibilities:

➢ Assist with the dissemination of information regarding extreme heat event

3.4   City of Detroit

Contact: Emergency Preparedness Coordinator (Department of Health & Wellness Promotion – Office of Emergency & Public Health Preparedness)

Roles and Responsibilities:

- Exchange information with the Windsor Essex County Health Unit prior to and during extreme heat events

- Coordinate with Windsor Essex County Health Unit to develop heat-health messaging

3.5   Community Care Access Centre

Contact: Accreditation Manager

Roles and Responsibilities:

- Maintain network of (respite) community partner organizations

- Assist with the dissemination of information regarding extreme heat event

3.6   County of Essex

Contact: Emergency Management Coordinator

Roles and Responsibilities:

- Support preparedness among County municipalities and local organizations through ongoing exchange of information about heat-health and emergency response best practices

- Prepare first responders with heat-health messaging

- Provide web cross link to Stay Cool Windsor Essex webpage between April and October

- Develop and organize extreme table-top simulations for local emergency response agencies, taking place as needed

3.7   Essex-Windsor EMS

Contact: Deputy Chief, Planning & Physical Resources

Roles and Responsibilities:

- Prepare first responders with heat-health messaging

- Provide emergency medical response to the public during extreme heat events

- Report to the Medical Officer of Health the prevalence of heat-related illnesses

The sustainability and success of the HARP will be in part due to the large number of organizations that have committed to the development and implementation of this plan. A list of all community partners is listed in Appendix A.

4.0   Heat Alert Triggers

4.1   Monitoring (April thru October)

Starting in April of each year, the Windsor-Essex County Health Unit (WECHU) will begin monitoring the Environment Canada forecast for extreme heat events.

Environment Canada monitors both temperature and humidity. The combination of temperature and humidity reflects the perceived temperature and is reported as the humidex reading. Environment Canada defines an extremely high humidex reading as over 40. In such conditions, all unnecessary activity should be curtailed.

4.2   Heat Advisory (Level 1)

A heat advisory is intended to signal an impending heat event of particular concern for vulnerable populations, such as the elderly and children, as well as anyone who is physically active or outdoors for a prolonged period of time. It is also meant to signal to various agencies that they should be in a state of readiness for a possible escalation in the severity of weather conditions.

At this stage, EMS (Emergency Medical Services), hospitals, and selected health professionals are expected to begin regular reporting to the Medical Officer of Health on specific data for heat-related illness.

4.2.1   Who activates/deactivates

The Medical Officer of Health (MOH) of the WECHU is responsible for activating a heat advisory Level 1.

4.2.2   When

A Heat Advisory Level 1 is called when one of the following conditions are met:

➢ 1 day with a humidex forecasted above 40

4.2.3   What happens

1) A media release along with an email blast will be sent to all community partners and any member of the public that has signed up to be notified.

2) For information purposes, the MOH will notify the Emergency Preparedness Coordinator from the City of Detroit Department of Health & Wellness Promotion.

3) EMS and area hospitals will be reminded that they are expected to report back to the WECHU regarding possible heat-related illnesses, for the duration of the heat advisory. These illnesses are summarized in Appendix B.

4) Selected pharmacists, as identified by the Essex County Pharmacists Association, will submit a brief summary of

their observations by email to the MOH, at the end of each day for the duration of the heat advisory.

5) Information from EMS, hospitals and pharmacists will be considered by the MOH in determining if and when to activate the Level 2 (Heat Warning) protocol.

6) The MOH will notify EMS, hospitals, and the selected pharmacists, once reporting is no longer required, based on return to normal weather conditions satisfactory to the MOH.

4.3 Heat Warning (Level 2)

A heat warning is designed to signal impending health risks to the public-at-large due to a prolonged extreme heat wave. Specific actions are advised for vulnerable populations, such as visits and phone calls by community organizations. EMS and area hospitals should anticipate increased admissions and make preparations to cope. A number of other agencies such as Canadian Red Cross, Salvation Army and Fire & Rescue, are expected to be in a state of readiness for possible impacts affecting the public-at-large.

4.3.1 Who activates/deactivates

The Medical Officer of Health (MOH) of the WECHU (back-up: Director of Health Protection, WECHU) is responsible for activating a heat warning Level 2.

4.3.2 When

A Heat Warning Level 2 is called when one of the following conditions is met:

➢ 4 consecutive days with humidex forecasted above 40

> ➢ 1 day with a humidex forecasted above 45

> ➢ 4 days with a minimum night time humidex forecasted of 28

> ➢ Escalation of heat-health impacts

4.3.3 What happens

1) A media release along with an email blast will be sent to all community partners and any members of the public that have signed up to be notified.

2) For information purposes, the MOH will notify the Emergency Preparedness Coordinator from the City of Detroit Department of Health & Wellness Promotion.

3) The MOH will request the Canadian Red Cross to contact community partners to confirm their continued cooperation and make any revisions to the public directory of Community Partners, as necessary.

4) The MOH will advise the Canadian Red Cross of the potential for a change in the alert level from Level 2 to Level 3, thereby allowing the Red Cross an opportunity to prepare for deployment of mobile cooling stations in the event of a Heat Emergency (Level 3).

5) The Community Emergency Management Coordinator (CEMC) will consult with ENWIN Utilities and other area utilities to briefly review their disaster planning for a potential widespread power outage.

4.4 Heat Emergency (Level 3)

A Heat Emergency is the highest stage in the Heat wave Plan and denotes a state of emergency. This would occur when a heat wave is so severe and/or prolonged that its effects extend

outside health and social care, such as power or water shortages, and/or where the capacity of health and social care systems to respond is threatened.

4.4.1   Who activates/deactivates

The Head of the respective municipal Council (Mayor or alternate), in consultation with members of the Community Control Group (CCG), which includes: Chief Administrative Officer (CAO), Community Emergency Management Coordinator (CEMC), Medical Officer of Health (MOH), etc. will be responsible for activating a Heat Emergency (Level 3).

4.4.2   When

A Heat Emergency will be called at the discretion of the Head of Council (Mayor or alternate). A decision would be reached based on circumstances prevailing at the time and through consultation with the Community Control Group (CCG) as described in the respective municipal Emergency Response Plan.

4.4.3   What happens

Activation/deactivation of the emergency notification system, pursuant to the respective municipal Emergency Response Plan. Steps include: formal declaration/termination of an emergency, media release, notification to organizations and activation/deactivation of the Emergency Operations Centre (EOC). The full Emergency Response Plans should be available on the respective municipal websites

5.0   Preparing for Heat

5.1   Community Partner Preparedness

Early each spring, the list of community partners (Appendix A) should be contacted to review the following;

1) Verify primary and secondary contacts

2) Determine if each partner is still able to provide support to the program

3) Determine if they need additional resources (i.e. posters, flyers, etc.)

4) Determine their capacity and availability of support staff in the event of a prolonged heat wave.

5.2   Places to Cool Down

A list of places to cool down is provided in Appendix C. This list should be reviewed in the spring to verify hours of normal operation.

5.3   Stay Cool Windsor-Essex

The website (staycoolwindsoressex.com) should be updated routinely prior to and during the heat season. Communications tools developed as support to the community partners should be provided on the website in formats that allow easy downloading and printing.

The places to stay cool should also be updated to ensure that the information remains accurate.

The number of visits to the website should be monitored and used to evaluate the success of the awareness campaign.

5.4   Call Centre

211 should be provided with all updated information as it pertains to the heat alert and response plan and awareness campaign.

211 will also be asked to track the number of calls received for heat related questions. This information will assist in the evaluation of the awareness campaign.

5.5   Education

The Education Campaign will be led by the Windsor Essex County Health Unit and the City of Windsor's Environmental Coordinator. Community partnerships will be crucial for the success of this campaign. Such partnerships will be necessary to ensure that the messages are getting out across the community.

The beginning of the heat season represents a timely opportunity to build public awareness of heat wave notification protocol (internally and with the general public), associated health risks, and protective measures. The heat season is defined roughly as the period from mid-April to early-October. In addition to the Stay Cool Windsor Essex website and 211, a marketing campaign will be executed. The marketing campaign may vary year-to-year depending on the funding and the success of certain tactics implemented. Posters, banners, brochures, advertisements, fridge magnets are all examples of tactics that may be implemented.

Train the trainer sessions will be conducted in the spring of 2011. These sessions will provide an overview of the history and future of excessive heat in Windsor/Essex, heat-related illness, and how the community partners can support the heat alert and response plan. A list of participants in the train the trainer sessions will be maintained and those able to provide support to the program will be listed as a community partner in Appendix A.

6.0   Supporting Documents

This heat alert and response plan was developed with support of Health Canada's Climate Change and Health Office through a two-year pilot project. The pilot project has allowed Health Canada to develop numerous information resources that are intended to support Canadian communities in developing their own heat alert and response plans. These resources were developed through lessons learned in the four pilot communities and will also be useful in the evaluation and adaptation of this heat alert and response plan.

The following is a list of documents developed through the pilot project with the assistance of Health Canada:

6.1   Windsor-Essex specific documents

- Extreme Heat Event, Exercise HARS Reality, February 24, 2010

- Assessment of Vulnerability to the Health Impacts of Extreme Heat in Windsor

- Communications Audit, Strategy and Big Picture Landscape

6.2 Health Canada documents, Heat Resilient Canadians and Communities

- Guidelines for Assessing Health Vulnerability and Adaptation to Extreme Heat Events

- Communicating the Health Risks of Extreme Heat Events: Toolkit for Public Health and Emergency Management Officials

- Audience Specific Public Heat-Health Fact Sheets

- Best Practices for Developing Heat Alert and Response Systems to Protect Canadians

- Guidelines for Health Care Workers Regarding Extreme Heat Events

- Facts Sheets for Health Care Workers

- Simulating Extreme Heat Events to Develop Heat Alert and Response Systems

- Extreme Heat Events User Guide for health care organizations

Annex A - Community Partners

Confirm support of Community Partners each spring

Community Partner	Contact Info	Support pledged
To be completed April/May	To be completed April/May	To be completed April/May
To be completed April/May	To be completed April/May	To be completed April/May
To be completed April/May	To be completed April/May	To be completed April/May
To be completed April/May	To be completed April/May	To be completed April/May

Annex B - Heat-Health Illnesses – Draft from Health Canada's Communication Tool kit.

Extreme heat events can lead to one or more of the following health effects presented in descending order of severity[1]

Heat stroke – Most serious type of heat illness that is a result of body heat overload. Signs of heat stroke may include a core body temperature greater than 40°C/104°F, complete or partial loss of consciousness and/or reduced mental ability.[13] Sweating is not a good indicator of heat stroke as there are two types of heat stroke:

1) **Classic** – Accompanied by little or no sweating, usually occurring in children, persons who are chronically ill, and older adults

2) **Exertional** – Accompanied by increase in body temperature because of strenuous exercise or occupational exposure in combination with environmental heat and where sweating is usually present

Heat exhaustion – Caused by excessive loss of water and salt. Symptoms may include heavy sweating, weakness, dizziness, nausea, headache, diarrhea, and muscle cramps.

Heat fainting – Caused by the loss of body fluids through sweating, and by lowered blood pressure due to pooling of blood in the legs. Symptoms include temporary dizziness resulting from insufficient flow of blood to the brain while a person is standing.

Heat edema – Heat-induced swelling frequently noticeable in the ankles, feet and hands and is most often seen in people who are not regularly exposed to heat.

Heat rash – Is a result of inflammation of clogged sweat glands and is accompanied by tiny red spots on the skin, which may give a prickling sensation.

Heat cramps – Caused by a salt imbalance resulting from a failure to replace salt lost through excessive sweating. Symptoms are sharp muscle pains.

(Canadian Centre for Occupational Health and Safety, 2005)

Annex C - List of Places to Stay Cool

Reviewed each spring for updated hours of operation

Location	Address	Hours of Operation	Contact Name / Phone Number	A/C Yes/No	Generator Yes/no	Any Conditions
Community Centres						
Libraries						
Pools						
Spray Pads						
Non- Municipally owned facilities						

APPENDIX 11 - DISTRIBUTION LIST

Agency or Department	Number Needed
All Essex County Constituent Municipalities	7
All Essex County Municipal Fire Chiefs	8
All Essex County Municipal Police Chiefs	4
All Essex County OPP Detachment Commanders	4
City of Windsor	2
Emergency Management Ontario – Toronto	1 (Electronic)
EMO Southwest Ontario Community	1 (Hard Coy)
Municipality of Chatham-Kent	1
Greater Essex County District School Board	1
Windsor-Essex Catholic District School Board	1
Le Conseil Scolaire de District des Ecoles Catholiques du Sud-Ouest	1
Essex County Chief Administrative Officer	1
Essex County Civic Centre Building Supervisor	1
Essex County Engineer	1
Essex County Human Resources Manager	1
Essex County Director of Corporate Services/Treasurer	1
Essex County Warden	1
Essex Region Conservation Authority	1
Medical Officer of Health	1
Solicitor for Essex County	1
Township of Pelee Island	1
Central Ambulance Communications Centre	1
Essex County Director of Land Ambulance	1
Windsor-Essex County Director of Social Services	1
Canadian Red Cross	1
Salvation Army	1

APPENDIX 12 - RECORD OF AMENDMENTS

Date of Issue	Comments	Amended by