

EMERGENCY PLAN

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FORWARD

King Township is predominantly a rural area situated on the northern edge of the Greater Toronto Area (GTA), 30 minutes north of downtown Toronto. With a population of almost 28,000, and an area of 333 km², it is the largest in size and smallest in population of nine municipalities within York Region. It includes three distinct urban communities; the villages of King City, Nobleton and Schomberg as well as several smaller unique hamlets such as Ansnorveldt, Kettleby, Laskay, Lloydtown, Pottageville, and Snowball.

While all municipalities are vulnerable to hazards, there are many unique features within King Township that have been identified and considered through a risk analysis that require effective emergency response capabilities. Known for its rolling hills of the Oak Ridges Moraine, the Holland Marsh, and agricultural and equestrian activities, King is home to a large amount of natural, environmentally sensitive and protected lands. High volume transportation routes used for shipping (freight) and heavy commuter and cottage traffic bisect the Township. A passenger rail line and the Trans Canada Pipeline cross through the township and manufacturing and industrial areas where hazardous materials are used and stored.

Hazards are increasing in both number and frequency across the world. Climate change will continue to increase the frequency and intensity of extreme weather events such as heat waves, tornados, heavy rainfall and subsequent flooding and serious winter storms. Factors like increased urbanization, critical infrastructure, terrorism and animal and human diseases together with the heightened movement of people and goods around the globe have elevated the potential for disasters.

To protect the residents, businesses, infrastructure and environmentally sensitive and protected lands of King Township, the Emergency Plan has been prepared to minimize the effects of, coordinate the response to, and manage the recovery from a disaster or major emergency affecting our township. By acknowledging the likely effects of identified threats and planning for those specific threats, risk-based strategies and management arrangements can be developed with a community focus. Identifying individual roles and responsibilities, ensuring a controlled and coordinated response of all agencies involved, and efficient and effective management of resources, will assist with building a more resilient community while promoting confidence within individual residents and in King Township as a whole.

King Township acknowledges the importance of emergency preparedness and the need for all areas of society to work together to enhance our community's resilience. With the ever-changing emergency management environment and risk landscape, and the increase in frequency of both natural and human induced hazards and disasters, the management of emergencies and our response to them, challenge us to achieve a brave, sustainable, championship culture.

King Township is committed to building community resilience through a high level of awareness, preparedness, coordinated response actions, collaborative partnerships and community engagement.

PLAN ADMINISTRATION

The Community Emergency Management Coordinator (CEMC) is responsible for the development and maintenance of the Emergency Plan. This plan has been developed in accordance with the *Emergency Management and Civil Protection Act* (EMCPA) and pursuant to the Township of King Emergency Management Program and Emergency Plan By-law Number 2023-028.

Review

At a minimum, the Emergency Plan (EP) will be reviewed as follows:

- Annually
- Following an After-Action Review (AAR)
- As directed by the CEMC

The EP will be reviewed by the Emergency Management Program Committee (EMPC).

Revisions

Version control of the EP is managed by the CEMC. Reissue following an amendment or review will be recorded in the table below.

Minor administrative changes including editorial or formatting changes or alterations to the Annexes will be made by the CEMC. Major amendments or revisions such as the update of a section or large portion of the EP require formal approval from the Township of King Council.

VERSION	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE
	Initial Release / Original		
1	By-law updated	CEMC	November 28, 2011
2	By-law updated	CEMC	June 27, 2016
3	Redevelopment of Plan to include: IMS	CEMC	March 18, 2019
4	Redevelopment of Plan to include: Our Community, Risk Environment, Evacuation Procedures, Emergency Monitoring and Activation Levels, Assigned IMS positions in the EOC, notation on Virtual EOC, EOC Documentation, Duty Cycle and Shift Changes and Wellness, EM Team, EM Support Team, External Agencies, Training Program	CEMC	June 22, 2020
5	Update: By-law, EMPC Members, EM Team Members, location of public copy, 2021 Census, other administrative updates	CEMC	March 20, 2023

Distribution and Availability

The CEMC is the owner of the controlled master copy of the Emergency Plan.

An electronic public copy is available on the Township website, www.king.ca.

A printed public copy is available at the King Township Municipal Centre, Service King Desk and King Fire & Emergency Services HQ, King City.

Additional printed copies are located in the EOC Storage Room at both the Primary and Alternate EOC's for use by the Emergency Management Team.

PRINT COPY	LOCATION	RESPONSIBLE FOR COPY
1	EOC - Primary	CEMC
2	EOC - Primary	CEMC
3	EOC - Primary	CEMC
4	EOC - Alternate	CEMC
5	EOC - Alternate	CEMC
6	EOC - Alternate	CEMC
7	Municipal Centre, Service King Desk	CEMC
8	King Fire & Emergency Services HQ	CEMC

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1. PURPOSE AND SCOPE

The purpose of the Emergency Plan (EP) is to make provisions for the extraordinary arrangements and measures that may be required to save lives, protect property, the environment and the economy, when faced with an emergency.

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

“a situation or 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 health risk, an accident or an act whether intentional or otherwise.”

Emergencies are categorized as natural, human-caused or technological in origin and can vary in magnitude from local, regional, provincial, national or international. Emergency Services and Municipal Responders routinely manage emergency events; however, some situations may escalate beyond the scope of normal operations and require a controlled and coordinated larger scale specialized response. In this case, the Emergency Plan may be activated.

The EP is adaptable to a broad spectrum of emergency events; however, the Plan itself does not guarantee an efficient, effective response to an emergency. When used as a tool to frame and guide overall actions, along with training and exercises to support emergency services and municipal responders and recovery activities, the Plan can assist in unifying the efforts of all King Township residents, businesses, Municipal employees and Emergency Responders.

1.1 Emergency Management Components

The ultimate purpose of Emergency Management is to save lives, preserve the environment and protect property and the economy. Understanding the risks and vulnerabilities of a community, contribute to a safer, sustainable, and more resilient society while fostering a proactive culture and mindset. By enabling, empowering and inspiring all emergency management partners (all Canadians), we strengthen our collective ability to better prevent and mitigate, prepare for, respond to and recover from emergencies. These four emergency management components are not independent of each other; they may be undertaken sequentially or concurrently.

1.1.1 Prevention and Mitigation

This component includes hazard identification, risk assessment and implementation measures in order to adapt to, eliminate, or reduce the risks of disasters. Examples include structural mitigative measures such as floodways and dykes, and non-structural measures like building codes, land-use planning and public education campaigns.

1.1.2 Preparedness

Preparedness means to be ready to respond to a disaster and manage its consequences through measures taken prior to an emergency event.



Emergency Plans, Mutual Aid Agreements, Memorandums of Agreement, ongoing training and exercise programs, public awareness and resource and equipment inventories are examples of preparedness activities.

1.1.3 Response

Response is to act during, immediately before or after a disaster to manage its consequences. It is the process by which assistance is provided to affected persons and areas of the community. Emergency information, search and rescue, medical assistance and evacuation may occur during the response phase and can be instrumental in minimizing suffering and loss.

1.1.4 Recovery

Recovery is the process of repairing or restoring conditions to an acceptable level following a disaster. Reducing the negative impacts experienced by residents is a priority and planning early for community recovery can help limit the period of disruption, therefore providing an opportunity to build back better and ultimately strengthen the resilience of individuals and the community as a whole. Examples of recovery include reconstruction of infrastructure, restoration of the environment and economy, counselling and support for the emotional, social and physical well-being of those affected and financial assistance.

This Emergency Plan is based on a flexible and scalable all hazards-approach, encompassing the key emergency management components of prevention/mitigation, preparedness, response and recovery.

1.2 Principles of Emergency Management

The following principles of emergency management described below frame the underlying beliefs and goals of emergency management. They aim to guide the design, implementation and ongoing improvement of programs, procedures, and activities that comprise the emergency management system.

1.2.1 Comprehensive Approach

A comprehensive approach to emergency management ensures that risk reduction and community resilience are developed in unison, while maintaining effective response and recovery capabilities. The approach is proactive; all hazards and all stakeholders are considered and this concept coordinates and balances efforts across the mitigation/prevention, preparedness, and response and recovery functions.

1.2.2 Responsibility and Partnerships

All Canadians are involved in Emergency Management. Emergency Management is a partnership; a shared responsibility across all sectors of society. Individual residents, communities, municipalities, provincial and federal levels of government, first responders, businesses and non-governmental organizations are all critical partners that need to collaborate, coordinate and communicate with each other. Having a culture of interdependence is a key component to a sustainable Emergency Management Program.

1.2.3 All-Hazards Approach

Hazards are sources of potential harm or loss. Emergencies and disasters result when a hazard interacts with a vulnerability to produce serious and adverse consequences. Emergency Management adopts an all-hazards approach that encompasses all types of natural, human and biological hazards and addresses the vulnerabilities

of these hazards. It involves the development of arrangements for managing the extensive range of possible effects and risks associated with disasters. The range of effects and risks can create similar consequences requiring similar actions including evacuation, infrastructure repairs and medical services. Assessing the risks associated with all hazards in an integrated way helps reduce the vulnerability of people, property, the environment and the economy.

1.2.4 Communication

Clear communications are a critical and continuous process before, during and after an emergency. Prior to an emergency, the focus is on public education to enhance awareness of hazards and vulnerabilities. Measures such as public alerting instructively explain and guide immediate response actions required to maintain safety and security. Efficient information management is critical for the successful management of an emergency.

1.2.5 Community Resilience

Resilience is defined as “the capacity of individuals, organizations and nations to survive and thrive amidst ongoing change, disruption and diversity.” “It is the ability to bounce back from adversity, sometimes even stronger than before and keep on going.”

Resilience minimizes vulnerability, dependence and susceptibility and is built through enabling, empowering and inspiring humans to take action and to prepare.



Resilient communities have residents who are educated on the risks that may affect them, and are empowered to use their existing skills, knowledge and resources and adapt them to use in extraordinary circumstances.

As a community, we must encourage all individuals to be engaged, take responsibility and participate in emergency preparedness at home and work. Building our community resilience to natural and human-induced hazards and disasters is essential, especially with the ever-changing risk landscape.

Sustainability starts with community resilience and the key to a resilient community is an empowered, engaged, proactive culture and mindset.

2 GOVERNANCE

The following legislation and documents govern and support Emergency Management in King Township:

1.	Emergency Management and Civil Protection Act – ANNEX M
2.	Ontario Regulation 380/04 - ANNEX M
3.	Bylaw No. 2023-028, <i>Emergency Management Program and Emergency Plan</i> - ANNEX M
4.	Administrative Policy, <i>Emergency Management Team</i> - ANNEX M, TBD
5.	Guidance Note 2018-01-01, Fire Marshal and Chief of Emergency Management Ontario - ANNEX M

2.1 Emergency Management and Civil Protection Act

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9 is the primary legislation related to Emergency Management in Ontario and provides a framework for managing emergencies.

The purpose of the *Emergency Management and Civil Protection Act (EMCPA)* is to protect the health, safety and welfare of Ontarians in times of emergencies and provides emergency powers to the Premier of Ontario and the Lieutenant Governor in Council, in order for the provincial government to have the necessary power to react quickly to an emergency in Ontario.

2.1.1 Emergency Management Program

The goal of an Emergency Management Program is to improve public safety through a coordinated and pre-identified process for responding to critical situations. Every municipality is required to develop and implement an Emergency Management Program and the Municipal Council must adopt the EM Program by By-law.

The EMCPA requires the EM Program to consist of:

- an Emergency Plan;
- training programs and exercises for municipal employees;
- public education on risks to public safety and preparedness for emergencies;
- an assessment of various hazards and risks to public safety that could give rise to emergencies (HIRA);
- identification of the facilities and other infrastructure that are at risk of being affected (CI)

2.1.2 Emergency Plan

Every municipality is required to formulate an Emergency Plan (EP) 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 Municipal Council must adopt the EP by By-law.

Training programs and exercises shall be conducted to ensure the readiness of employees to act under the EP.

The EP shall conform to the Emergency Plan of the upper-tier municipality (York Region).

The municipality will review the EP annually and revise as necessary. The current version of the EP shall be submitted to the Chief of Emergency Management Ontario.

An Emergency Plan provides authorization for:

- Employees of the municipality to take action under the plan where an emergency exists but has not yet been declared to exist;
- Procedures to be taken for safety and / or evacuation of persons in an emergency area;
- Designation of a member of council who may exercise powers and perform duties of the Mayor during the absence or inability of the Mayor to act;
- Establishment of committees and designation of employees to be responsible for ongoing maintenance of the Plan, to train and exercise employees in their functions, and to implement the Plan;
- Obtaining and distributing material, equipment and supplies during an emergency.

2.1.3 Declaration of Emergency

The Head of Council (Mayor) has the authority to declare an emergency to exist in all or any part of the municipality and may take such action and make such orders as considered necessary and not contrary to law to implement the Emergency Plan and to protect the property and the health, safety and welfare of the inhabitants of the emergency area. The Solicitor General is to be notified immediately of a declaration by the Mayor. The assigned Deputy Mayor at the time of an emergency, may exercise the powers and perform the duties of the Head of Council during his/her absence or inability to act.

2.1.4 Public Access to the Plan

The EP must be available to the public during regular business hours. Public copies of this Plan can be viewed at the King Township Municipal Centre - Corporate Services Division, Clerks Department and King Fire & Emergency Services HQ, King City. A public electronic version is available on the township website, www.king.ca. The EP Annexes contain essential and supporting documentation that is confidential and therefore, are maintained separate from this document.

2.1.5 Protection from Personal Liability

Section 11 (1) of the EMCPA states:

“No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order made under this Act or for neglect or default in the good faith exercise or performance of such a power of duty.”

2.1.6 Municipality Not Relieved of Liability

Section 11 (3) of the EMCPA 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 referred to in subsection (1) and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council, as if the member were an employee of the municipality.”

2.1.7 Freedom of Information and Protection of Privacy

Any personal information collected under the authority of the EP shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within the Plan. The release of any information under this Plan and any Business Continuity Plans shall be made in conformity with the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, R.S.O. 1990, Ch. M.56 as amended.

For the purposes of confidentiality for defence reasons and third-party information, a head of an institution, as defined in the MFIPPA, may refuse under that Act to disclose a record of personal information collected if:

- a. The record contains information required for the identification and assessment of activities under subsection 3 of the EMCPA – Hazard and Risk Assessment and Infrastructure identification;
- b. Its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism; and
- c. Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly.

2.2 Ontario Regulation 380/04

Ontario Regulation 380/04 establishes the minimum standards for Emergency Management Programs required by municipalities. There are several required elements described below.

2.2.1 Community Emergency Management Coordinator (CEMC)

Every municipality is required to designate an Emergency Management Program Coordinator, otherwise referred to as a Community Emergency Management Coordinator (CEMC).

The CEMC shall complete the training required by the Chief, Emergency Management Ontario.

The CEMC shall coordinate the development and implementation of the municipal Emergency Management Program and shall report to the Emergency Management Program Committee on the program.

King Fire & Emergency Services Fire Chief is the designated CEMC. King Fire & Emergency Services Community Resilience Officer is the designated Alternate CEMC.

2.2.2 Emergency Management Program Committee (EMPC)

Every municipality shall have an Emergency Management Program Committee. The CEMC is a mandatory member while all other members must be appointed by Municipal Council. A Chair of the Committee shall be appointed by Council. The King EMPC shall consist of the following members:

1. Mayor
2. CAO
3. CEMC
4. Alternate CEMC
5. Township Solicitor
6. York Region Emergency Management Program Manager

7. York Regional Police Emergency Management

The CEMC shall act as the Chair of the Emergency Management Program Committee.

The Committee is responsible for:

- Reviewing the Emergency Management Program including the Emergency Plan annually
- Advising Council on the development and implementation of the EM Program

2.2.3 Emergency Management Team (EM Team)

Every municipality is required to have a group of individuals that are responsible for directing the municipal response during an emergency, including implementing the Emergency Plan. In King Township, the Emergency Management Team (EM Team) acts as the Municipal Control Group as defined by *Ontario Regulation 380/04* and team members, including those who may be considered alternate members, must be appointed by Council.

The King EM Team is comprised of the following members:

1. CAO
2. CEMC
3. Alternate CEMC
4. Communications Officer
5. Director of Corporate Services
6. Director of Public Works
7. Director of Community Services
8. Director of Growth Management Services
9. Director of Finance
10. Manager of Information Technology

Each of the above EM Team members will designate at least one alternate, who in their absence will have the knowledge and authority to make decisions and exercise the full responsibilities assigned. EM Support Team members may be requested to assist during an emergency to provide expertise in specialized areas as required.

2.2.4 Emergency Operations Centre (EOC)

Every municipality is required to establish an Emergency Operations Centre (EOC) that will serve as a recognized location for the EM Team to gather during emergencies. The EOC facility must have the appropriate technological and telecommunications systems to ensure effective communication.

In King Township, the EOC has been designed with the following provisions:

- Adequate space for all EM Team and Support Team members;
- Secondary power supply (generator);
- Dedicated communications lines;
- Provisions for controlled access, security, and identification of authorized personnel;
- Sufficient resources to support sustained emergency operations.

Further details on the EOC can be found in 6.10.

2.2.5 Public Information Officer (PIO)

Every municipality shall designate an employee of the municipality to act as the primary media and public contact in an emergency.

In King Township, the Communications Officer acts as the Public Information Officer (PIO).

2.2.6 Emergency Plan (EP)

The Emergency Plan shall consist of a response plan that:

- Assigns responsibilities to municipal employees by position
- Sets out procedures for notifying the members of the EM Team of the emergency

The assigned roles for municipal employees can be found in 6.10.6, EM Team and Assigned IMS Positions.

Detailed individual responsibilities can be found in Section 7, Roles and Responsibilities.

Procedures for notifying the EM Team are set out in Section 6.5

2.3 Township of King By-law 2023-028

In accordance with the *Emergency Management and Civil Protection Act*, the King Township Emergency Management Program and Emergency Plan has been adopted by By-law 2023-028. This By-law also confirms other requirements of Council including, appointment of the Emergency Management Program Committee (EMPC), Chair of this Committee and appointment of the Emergency Management Team (EM Team). The By-law can be found in Annex M – Governance Documents

2.4 Administrative Policy

An Administrative Policy, to be written and approved by the CEMC and CAO, will detail the Emergency Management Team roles and responsibilities as they relate to positions within the Municipality.

2.5 Guidance Note 2018-01-01

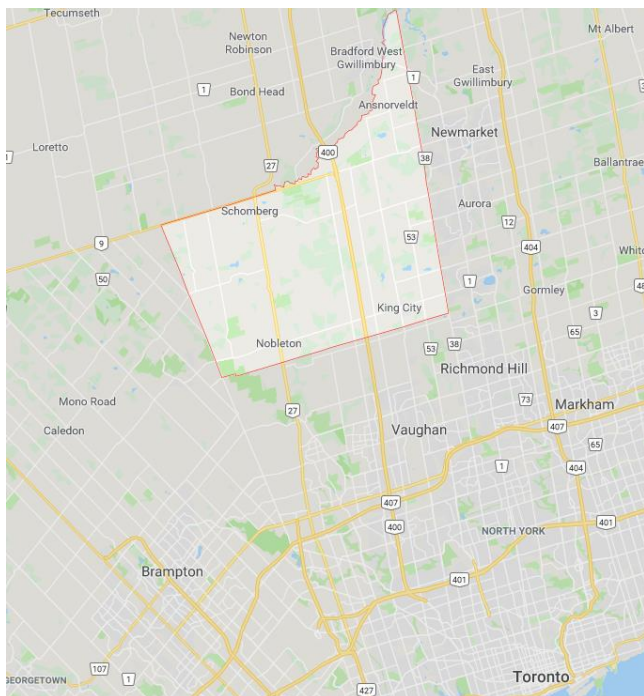
Guidance Note 2018-01-01 issued by the Fire Marshal and Chief of Emergency Management, states that members of the Emergency Management Team (EM Team) are required to annually demonstrate an adequate level of training and knowledge. Section 9.1 details the Training requirements for the EM Team. More information can be found in Annex M - Governance Documents.

3 OUR COMMUNITY

Collecting and detailing specific knowledge about a community can provide an understanding of the exposure and vulnerability a community exhibits to certain hazards and provides an insight into the capacity for community resilience should an emergency arise. Information that can be helpful includes noting the community borders, demographics, distribution of people, key features, the location of critical infrastructure, community assets and protected areas of environmental importance or significance.

3.1 King Township

3.1.1 Geography



King Township lies at the north edge of the GTA, halfway between Toronto and Barrie. The west border of the township is the Caledon/King Townline and Bathurst Street to the east. The south end of the township begins just north of King-Vaughan Road and stretches north to Highway 9, and then continues north of Highway 9 following the branches of the Holland River until it meets Bathurst Street.

Located in the Oak Ridges Moraine countryside, and known for its rolling hills, fertile farmland and horse and cattle farms, King Township prides itself on its strong rural economy and agricultural lands. Ontario's Greenbelt, the largest, most strongly protected agricultural lands and ecological systems in the world covers 33% of the township. The Holland Marsh, one of two Specialty Crop Areas in Ontario, is a key resource in King. With fertile soil and a rich growing season, the Marsh produces a significant percentage of the vegetables grown in Ontario.

3.1.2 Demographics

Although King Township has the smallest population of all the municipalities in York Region, it is a fast-growing municipality. According to the 2021 Municipal Census, King's population grew from 24,512 in 2016 to 27,333 in 2021 representing an 11.5% increase. The population grew by 23% between 2011 and 2016. The current population is 28,000 and is projected to grow to 35,000 by 2031.

3.1.3 Transportation

Highway

King Township has many high-volume transportation routes including Highway 9/Davis Drive West, Regional Road 27 and Highway 400 that are popular routes for commuter and cottage traffic. In addition, these routes are widely used as corridors for transporting goods and products and subject to numerous motor vehicle collisions and have the potential for multi-vehicle collisions and incidents involving transport trucks carrying hazardous materials to occur.

Air

Toronto Pearson International Airport is located 26 km south of Nobleton. There are registered aerodromes located 3 km west of Schomberg, which can be utilized with prior permission only, and another, 3 km south of Tottenham which is open to general aviation. There are also numerous private, unregistered airstrips throughout the township. Ornge, York Regional Police and OPP aircraft are able to land at any location the flight crew deems safe for the purpose of saving human lives or police operations.

Rail

Within the village of King City, the Metrolinx rail line for the GO train also doubles as a CN short line which provides commodities to a commercial business within the area of Dufferin Street and King Road.

On occasion, this short line also includes tank cars that may contain residual products such as gasoline and diesel.

Transit

GO Transit provides weekday bus service through King, and weekday rail service from the King City GO Station with connections to Toronto and Barrie. Local transit is provided by York Region Transit (YRT).

3.1.4 Emergency Services

King Fire & Emergency Services is a volunteer (paid on-call) fire department consisting of 150 firefighters, a full-time Administrative Team including the Fire Chief, two Deputy Fire Chiefs, two Fire Prevention Officers, Community Resilience Officer, and Fire Service Executive Assistant and 3 Firehouses located in the villages of King City, Schomberg and Nobleton. Protecting an area of 333 square kilometers and 28,000 residents in the Township of King, King Fire prides itself on being a progressive department that provides community resilience and risk reduction programs, fire inspection and investigation services, fire suppression, medical aid, specialized rescue operations, and emergency planning for King Township.

Emergency Medical Services are provided by York Region Paramedic Services (YRPS). York Regional Police (YRP) and Ontario Provincial Police (OPP) are the Police Services within the municipality.

3.1.5 Hospitals and Long-Term Care

While there is no hospital within King Township itself, there are two hospitals just outside the township boundary.

Hospital	Address	Location to King Township	Number of beds
Southlake Regional Health Centre	596 Davis Drive	Just east of township at north end	400
Mackenzie Health Richmond Hill	10 Trench Street	Just east of township at south end	518
Cortellucci Vaughan Hospital	3200 Major Mackenzie Drive W.	Just south of township, central	350

King City Lodge is a 36-bed long term care home with 24-hour nursing and personal care and access to a physician and other health care professionals.

3.1.6 Schools

King has a strong educational sector that includes public, catholic and private school offerings at the elementary level, and public and private school offerings at the secondary level. Full time and part time post-secondary education is offered at Seneca College King Campus. At any given time, approximately 10,000 students attend these educational facilities daily within the township.

4 RISK ENVIRONMENT

The success of an Emergency Management Program and corresponding Emergency Plan is contingent on understanding the risks, hazards and subsequent community vulnerability that are a part of day-to-day living.

A hazard is any process, phenomenon or human activity that may cause harm, including:

- loss of life
- injury or other health impacts
- property damage
- social and economic disruption (loss of livelihoods and services)
- environmental damage

Hazards can be natural, human-caused or technological in nature. It is important to consider what hazards exist in the community, what the likelihood or chances of the hazard occurring would be and what the severity of the consequences would be on the community. This combination of likelihood and consequence is termed the level of risk.

Risk = likelihood x consequence

Risk is a term used to describe the potential to lose (or gain) something of value, when posed with a situation involving danger. The goal of a risk assessment is to set priorities for risk prevention / mitigation, preparedness, response and recovery. Past, present and future trends are considered while keeping in mind that risk can change over time as do people, infrastructure and every-day lifestyles.

4.1 Hazard Identification Risk Assessment (HIRA)

A HIRA is a risk assessment tool that can be used to assess which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be. Results of the Hazard Identification and Risk Assessment (HIRA) assist in building the Emergency Management Program by setting priorities for prevention, preparedness, response, and recovery activities, and developing training and exercise scenarios. It may initiate the development of hazard-specific plans or procedures in the event of an emergency. This information enables the CEMC, Mayor and Council and residents to address individual and community vulnerability, in order to take action and build community resilience.

The CEMC, in conjunction with York Region Emergency Management and 5 other municipalities located in the northern area of the Region, conducted a 2022 HIRA for King Township based on the Hazard Identification Report and Methodology Guidelines developed by Emergency Management Ontario (EMO). Hazards were identified that may occur within King Township and were assessed in terms of likelihood or frequency of occurrence, severity of consequence or impact, and changing risk. A risk assessment score and risk rating level of extreme, very high, high, moderate, low or very low was determined. A few of the hazards in King Township in no particular order include, but are not limited to:

- Flooding
- Winter Weather, Ice storm
- Tornado

- Road & Highway Emergencies
- Infectious disease outbreak
- Plant Disease & Infestation

The HIRA is an ongoing process; hazards and their associated risks are continually monitored and reviewed. Hazards can evolve over time for many reasons, including climate change, population growth and the increasing connectedness of digital systems. The King Township HIRA is reviewed annually to maintain relevance for emergency planning and to remain proactive.

Annex C includes the complete HIRA with hazard rankings.

4.2 Hazard Mitigation and Risk Reduction

Risk reduction actions taken through the King Township Emergency Management Program include but are not limited to the following:

- Adhering to the *Emergency Management and Civil Protection Act* and other governance listed in S.2
- Reviewing and assessing hazards and risk annually (HIRA), including critical infrastructure
- Collaborating with external agencies to share information and understand risks
- Gaining community and stakeholder engagement and collaborative partnerships
- Having trained, prepared and well-exercised EM and Support Team ready to respond
- Publicized warnings through social media, municipal website, community service announcements
- Emergency Preparedness campaigns
- Fire & Life Safety Programs
- Open Air Burn Guidelines and restrictions
- Facility Fire Safety Plans, fire drills and staff training
- Business Continuity Planning

4.3 Critical Infrastructure (CI)

Critical Infrastructure refers to the physical resources, services, information technology, facilities, networks and assets which, if interrupted, would have a serious impact on life and health safety, security, social or economic well-being of the community.

It is essential that these services are identified based on priority in order to ensure such services remain active during an emergency. The Critical Infrastructure database is updated annually.

Annex C contains a list and map of the Critical Infrastructure identified in King Township.

4.4 Vulnerable Populations

During the response to an emergency, one factor that may need to be considered includes the possible need for distinct attention to population groups that may be affected by the emergency.

4.4.1 Residents with Disabilities

Individuals with disabilities may require additional assistance in the case of an emergency. Those residents are encouraged to contact King Fire & Emergency Services, Community Resilience and Risk Reduction Division to list themselves as a person in need of specialized care during an emergency. This can include individuals with mobility, hearing or vision disabilities or those who may require special medical attention. Having a pre-prepared written document detailing the nature and requirements of your medical situation can be helpful so you can get the assistance you need in an emergency. An excellent resource for more information is The York Region Emergency Preparedness Guide - People with Disabilities / Special Needs Section found on pages 29-47.

4.4.2 Non-English-Speaking Residents

Residents that do not speak English will need to be addressed during public advisories and alerts. Considerations are also needed for such individuals during evacuation procedures and sheltering. York Regional Police and King Fire & Emergency Services have resources available to be able to converse with such individuals. Access York also maintains a list of volunteers that can speak other languages.

4.4.3 Residents in Long Term Care

Residents in Long Term Care or Nursing Home facilities may require special assistance during an emergency. King City Lodge is a 36-bed long term care home with 24 hour nursing and personal care. King Fire & Emergency Services has an emergency response pre-plan for a fire emergency at this location and work in conjunction with the King City Lodge Manager in assisting with implementing and executing their Evacuation Plan.

4.4.4 Older Adults

An emergency situation or evacuation can be a confusing and frightening time, especially for independent older adults. Preparedness and knowledge are the most powerful tools to remain confident and reduce the risk of the emergency. Planning ahead and having a Home Emergency Kit ready in case Sheltering-in-Place is necessary and a GO-Bag on hand if evacuation is required is essential. Review the York Region Emergency Preparedness Guide or contact King Fire & Emergency Services, Community Resilience and Risk Reduction Division for more information on preparing Emergency Kits. The Canadian Red Cross website www.redcross.ca has a new guide, "Emergency Preparedness for Older Adults".

4.4.5 Temporary Residents and Visitors

Temporary residents and visitors may not be as prepared or knowledgeable of their surroundings as a permanent King Township resident would. Students in residence at Seneca College King Campus, tenants and Airbnb guests strongly encouraged to familiarize themselves with the local area and the Emergency Plan and be prepared in advance with a 72-Hour Kit and GO-Bag in their temporary residence. If such individuals are unable to return to their permanent place of residence due to circumstances caused by an emergency, sheltering may be required if it is not feasible to return to their regular home residence. The Township can address such needs in coordination with York Region Community and Health Services.

5 PUBLIC EDUCATION

Pursuant to the *Emergency and Civil Protection Act*, a municipality's Emergency Management Program shall include "*public education on risks to public safety and on public preparedness for emergencies*".

The Emergency Management Program is mandated to include public education on the probable hazards a community will experience and ways to prepare. This includes promoting and providing emergency preparedness messaging and events to King Township residents and municipal employees.

5.1 Programs and Campaigns

5.1.1 Emergency Preparedness

Emergency Preparedness Week (EP Week) is a national awareness initiative to promote emergency preparedness across Canada. EP Week is an annual event that takes place during the first full week of May and is an opportunity to encourage all Canadians to take concrete actions to be better prepared to protect themselves and their families during emergencies; "Know the Risks, Make an Emergency Plan, Have an Emergency Kit". Being prepared and knowing what to do in advance will limit the potential impact of emergency situations.

The York Region Emergency Preparedness Guide outlines some practical steps to be taken to become better prepared to face a range of emergencies – anytime, anywhere. King Township residents should take the time to review this publication, share it with family and friends and take action now to protect themselves and their family.

Residents, businesses and schools are able to obtain educational material or request presentations on Emergency Preparedness through King Fire & Emergency Services, Community Resilience & Risk Reduction Division.

5.1.2 Fire and Life Safety

King Fire & Emergency Services have a number of programs and campaigns in place dedicated to fire and life safety initiatives. Examples include Smoke and CO Alarms, 911 signs, Guide Lights, fire extinguisher training, fire drills, and escape planning with the fire safety trailer. For municipal buildings and businesses in King Township, fire inspections are completed and Fire Safety Plan development, approval and training are provided.

Fire Prevention Week is observed each year during the week of October 9th in commemoration of the Great Chicago Fire, which began October 8, 1871, causing devastating damage. The goal of Fire Prevention Week is to raise awareness about fire safety and to help ensure every individual and family is prepared in the event of an emergency. While being fire safe should be a year around priority for all residents, Fire Prevention Week activities, Fire Department Open Houses and many other events remind us of the importance of having working smoke and carbon monoxide alarms, two ways out, an escape plan and a meeting place.

Residents, businesses and schools are able to obtain educational material, request presentations on Fire and Life Safety Education, through King Fire & Emergency Services, Fire Prevention Division.

6 CONCEPT OF OPERATIONS

Most emergency incidents are typically managed at a local level by emergency response personnel under the direction of an Incident Commander. A response agency or municipal department is likely to be the first on site authority to an emergency. The first responders will assume control at the site and assign a lead agency. King Fire & Emergency Services, York Regional Police, OPP, York Regional Paramedic Services, Public Works and Utilities personnel generally have adequate resources to effectively mitigate an emergency incident.

During complex or large-scale incidents, or when a major emergency or disaster strikes, the response may require significant additional resources, operational support or policy direction. If, in the judgment of the lead agency, the situation requires more support resources, or there are consequences to the community at large, the lead agency will contact the King Township CEMC or CAO to activate the Emergency Operations Centre.

6.1 Response Structure

Within all response structures, one or more levels of support may be provided. As the needs of an event become larger and more complex, additional levels of site support and coordination are usually activated.

Municipal First Responders apply resources to the emergency. Once these resources become exhausted, the municipality brings in resources via mutual aid agreements with adjacent municipalities. The municipality may require further assistance from York Region or the Province of Ontario. The province may in turn ask for federal assistance should the event be beyond provincial capabilities.

The following page provides a brief description of each level of the response structure.



Site Responders

Small localized incident or threat of incident:

- Controlled by first response agencies
- No or small scale evacuation required
- Confined to small area; poses limited threat



EM Team

Larger localized incident or threat of incident:

- May require Mutual aid or assistance from some York Region departments
- Involves greater hazard or larger area with potential threat to life, safety, property, environment, CI
- May require evacuation
- Warrants EM Team to make key decisions



REOC

Large-scale incident or threat of incident:

- Beyond response capability of local municipality
- Impacts large part of two or more municipalities
- Requires extraordinary actions or expenditures by one or more Regional Services
- York Region Chair declares a Regional Emergency



PEOC

Mass-scale incident or threat of incident:

- Beyond response capability of King Township and York Region
- Crosses two or more Regional municipalities
- Premier of Ontario declares a Provincial Emergency and or implements the Provincial Plan



Emergencies Act

Mass-scale incident or threat of incident:

- Public Welfare Emergency
- Public Order Emergency
- International Emergency
- War Emergency

6.2 Response Goals

A response goal is a broad statement that describes a desired outcome. In an emergency, response goal priorities generally focus on eliminating or minimizing impacts of the incident on people, property and financial resources. The Emergency Responders at the site and the supporting Emergency Management Team should apply the common response goals to all emergency situations and prioritize the response objectives based on these goals. These goals are shown on the right.

6.3 Emergency Monitoring & Activation Criteria

The magnitude, complexity and stage of the emergency event will determine the level of Emergency Monitoring or EOC Activation. The King Township Emergency Management Team organizational structure is flexible, therefore, allowing it to either expand or contract based on the emergency situational needs.

Emergency Monitoring or EOC Activation may occur with or without a Declaration of Emergency. The CEMC regularly monitors and analyzes any potential and impending threats that may impact the health, safety or economic stability of King Township. The CEMC or the CAO may escalate Emergency Monitoring or Activate the EOC based on the following criteria:

- Significant number of people at risk
- Response coordination required due to:
 - Large or widespread event
 - Multiple emergency sites
 - Multiple municipalities
 - Several responding agencies
- Resource coordination required due to:
 - Limited local resources
 - Significant need for outside resources
- Uncertain conditions
 - Possibility of escalation of the event
 - Unknown extent of damage
- Potential threat to people, property and/or environment
- Extraordinary actions or expenditure of monies for the protection of life or property
- Declaration of a Local, Provincial or Federal Emergency
- Major event



6.4 Emergency Monitoring & Activation Levels

Emergency levels are defined based on the impact of the following:

- Threat to loss of life
- Evacuation
- Impact on essential services
- Impact on infrastructure
- Emergency Service response
- Declared emergency

King Township has established a baseline or indicators to identify the level of monitoring or activation of an emergency or impending emergency. The following chart outlines general considerations for determination of the Level of Emergency Monitoring or Emergency Activation:

Routine Monitoring	Normal state CEMC (and Alternates) monitor King Township and other nearby jurisdictions for potential or actual events or emergencies during regular day-to-day operations. Ongoing review of notifications from various stakeholders such as York Region, Environment Canada, LSRCA, TRCA Business as usual continues; local response agencies able to respond and mitigate incident Low impact on public or damage to property No media attention CEMC may proactively issue warnings, alerts, other public messaging as necessary
Enhanced Monitoring	Initial Alert Level CEMC (and Alternates) continually assess a developing situation All members of EM Team and EM Support Team notified; on stand-by for further instruction Designate and set up facilities to coordinate support of the event Monitor and assess for possible further escalation or de-escalation Prepare and distribute briefing material and or Situation Reports for EM Team; EM Team meetings may occur Maintain active public messaging through various avenues Jurisdictions outside King Township actively assisting in response or recovery; includes York Region or Province Local Media attention to possibly wider Business Continuity disruption for the Township; Cease, Reduce or reprioritize some routine Township activities
Partial Activation	EOC - staffed by the EM Team as well as the EM Support Team and external agency representatives as needed Threat to / loss of life – minimal loss of life or non-existent; threat to public may be substantial, injuries Evacuation – localized area requiring Reception Centre or other extraordinary measures for moderate time Emergency Response – may or may not affect all essential services Infrastructure – multiple roads, bridges affected or threatened, some impact with utilities Local Media attention to possibly wider Business Continuity disruption for the Township; Cease, Reduce or reprioritize some routine Township activities
Full Activation	EOC - staffed by the EM Team and the EM Support Team as well as external agency representatives as needed Threat to / Loss of Life – major loss of life or threat to large number of residents Evacuation – large scale for long periods of time Emergency Response – all or most emergency services involved, impact on coverage, extensive resources Infrastructure – all or most roads closed, loss of municipal facilities, reducing or eliminating essential services, suspended utilities for extended period of time National Media attention on site Significant coordination required with external recovery agencies (Red Cross)

6.5 Emergency Notification Procedures

The CEMC will regularly monitor and analyze any potential and impending threats that may impact the health, safety or economic stability of King Township. The CEMC (or Alternates) or CAO are assigned the responsibility of sending out the initial emergency notification to alert the EM Team and EM Support Team of an emergency or impending emergency.

On Site Operations

At the initial stage of the response, the first agency on scene will perform the role of Incident Command (IC). As the incident evolves and escalates, or for a significant event, IC will notify the Fire Chief either directly or through the Vaughan Fire & Rescue Service Communications Centre. The Fire Chief may take on the role of IC and determine the need for additional support, including Senior Officers, Administrative Support, mutual aid and other response agencies. The CEMC will be notified and in collaboration with the CAO will determine what level of Emergency Monitoring or Activation is applicable.

Emergency Monitoring

The CEMC may at times, forward warnings, alerts or Situation Reports to the EM Team and EM Support Team members. Where a threat of an impending emergency exists and time permits, all members of the EM Team and internal EM Support Team will be notified by email to be on standby and await further instructions to participate as required. The EM Team should then notify their departmental staff of any actual or impending emergency situations.

Emergency Activation

Should the EOC need to be activated, the EM Team and EM Support Team will be notified by phone and email. The members that are requested to attend initially will be listed. All other members not listed will be asked to remain on standby and await further instructions to participate as required.

Emergency Notification

York Region CEMC's in conjunction with York Region Emergency Management are currently researching a Mass Notification Software.

Contact Information

The EM Team and EM Support Team Contact List can be found in Annex A and B respectively.

All EM Team and EM Support Team members should advise the CEMC or Alternate CEMC at their earliest opportunity of changes in their contact information, or any times they may be unavailable to respond.

A detailed notification procedure and a sample script can be found in Annex J – Communications Plan

6.6 Evacuation

It may be necessary in an emergency or impending emergency for the residents of an area of King Township to be temporarily evacuated from their homes for the purpose of protecting lives, health, property and or the environment. The decision to evacuate an area that has been impacted or may be impacted by an emergency situation is usually made by Incident Command (IC). This evacuation may be of an urgent or short notice nature caused by an immediate hazard, and generally directed by Police in collaboration with Fire Service. A less immediate but probably larger scale evacuation may be decided upon and directed by the EM Team, as in the case of an impending flood situation or hazardous materials event. The aim / purpose in any such evacuation will be to care for the evacuated persons, family re-unification and re-establish residents in their homes post emergency.

The King Township Evacuation Plan (Annex H) will be initiated when deemed necessary by the IC in collaboration with the CEMC and EM Team. The PEOC will be notified and a Declaration of Emergency may be necessary.

6.6.1 Evacuation Considerations

The urgency of an evacuation will be determined based on the immediacy of the threat to the community (life, safety, health, and welfare), the resilience of the community, and (depending on the nature of the threat) the availability of resources for evacuation or shelter-in-place. There are many other factors that are considered when determining whether or not to evacuate.

- Number of residents affected; population density
- Environmental safety (smoke conditions, water safety)
- Meteorological conditions (precipitation, wind)
- Amount of infrastructure damage (electrical power, debris)
- Availability of food, water, medical facilities, evacuation routes, transportation modes and Reception Centres

6.6.2 Types of Evacuations

The hazard and situation is the primary indicator when making the decision to evacuate. In some cases, clear and obvious risks will indicate the need for evacuation. In other cases, a precautionary evacuation may be justified to avoid an anticipated impact or threat.

Precautionary Evacuation

- Occurs when it is recommended to evacuate within a certain parameter; usually a building or a block until the initial situation is contained; usually a short term evacuation

Mandatory Evacuation

- Takes place when it is determined by the EM Team in collaboration with Incident Command that there is an absolute need to evacuate an area, usually on a large scale, possibly for a long period (for more than 24 hours).

6.6.3 Shelter-in-Place

Alternatives to evacuation, such as Shelter-in-Place may be issued at the direction of Incident Command and the EM Team. Shelter-in-Place refers to remaining inside (home, schools, or places of work) during certain types of emergencies and taking refuge there. In some instances, Sheltering in Place Orders will be issued, when the external environment poses a greater threat than remaining in the building (e.g. Chemical, biological, radiological contaminants)

6.6.4 Preparing for an Evacuation or Shelter-in-Place

Advice to residents for preparing for an evacuation:

- Prepare ahead by organizing a GO-Bag for each family member with necessary items. Please review the York Region Emergency Preparedness Guide or visit www.getprepared.gc.ca for a list of suggested items to pack in your GO-Bag.
- Listen to local media, follow local social media and follow the instructions given from emergency officials. Ideally there would be enough time to broadcast the required information on TV or radio.
- If evacuated, local officials will provide information about the location of a Reception Centre. All family members are encouraged to register at the Reception Centre where short term assistance for immediate needs of individuals will be provided (family reunification, food)
- In some incidents, it may be safer for residents to stay indoors instead of evacuating. Shelter in Place procedures may be recommended and residents may be requested to seek shelter and remain indoors until all clear.
- An Evacuation Public Address will contain the following information:

“There is an emergency in the area that could endanger residents.

People are to evacuate in a _____(northerly/westerly) direction only.

Evacuees should report to _____(Reception Centre) for information and registration.

Type of evacuation (precautionary / mandatory)

Best available route out of area

Estimated time remaining before situation becomes critical

For further information on Emergency Preparedness, please contact King Fire & Emergency Services, Community Resilience & Risk Reduction Division.

6.7 Declaration of Emergency

The Mayor or designated alternate of the Municipality has the legislative authority under the provisions of the *Emergency Management and Civil Protection Act RSO 1990*, to declare an emergency to exist in all or any part of the municipality.

6.7.1 Municipal Declaration

The decision to declare an emergency in King Township may be made in consultation with the members of the Emergency Management Team (EM Team). The EM Team shall evaluate the emergency situation and the community impact using the Emergency Declaration Checklist as a guide and recommend to the Mayor whether to declare an emergency.

Upon declaring an emergency, The Mayor (or designate) will complete and sign the Declaration of Emergency Form and make the following notifications:

- a. King Township Council
- b. Region of York Chair
- c. Mayors of neighbouring Municipalities
- d. King Township Residents
- e. Local Members of Provincial Parliament (MPP)
- f. Local Member of Federal Government (MP)

The Liaison Officer shall:

- a. Notify the OFMEM, Ministry of Solicitor General at the PEOC that an emergency situation exists by contacting the Duty Officer
- b. Submit the signed Declaration of Emergency by fax or email to the PEOC
- c. Submit a daily situation report to the PEOC
- d. Notify the York Region Emergency Management Office that an emergency situation exists

The Emergency Declaration Checklist and Declaration Form are found in Annex G.

6.7.2 Regional Declaration

In the instance of a declaration of a Regional Emergency involving King, the township will:

- Coordinate with York Region in emergency response efforts
- Establish a liaison between King Township and York Region (Liaison Officer)
- Continue to manage the localized response and provide essential services to residents
- Maintain and operate King EOC with appropriate staffing

In the instance of a declaration of a Regional Emergency NOT involving King, the township will:

- Support and assist where necessary by providing resources for emergency response and other regional services (roads, water)
- Offer support by way of King EM Team Members to assist in the EOC's of affected municipality's

6.7.3 Provincial / Federal Declarations

The Premier of Ontario has the authority under the *Emergency Management and Civil Protection Act* to declare an emergency in all or any part of Ontario. Considerable powers are given to the Premier and the Lieutenant Governor in Council during a declared emergency to issue orders which are “necessary and essential in the circumstances to prevent, reduce or mitigate serious harm to persons” where such an order will alleviate the risk or is a reasonable alternative to other actions. Failure to comply can result in substantial penalties for both individuals and corporations.

The *Emergencies Act* allows the Canadian Government to declare a federal emergency and authorizes the taking of special temporary measures to ensure the safety and security during national emergencies.

Subject to provisions under the *Emergency Management and Civil Protection Act*, or the *Emergencies Act*, if a Provincial or Federal Declaration of an emergency exists, municipalities will have to relinquish some command and control depending on the type of emergency.

6.8 Request for Assistance

It is possible that assistance from other levels of government or external partner agencies with specialized knowledge may be required by King Township to help successfully respond to an emergency. Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site and/or the EOC to provide assistance or provide information and advice to the EM Team through the Liaison Officer.

Where provincial assistance is required, the request will be made to the Provincial Emergency Operations Centre (PEOC) through the Liaison Officer.

Requests for personnel or resources from the Federal Government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

6.8.1 Municipal Mutual Aid

When the resources of King Township become depleted or overwhelmed, assistance may be requested from neighbouring municipalities.

6.8.2 Regional Assistance

King Township is the lower tier of a two-tiered regional government. York Region provides police, public health, emergency medical services (EMS) and emergency social services (ESS) to the nine municipalities in York Region. In the event of an emergency where King Township resources are not sufficient to respond to the emergency, King may request assistance from York Region. Assistance may be requested at any time through the Community Emergency Management Coordinator (CEMC) who will consult with the York Region CEMC. York Region may at its discretion, activate the York Region Emergency Operations Centre (REOC) to communicate with and to support a coordinated emergency response. A request for assistance from the Region of York shall not be deemed to be a request that the Region of York assume authority or control of the emergency.

6.8.3 Provincial Assistance

On the advice of the EM Team, the Mayor may request assistance from the Province of Ontario at any time without any loss of control or authority through the Provincial Emergency Operations Centre (PEOC) Duty Officer. The province may activate its Provincial Emergency Operations Centre (PEOC) to provide support to York Region or King Township and to communicate directly with the REOC and King EOC.

King Township may apply, where eligible, to the Municipal Disaster Recovery Assistance Program for financial assistance to respond to and recover from a natural disaster.

Private homeowners, small businesses, non-profit agencies and farmers who have sustained heavy losses for essential items as a result of a natural disaster, may apply to the Disaster Recovery Assistance for Ontarians Program for assistance.

6.8.4 Federal Assistance

Federal Assistance, including Department of National Defence (DND) for personnel, resources and financial aid must be requested through the Provincial Emergency Operations Centre (PEOC). Federal assistance is only provided when the resources of the Municipality, Region and Province have been exhausted.

6.8.5 Volunteer Assistance

Depending on the specific emergency, assistance may be required from various designated volunteer emergency support agencies. Examples can include the Canadian Red Cross, Salvation Army, Samaritan's Purse, and private contractors, who can support response and recovery operations. Any request for assistance from volunteer agencies will be at the direction of the EM Team.

6.9 Termination of Emergency

Suggested criteria for terminating EOC operations include:

- Individual EOC functions are no longer required
- Coordination of response activities and / or resources is no longer required
- Event has been contained and emergency personnel have returned to regular duties

A municipal emergency may be terminated at any time by:

1. The Head of Council, or designate
2. Township of King Council
3. The Premier of Ontario

The Mayor or Public Information Officer (PIO) will ensure the following are notified of the termination:

- a. Township of King Council
- b. Region of York Chair
- c. Mayors of Neighbouring Municipalities
- d. King Township Residents
- e. Local Members of Provincial Parliament (MPP)
- f. Local Member of Federal Government (MP)

The Liaison Officer shall submit the signed Termination of Emergency by fax or email to the PEOC.

The Emergency Termination Form is found in Annex G.

6.10 Emergency Operations Centre

The EOC facility is a pre-designated location set up separately from the emergency incident where representatives of the King Emergency Management Team (EM Team), EM Support Team and other local or regional partner agencies gather together for strategic decision making, coordination and incident support.

An EOC is a management resource used to strengthen the organization's regular management capacity during times of major incident, emergency or disaster. It is where data is collected, gathered and analyzed in order to make decisions about priorities, and where the management of information and resources is coordinated.

In order to strengthen regular response capacity, compliment on scene operations at an emergency site and manage the secondary consequences of the emergency or disaster, an Emergency Operations Centre (EOC) can be activated. The EOC is managed by the EOC Commander to provide support to the site Incident Commander and the response activities. In the case of a pandemic or other infectious disease outbreak where physical distancing measures are in place for the safety of all individuals, an EOC facility may be inappropriate for the EM Team to gather. In this case, the EOC can be operated virtually and EM Team meetings or briefings will be virtual in nature using a secure communications platform decided upon by the Manager of IT.

Emergency Operations Centres exist at three levels of government in the Province of Ontario:

- Municipal Emergency Operations Centre
- Regional Emergency Operations Centre
- Provincial Emergency Operations Centre

6.10.1 Location

King Township has designated three locations for an Emergency Operations Centre. In the event that the Primary EOC is unavailable, the Alternate Emergency Operations Centres can be used. In the event that both the Primary and Alternate EOC is unavailable, a second Alternate EOC location has been designated.

The locations of the Emergency Operations Centres are confidential and therefore, detailed in Annex F.

6.10.2 EOC Security

The EOC is a secure site. Only those members of the EM Team (or designate) or EM Support Team shall be allowed access to the EOC.

The following identifications are recognized by King Township as acceptable for admission to the EOC:

- King Township employee access card or EOC identification card
- York Region Police issued identification
- York Region issued employee photo identification
- Appropriate outside agency photo identification

6.10.3 Supplies and Equipment

It is crucial to ensure that timely, accurate and reliable communications are established between the emergency site and the EOC. The *Emergency Management and Civil Protection Act* requires each EOC to have the appropriate technological and telecommunications systems to ensure effective communication.

The Township of King Primary EOC has been equipped with the following technology:

- Television
- Telephones
- Cell phone chargers
- Fax machine
- EOC Designated Laptop
- LCD Projector
- Intranet access
- Photocopier
- Power bars
- GIS Maps

Stationary supplies in the EOC consist of:

- Easel Boards with Paper
- Markers
- Blank paper
- Pens
- Stapler
- Tape

Also included in the EOC:

- IMS coloured vests
- Table signage
- 5 easels with flip chart paper pads
- 4 Large Framed Maps – Township, King City, Schomberg, Nobleton
- 3 Floor Signs - Standard Response Goals, EOC Responsibilities, Operational Period
- Laminated copy of EOC Floor Plan and Set Up Procedures
- Bin with hygiene kits and other comfort items

When normal communications tools are inoperable, the York Region Amateur Radio Emergency Communications (ARES) Team will be activated.

6.10.4 Responsibilities of EOC

The EM Team has a strategic, supportive role in coordination information management and resource management. The diagram to the right describes in general what the EOC has overall responsibility for.

6.10.5 IMS Organizational Structure in the EOC

The Incident Management System (IMS) is an internationally recognized standardized approach to emergency management. In order to provide a flexible, scalable, consistent command and control system that everyone can use at all levels of incidents, resources (personnel and equipment), facilities, procedures and communications need to operate within a common organizational structure. This structure allows responders from different jurisdictions and disciplines to interact and work together efficiently in a unified approach. In Ontario, York Region and the King Township, the use of the term Incident Command System (ICS) is synonymous with IMS.

The Incident Management System has been adopted in King Township's Emergency Management Program and in this Emergency Plan to establish and clearly define the organizational structure, to identify roles and responsibilities and to ensure effective resource management. IMS positions should be staffed as required, therefore, depending on the nature and extent of the incident and the response objectives, not every position has to be filled. The organizational structure should be flexible enough to expand and contract as needed. EM Team members may be required to take on more than one role. The EOC is organized into five major functions; Command Team, Operations, Planning, Logistics and Finance. These IMS functional sections have their own distinct colours:

Command = Green

Command Staff = Red

Operations = Orange

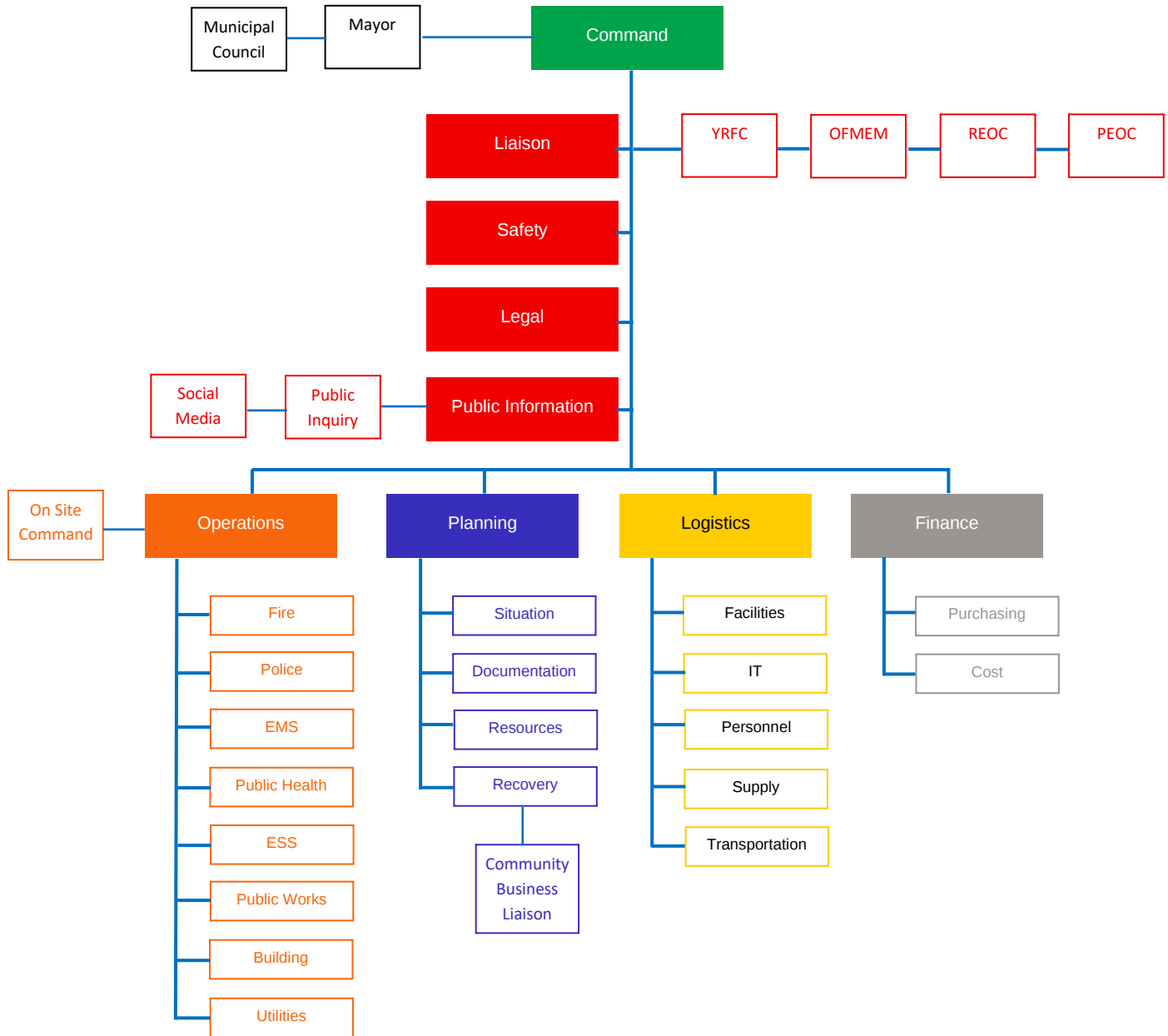
Planning = Blue

Logistics = Yellow

Finance = Platinum



An organizational chart for the King Emergency Management Team (EM Team and Support Team) is provided on the next page. The primary responsibilities of each of these functions are described below. More detailed specific responsibilities of individual positions within each function are described in the Roles and Responsibilities Section 7. It also further defines the roles of EOC positions in position checklists.



6.10.6 EM Team and Assigned IMS Positions

The most critical component of the EOC is the staff. It is necessary to have pre-designated trained personnel each with their own individual expertise who understand their roles and responsibilities, in order to get the right resources to the right place at the right time.

The King EM Team is responsible for initiating and implementing the Emergency Plan through the Incident Management System (IMS).

The EM Support Team is comprised of designated King Township employees that may be required to attend the EOC or participate in supporting the EOC and are able to provide expertise in specialized areas as required.

Below is a chart showing the EM Team and Support Team positions by IMS Section in the EOC. Annex A lists the Municipal Employees by their roles and their Alternates.

Emergency Management Team	Municipal Role	Alternate
Command		
Liaison Chief		
Public Information Officer (PIO)		
Public Inquiry		
Social Media		
Safety Officer		
Legal Officer		
Operations Chief		
Operations - Fire		
Operations – Police		
Operations – EMS		
Operations – Public Health		
Operations – ESS		
Operations – Public Works		
Operations – Building		
Operations – Utilities		
Planning Chief		
Planning – Situation & Recovery		
Planning - Documentation		
Planning – GIS		
Planning – Community Business Liaison		
Logistics Chief		
Logistics – Facilities		
Logistics – IT		
Logistics – Personnel		
Logistics – Supply		
Logistics – Transportation		
Finance Chief		
Finance – Purchasing		
Finance - Cost		
Administrative Support		

6.10.7 EM Team – Section Descriptions

In response to an emergency, if activated, the EM Team and Support Team will assemble at the EOC for the purpose of providing coordination and the necessary strategic support.

The primary responsibility of the EM Team is to provide for the overall management and coordination of site support activities and consequence management. It is the responsibility of the EM Team to ensure that response priorities are established, and that planning, and response activities are coordinated, both within the EOC (i.e. between sections) and between the EOC and incident site.

The following are brief descriptions of the responsibilities of each of the functions.

Operations

- Responsible for providing a communications link with the site; coordinating all jurisdictional operations in support of the emergency response through implementation of the Incident Action Plan.

Planning

- Responsible for collecting, evaluating, and disseminating situation information; maintaining all EOC documentation; develop Major Event Log, Incident Action Plan; anticipating the long-range planning needs (debris management, reconstruction, reopening)

Logistics

- Responsible for providing and obtaining facilities, services, personnel, equipment and materials to support all aspects of the response and recovery effort

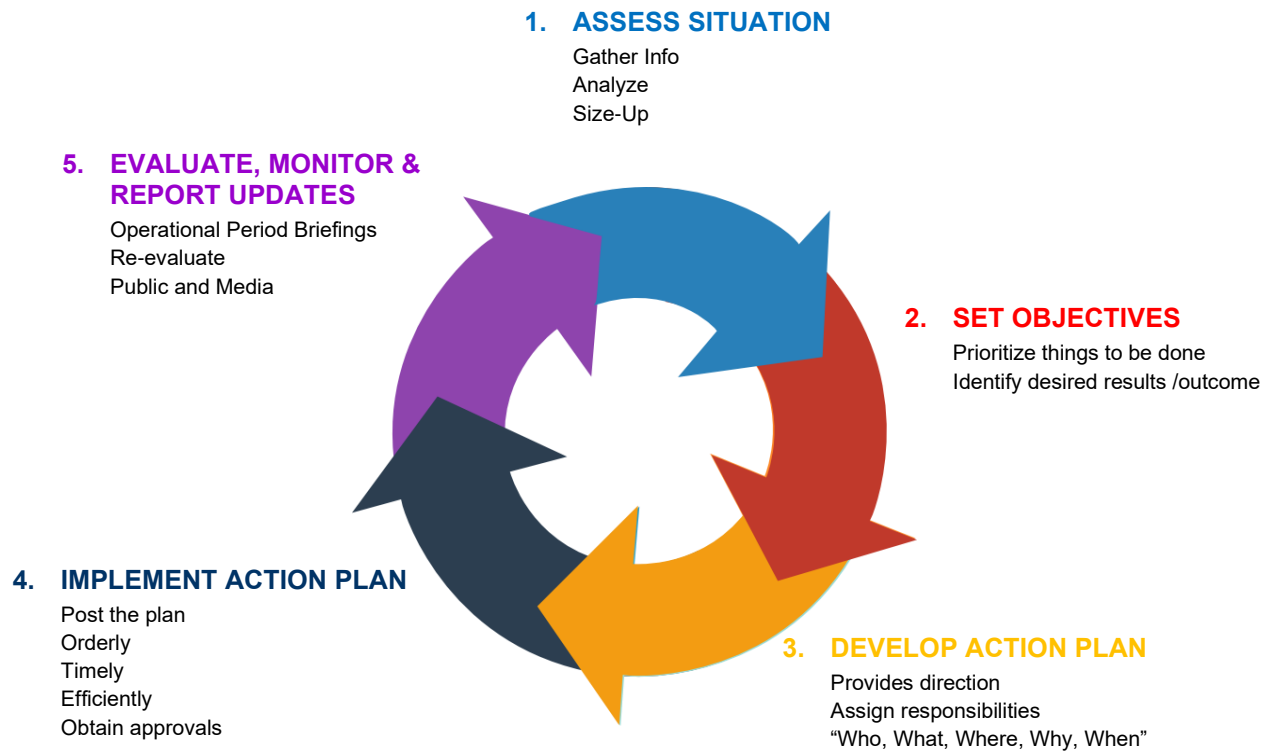
Finance

- Responsible for financial activities such as cost accounting, compensation and disaster recovery

6.10.8 EOC Operational Period and Briefings

An Operational Period is a length of time scheduled for execution of a given set of operational actions or objectives. EM Team members will work in their functional sections; Command, Operations, Planning, Logistics and Finance. The sections will work during an Operational Period and follow the Operational Period Process shown in the diagram below. The EOC Commander and Section Chiefs will gather at regular intervals to inform each other of the actions taken and any problems encountered. The EOC Commander will determine and establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible to allow members to carry out their individual responsibilities. Operational periods can be of varying length although not usually over 24 hours. The operational period should initially be 1-2 hours for any critical or life safety issues. The remaining operational periods can vary depending on objectives and priorities and are commonly 8-12 hours in length. A method of keeping all members informed of updates will be maintained using status boards and maps prominently displayed.

The following page shows a diagram depicting the Operational Period:



OBJECTIVES

S – Specific
M – Measurable
A – Achievable
R – Realistic
T - Time

OBJECTIVE EXAMPLES

Establish perimeter control
Rescue
Triage & Transport injured
Evacuate nearby residents
Power restoration

6.10.9 EOC Duty Cycle and Shift Changes

The EOC may operate 24 hours per day or may be stood down for periods or operate with a reduced staff at night or during other periods determined to be of lower intensity. In the event an emergency is of longer duration, a schedule for shifts should be documented. All shifts should be approximately 8 hours in length with 30 minute overlaps for briefing and transition. For continuity and decision making, the EOC Commander may be required to remain available at all times until the crisis is over, however,

It is important to ensure that at the outset (first operational period), a provision be set out for a relief shift. There is a tendency for the first activated staff to stay on duty, nonetheless, they should be sent home to rest and recharge to reduce the effects of fatigue and stress.

A rotation of Emergency Operations Centre staff should be established if an emergency event is expected to be of extended duration. If an event extends beyond regular work hours, consideration should be given to time that staff has already worked during the day. Generally, staff should not work longer than 12 consecutive hours, and preferably no longer than 8 consecutive hours during intense emergency operations

6.10.10 EOC Documentation

It is vital that all actions and decisions are documented throughout the EOC Enhanced Monitoring and Activation Levels. Documentation is essential to cost recovery, litigation and for requesting provincial and federal assistance.

All activated EOC positions must maintain a Position (Activity) log documenting all actions taken.

The Major Event Log can be electronic or paper format and must be kept up to date as the emergency progresses. A member of the Planning section will complete the Major Event Log.

An Incident Action Plan must be completed by a member of the Planning Team after each Operational Briefing.

A Sign In / Out Log must be filled out by every EM Team and Support Team member each time they enter and leave the EOC.

A template for each of the above documentation records is provided in Annex F – EOC.

6.10.11 EOC Wellness

Emergencies are stressful. It is important to understand that it is completely natural to feel stressed or overwhelmed during an emergency.

Overall accountability for the EM Team and Support Team resides with the EOC Commander. The Safety Officer will ensure that appropriate care strategies are utilized and corrective actions taken when required, but ultimately, it is important to remember that maintaining the safety, health and well-being of all personnel working in the EOC is a shared responsibility between everyone. Care of oneself and one's teammates will go a long way in reducing the effect of stress and providing meaningful support.

Monitoring staff continuously, providing a quiet area for wellness breaks, setting reasonable shift schedules and arranging for end of shift debriefing are all important strategies that can be implemented to support all personnel in the EOC.

The following strategies for promoting good physical and mental health, and resilience to fatigue and stress:

- Take regular rest
- Eat healthy snacks and meals regularly
- Keep to designated shift schedules and time off
- Exercise daily; even a short walk around the block can be very beneficial
- Diffuse productively with other team members, friends or family, while maintaining confidentiality regarding sensitive information
- Recognize the need to seek support for yourself or other team members and speak up immediately regarding any safety concerns

Nobody is exempt from stress. Be aware of your personal needs or limits and keep watch for signs of fatigue or extreme stress.

A quiet room for wellness breaks has been designated for the EOC and duty cycles and shift changes will be determined during the first Operational Period. Should the need arise, the EM Team - Safety Officer will assist and coordinate, as required, in the provision of Employee Assistance and Critical Incident Stress Counselling programs.

7 ROLES AND RESPONSIBILITIES

Clear roles and responsibilities are necessary to support an effective, efficient, coordinated emergency response.

7.1 King Township Residents

Emergencies can happen at any time and occur anywhere, sometimes without warning. An emergency can force residents of King Township to evacuate their homes and neighbourhood or confine them to their home or workplace. It can leave residents without basic services such as water, gas, electricity or phone. Residents have a responsibility to themselves and their families to take the necessary steps in emergency preparedness.

It is important that individuals and families prepare to take care of themselves for at least three days (72 hours) by having a home emergency kit to use and prepare a small Go Bag in case of evacuation. Residents can request educational material on Emergency Preparedness through King Fire & Emergency Services, Community Resilience & Risk Reduction Division or visit www.getprepared.gc.ca.



7.2 King Township Businesses

It is important that your business has a Business Continuity Plan. Be prepared ahead of an emergency; think through all issues that could disrupt your business, plan steps to limit the effects from the identified potential hazards and identify critical processes or services that will need to remain open after an emergency. Ensure essential documents containing legal information, key customer contacts, and financial records are secured in a remote location and backed up regularly. To obtain more information on Business Continuity Planning, contact King Chamber of Commerce or King Fire & Emergency Services, Community Resilience & Risk Reduction Division.



7.3 Mayor

- ✓ Head of Council and member of the Emergency Management Program Committee
- ✓ Acts as an official community spokesperson
- ✓ Provides overall policy direction
- ✓ Formally requests outside support / resources (Provincial and Federal)
- ✓ Formally Declares Emergency within designated area if necessary
- ✓ Liaise with the EOC Command
- ✓ Liaise with Municipal Councillors, MPP's and MP's
- ✓ Notifies Municipal Councillors whenever EM Team has convened
- ✓ Notifies Municipal Councillors of the EM Team's decision to declare or not to declare an emergency
- ✓ Ensures Municipal Councillors are kept informed of the emergency situation, and have up to date information regarding providing directions to the public in response to inquiries
- ✓ Approves in conjunction with EOC Command major announcements, media releases prepared by the Public Information Officer (PIO)
- ✓ Declares the emergency has terminated (Municipal Councillors may also terminate as per EM Team)
- ✓ Assigns a Deputy Mayor in their absence

7.4 Municipal Councillors

When there is an emergency, residents may turn to the Municipal Councillors for guidance and reassurance. Actions and statements by Municipal Councillors will influence the public response to an emergency as well as public perception about how the municipality is handling the situation. Municipal Councillors should know how to best communicate with residents before, during and after an emergency occurs. An important role that the Municipal Councillors have during the preparedness phase is to reinforce emergency preparedness messages to their constituents and encourage their constituents to take three simple steps to become better prepared to face a range of emergencies:

1. [Know the risks](#)
2. [Make a plan](#)
3. [Get an emergency kit](#)

Municipal Councillors may be utilized as liaisons between the general public and the Mayor. Although Councillors will not be present in the EOC or included in EM Team meetings or briefings, they are asked to liaise with their constituents and relay any concerns to the EOC Command Team through the Public Information Officer. Questions from residents should be documented and complied. Concerns can then be passed on to the EOC Commander and PIO to be shared with the Mayor. This will assist in assembling future media releases. Since the Mayor is the official spokesperson for King Township, all calls from the media that are received by a Councillor should be forwarded to the PIO. The PIO will follow up with the media to ensure consistent messaging is provided through the Mayor and other media outlets. When the EOC is activated, emergency information should not be posted on websites or social media sites that have not been approved for release by the EOC Commander.

Additionally, Municipal Councillors may face the issue of being evacuated from their own home during an emergency and should therefore, have an emergency plan and kit in place, and maintain a current list of contacts and phone numbers. Only by staying safe can Councillors help their community members.

Municipal Councillors are responsible for the following:

- ✓ Act as Deputy Mayor if appointed
- ✓ Adopt by by-law the King Township Emergency Management Program
- ✓ Approve at council the King Township Emergency Plan, including any amendments
- ✓ Reinforce emergency preparedness messages to their constituents
- ✓ Liaise with constituents, compile questions and concerns to relay to EOC Command, PIO
- ✓ Practice emergency preparedness by having a 72 hour kit and a GO Bag
- ✓ Consider receiving training in emergency management and Incident Management System
- ✓ Forward media request to the PIO

7.5 CAO

- ✓ Member of the EM Team and EMPC
- ✓ Liaise with CEMC and activates the EM Team notification system, when applicable
- ✓ Assume role of EOC Commander
- ✓ Advise Mayor as to whether the declaration of an emergency is recommended
- ✓ Chair EM Team meetings, determine meeting cycle and agenda during an emergency
- ✓ Act as Chief Advisor to the Mayor on policies and procedures as appropriate
- ✓ Ensure a master event log is made recording all important decisions and actions taken by the EM Team and EM Support Team
- ✓ Approve, in conjunction with the Mayor, major announcements and media releases prepared by PIO
- ✓ In cooperation with the Liaison Officer, call out additional EM Team or Support Team members including YRP regarding EOC security if required
- ✓ Assign alternate member to act as EOC Command in their absence or inability to respond
- ✓ See 7.8.3 Command Section for additional responsibilities

7.6 CEMC

- ✓ Member of the EM Team and EMPC
- ✓ Chair of the Emergency Management Program Committee (EMPC)
- ✓ Fulfill the Liaison position in the EOC
- ✓ Responsible for development and maintenance of the Emergency Plan and associated Annexes
- ✓ Maintain the EOC and Alternate EOC in a state of constant readiness
- ✓ Provide EM Training and Exercises, necessary plans, maps, supplies for the EM Team
- ✓ Liaise with CEMC's in other municipalities
- ✓ Identify potential hazards and risks in King Township; complete annual HIRA
- ✓ Identify critical infrastructure list and integrate a protection strategy
- ✓ Develop Emergency Management educational materials for King Township
- ✓ Inform residents on personal and family emergency preparedness
- ✓ Arrange for and conduct VIP / Visitor tours of EOC and site in consultation with PIO

- ✓ Consult with Coroner and Public Health on temporary morgue facilities as required
- ✓ Schedule and conduct a Debriefing, prepare an After Action Report (AAR)
- ✓ See 7.8.4 Liaison Officer for additional responsibilities

7.7 On Site Command Team

During an emergency, emergency service personnel will meet at the scene and work together to mitigate the situation. Each agency represented at the scene will work within their respective chain of command structure.

- ✓ Establish a Command Post (at each emergency site) ensuring senior ranking officials from each agency are represented
- ✓ Designate an Incident Commander (IC)
- ✓ Ensure a direct communications link is established between the On Site Command Team and the EOC (Operations Chief)

7.8 EM Team & Support Team

The first priority during an emergency or disaster is to ensure you and your family is safe. Having a family Emergency Plan will help to ensure you are prepared. As an emergency responder and EM Team or EM Support Team member, your personal comfort and well-being is essential during an emergency. Be sure to have a 72 hour Kit at home for family members and a GO-Bag ready so you have peace of mind and the items necessary for comfort while at the EOC. There are Comfort Kits available at the Primary EOC. Make emergency child / pet care arrangements ahead of time if possible. If required, the EOC Logistics – Personnel staff can assist with making emergency arrangements for family members or pets.

7.8.1 EM Team Checklist – All Positions

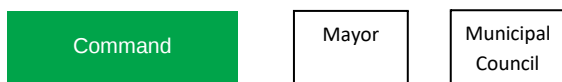
- ✓ 72 hour Kit ready
- ✓ GO-Bag ready
- ✓ Ensure CEMC has your current contact information
- ✓ Assign alternate EM Team or EM Support Team member in your absence or inability to respond
- ✓ Frequently review the Emergency Plan so you are familiar with roles and responsibilities and procedures
- ✓ Attend EM Training and Exercises
- ✓ Report to appropriate EOC location as directed
- ✓ If appropriate, initiate internal notification of your internal staff
- ✓ Bring your EP memory stick, ID Access Card, Laptop, cell phone and charger, GO-Bag
- ✓ If first to arrive at EOC, begin setting up as per instructions and assume role of Command until transfer to another EM Team member is appropriate
- ✓ Upon arrival, Sign In at designated location and assist with completing EOC set up if needed
- ✓ Check in with your Section Chief for briefing and specific responsibilities
- ✓ EM Support Team – External Agencies are to check in with Liaison Officer after signing in
- ✓ Set-up your workstation
- ✓ Review Response Goals, Major Event Log
- ✓ Maintain Position Log; document key activities and actions taken chronologically
- ✓ Take a wellness break during your duty cycle and seek support for assistance or counselling if needed

- ✓ Brief incoming personnel before a shift change
- ✓ Sign out when leaving workstation for any period of time
- ✓ Participate in the formal debriefing and be prepared to provide input in to the After Action Report

7.8.2 Command

Command is the act of directing, ordering, or controlling by virtue of statutory, regulatory or delegated authority. Command has the overall authority for supporting the emergency response. This support is typically strategic guidance, information, and communications support, resource management support, legal support and financial support. The emergency incident may require the EOC Command to designate a Command Staff which may include the following positions:

- ✓ Liaison Officer
- ✓ Public Information Officer
- ✓ Safety Officer
- ✓ Legal Officer



- ✓ Overall management responsibility for the activities of the EOC
- ✓ Provide leadership to EM Team
- ✓ Ensure organizational effectiveness
- ✓ Determine appropriate staffing level of EOC based on situation as known; assign Operations Chief
- ✓ Assess incident situation and sets priorities and objectives in consultation with EM Team for each operational period and ensures they are carried out
- ✓ Ensure EOC is properly set up and sign in/out procedures are initially established; Logistics – Personnel will continue to monitor the sign in/out
- ✓ Ensure welfare and safety of all responders in conjunction with Safety Officer
- ✓ Approve and authorizes implementation of the Incident Action Plan (IAP)
- ✓ Authorize release of emergency information to the public in conjunction with PIO
- ✓ Appoint an alternate EOC Command for shift change or periods of rest
- ✓ Authorize demobilization of EOC

7.8.3 Liaison



- ✓ Ensure required EM Support Team – External Agencies are represented in the EOC
- ✓ Invite required or requested EM Support Team – External Agencies to the EOC
- ✓ Serve as the primary contact for EM Support Team – External Agencies
- ✓ Liaise with REOC, PEOC, OFMEM Field Advisor, York Region Fire Chiefs, York Region CEMC

- ✓ Maintain regular contact with EM Support Team – External Agencies and brief as needed
- ✓ Advise EOC Command of current or potential issues related to External Agencies
- ✓ Provide Situation Reports to the PEOC
- ✓ Bring issues pertaining to logistical problems, communications and strategic and tactical direction to the attention of EOC Command

7.8.4 PIO

Public Information

Public
Inquiry

Social
Media

- ✓ Establish and maintain positive relationship with media contacts
- ✓ Serve as coordination point for all public information, media relations and internal information sources for the EOC
- ✓ Review and refer to King Township's Emergency Information Plan (Annex J)
- ✓ Liaise and coordinate with other members of Public Information team (Social Media, Public Inquiry)
- ✓ Liaise with other PIO / EIO at the site, other EOC's and external agencies
- ✓ Establishes additional team of staff to oversee media updates if more
- ✓ Collect and validate information from all applicable resources; prioritize information needs
- ✓ Coordinate information for media release
- ✓ Develop media briefing schedule
- ✓ Coordinate media interviews; organize press conferences
- ✓ Issue timely authoritative instructions for life safety, health and assistance to the public in coordination with other EOC Sections and as approved by EOC Command
- ✓ Ensure public communications are provided in accessible formats, as required
- ✓ Prepare Community Spokesperson (Mayor) for media interviews; act as spokesperson when required
- ✓ Develop and release approved emergency information to the public, King Township employees in a timely, accurate manner
- ✓ Monitor news coverage; correct any erroneous information
- ✓ Keep EOC Command advised of all unusual requests for information and any major critical or unfavourable media comments
- ✓ Ensure public information hotline or Service King is established; provide Public Inquiry Coordinator with timely, accurate and approved messaging statement sheets
- ✓ Determine the need for an Emergency Information Centre; obtain approval and establish as required
- ✓ Arrange for and conduct VIP / Visitor tours of EOC in consultation with the CEMC / Liaison Officer

Public Inquiry Coordinator

- ✓ Collect situational information, resident questions and requests from emergency hotline or Service King employees; share data with EM Team
- ✓ Provide current, timely and approved emergency information in response to public inquiries
- ✓ Liaise and coordinate with PIO and Social Media coordinator; assist as required

Social Media Coordinator

- ✓ Monitor and update township website, social media sites; provide current, accurate, timely information in response to public inquiries online
- ✓ Implement social media response to the emergency event; develop proactive messages, relevant hashtags on all social media platforms; develop strategy to correct misinformation
- ✓ Liaise and coordinate with PIO and Public Inquiry coordinator; assist as required

7.8.5 Safety

Safety

- ✓ Observe EM Team and Support Team members for signs of fatigue and stress; recommend wellness breaks
- ✓ Assist and coordinate, as required, in the provision of Employee Assistance and Critical Incident Stress Counselling programs
- ✓ Monitor safety conditions and develop safety measures and practices to ensure health and safety of all responders at EOC and emergency site
- ✓ Maintain link and liaise with site Incident Safety Officer (ISO)
- ✓ Advise EM Team on potential risks to site responders and recommend safety modifications to Operations Section Chief if necessary
- ✓ Recommend safety modifications to EOC facility
- ✓ Establish and monitor security measures to allow for only authorized access to the EOC
- ✓ Ensure all responders have received appropriate, hazard specific training
- ✓ Ensure adequate levels of PPE are available and utilized at emergency site; coordinate with ISO
- ✓ Ensure high level of sanitation and safety in food preparation in EOC and Reception Centres; liaise with Emergency Social Services (ESS)
- ✓ Confirm all appropriate forms are filled out by all responders; including but not limited to WSIB forms, VFIS, Exposure Reports
- ✓ Investigate any accident, ensure proper documentation; coordinate with MOL, WSIB
- ✓ Perform facility safety audits for return to work during the recovery stage of an emergency; ensure appropriate health and safety control measures are in place including PPE, signage, communications, cleaning / disinfecting procedures, health screening and physical distancing procedures as required

7.8.6 Legal

Legal

- ✓ Provide solution oriented legal counsel and advice to the EM Team with respect to interpretation of legislation governing the control of response and to the actions of King Township during and following an emergency as requested
- ✓ Evaluate situations and advise EM Team of any conditions and actions that may result in liability
- ✓ Assist with gathering and organizing evidence that may assist in legal defence if required

7.8.7 Operations

The Operations Section is responsible for overall emergency site support. This includes gathering current situation information and sharing it with the EM Team. The Operations Section also coordinates any resource requests from the site, and coordinates multi-agency or multi-department support to the site. Operations structure is based on organizational needs and operational requirements of the incident. The Operations Section Chief will be designated at the time of the emergency in the EOC by the EOC Command,

The Operations Section may be comprised of all or some the following positions as required:



The Operations Section communicates directly with emergency site(s), field personnel, activated Departmental EOCs and Command Centres. The Operations Chief will also direct deployment of all EOC issued resources to the Incident Commander(s) at the site.

- ✓ Establish and maintain communication link between IC at site and EOC
- ✓ Gather incident status information from site; relay to EM Team
- ✓ Coordinate resource requests from site; liaise with Logistics Section on resources
- ✓ Coordinate all jurisdictional operations in support of the emergency response
- ✓ Ensure all relevant Operations Team members are present
- ✓ Liaise with Liaison Officer regarding need for EM Support Team – External Agency representatives
- ✓ Manage and acquire mutual aid resources
- ✓ Manage and coordinate response measures outside the scope of the site Incident Commander (IC)
- ✓ Liaise with Operations Section in other EOC's
- ✓ Implement and coordinate Business Continuity and recovery measures
- ✓ Establish and demobilize Staging Areas if required
- ✓ Assist EOC Command with establishing Operational Period and briefing schedule
- ✓ Provide Planning Section with relevant information for Major Event Log
- ✓ Operations Section Chief may be required to assume the role of EOC Command in unforeseen circumstances
- ✓ Additional personnel may be requested for Administrative Support (recording information, taking calls, responding to emails, scanning, printing)

Fire

- ✓ Provide EM Team with information, recommendations and clarity on fire suppression, search and rescue operations, hazardous material releases, decontamination procedures, evacuation procedures
- ✓ Establish communication link with Senior Fire Official at emergency site
- ✓ Support site Fire Service operations
- ✓ Communicate with Liaison Officer with respect to relocating resources for fire/medical coverage for all areas of King Township; Liaison Officer to contact York Region CEMC if further support is required
- ✓ Determine if additional or special equipment is needed and recommend possible sources of supply
- ✓ Liaise with Public Works concerning emergency water supply for fire suppression
- ✓ Liaise with CBO as required to investigate safety of structures and eliminate potential hazards
- ✓ Coordinate with OPP / YRP for alerting persons endangered and evacuations and shelter-in-place orders

Police

- ✓ Provide EM Team with information and advice on the provision of law and order and evacuation procedures
- ✓ Establish communication link with Senior Police Official at emergency site
- ✓ Provide for security in the EOC, Reception Centres, temporary morgues and other facilities as required
- ✓ Secure emergency site to protect evidence for subsequent investigation by other agencies
- ✓ Establish inner perimeter within the emergency area; establish outer perimeter to facilitate movement of emergency vehicles and restrict access to all but essential emergency personnel
- ✓ Request YRP to provide helicopter for aerial surveillance
- ✓ Initiate and provide traffic control to facilitate the movement of emergency vehicles
- ✓ Alert persons endangered and coordinate evacuation and shelter-in-place procedures in consultation with Fire Services
- ✓ Notify Coroner of fatalities and assist with coordinating notifying next of kin
- ✓ Ensure an on-site Media Spokesperson is assigned as required

EMS

- ✓ Provide EM Team with updates on estimated number of injured, casualties and safety concerns
- ✓ Establish communication link with Senior Paramedic Official at emergency site
- ✓ Ensure adequate paramedic services at the emergency site
- ✓ Obtain EMS assistance from other municipalities for support if required
- ✓ Advise EM Team and Logistics Section if other means of transportation is required for mass casualty or large scale response
- ✓ Liaise with York Region Paramedic Services Operation Centre to ensure a balanced coverage is available throughout King Township and York Region
- ✓ Liaise with the Medical Officer of Health or York Region Public Health as required
- ✓ Liaise with receiving Hospitals; obtain emergency capacity and report number of incoming patients

Public Health

- ✓ Provide EM Team with recommendations, information, instruction and clarity on matters which may adversely affect public health
- ✓ Activate the York Region Health Unit Emergency Plan if an emergency has been declared
- ✓ Coordinate the response to outbreaks, epidemics or pandemic according to Ministry of Health policies
- ✓ Establish communication link with Senior Health Official at emergency site
- ✓ Provide PIO with information, instructions for public health risk reduction
- ✓ Consult with Coroner and CEMC on temporary morgue facilities as required
- ✓ Ensure coordination of vaccine storage, handling and distribution across York Region
- ✓ Initiate mass vaccination campaigns during infectious disease outbreak or pandemic
- ✓ Assist with decontamination of responders and public if required
- ✓ Prepare public information on property rehabilitation such as well-water disinfection
- ✓ Liaise with private agencies as required for augmenting and coordinating public health resources
- ✓ Coordinate with Emergency Social Services (ESS) on preventing human health risks in Reception Centres including areas of safe food preparation, infection control practices, water quality and sanitation and accommodation standards for emergency lodging
- ✓ Provide counselling services for mental health disorders, emotional trauma and shock during and following an emergency as required (general public, evacuees, hospital patients; Public Health nurses provide initial consultation and refer clients for further counselling)

ESS

- ✓ Follow Memo of Understanding (MOU) for providing emergency social services to the residents of King Township
- ✓ Ensure well-being of residents who have been displaced from their homes by arranging Reception Centres, clothing, food services, registration / inquiry and personal services and family reunification services
- ✓ Establish and operate temporary and or long term Reception Centre(s) and ensure they are adequately staffed and maintained
- ✓ Notify representative of the Reception Centre when their facility is required
- ✓ Arrange for assistance from other organizations and agencies at the Reception Centre(s)
- ✓ Liaise with Public Health with respect to mutual concerns regarding operations in Reception Centre(s) that include food safety, water quality, infection control practices and accommodation standards
- ✓ Communicate with Operations Section Chief on the number of displaced residents; update continually

Public Works

- ✓ Provide EM Team with information and advice on engineering and public works matters
- ✓ Advise EM Team regarding the efficient and effective use of transportation, infrastructure, road maintenance, road clearing, road construction
- ✓ Establish ongoing communication with Senior Public Works official at emergency site
- ✓ Liaise with Public works representative from neighbouring communities to ensure coordinated response
- ✓ Monitor roads to ensure any interruptions in service are addressed
- ✓ Prioritize roads to be restored
- ✓ Assist Planning with road detours and traffic management
- ✓ Develop a plan for removal of debris; review Debris Management Plan in Annex L
- ✓ Ensure construction, maintenance and repair of municipal roads and bridges
- ✓ Discontinue any public works service to any property as required; restore these services when appropriate
- ✓ Liaise with Utilities to disconnect any services representing a hazard and or arrange for the provision of alternate services
- ✓ Procure staff, equipment and materials to assist with the emergency as required
- ✓ Maintain procedures for response to spills of hazardous and environmentally damaging materials including containment, neutralizing and clean-up, upon advice from the Fire Department as to the material involved and upon advice of the environmental clean-up company
- ✓ Ensure maintenance and repair of sanitary sewage / water systems
- ✓ Ensure maintenance and repair of storm sewers and drainage systems
- ✓ Provide equipment for emergency pumping operations
- ✓ Liaise with Fire concerning emergency water supplies for firefighting purposes
- ✓ Provide emergency potable water, supplies and sanitation facilities as required by the MOH
- ✓ Liaise with Conservation Authority regarding flood control, conservation and environmental matters and be prepared to take preventative action
- ✓ Arrange for provision of forestry crews as required

Building

- ✓ Provide EM Team with information and advice on building safety
- ✓ Conduct joint assessments and inspections regarding structural integrity of municipally owned and private buildings
- ✓ Determine the need for any special equipment or resources
- ✓ Liaise with Building Department representatives from neighbouring communities to ensure coordinated response
- ✓ Ensure sufficient staffing, equipment and materials to examine and certify a building's structural integrity, order demolition, repairs or other work as required
- ✓ Arrange with Police for building evacuation where appropriate

Utilities

- ✓ Provide EM Team with information on outages, number and location of customers without services
- ✓ Monitor status of outages
- ✓ Maintain / restore electrical distribution service if possible
- ✓ Liaise with Public works representative from neighbouring communities to ensure coordinated response
- ✓ Provide assistance with accessing generators for essential services, or other temporary power measures
- ✓ Restore services following the termination of the emergency
- ✓ Provide additional resources (equipment, staff and expertise) as required and available

7.8.8 Planning

The Planning Section is responsible for collecting, processing, evaluating and displaying information within the EOC and maintaining all EOC documentation. The Planning Section is also responsible for anticipating long range planning needs including the demobilization and recovery phase. The Planning Section may be comprised of all or some the following positions as required:



- ✓ Compile, evaluate and disseminate information in coordination with other functions
- ✓ Collects, processes, evaluates and displays situational information
- ✓ Maintain all EOC Documentation
- ✓ Maintain current Major Event Log and display; ensure all decisions made, actions taken by the EM Team are recorded
- ✓ Develop Incident Action Plan (IAP) and display
- ✓ Implement and coordinate Business Continuity and recovery measures
- ✓ Facilitate transition to recovery phase
- ✓ Anticipate / plan for future needs; make recommendations for action
- ✓ Plan for demobilization of personnel and resources
- ✓ Display and maintain current situation map (GIS)
- ✓ Post EM Team objectives and priorities prominently in the EOC
- ✓ Arrange for printed materials as required
- ✓ Assist EOC Command with briefings, meetings, interviews
- ✓ Monitors and reports on current and projected weather conditions
- ✓ Collaborate with Logistics Section on designating Pick Up and Drop Off locations for Evacuees, Volunteers, supplies
- ✓ Recommend utility restoration and structural repair and traffic management plans in priority, based on impact and short and long term recovery efforts
- ✓ Planning Section Chief may be required to assume the role of EOC Command in unforeseen circumstances
- ✓ Additional personnel may be requested for Administrative Support (recording information, taking calls, responding to emails, scanning, printing)

7.8.9 Logistics

The Logistics Section provides and acquires resources requested to support the emergency including personnel, facilities, equipment and supplies. This section is also responsible for ensuring the EOC is operational including arranging access to technological and telecommunications resources as well as providing other support services such as arranging for food, lodging and transportation. The Logistics Section may be comprised of all or some the following positions as required:



- ✓ Acquire, maintain and account for requested resources including personnel, facilities, equipment and supplies
- ✓ Arrange access to technological and telecommunications resources and support
- ✓ Acquire and arrange resources for transportation of personnel, evacuees and goods
- ✓ Liaise with York Region Transit and or Metrolinx for acquisition of various modes of transport
- ✓ Coordinate with private transportation companies to access vehicles
- ✓ Provide support services such as arranging food and lodging for EM Team and EM Support Team and other responding personnel
- ✓ Assist responders with making emergency arrangements for family members or pets
- ✓ Arrange ground support such as towing, fueling, maintenance or repairs
- ✓ Designate Pick Up and Drop Off locations for Evacuees, Volunteers, supplies in collaboration with EM Team – Planning Section
- ✓ Support set-up of Reception Centres if necessary
- ✓ Coordinate offers of and appeals for volunteers; ensure Volunteer Registration Forms are completed and retained
- ✓ Organize situation specific training for volunteers where practical
- ✓ Review Volunteer Management Plan, Annex L
- ✓ Maintain vendor inventory for facilities and equipment available for use
- ✓ Liaise with Finance Section to contract for and purchase resources
- ✓ Obtain assistance from York Region Amateur Radio Club if required
- ✓ IT – troubleshoot hardware and software issues in EOC; repair or replace malfunctioning equipment
- ✓ Provide Planning Section with relevant information for Major Event Log
- ✓ Implement and coordinate Business Continuity and recovery measures
- ✓ Logistics Section Chief may be required to assume the role of EOC Command in unforeseen circumstances
- ✓ Additional personnel may be requested for Administrative Support (recording information, taking calls, responding to emails, scanning, printing)

7.8.10 Finance

The Finance and Administration Section is responsible for financial and administrative activities. The Finance and Administration Section may be comprised of all or some the following positions as required:

Finance

Purchasing

Cost

- ✓ Cost accounting, compensation
- ✓ Monitor expenditures process and response and recovery costs
- ✓ Coordinate claims and compensation
- ✓ Prepare service agreements and / or contracts
- ✓ Oversees purchasing process
- ✓ Track personnel time
- ✓ Provide financial summary on labour, materials and services
- ✓ Prepare forecasts on costs to complete operations / recovery
- ✓ Provide cost benefit analysis, as requested
- ✓ Provide information and advice on financial matters relative to the emergency
- ✓ Provide advice to EM Team with respect to Donations Management
- ✓ Review Donations Management Plan, Annex L
- ✓ Provide Planning Section with relevant information for Major Event Log
- ✓ Implement and coordinate Business Continuity and recovery measures
- ✓ Consider Disaster Recovery Assistance for Ontarians (DRAO) and Municipal Disaster Recovery Assistance, Annex L
- ✓ Ensure prompt payment of invoices
- ✓ Finance Section Chief may be required to assume the role of EOC Command in unforeseen circumstances
- ✓ Additional personnel may be requested for Administrative Support (recording information, taking calls, responding to emails, scanning, printing)

7.9 EM Support Team – External Agencies

The EM Support Team also includes representatives from external agencies that may participate as advisors in the EOC to provide expertise in specialized areas as required.

7.9.1 Enbridge

Enbridge can support our EOC via their Emergency Management Programs that anticipate, prevent, manage and mitigate conditions during an emergency that could adversely affect the safety of workers or the public, the environment or property.

See Operations Section, page 57 for more detailed responsibilities during an emergency

See Annex B for Enbridge contact information.

7.9.2 Hydro One

Hydro One Emergency Response personnel are trained to respond to all forms of emergency situations that may affect Hydro One assets and electricity services to our customers.

See Operations Section, page 57 for more detailed responsibilities during an emergency

See Annex B for Hydro One contact information.

7.9.3 York Region Transit

York Region Transit provide a coordinated response that will ensure personnel and supplies are efficiently transported, victims of an emergency are safely evacuated and returned to their homes in a timely manner, and transportation corridor access is managed and maintained.

- ✓ Coordinate the acquisition, distribution and scheduling of various modes of transportation (public transit, school buses, trucks) for the purpose of transporting persons and or supplies as required by EM Team – Logistics Section
- ✓ Ensure accurate record is maintained of drivers and operators involved in assisting during emergency

See Annex B for York Region Transit contact information.

7.9.4 Metrolinx

Metrolinx has aggregated more than 60 Emergency Response Plans (one for each major asset) into a single coordinated plan. That Plan features numerous protocols for different asset types and emergency events, some of which address extreme weather.

- ✓ Coordinate the acquisition, distribution and scheduling of various modes of transportation (public transit, school buses, trucks) for the purpose of transporting persons and or supplies as required by EM Team – Logistics Section
- ✓ Ensure accurate record is maintained of drivers and operators involved in assisting during emergency

See Annex B for Metrolinx contact information.

7.9.5 York Region Public Health

York Region Public Health operates under the direction of the Medical Officer of Health. During an emergency, York Region Public Health, within the Community and Health Services Department (CHS), prevents, mitigates, and reduces adverse health outcomes to promote community-wide resiliency and to protect the health of the Region's residents.

The primary responsibilities of the MOH and the YRPH will be to:

- ✓ Immediately notify CEMC or Mayor of any impending or occurring public health emergency
- ✓ Activate the public health response plan as required

See Operations Section, page 55 for more detailed responsibilities during an emergency

See Annex B for York Region Public Health contact information.

7.9.6 Red Cross

Red Cross works in collaboration with local authorities and other agencies to address the immediate needs of those affected. Emergency Social Services are delivered by volunteers and staff, all trained to national standards. Red Cross teams are on call 24 hours a day. King Township currently houses two mobile trailers and one shipping container with emergency supplies.

- ✓ Activate Red Cross Disaster Response Plan
- ✓ Provide registration and inquiry services at Reception Centres
- ✓ Procurement of supplies for Reception Centres / Evacuation Shelter such as beds, bedding, toiletries
- ✓ Assist with fundraising and Donations Management during recovery
- ✓ Can activate a mobile Registration and Inquiry to travel to designated locations
- ✓ Coordinate needs assessment on affected residents; coordinate referrals for assistance

See Annex B for Red Cross contact information.

7.9.7 Salvation Army

Salvation Army plays a critical role in all aspects of the emergency management continuum: mitigation/prevention, preparedness, response and recovery.

- ✓ Assist in feeding Evacuees under direction of York Region Community and Health Services and / or Red Cross
- ✓ Provide clothing for Evacuees and bedding and for Reception Centres / Evacuation Shelter
- ✓ Provide mobile canteen mass feeding at the incident site

See Annex B for Salvation Army contact information.

7.9.8 Samaritan's Purse

Samaritan's Purse responds to humanitarian crises with physical aid and a message of spiritual hope. In Canada, our Disaster Relief Units, several tractor trailers outfitted with generators, pumps, hand tools, and safety gear, equip staff and volunteers to share God's love in a tangible way with Canadians in need.

- ✓ Assist with Donations Management during recovery
- ✓ Assist with tracking mass building inspections, damage assessments, and building orders

See Annex B for Samaritan's Purse contact information.

7.9.9 St John's Ambulance

St John's Ambulance volunteers are there with advanced first aid and life-saving skills, experience and leadership. Overseen by St. John Ambulance leaders volunteers trained in first aid and CPR are grouped into teams and taught how to prepare for and respond to disasters.

- ✓ Provide first aid services at Reception Centres / Evacuation Shelter under direction of York Region Community and Health Services
- ✓ Provide basic first aid at the emergency scene at the request of York Region Paramedic Services
- ✓ Provide sufficient volunteers to support the emergency response for an extended duration of time

See Annex B for St John's Ambulance contact information.

7.9.10 OSPCA

OSPCA plays a supportive role to provide care and resources related to animal care.

- ✓ Arrange for Animal Shelter locations; provide staff to coordinate shelter activities and care of pets evacuated and left behind
- ✓ Registration and inquiry services at Animal Sheltering locations
- ✓ Coordinate storage and distribution of supplies to Animal Shelters

See Annex B for OSPCA contact information.

7.9.11 Environment Canada

Environment Canada programs focus on minimizing threats to Canadians and their environment from pollution; equipping Canadians to make informed decisions on weather, water and climate conditions; and conserving and restoring Canada's natural environment.

See Annex B for Environment Canada contact information.

7.9.12 York Region District School Board and York Catholic School Board

The York Region District School Board and the York Catholic District School Board are responsible for:

- ✓ Provide school facilities (as appropriate and available) for use as a Reception Center and a staffing to coordinate the maintenance, use, and operation of the facility being utilized as Reception Centre / Evacuation Shelter
- ✓ Liaise with the EM Team to inform them of protective actions that have been taken to ensure the safety and well-being of their students (i.e., implementing school shelter in place procedure or evacuation procedure).
- ✓ Act as Liaison between the Board of Education and the EM Team to keep them informed

See Annex B for York Region District School Board and York Catholic School Board contact information.

7.9.13 Amateur Radio Emergency Services (ARES)

Amateur Radio Emergency Services train and prepare to provide emergency communications services in times of need, coordinating their efforts with government emergency managers across York Region.

- ✓ Alert and mobilize volunteer emergency communications personnel and equipment
- ✓ Establish and maintain fixed, local and portable emergency communications facilities for local coverage
- ✓ Liaise with CEMC regarding operational assistance and emergency communication planning

See Annex B for York Region ARES contact information.

7.9.14 Access York

Access York provides access to Regional services through the Regional website. Access York can provide computers, Wi-Fi and social media services.

- ✓ Attend Reception Centre to assist evacuees, if required

See Annex B for Access York contact information.

7.9.15 LSRCA

The Lake Simcoe Regional Conservation Authority (LSRCA) operates a flood forecasting and warning system and monitors watershed conditions on a daily basis. The role of the Authority during a flood event is not emergency response or clean-up.

- ✓ Alert EM Team through CEMC of potential for flooding
- ✓ Monitors flood areas and weather conditions and issues alerts
- ✓ Provides flood plain maps to EM Team
- ✓ Assist with testing of water quality

See Annex B for LSRCA contact information.

7.9.16 TRCA

Toronto and Region Conservation Authority (TRCA) is created to safeguard and enhance the health and well-being of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides.

- ✓ Alert EM Team through CEMC of potential for flooding
- ✓ Monitors flood areas and weather conditions and issues alerts
- ✓ Provides flood plain maps to EM Team

See Annex B for TRCA contact information.

7.9.17 OFM Field Officer

- ✓ Monitor emergency situation; attend EOC to support King EM Team if requested and available
- ✓ Advise CEMC of services and resources available from the Province

See Annex B for OFM Field Officer contact information. Access to OFM shall be through the CEMC.

7.9.18 DND Liaison

A Canadian Armed Forces Regional Liaison Officer will provide a link between King Township and CAF.

7.9.19 Transport Canada

Reserved

7.9.20 Southlake Hospital

- ✓ Provide advanced medical care to casualties
- ✓ Activate Hospital Emergency Plan
- ✓ Liaise with York Region Paramedic Service to determine number of casualties, injury types and treatment provided at emergency scene

See Annex B for Southlake Hospital contact information.

7.9.21 Mackenzie Health Hospital

- ✓ Provide advanced medical care to casualties
- ✓ Activate Hospital Emergency Plan
- ✓ Liaise with York Region Paramedic Service to determine number of casualties, injury types and treatment provided at emergency scene

See Annex B for Mackenzie Health Hospital contact information.

7.9.22 Cortellucci Vaughan Hospital

- ✓ Provide advanced medical care to casualties
- ✓ Activate Hospital Emergency Plan
- ✓ Liaise with York Region Paramedic Service to determine number of casualties, injury types and treatment provided at emergency scene

See Annex B for Cortellucci Vaughan Hospital contact information.

7.9.23 Regional Coroner

- ✓ Oversee and direct the handling and investigation of fatalities
- ✓ Coordinate the collection of evidence regarding fatalities
- ✓ Determine need for inquest
- ✓ Coordinate with Police to notify next of kin
- ✓ Provide information to and coordinate with CEMC to establish temporary morgue

See Annex B for Regional Coroner contact information.

7.9.24 MOE Conservation and Parks – Spills Action Centre

- ✓ After notification of hazardous materials incidents, assess and advise and approve containment, cleanup and disposal
- ✓ Provide computer modelling for worst case scenario impact zone
- ✓ Monitor and test air, water and soil quality

See Annex B for MOE Conservation and Parks contact information.

7.9.25 CANUTEC

CANUTEC is the **Canadian Transport Emergency Centre** operated by the Transportation of Dangerous Goods (TDG) Directorate of Transport Canada. The Directorate's overall mandate is to promote public safety in the transportation of dangerous goods by all modes.

CANUTEC has a free, 24-hour emergency telephone number.

See Annex B for CANUTEC's contact information.

7.9.26 York Region CEMC

- ✓ Act as Liaison between York Region EOC (REOC) and King EOC through Liaison Officer (CEMC)
- ✓ Notify York Region Community Health Services to deploy on King EM Team request
- ✓ Arrange for support from York Region

See Annex B for York Region CEMC contact information.

7.9.27 York Region Emergency Management Team

- ✓ Attend King EOC and fill EM Team position if required
- ✓ Conduct regular meetings with York Region CEMC's or Liaison Officers

See Annex B for York Region Emergency Management Team contact information.

7.9.28 Insurance Bureau of Canada

- ✓ May deploy the Community Assistance Mobile Pavilion (CAMP) to the scene and Reception Centre / Evacuation Shelter on request
- ✓ Provide quick access to insurance related information

See Annex B for Insurance Bureau of Canada contact information.

7.9.29 Victim Services of York Region

- ✓ Provide psychological and emotional support for those affected by the emergency at Reception Centre(s) / Evacuation Shelter and other applicable locations
- ✓ Assist where required as arranged with the EM Team – Safety Officer

7.9.30 York Region CISM

York Region Critical Incident Stress Management Team (CISM) provides training and assistance for first responders who encounter traumatic event.

See Annex B for York Region CISM contact information.

7.9.31 King Chamber of Commerce

The King Chamber of Commerce is a politically independent, membership-based, volunteer-driven, not-for-profit organization. Their mission is to lead and serve the King business community.

See Annex B for the King Chamber of Commerce contact information.

8 RECOVERY

The last phase of an emergency is the Recovery Phase. This can be complex and involve many partners and stakeholders. Recovery focusses on activities that will enable both the Township and community to return to normal daily operations as soon as possible following an emergency. Recovery involves the clean-up, repair and financial assistance needed to return an area back to pre-emergency conditions or better and more resilient. The focus of emergency operation shifts from managing the emergency itself to managing the impact or aftermath of the emergency. Recovery will focus initially on the immediate and short-term needs of the disaster victims and the rapid and orderly restoration of critical infrastructure and essential public services. Later in the recovery process, efforts will focus on the long-term needs of the disaster victims and the restoration of all infrastructure, public facilities and services.

8.1 Recovery Planning

Recovery includes a wide range of activities including restoration of social and economic activities, infrastructure repair, clean-up, debris removal. Recovery can take weeks, months or years to complete, so it is important to begin recovery activities as soon as possible. It is possible to undertake emergency response and recovery measures simultaneously, as it can be difficult to precisely define where one phase begins and where the other ends. The more resilient King Township residents are, the quicker the recovery.

The EM Team is tasked to work with the appropriate internal and external agencies to take actions to meet recovery objectives to address those affected in the community. Recovery services include, but are not limited to the following:

- a. Damage Assessments
- b. Repair of structures, equipment, vehicles
- c. Security / Policing
- d. Health Services
- e. Animal Services
- f. Building Inspections
- g. Utility Restoration
- h. Debris Management
- i. Donations Management
- j. Volunteer Management

8.2 Business Continuity Plans

The Township must focus on both the emergency as well as continuity of operations and may take appropriate actions that enable it to protect, sustain and potentially expand the continued delivery of its critical services.

**“Business continuity is about understanding the risks your business could face
and developing strategies and plans to ensure continued operation during and after a disruption”**

- Calgary Emergency Management

Each King Township Department and Division with a critical service or support function will contribute as appropriate to each Business Continuity Plan (BCP). Each BCP will be reviewed and updated annually.

8.3 Debriefing and After-Action Report (AAR)

Debriefing following a significant incident is an important process for the Township to engage in. Following the debriefing sessions, an After-Action Report (AAR) is developed to capture and record the feedback gained from these debriefs.

A Debrief and AAR process is a critical part of the Emergency Management cycle. The purpose is to promote collective learning and build on capabilities for preparedness and response for operational improvement after an incident.

The goal is to highlight the successes, capitalize on best practices observed and identify any challenges encountered and capture lessons learned.

The review is not intended to assess individual performance but rather to recognize all the efforts of those involved and to offer all participants an opportunity to reflect and to share their experiences and turn them into actionable plans for improvement. An AAR should not be viewed as a critique, but instead an excellent learning opportunity that will help to improve coordination and communication and ultimately increase the effectiveness of Emergency Management operations.

The Emergency Plan (EP) specifies that all EM Team members and any other Township staff, or representatives of external agencies that were involved in the emergency response, shall participate in an After-Action Report. The CEMC is responsible for scheduling and conducting the Debrief, and preparing an AAR post emergency.

8.4 Employee Assistance Program, Critical Incident Stress Counselling

The Manager of Human Resources (EM Team – Safety Officer) will assist and coordinate, as required, in the provision of Employee Assistance and Critical Incident Stress Counselling programs. Counselling and support (assessment and referral) will be arranged as required for EM Team and EM Support Team members, municipal staff, emergency volunteers and evacuees during and after an emergency, for mental health and wellness, emotional trauma and shock suffered as a result of the emergency.

8.5 Municipal Disaster Recovery Assistance Program

The Municipal Disaster Recovery Assistance program provides financial assistance to help Ontario municipalities recover from natural disasters.

It is a claims-based program that, when activated by the province, offers financial assistance to qualifying municipalities that have sustained significant extraordinary costs as a result of a natural disaster, such as a tornado or severe flooding.

The program offers assistance for extraordinary operating and capital costs arising from a natural disaster. Eligible operating costs are those incurred to protect public health, safety and access to essential services. Eligible capital costs are those to repair public infrastructure or property to pre-disaster condition. Costs that are covered by insurance or that would have been incurred if the disaster had not taken place (such as regular municipal salary costs) are ineligible under the program.

8.6 Disaster Recovery Assistance for Ontarians

Disaster Recovery Assistance for Ontarians (DRAO) is a program that can assist with recovering costs after a natural disaster. The Ontario Minister of Municipal Affairs and Housing may activate DRAO for damage to private property if there's a sudden, unexpected natural event, such as a flood or tornado that causes costly and widespread damage.

Homeowners and residential tenants, small business owners, farmers, and not-for-profit organizations can apply for assistance under the program if they are located in the defined geographical area for which the program has been activated following a natural disaster.

If eligible, you could be reimbursed for:

- clean up expenses
- costs to repair or replace essential property
- basic emergency expenses like evacuation travel costs

Disaster Recovery Assistance for Ontarians is activated for a specific period of time after a natural disaster.

9 TRAINING AND EXERCISES

Training and exercise is a critical component of emergency preparedness in that it introduces and familiarizes personnel with their role and responsibilities in the event of an emergency and ultimately promotes an enhanced level of personal confidence with in each member and the entire EM Team. To be in compliance with the *Emergency Management and Civil Protection Act* (EMCPA), and *Ontario Regulation 380/04*, Emergency Management Team members and their alternates will complete the annual training program and participate in a practice exercise for a simulated emergency incident.

Train for CONFIDENCE

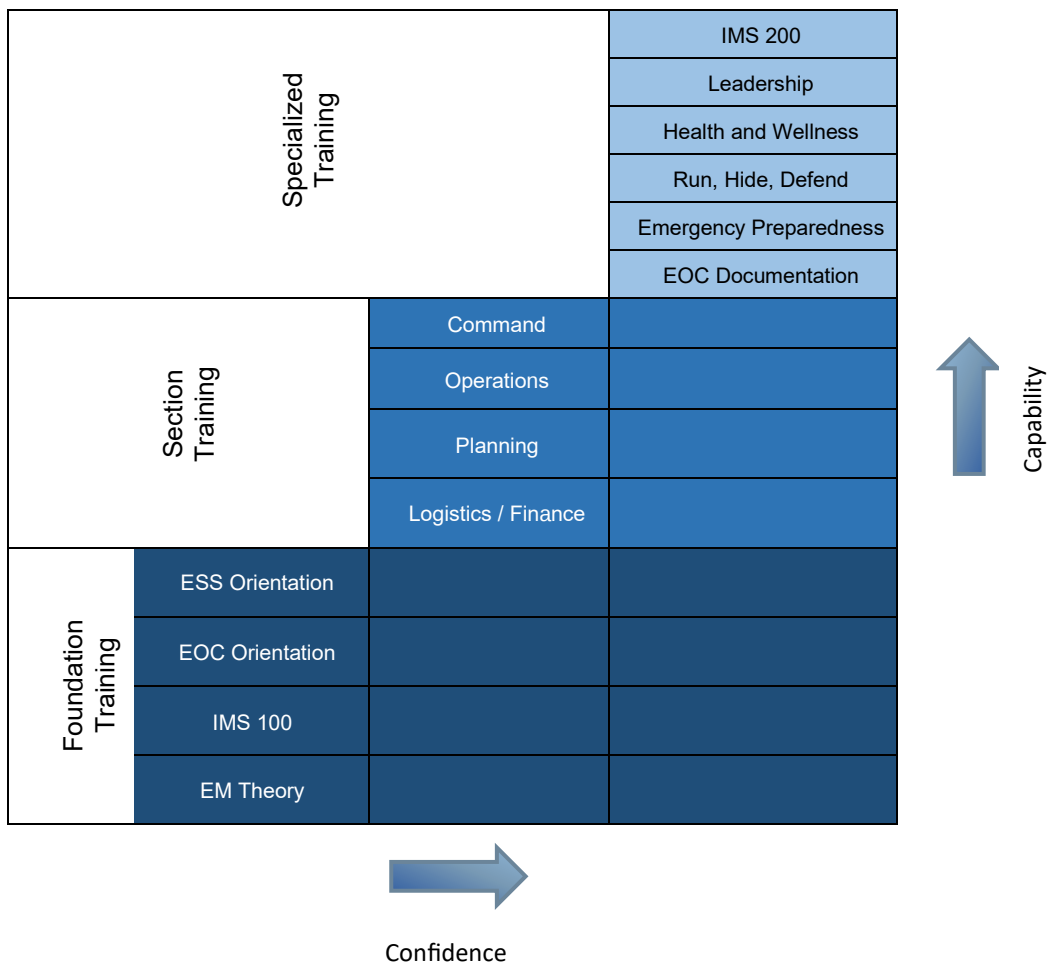
SUCCESS as a TEAM!

King Township EM Team Motto

9.1 Training

Emergency Management uses a building block approach for training. Courses, seminars and workshops begin with core knowledge and later build upon one another to become more specialized as an EM Team member progresses and advances through their respective training path. This framework promotes continuous improvement and ensures that all members can maintain the skills and knowledge required to act under the Emergency Plan.

EM Team members are required to demonstrate annually an adequate level of training and knowledge. The training continuum shown below is designed to deliver a range of in-house, online and off-site developmental opportunities and supports the requirements under the *Emergency Management and Civil Protection Act* (EMCPA), *Ontario Regulation 380/04* and the *Fire Marshal and Chief of Emergency Management Ontario Guidance Note 2018-01-01*. The EM Team will be trained on their roles and responsibilities, the Emergency Plan (EP), hazards and critical infrastructure in King Township, available resources, EOC Monitoring and Activation levels, Notification Procedures, EOC locations, technology and communication systems, Emergency Management regulatory requirements and lessons learned from previous actual and simulated response activities.

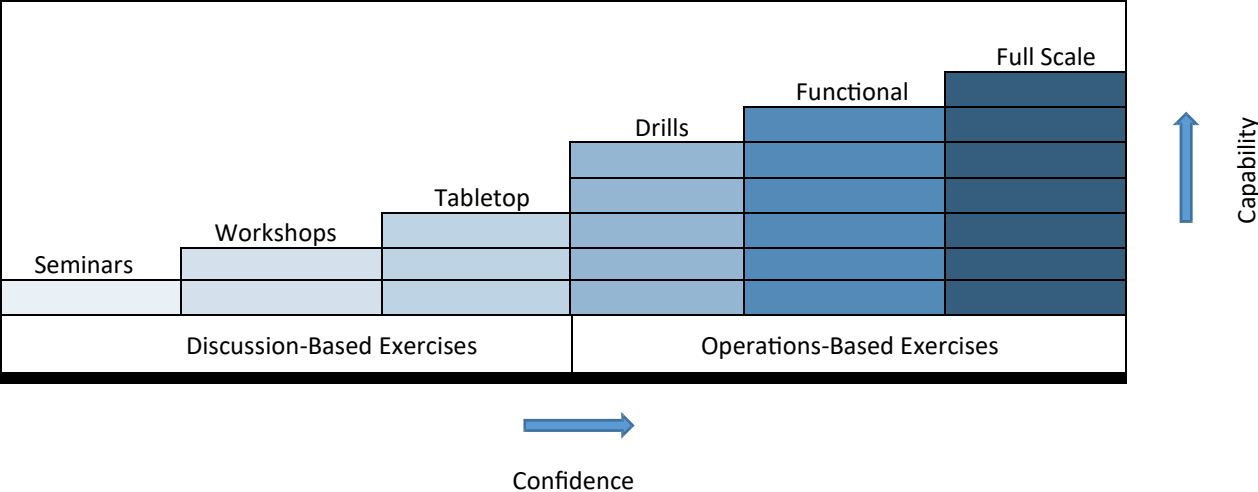


9.2 Exercises

Exercises are controlled activities used to practice, evaluate or test plans, procedures and resources. They provide the opportunity to assess the operational readiness of the participating organization and to validate plans and procedures. Exercises should be realistic in nature and designed to motivate team members to think or act as they would in a real emergency. They can range from small scale one to two hours through to large scale all day events and can be discussion based or operations based. Regardless of the scale or type, exercises are suitable to:

- Evaluate plans and processes;
- Explore issues
- Promote awareness
- Develop or assess competence
- Demonstrate capability
- Practice interoperability
- Validate training
- Identify gaps and challenges;
- Evaluate resources
- Promote confidence

Below is an illustration of the building block approach with respect to exercise types.



Pursuant to *Ontario Regulation 380/04*, the EM Team and EM Support Team shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality’s EP and procedures.

It is assumed that individual response agencies will conduct independent training. Where possible, it is preferred that such agencies are invited for further training in cooperation with the EM Team.

A Notification Exercise will be completely annually to test the Emergency Notification Procedures.

9.3 Evaluation

Evaluation is the cornerstone of training and exercises. Effective evaluation assesses performance against specified objectives and identifies and documents areas of strengths and areas of challenge therefore, providing opportunities for growth, improvement and efficiency. The EM Team members will participate in a brief evaluation process following all training and exercises.

10 ACRONYMS

AAR	After Action Report
AHJ	Authority Having Jurisdiction
ARES	Amateur Radio Emergency Services
BCP	Business Continuity Plan
CANUTEC	Canadian Transport Emergency Centre
CAO	Chief Administrative Officer
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CEMC	Community Emergency Management Coordinator
CI	Critical Infrastructure
COOP	Continuity of Operations Planning
DRAO	Disaster Recovery Assistance for Ontarians
EMA	Emergency Management Act
EMCPA	Emergency Management and Civil Protection Act
EMS	Emergency Medical Services
EM	Emergency Management
EMO	Emergency Management Ontario
EOC	Emergency Operations Centre
EP	Emergency Plan
ESS	Emergency Social Services
GIS	Geographic Information System
HAZMAT	Hazardous Material
HIRA	Hazard Identification Risk Assessment
HUSAR	Heavy Urban Search and Rescue
IAP	Incident Action Plan
IC	Incident Commander
IMS	Incident Management System

IT	Information Technology
KFES	King Fire & Emergency Services
LSRCA	Lake Simcoe Region Conservation Authority
MOE	Ministry of Environment
NGO	Non-Governmental Organization
OFMEM	Ontario Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
PIC	Public Inquiry Centre
PIO	Public Information Officer
REOC	Regional Emergency Operations Centre
SAC	Spills Action Centre
TRCA	Toronto Region Conservation Authority
YRCHS	York Region Community and Health Services
YRP	York Regional Police
YRPS	York Region Paramedic Services
YRT	York Region Transit

11 GLOSSARY

The following definitions are commonly used in Emergency Management:

A

Acceptable risk: the level of potential losses that a society or community considers acceptable, given existing social, economic, political, cultural, technical and environmental conditions

Activation: decisions and actions taken to implement a plan, a procedure or to open an Emergency Operations Centre

After-Action Report (AAR): a report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements

All-Hazards: describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimizes disruptions of government, social or economic activities.

Assessment: the evaluation and interpretation of available information to provide a basis for decision making.

Authority having jurisdiction (AHJ): the organization (political or private), office, or individual responsible for approving a plan, program, procedure or expenditure or having ownership of equipment, materials, or a facility.

B

Biological hazard: a virus, bacterium, micro-organism, fungus, prion, biological toxin or micro toxin produced by organisms capable of negatively affecting humans, animals or plants.

Business Continuity Planning: a management process that identifies risk, threats and vulnerabilities that could impact an entity's continued operations and provides a framework for building organizational resilience and the capability for an effective response.

C

Catastrophe: an emergency of particularly severe proportions.

CBRNE (chemical, biological, radiological, nuclear and explosive) incident: an incident that involves a chemical, biological, radiological, nuclear and/or explosive situation that may require a response by specialized teams and equipment.

Cold zone: an uncontaminated area where workers and equipment could be assembled without risk of exposure to hazardous conditions.

Command: the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Communications: advisories, directives, information and messages that are transmitted.

Community: a generic term that includes both municipalities and First Nations.

CEMC (Community Emergency Management Coordinator): a municipal employee who is the lead in delivering the municipality's emergency management program including Prevention; Mitigation; Preparedness; Response and Recovery.

Comprehensive Emergency Management: an all-encompassing risk-based approach to emergency management that includes prevention, mitigation, preparedness, response and recovery measures.

Consequence: the outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury or disadvantage.

Crisis management: from a business continuity planning perspective, this term refers to the overall coordination of an organization's response to a crisis in an effective, timely manner, with the goal of avoiding or minimizing damage to the organization's profitability, reputation, and ability to operate.

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

D

Damage assessment: an appraisal or determination of the effects of a disaster on people, property, the environment, the economy and/or services.

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

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

Disaster Recovery Assistance for Ontarians: helps individuals, small owner-operated businesses, farms and not-for-profit organizations cover emergency expenses and repair or replace essential property following a natural disaster.

Donations management: the management of donations (services, funds, material goods and volunteers) during an emergency by any level of government whose aim is to provide victims of disasters with as much support as possible by effective and efficient channeling of offers from the public and/or private sectors.



Economic Recovery: Refers to the processes and activities that are put in place following a disaster, to encourage the resumption of normal levels of economic activity within the disaster-affected community. The contributing agencies may include levels of government, industry-based organizations and private enterprise companies.

Emergency: 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.

Emergency area: a geographic area within which an emergency has occurred or is about to occur, and which has been identified, defined and designated to receive emergency response actions.

Emergency Control Group (ECG): a group composed of senior staff and employees of an organization, and others that may be involved in directing that organization's response to an emergency including, the implementation of its emergency response plans and procedures.

Emergency information (EI): information about an emergency that can be disseminated in anticipation of an emergency or during an emergency. It may provide situational information or directive actions to be taken by the public.

Emergency management (EM): organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies.

Emergency Management Program: A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, response and recovery activities.

Emergency Operations Centre (EOC): a designated and appropriately equipped facility where officials from an organization(s) assemble to manage the response to an emergency or disaster.

Emergency Plan (EP): a plan developed and maintained to direct an organization's external and/or internal response to an emergency.

Emergency response organization: a group (public, private or volunteer), trained in emergency response that may be called upon to respond to an emergency situation.

Emergency Social Services (ESS): The provision of services on a short-term basis required to preserve the emotional and physical well-being of evacuees and response workers affected by an emergency event (food, clothing, lodging, personal care, pet care and psychosocial care).

Evacuation: organized, phased and supervised dispersal of people from dangerous or potentially dangerous areas.

Exercise: a simulated emergency in which players carry out actions, functions, and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response, and recovery capabilities.

F G

H

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

HazMat (Hazardous Material): a substance (gas, liquid or solid) capable of causing harm to people, property and/or the environment, the economy and/or services, e.g., a toxic, flammable or explosive substance.

HUSAR (Heavy Urban Search and Rescue) Team: a multi-service, multi-skilled, and multifunctional task force that is trained and prepared to locate, treat and remove persons trapped in collapsed structures.

Hot zone: the area where contamination may occur; the primary activities performed in this area are hazard assessment, control of the release or hazard and rescue. Personnel working in the hot zone wear high-level personal protective equipment required for that site.

Human-caused hazard: a hazard which results from direct human action, either intentional or unintentional (e.g. terrorism, civil disorder).

I

Impact: the negative effect of a hazardous incident on people, property, the environment, the economy and/or services.

Incident: an occurrence or event that requires an emergency response to people, property, the environment, the economy and/or services.

Incident Action Plan (IAP): within IMS, an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command/Incident Commander (IC): the entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority for conducting incident operations and is responsible for the management of all incident operations.

Incident Management System (IMS): a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain

management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

Intelligence: knowledge, information or data that may increase situational awareness of an event or an impending event

Interoperability: the ability of organizations and systems to exchange information, communicate effectively and work well together. This applies to technological and functional interoperability.

J

Jurisdiction: the extent of the power to make legal decisions and judgments.

K

L

Liaison Officer: A member of the Emergency Management Team (**EM Team**) responsible for coordinating with representatives from external organizations.

Lower tier municipality: a lower tier municipality is the most basic unit of local government and includes townships, towns, and cities within a county or region, but excludes single tier municipalities.

M

Mitigation: actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill.

Municipality: a geographic area whose inhabitants are incorporated

Municipal Disaster Recovery Assistance: reimburses municipalities for extraordinary costs associated with emergency response and repairs to essential property and infrastructure following a natural disaster

Mutual aid agreement: an agreement developed between two or more emergency services to render aid to the parties of the agreement. These types of agreements can include private sector emergency services when appropriate.

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

N

Natural hazard: a naturally occurring event such as a forest fire, flood and/or severe weather that has the potential to harm people, property, the environment, the economy and/or services.

NGO (Non-Governmental Organization): an entity with a common interest or focus that is not created by a government, but may work cooperatively with governments.

O

Office of the Fire Marshal and Emergency Management (OFMEM): OFMEM is a branch within the Ministry of Community Safety and Correctional Services with overall provincial emergency management responsibility. OFMEM replaced Emergency Management Ontario in 2013 and is responsible for the coordination, promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario and for the coordination of these programs with the federal government.

P

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

Prevention: actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures or critical infrastructure management.

Private sector: a business or industry not owned or managed by any level of government.

Probability: the likelihood of an event occurring that may result in an emergency, disaster or service disruption.

Provincial Disaster Assessment Team (PDAT): a multi-ministry recovery response team that is dispatched to a community to assess damage following a disaster event and to recommend on a financial disaster assistance program for recovery.

Provincial Emergency Operations Centre (PEOC): a fully equipped facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests.

Provincial Emergency Response Team (PERT): a response team comprised of relevant provincial officials that is dispatched to provide advice and assistance to local authorities during an emergency or disaster.

Public sector: all government services at the municipal, provincial and federal levels.

Q

R

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

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

Recovery plan: an emergency plan that is developed and maintained to recover from an emergency or disaster.

Regional Emergency Operations Centre (REOC): The protected site(s) where representatives from Emergency Management Services coordinate, monitor, and direct emergency response activities during an emergency or disaster.

Resilience: the ability to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner.

Resources: these are personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational or support capacities.

Resource management: efficient incident management requires a system for identifying available resources at all levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the IMS includes mutual-aid / mutual assistance agreements, and resource mobilization protocols.

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

Risk: the product of the probability of the occurrence of a hazard and its consequences.

Risk assessment: a methodology to determine the nature and extent of risk by analyzing potential hazards and the evaluation of vulnerabilities and consequences.

S

Severity: the extent of disruption and/or damages associated with a hazard.

Shelter-in-Place:

Site: the geographical location of an incident.

Span of control: the number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. Typically the span of control is between 1:3 and 1:7.

Staging area: location established where resources can be placed while awaiting a tactical assignment.

T

Technological hazard: a hazard which results from the failure or misuse of technology, either intentional or unintentional such as a power outage, cyber-attack etc.

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

Threat: a person, thing or event that has the potential to cause harm or damage.

U

Unified Command: a unified team effort which allows all organizations with jurisdictional responsibility to manage an incident by establishing a common set of incident objectives, strategies and action plans without losing authority, responsibility or accountability

Unity of Command: each person reports to and receives direction from only one supervisor

Upper Tier Municipality: an upper tier municipality is a county or region. Upper-tier municipality" means a municipality of which two or more lower-tier municipalities form part for municipal purposes.

V

Vulnerability: the susceptibility of a community, system or asset to the damaging effects of a hazard; the conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

W

Warm Zone: an area adjacent to a hot zone where decontamination of personnel and equipment takes place.

X Y Z

ANNEXES

A. EM Team Contact List

B. EM Support Team Contact List

C. Hazard Identification Risk Assessment

D. Critical Infrastructure

E. Mutual Aid Agreements

- i. Memorandum of Understanding
- ii. Mutual Aid

F. EOC

- i. Locations
- ii. Floor Plan
- iii. Set Up Procedures
- iv. Documentation Templates

G. Declaration and Termination of Emergency

- i. Declaration of Emergency Checklist
- ii. Declaration of Emergency Form
- iii. Termination of Emergency Form

H. Evacuation Plan

- i. Evacuation / Shelter-in-Place Check Sheet
- ii. Evacuation Order and Re-Entry Template
- iii. Shelter-in-Place Order Template
- iv. Evacuation for Flooding – Pre-Plan

I. Reception Centres

- i. King City Community Centre
- ii. Dr. William Laceby Community Centre
- iii. Trisan Centre

J. Communications Plan

- i. Telecommunications Plan
- ii. Emergency Information Plan

K. Operational Plans

- i. Water Distribution Plan**
- ii. Flood Plan**
- iii. Rail Emergency Plan**
- iv. Hazardous Materials Plan**
- v. Extreme Temperature Protocol (Public Health)**
- vi. Mass Casualty Incident Plan**
- vii. Pandemic Plan**

L. Recovery Plans

- i. Debris Management Plan**
- ii. Donations Management Plan**
- iii. Traffic Management Plan**
- iv. Volunteer Management Plan**
- v. Family Reunification Plan**
- vi. Disaster Recovery Assistance**

M. Governance Documents

- i. Emergency Management and Civil Protection Act**
- ii. Ontario Regulation 380/04**
- iii. Township of King By-law, Emergency Management Program & Emergency Plan**
- iv. Administrative Policy, Emergency Management Team**
- v. Guidance Note 2018-01-01**