

***Ministry of Community and Social Services***

***Ministry of Children and Youth Services***

***Office of Francophone Affairs***

## **Emergency Management Plan**

**The Emergency Management Plan is in effect for the period of  
November 15, 2008 to November 14, 2009.**

**Ministry of Community and Social Services  
Ministry of Children and Youth Services  
Office of Francophone Affairs**

**Emergency Management Plan**

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# 1. INTRODUCTION

## 1.1. Executive Summary

Under Ontario's *Emergency Management & Civil Protection Act*, every ministry is required to develop and implement an emergency management program, including an emergency plan. In 2008, the Ministry of Community and Social Services (MCSS), Ministry of Children and Youth Services (MCYS) and the Office of Francophone Affairs (OFA) Emergency Plan includes enhancements, which demonstrate an integrated and consistent approach that responds to all potential service disruptions and emergencies that may impact MCSS, MCYS or OFA operations.

Ministries fall into one of two program categories – Full Program or Continuity of Operations Program (COOP). Full Program ministries have been assigned special areas of responsibilities for specific types of emergencies or emergency services, under Order-In-Council (OIC) 1492/2005. All ministries are responsible under the OIC 380/2004 for ensuring the continuity of their operations regardless of the type of emergency that occurs.

The Ministry of Community and Social Services is a “full program” ministry and as required has:

- A COOP plan in the event of a business disruption
- An Emergency Response plan in the event of a community emergency
- Under the OIC, MCSS is responsible for ensuring the availability of emergency shelter, clothing and food, victim registration and inquiry services and personal services, if a provincial response is required.

The Ministry of Children and Youth Services and the Office of Francophone Affairs are responsible for having a program for continuity of operations in the event of a disruption to business. MCYS and OFA do **not** have assigned responsibilities for emergency response in the event of a community emergency. However, during a community emergency, the Emergency Management Unit provides relevant information to MCYS to ensure service delivery related to child welfare and youth under court orders.

The 159 COOP plans for branches, regions, local offices and facilities are an essential part of the ministries' Emergency Management Program. The COOP plans establish the critical services to be delivered during an emergency and identify the recovery strategies for resumption to full operations as quickly as possible after an emergency.

To meet the Ministry's OIC requirements, the nine Program Management Division (PMD) regions have each developed a Regional Emergency Response Plan.

In 2008, there were several emergencies (i.e., a propane explosion, power failures and flooding) that impacted local/regional offices or facilities that required COOP plans to be activated for one or several days. This provided an opportunity for those locations to review the effectiveness of the COOP plan and to modify the plan based on lessons learned. Overall, the COOP plans have worked very well in maintaining/restoring critical services and allowing a prompt return to full service levels after the emergency ended.

Community/provincial emergencies supported through preparation, planning and response this year have included:

- January – April - Flooding of rivers/lakes in several communities across the province
- April – May - Flooding and evacuation of three First Nations Communities along the James Bay Coast
- April - May - First Nations Day of Action
- August - Family Responsibility Office COOP activation resulting from the Sunrise Propane Explosion

Recent emergencies in the province have reinforced that in addition to ensuring the availability of emergency social services, other ministry business services may be required to support the response to an emergency. Planning is underway to address issues such as:

- provide emergency OW payments to individuals; and
- supports required by vulnerable individuals, in particular, children and youth impacted by an evacuation.

## **1.2. Plan Objectives and Overview**

The Plan is intended to provide key information on the ministries' Emergency Management Programs and how they are operationalized in the event of an emergency.

The objectives of the MCSS/MCYS/OFA Emergency Management Plan (Plan) are:

1. to satisfy legislated requirements and to support an efficient, effective and co-ordinated response to a community emergency;
2. to minimize a business disruption by identifying ministry critical services and recovery strategies to ensure continuity of critical services; and
3. to plan for recovery of all services after an emergency ends.

The following are the key components of the Ministries' Emergency Plan:

- Identification and prioritization of critical services, time criticality and dependencies, and pandemic planning activities
- Emergency Response Organization – Ministry Action Group and Emergency Management Program Committee
- Emergency Activation Protocols
- Plan Activation and Notification Process
- Ministry Emergency Operations Centre
- Emergency Information / Communications
- Key Players in an Emergency
- Key Partners During an Emergency
- Emergency Management Planning

## **2. CONTINUITY OF OPERATIONS PROGRAM AND CRITICAL SERVICES**

The Ministries of Community and Social Services, Children and Youth Services and the Office of Francophone Affairs have developed a Continuity of Operations Program (COOP) to ensure maintenance of the critical functions and services for which each Minister is responsible, during and after an emergency.

The COOP plans provide both a strategic and operational framework for the provision of critical services during an emergency and for full business resumption after an emergency.

The COOP plan for each of the 159 ministry business units:

- establishes the responsibilities of ministry employees for COOP and implementation;
- identifies and prioritizes critical services to be provided during an emergency;
- identifies the interdependencies required for the provision of critical services (e.g., infrastructure, people, information technology and financial resources, and internal and external service providers);
- includes an information technology business continuity component;

- establishes priorities for the resumption of ministry services and activities that are made partially or temporarily unavailable by an emergency;
- identifies the staff, equipment and other resources available to manage the emergency;
- identifies pandemic influenza planning activities;
- includes a communications strategy; and
- includes a business resumption strategy.

In developing local COOP plans, each business unit:

- conducted a **Hazard Identification and Risk Assessment (HIRA)** to help identify areas of potential vulnerability and examine current control measures and/or recommend control measures to mitigate against the hazards;
- undertook a **Business Impact Inventory and Analysis** of critical services; and
- developed **Recovery Strategies** for each business service (both critical and non-critical).

## 2.1. 2008 COOP Enhancements

The 2008 business unit COOP Plans feature a number of enhancements including requirements prescribed by the Emergency Management and Security Branch (EMSB), Ministry of Government Services (MGS). The enhancements include:

- more detailed business unit COOP plan procedures and preparations for a pandemic;
- enhanced local joint planning with other ministries and stakeholders;
- improved capability to deliver services from alternate sites;
- reports on tabletop and active exercises conducted to test business unit COOP plans;
- status reports on orientation of business unit staff on MCSS/MCYS pandemic plans and preparations;
- enhanced identification of I & IT disaster recovery plans associated with time critical services and areas requiring further development to support time critical services; and
- documented procedures and protocols where Building Committees have been established.

## 2.2. Time Critical Services, Dependencies and Recovery Strategies

MCSS, MCYS and OFA have identified critical services, time criticality, dependencies and overarching recovery strategies at the ministry level. Each business unit has identified additional critical/non-critical services, dependencies and recovery strategies applicable to their respective areas.

The immediate focus of the ministry-level COOP plan and business unit COOP plans is the resumption of time critical services in order of priority. For this reason, the procedures for each Program Recovery Team are outlined in terms of the hours and days after the COOP plan is activated. Some services must be continuous, such as youth custody facilities and detention facilities, and residential care for children and adults. Other services can be suspended or degraded for hours, days or even weeks without adversely affecting clients or the general public.

Detailed recovery strategies for critical services with a recovery window of 15 days are in COOP plans. Strategies are also outlined for the restoration of other services.

It should be noted that in the event of a disruption to business operations resulting from a legal strike situation, “essential services” are those negotiated by signed agreement between the employer and the bargaining agent and may vary from those services deemed critical by management in other circumstances.

### **2.3. Alternate Service Delivery Location (ASDL)**

Ministry COOP plans include a section on identifying an alternate service delivery location to conduct delivery of critical programs and services from a location other than the primary workplace in the event of any service disruption short of a community emergency. Where applicable, a signed Memorandum of Understanding with the ASDL is in the business unit's COOP plan.

A recovery box is secured at the Alternate Service Delivery Location. The recovery box enables the Program Recovery Team to access all necessary requirements in order to resume business at an alternate location.

### **2.4. Training for Emergency Management Staff**

During 2008, the Emergency Management Unit (EMU) coordinated a number of meetings, teleconferences and training sessions for the Regional Emergency Managers and COOP Leads. Two-day meetings for the PMD Regional Emergency Managers took place in February and October 2008. Individual meetings with MCYS-YJS Leads were held throughout the year.

In April 2008, a special one day training session was held for all corporate office COOP leads.

Both EMU staff and Regional Emergency Managers/COOP Leads continue to take advantage of Emergency Management Ontario (EMO) and MGS sponsored training opportunities which include sessions on developing table-top-exercises, Basic Emergency Management training and the comprehensive Business Continuity Planning training course (DRI). The EMU staff, PMD/YJS Regional Emergency Managers, and some COOP Leads attended the World Conference on Disaster Management June 15-18, 2008.

The EMU established a number of working groups to address Exercises/Notification Drills, Pandemic Planning, Critical Services and I&IT Dependencies, to ensure the ministries' COOP plans were consistent and that they incorporated the 2008 COOP requirements. PMD/YJS REMs and COOP Leads were provided with the tools developed by each of the working groups.

### **2.5. Critical Infrastructure**

Critical infrastructure refers to the basic structural foundation for the two Ministries. It relates to assets or systems that, if disrupted or destroyed, could have a negative critical impact on the health, safety, security and economic wellbeing of citizens or adversely affect the continual delivery of critical services.

### **2.6. Information Technology COOP Plan**

The Children, Youth and Social Services I & IT Cluster has developed an Information Technology COOP Plan to ensure the continuity of information technology services and systems. It identifies mission critical and other I & IT services and outlines potential hazards that can compromise the continuity of information technology services, strategies for restoring interrupted services and methods of mitigating hazards. The plan outlines a number of strategies for ensuring that MCSS/MCYS/OFA services can be restored in defined time limits following a business interruption. The plan also outlines hazards and threats for which there are no current systems that would guarantee timely service resumption or restoration of lost data.

The CYSS Cluster continues to work with its business partners to further identify mission critical applications and additional risks and recovery strategies related to ministry-specific systems. It is also researching options for additional disaster recovery capacity.

The Youth Justice Division (YJD) coordinates information technology continuity planning in partnership with the Justice I & IT Cluster, which is responsible for disaster recovery planning for the Youth OTIS system and all other YJD applications and services.

### **3. EMERGENCY RESPONSE ORGANIZATION**

#### **3.1. Executive Lead**

The Ministers of Community and Social Services, Children and Youth Services and the Office of Francophone Affairs have designated the Assistant Deputy Minister of the Business Planning and Corporate Services Division (ADM/BPCSD) as the senior official responsible for leading the emergency management program. The ADM/BPCSD is the Executive Lead for Emergency Management and serves as Chair of the Ministry Action Group (MAG) and the Emergency Management Program Committee (EMPC) as well as Incident Commander in the event of a major emergency.

The Emergency Management Executive Lead is responsible for briefing Deputy Ministers and Ministers as required, regarding emerging issues of significance to the ministries. In an emergency, the Executive Lead will keep the Deputy Ministers and Ministers apprised of progress, issues or concerns regarding the ministries' involvement and/or response capacity.

#### **3.2. Ministry Action Group (MAG) and the Emergency Management Program Committee (EMPC)**

The MAG is the senior management group responsible for directing the MCSS/MCYS/OFA response in the event of an emergency.

The EMPC is the senior management group responsible to provide direction to the development of the ministries' Emergency Management Program.

Membership of the MAG and EMPC includes:

- ADM, Business Planning and Corporate Services Division, MCSS/MCYS/OFA, Executive Lead for Emergency Management (Chair of EMPC and MAG)
- ADM, Program Management Division, MCSS/MCYS (Back-up to Chair)
- ADM, Youth Justice Services, MCYS (2<sup>nd</sup> Back-up to Chair)
- Chief Information Officer, Children, Youth and Social Services I & IT Cluster, MCSS/OFA
- Senior Manager, Emergency Management Program, MCSS/MCYS/OFA
- Director, Legal Services Branch, MCSS/MCYS
- Director, Communications and Marketing Branch, MCSS
- Director, Human Resources Branch, MCSS/MCYS
- Other ADMs as required
- Other Corporate Directors as required
- Regional Directors/Facility Administrators/Facility Superintendents as required

The Deputy Ministers and Ministers are also members of MAG and EMPC and attend meetings at their discretion. Each MAG/EMPC member has identified an alternate as a back-up. MAG members have been issued contact wallet cards, which list the MAG members/alternates numbers, the EMU pager number and the Provincial Emergency Operations Centre (PEOC) contact numbers.

#### **3.3. Emergency Management Unit**

The Emergency Management Unit (EMU) leads the development and implementation of the Emergency Management Program. The corporate branches, regional offices, facilities and the CYSS

and Justice Clusters receive support in their emergency management functions through the Emergency Management Program. The EMU includes the Senior Manager, the Ministry Emergency Management Coordinator (MEMC), the Alternate Emergency Management Coordinator, Emergency Management Advisors and an administrative assistant. The MEMC is the Coordinator for the Ministry Emergency Response Program. The Alternate MEMC is the Coordinator for the Continuity of Operations Program.

### **3.4. Regional Emergency Managers, Facility and Corporate Branch Emergency Management Leads**

MCSS/MCYS/OFA corporate branches, regions and facilities have identified Emergency Management Leads that are responsible for development of their site specific COOP plans.

PMD Regional Emergency Managers have been identified and are responsible to support the Ministry's emergency response across the province. Both PMD and YJS Regional Emergency Managers are responsible for ensuring all site specific COOP plans in their region come together into a cohesive regional strategy.

The key roles and responsibilities of MAG, EMPC and other members of the emergency response organization are listed in Appendix 3.

## **4. EMERGENCY ACTIVATION**

The *Emergency Management and Civil Protection Act* defines an emergency as “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.”

In Ontario, emergency response is provided in a phased approach:

1. First Responders: Police, Fire and Ambulance
2. Municipalities and Local Communities as “second level” of response
3. Provincial ministries - when capacity of a municipality/local community/First Nations community is exceeded and the response to the emergency escalates to the province
4. Assistance from the federal government when the capacity of the province is exceeded

An emergency may be declared at the municipal, regional, First Nations, provincial or national level. A declaration of a community emergency should be made at the lowest level of jurisdiction (i.e. by the Municipality or First Nations community). It is seldom necessary for a provincial or national emergency to be declared even though resources from these jurisdictions will frequently be provided in support of any emergency declared by a municipality or community.

Appendix 5 contains two charts summarizing the process for declaring and terminating a municipal emergency and a provincial emergency. The charts also identify MCSS/MCYS/OFA activities e.g., implementation of Emergency Response Plans and MAG activation in relation to both emergency response and COOP.

During a community/provincial emergency, the Ministries are required to:

- Respond to Emergency Management Ontario 24/7;
- Respond to the Corporate Response Centre, Emergency Management and Security Branch, MGS 24/7 if continuity of government services is affected by the emergency;
- Staff the MCSS desk at the Provincial Emergency Operations Centre (PEOC) 24/7 as required;

- Activate the Ministry Action Group and Ministry Emergency Operations Centre (MEOC) as required;
- Support municipalities/communities in ensuring availability of emergency social services when provincial assistance is required; and
- Maintain/recover ministry critical services, if they have been affected by the emergency.

#### **4.1. Plan Activation**

The Ministries have established criteria for activating the MCSS/MCYS/OFA Emergency Management Plan by the ministries' Executive Lead for Emergency Management (ADM, BPCSD).

A Regional Director can activate the Region's Emergency Response Plan in consultation with the Ministry Emergency Management Unit, which will notify and consult with the Executive Lead, MAG.

A Regional Director, Corporate Director, Facility Administrator/Superintendent or the ADM, Office of Francophone Affairs can activate a business unit COOP plan, if the disruption of service is local and does not require Ministry led decisions or supports. Each business unit has identified a Crisis Response Team and Program Recovery Team to manage business continuity issues at the local level.

#### **4.2. Notification Procedures**

For the Ministries of Community and Social Services, Children and Youth Services and the Office of Francophone Affairs a step-by-step notification (monitoring/advisory) process has been established and is in place to respond to both a local and provincial emergency.

The ministries' have 24/7 notification procedures in place, including a dedicated Emergency Management pager, which is carried by EMU staff on a rotating basis. The EMU maintains an updated 24/7 telephone/blackberry listing of all ministry emergency responders and senior managers. The contact lists are updated monthly. Copies of the contact list for both ministries are provided electronically to everyone on the lists each time they are updated.

In the event of a significant local emergency (emergency response or COOP emergencies), the PMD Regional Emergency Manager will follow the notification protocols for notifying the EMU and the Regional Director. In corporate branches and YJS offices/facilities, the MCSS/MCYS/OFA COOP lead or the YJS Regional Emergency Manager for that location/region will notify the senior manager for that location and the EMU of emergencies that require the activation of the COOP plan.

See MAG Emergency Notification Flow Chart in Appendix 2.

Call-out procedures and 24/7 contact information are included in each MCSS/MCYS/OFA COOP plan and MCSS Regional Emergency Response Plans.

### **5. MINISTRY EMERGENCY OPERATIONS CENTRE AND TELECOMMUNICATIONS**

To support MCSS/MCYS/OFA and as required by legislation, a permanent 24/7 Ministry Emergency Operations Centre (MEOC) has been established. Food, water, office, personal and health supplies are maintained on site so that the MEOC can be self-sufficient for the first 72 hours of an emergency. The MEOC is adjacent to offices which can provide overflow space for operations and decision makers, if required.

In the event that the primary MEOC is not available due to a power blackout or a disaster in downtown Toronto, the ministry has established an alternate Emergency Operations Centre with generator capacity. A signed Memo of Understanding is in place regarding use of the alternate MEOC.

In addition, the MAG can meet virtually through teleconferencing. The virtual MAG is useful when the emergency occurs outside the Toronto area and Regional Directors or Facility Administrators/Superintendents need to be added to the MAG.

The MEOC is activated upon the decision of the MCSS/MCYS/OFA Executive Lead, Emergency Management. A Duty Binder located in the MEOC and at the A/MEOC provides the detailed procedures related to the operations in the MEOC.

To assist MAG members and the EMU staff in carrying out their functional roles in managing emergencies and ensuring continuity of operations, the following dedicated equipment is installed in the MEOC:

- workstations, desktop and laptop computers, photocopier and printer,
- telephone lines (OPS and non-OPS phone numbers) and fax machine,
- television, DVD, weather station radios, and AM/FM radio with back-up battery/crank power.

Computers and related equipment located in the MEOC are configured and connected to networks in a manner that will allow for immediate response capacity. High speed internet capacity has been installed to ensure availability of an alternate e-mail provider (Rogers). Portable central processing units (CPUs) and modems are available in the event of a power outage or other event that disrupts the function of the MEOC and for use in the event that the MAG must convene in an outside location.

The EMU has three backpacks with supplies that can be taken to an off-site location in the event of an emergency. In addition, three laptops are available and all relevant emergency response data, plans and related information are stored on the laptops for use in any location. Two additional backpacks are stored in the offices of the Executive Lead, Emergency Management at a different location.

The MEOC has been developed utilizing the **Incident Management System (IMS)**, an international, standardized system that defines the basic command structure, roles, and responsibilities required for the effective management of an emergency incident or situation.

Telecommunications and related equipment are available to members of the MAG and EMU staff to assist them in responding to an emergency (e.g., cell phones, pagers, blackberries and laptop computers). The ministries are part of an OPS pilot to test an emergency communication paging system for a period of one year.

Blackberries have multiple communication capabilities, which include a phone, a Mike (walkie-talkie), PIN-to-PIN, access to Outlook and the internet. In the event that the OPS e-mail system fails, an alternate email system is available on these units through Telus. The PMD/YJS Regional Emergency Managers also have Blackberries with the same capabilities, except in the North where satellite phones are kept in the regional offices.

## **6. OTHER KEY PLAYERS IN A PROVINCIAL EMERGENCY RESPONSE**

### **6.1 Premier of Ontario**

The Premier of Ontario is the Executive Authority who may:

- a) Declare that a provincial emergency exists;
- b) Designate the area in which the emergency exists; and
- c) Designate a Minister to exercise the powers conferred on the Premier under the *Act*.

## **6.2 Commissioner of Community Safety (formerly known as Commissioner of Emergency Management)**

The Commissioner of Community Safety (formerly known as Commissioner of Emergency Management), will report to the Deputy Minister of Community Safety, who will advise the Premier and Cabinet on significant emergency response issues in the event of a provincial emergency. EMO is accountable to the Commissioner and is the lead for co-ordinating all provincial responses/support to community emergencies.

## **6.3 Provincial Ministers**

Ministers assigned responsibility for a type of emergency are expected to:

- a) Develop and maintain emergency response plans that fulfil their responsibilities for the type of emergency assigned by Order in Council;
- b) Assign staff and resources to emergencies as required;
- c) Coordinate their efforts with others, where appropriate, in accordance with their emergency response plans.

## **6.4 Minister of Government Services**

Under the OIC, the Minister of Government Services has special responsibilities to ensure the continuity of critical government services.

## **6.5 Provincial Emergency Operations Centre (PEOC)**

EMO monitors all potential emergencies from the Provincial Emergency Operations Centre, and may deploy staff to advise or assist a community prior to an emergency being declared. EMO will provide a focal point for contact between community officials and other provincial agencies involved in any emergency response.

When a provincial emergency occurs, whether it is declared or not, the PEOC may be staffed with representatives from ministries that have designated Emergency Response responsibilities (this includes MCSS but not MCYS or OFA).

The Ministry of Community and Social Services representative at the PEOC acts as a conduit for information between the PEOC and the ministry and coordinates implementation of MCSS Order in Council responsibilities. All MAG members have PEOC contact information on their laminated wallet contact cards.

To increase the capacity to sustain a Ministry response during an emergency, Ministry volunteers have been identified to staff the MEOC and PEOC or provide other support, as required during an emergency. Volunteers have received one and a half days training which includes PEOC and MEOC training.

## **7. KEY PARTNERS DURING AN EMERGENCY**

During an emergency, the Ministries work closely with:

- Emergency Management Ontario, Ministry of Community Safety & Correctional Services (MCSCS)
- Emergency Management & Security Branch, Ministry of Government Services
- Municipalities/First Nations
- District Social Service Administration Boards
- Relevant partner ministries re: MCSS OIC responsibilities/needs:

- Ministry of Municipal Affairs and Housing (MMAH) – emergency funding
- Ministry of Health and Long Term Care (MOHLTC) – psychosocial intervention
- Ministry of Education – schooling of young evacuees
- Ministry of Attorney General and MCSCS – youth justice/justice issues
- Ontario Shared Services (OSS) – IFIS and financial and administration systems
- Ministry of Finance (MOF) – financial payment systems
- Ministry of Natural Resources (MNR) – evacuation and flight manifests
- Emergency Management Ontario, MCSCS – Supply Chain & Logistics Coordination Section
- Ontario Realty Corporation (ORC) – Business Continuity Framework and emergency response policy and procedures to support ministries with facility-related emergencies/issues.
- Federal government (e.g., Indian and Northern Affairs Canada is responsible for First Nations)
- Transfer payment agencies (e.g., children’s mental health, youth justice, child welfare and developmental services- tracking and ensuring service provision to “at risk” children and adults, and tracking and monitoring of clients in the youth justice system)
- Suppliers and volunteer organizations with a role in providing emergency social services (e.g., Red Cross, Salvation Army).

Psychosocial intervention before, during and after an emergency may be necessary for emergency responders, children, the worried-well, and those who may be having diagnosable symptoms as a result of stress. MCSS, MCYS and MOHLTC are engaged in mental health matters dealing with the assessment of psychosocial intervention for children and adults. For First Nations, MCSS, INAC and Health Canada all play a role.

During 2008, MCSS formalized its working relationship with the Canadian Red Cross Ontario Zone in order to strengthen the ministry’s emergency social services response capacity when an emergency requires a provincial response.

When provincial resources cannot adequately meet emergency social service needs during an emergency, the province can request that the Public Health Agency of Canada, Centre for Emergency Preparedness and Response, Government of Canada release stocks from the National Emergency Stockpile System (NESS). NESS supplies include emergency cots, blankets, reception centre kits, registration and inquiry kits and mobile feeding units which can be accessed by designated EMU staff.

## **8. EMERGENCY PLANNING**

Emergency legislation has been developed at both the Federal and Provincial levels to ensure a high level of emergency preparedness and response for all communities in Canada. Appendix 4 lists the key emergency management legislation that applies to MCSS, MCYS and OFA.

### **8.1. Hazard Identification and Risk Assessment (HIRA)**

The *Emergency Management & Civil Protection Act* (s.5.1 (2)) requires that every ministry complete a Hazard Identification and Risk Assessment (HIRA) as one component of its Emergency Management Program.

Every MCSS/MCYS/OFA COOP plan was developed following the identification of risks, threats and vulnerabilities that could impede the delivery of ministry critical services in that location. The HIRA process addressed all types of risks to which the organizations may be susceptible. For 2008, each business unit was required to review and update their respective HIRA.

MCSS has refined its HIRA for Emergency Response planning using a “common consequence” model, which looks at the common outcomes of any emergency situation, rather than looking at each potential hazard individually.

## **8.2. Critical Infrastructure**

The *Emergency Management & Civil Protection Act* section 5.1 (2) requires that every ministry identify infrastructure that is critical to its ability to maintain continuity of operations and to deliver necessary public services and public safety. The ministries' corporate branches, regional offices, local offices and facilities have identified critical infrastructure in their COOP Plans, Emergency Response Plans and as part of Contingency Plans.

## **8.3. Ministry Pandemic Influenza Plan (MPIP)**

The Emergency Management Unit is in a multi-year process to develop a Ministry Pandemic Influenza Plan. The purpose of the MPIP is to protect the health and safety of staff, clients and the general public insofar as possible, by implementing infection prevention and control measures and to assist the ministries in dealing with an influenza pandemic event in Ontario. The Ministry Pandemic Influenza Plan is intended to work in conjunction with the Ministries' existing Continuity of Operations Plans (COOP) and Emergency Response Plans.

## **8.4. Annual Plan Review, Testing and Debriefing**

The MCSS/MCYS/OFA Plan, and its related MCSS/MCYS/OFA Corporate Branch, Regional Office, Local Office and Facility Emergency Management Plans, are updated and tested on an annual basis to ensure that all aspects of the program support an appropriate ministry emergency response. Accountability for leading this annual process rests with the Ministry Emergency Management Unit, but is dependent on continuing support and involvement across the two ministries.

Each local COOP Plan (including annual reviews and updates) is approved by the appropriate Executive (e.g., ADM, Corporate Director, Regional Director, Facility Administrator). Regional Directors approve Emergency Response Plans. The Executive Lead, Emergency Management approves the COOP plan for the MCSS Deputy Minister's office and the Assistant Deputy Ministers' offices. The MCYS ADMs' approve the COOP plan for the Deputy Minister's office and two MCYS divisions.

At the end of 2007, most business units completed a simulated pandemic tabletop exercise of their COOP plans and revised the plans based on lessons learned. This accomplishment resulted in the Emergency Management and Security Branch, MGS awarding MCSS/MCYS the "Best Exercised Business Continuity Plans for 2007". In 2008 the business units continued to test various aspects of their COOP plans. Simulated exercises are an efficient way to test the reliability of the local plans and to validate plan assumptions. Exercises also provide employees with an opportunity to gain proficiency in dealing with an actual emergency.

The EMU held a table-top Pandemic Exercise for the Ministry Action Group members in June 2008.

MCSS/MCYS/OFA participated in the OPS-wide Pandemic Emergency Exercise "Anti-Virus" held September 25, 2008. It was a functional full-day pandemic exercise that provided the participants with an opportunity to exercise their continuity of operations plans, emergency response plans and IT Disaster Recovery Plans. Exercise participants included a regional youth centre, a children's facility, a probation office, a regional Youth Justice office, the CYSS I&IT Cluster, Legal Services Branch, the Ministry Emergency Information Officer, a Ministry representative at the PEOC, alternate MAG members and activation of the MEOC.

Following each ministry test exercise, an exercise debriefing is convened with all participants and a debriefing report is prepared, highlighting lessons learned and best practices. Best practices and lessons learned from each exercise are also incorporated into our plans and will be used in ongoing Emergency Management staff training and development.

A debriefing also takes place after each emergency or disruption to business operations to evaluate the effectiveness of local plans and/or the ministry plan.

### **8.5. Staff and Public Awareness Program**

Employees have had the opportunity to learn the components of the Ministry Emergency Management Program through the following communication and awareness training formats:

- Emergency Preparedness Week events across the ministry;
- the MCSS/MCYS/OFA emergency management Intranet site;
- emergency management articles in the quarterly MCSS newsletter “The Comet”;
- emergency management articles in the MCYS newsletter “Stages”;
- the development and distribution of the EMU Pandemic Influenza Pamphlet; and
- the hand washing campaign and distribution of hand sanitizers.

The Emergency Preparedness Guide for People with Disabilities / Special Needs was launched on May 11, 2007 during Emergency Preparedness Week. The Guide provides tips and advice geared to specific categories of disabilities or special needs. In September 2008, Ministry of Community and Social Services, the Ontario Seniors’ Secretariat and the Ministry of Community Safety and Correctional Services received the **Canadian Red Cross Partners in Humanitarian Award**. The award honours organizations that have demonstrated the principle of humanity through initiatives that support vulnerable people in Canada.

The EMU is now partnering with Emergency Management Ontario on the development of a second public information guide that will focus on the needs of children and youth affected by a community emergency. The intent of the new guide is to provide parents, care givers and emergency management professionals with some practical suggestions about how they can support the physical safety, emotional health and recovery needs of children and youth after an emergency occurs. Publication of this new booklet is tentatively scheduled for Emergency Preparedness Week 2009.

### **8.6. Public Information / Communication**

The Ministers of Community and Social Services and Children and Youth Services have designated a manager in the Communications and Marketing Branch as the Ministry Emergency Information Officer (MEIO). This individual is the focal point for the preparation and dissemination of ministry information related to MCSS/MCYS emergency management. The alternate MEIO is the Director, Communications and Marketing Branch, MCSS.

During an emergency, the MEIO works closely with the Ministry Emergency Management Coordinator, MAG and the PMD Regional Emergency Managers, as well as the EMO/MCSCS Communications Director and Cabinet Communications as the situation warrants.

Communication protocols are in place in regional offices, corporate branches and facilities. Media requests related to any emergency are directed to the MEIO who will respond to the inquiries and support MAG, the regional offices and corporate branches in media relations activities. The MEIO also ensures the Deputies and Ministers are consulted/involved, as required.

The 2007 MCSS/MCYS Emergency Management Plan was shared with all ministries. In addition, the 2007 Plan is available to the public in both English and French on the MCSS/MCYS internet sites. The 2008 Plan will be translated and available on the public website in early 2009 and will include a “Read Aloud” function as an accessibility enhancement. MCSS/MCYS/OFA are identifying opportunities to increase accessibility to plans and emergency services.

## **8.7. Internal Information / Communication**

The Executive Lead for Emergency Management in MCSS/MCYS/OFA, (ADM/BPCSD) provides updates on the emergency management program and also briefs Deputy Ministers and Ministers, as required, regarding emerging issues of significance to the ministries. Briefing Notes will be used to update the Ministers.

The EMU co-ordinates information gathering for executive briefing notes, housebook notes and, as appropriate works with the MEIO and other Branch and Regional Emergency Managers in developing and ensuring approval of notes and/or ministry input to requests for information from EMO. The Ministry Emergency Information Plan is in Appendix 6.

## **8.8. Coordination with Other Provincial Ministry Plans**

MCSS has a supporting role in many different types of emergencies for which other ministries have the lead, per the OIC.

MCSS Order-In-Council roles and responsibilities have been developed to coordinate with and to support the following ministries' plans:

- Ministry of Health and Long Term Care: Ontario Health Pandemic Influenza Plan
- Ministry of Health and Long Term Care: Smallpox Plan
- Ministry of Transportation: Border Crossing Incident Traffic Management Plan
- Ministry of Agriculture, Food and Rural Affairs: Foreign Animal Disease Plan
- Emergency Management Ontario (MCSCS): Provincial Coordination Plan for Influenza Pandemic
- Emergency Management Ontario (MCSCS): Provincial Nuclear Emergency Response Plan
- Emergency Management Ontario (MCSCS): Severe Weather Plan

The above plan components have been developed in consultation with MOHLTC, MTO, EMO and OMAFRA and have been shared with the respective ministries.

OIC ministries develop their plans independently, but MCSS provides support to their plans with respect to our OIC responsibilities. Development of coordinating plans is ongoing.

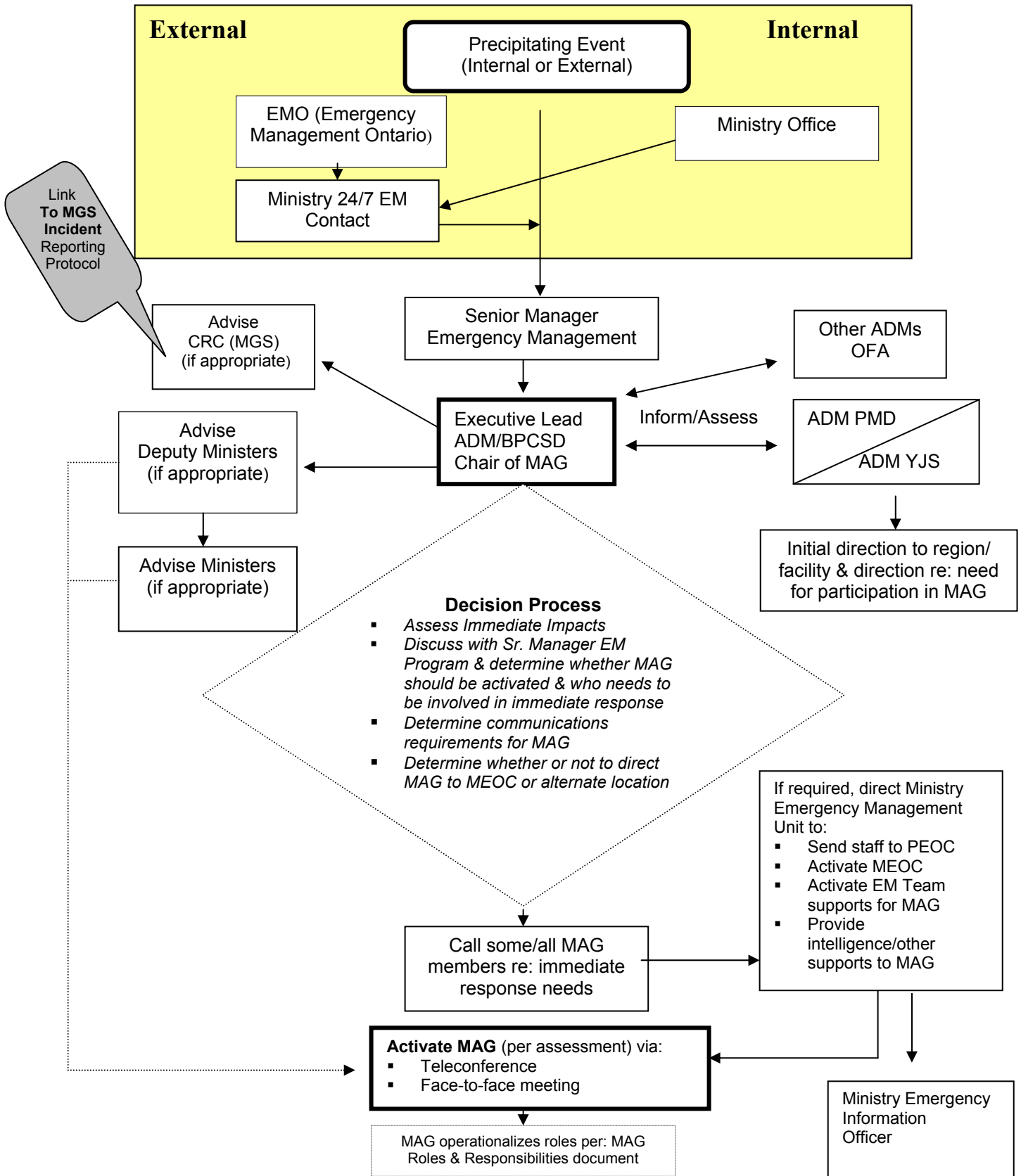
## APPENDIX 1

### GLOSSARY

COOP	Continuity of Operations Program. COOP is the component of the Emergency Management Program that ensures a ministry will be able to provide critical functions and services during an emergency. Also known as Business Continuity Planning.
EMO	Emergency Management Ontario. An organization within the Ministry of Community Safety and Correctional Services. Responsible for monitoring, coordinating and assisting in the development and implementation of emergency management programs in Ontario.
IMS	Incident Management System for Ontario. An international standardized system endorsed by EMO that defines the basic command structure, roles and responsibilities required for effective management of an incident.
MAG	Ministry Action Group. Coordinates and manages MCSS/MCYS/OFA responses during emergency situations. Responsible for implementing ministry emergency plans related to continuity of operations and special responsibility areas specified in the OIC under the Emergency Management & Civil Protection Act.
MEOC	The Ministry Emergency Operations Centre. Facility from which the MAG can manage an emergency 24/7, if required.
OIC	Order-in-Council. Assigns external emergency management special responsibilities to 13 ministries pursuant to the Emergency Management & Civil Protection Act. In the case of MCSS this relates to ensuring the availability of emergency shelter, clothing, food, victim registration and inquiry services, and personal services.
PEOC	Provincial Emergency Operations Centre. EMO operated facility from which a provincial emergency is managed. OIC ministries have established desks at the PEOC and identified staff to work in the PEOC for the duration of an emergency. This provides a critical information link back to the ministries' Executive Lead and MAG, especially during the early hours/days of an emergency.

## APPENDIX 2

### MCSS/MCYS/OFA EMERGENCY NOTIFICATION/RESPONSE FLOWCHART



## APPENDIX 3

### ROLES AND RESPONSIBILITIES

#### Ministry Action Group

In general, the key roles and responsibilities of MAG in an emergency include:

- Directing the ministries' immediate emergency responses in accordance with the requirements of the *Emergency Management & Civil Protection Act*
- Establishing the operational requirements for the MAG (e.g., scheduling, reporting requirements, meeting/teleconference schedules)
- Providing direction to ministry staff at the PEOC
- Ensuring that the PEOC and other relevant partners (e.g., federal government, municipalities, other ministries, community agencies) are kept informed of key developments and decisions
- Providing daily (or more frequent, as required) reports on progress in dealing with the emergency
- Ensuring that additional ministry resources are made available as required
- Ensuring that accurate documentation exists regarding decisions and actions taken and resources and money expended
- Participating in an annual ministry exercise to evaluate the Emergency Management Plan
- Participating as a group in annual training to remain informed and ready to assume leadership if/when an emergency occurs.

#### Emergency Management Program Committee

The key roles and responsibilities of EMPC include:

- Being familiar with the requirements of the *Emergency Management and Civil Protection Act (2006)* and MCSS' special responsibilities under OIC;
- Understanding the roles of other key players in the province's response to emergency situations (e.g. EMO, PEOC, MGCS, other ministries and levels of government, community agencies);
- Providing direction to development of the ministries' Emergency Management Program;
- Participating in the annual review of the ministries' Emergency Management Program;
- Ensuring that the Ministers are advised on the development and implementation of the ministries' Emergency Management Program and making recommendations to the Ministers regarding program revisions required.

#### MCSS/MCYS/OFA Emergency Management Unit

EMU staff have been trained in Emergency Preparedness and Response and are responsible for the following:

- Ensuring MCSS/MCYS/OFA COOP Plans and Emergency Response Plans are developed and updated, at least annually
- Implementing Emergency Response related to MCSS Order in Council responsibilities
- Liaising with EMO and other emergency response organizations and stakeholders
- Establishing and maintaining a functional Ministry Emergency Operations Centre (MEOC) and alternate site
- Training MCSS/MCYS/OFA Emergency Leads/Regional Emergency Managers and MAG

- Development of a staff and public awareness program related to the ministries Emergency Management Program.

## **Ministry Emergency Management Coordinator and Continuity of Operations Program Coordinator**

In accordance with the Ontario Regulation 380/2004 every ministry must have a designated Ministry Emergency Management Coordinator (MEMC) and another employee designated as an Alternate Ministry Emergency Management Coordinator (A/MEMC). MCSS/MCYS/OFA have designated these positions as part of the Corporate Emergency Management Unit. The MEMC and the A/MEMC have completed all training required by Emergency Management Ontario and Ministry of Government Services.

The MEMC is the Coordinator for the Ministry Emergency Response Program. The A/MEMC is the Coordinator for the Continuity of Operations Program.

The MEMC and COOP Coordinators report to the Senior Manager, Emergency Management Unit.

## **PMD Regional Emergency Managers**

Dedicated Emergency Management capacity has been assigned to support the ministries at the regional level. PMD Regional Emergency Managers ensure that the MCSS Order In Council responsibilities for community emergencies are planned for and managed. They are also charged with ensuring that all Continuity of Operations Plans written by facility and business unit emergency management leads in their region form a comprehensive and cohesive set of regional strategies across all of the ministries' program areas.

Regional Emergency Managers work closely with the EMU during an emergency. An alternate has been identified for each Regional Emergency Manager and training has been provided by the EMU.

Regional Emergency Managers' responsibilities include:

- Developing an Emergency Response Plan for the MCSS Regions and coordination of all local/facility plans in their region
- Communicating with the EMU to ensure consistent corporate and regional messaging and response to potential or actual emergency situations
- Ensuring that the Regional Offices respond appropriately to a request from a municipality/community for assistance in emergency social services
- Leading regional co-ordination of emergency social services (food, clothing, shelter, victim registration and inquiry services, and personal services) during a community emergency when a provincial ministry response is required
- Responding to emergency social services requirements of unorganized communities, First Nations Communities
- Co-ordinating the roll-up of COOP Plans for the regional office, local offices and facilities
- Training Regional Office and facility staff regarding their responsibilities in emergency management, and
- Participating in simulation exercises and other testing of plans to evaluate the effectiveness of emergency response plans and identify opportunities for continuous improvements.

## **MCSS Facility Emergency Leads**

MCSS Facility Emergency Leads are responsible for developing their respective facility COOP plan and submitting it to the PMD Regional Emergency Manager. Facility COOP plans form part of the relevant regional COOP plan.

## **YJS Regional Emergency Managers and Probation Office and Facility Emergency Leads**

YJS Emergency Leads for facilities and probation offices are responsible for developing their respective COOP plan and submitting it to the YJS Regional Emergency Manager.

YJS Regional Emergency Managers are responsible for co-ordinating the completion of COOP plans and for all aspects of the COOP Program (e.g., testing of COOP Plans, training of staff).

## **Corporate Branch and CYSS Cluster Emergency Management Leads**

Emergency Management Leads have been identified in Corporate Branches across the ministries, the OFA and the CYSS Cluster to:

- Provide corporate level program expertise in the development of the Ministry Emergency Management Plan
- Identify critical services and ministry-wide strategies to maintain/recover these services, and
- Develop COOP plans for their branch.

Corporate Emergency Management Leads work closely with and are supported by the ministries' EMU.

## APPENDIX 4

### LEGISLATION

Emergency legislation has been developed at both the Federal and Provincial levels to ensure a high level of emergency preparedness and response for all communities in Canada. Communities in Ontario include:

- Municipalities
- First Nations Communities
- Unorganized (unincorporated) Communities

Legislation establishes the parameters for ministry emergency response programs. The following briefly describes the applicable legislation and provides context for the MCSS Emergency Management Program Emergency Response roles and responsibilities.

#### Provincial Legislation

The provincial government is responsible for protecting public health and safety, property and the environment within its borders. The province co-ordinates the response to an emergency through Emergency Management Ontario. Whether the emergency is confined to one municipality of the province, or affects several areas/the entire province, provincial ministries will provide support to the affected area(s) in accordance with mandated requirements:

#### ***Emergency Management & Civil Protection Act***

- i. The legal basis for emergency management in Ontario is the *Emergency Management & Civil Protection Act R.S.O. 1990, Chapter E.9*, (hereafter referred to as the *Emergency Management & Civil Protection Act* or the *Act*).
- ii. The Minister of Community Safety and Correctional Services formulates the Provincial Emergency Response Plan under section 8.1 of the *Act*.
- iii. The emergency powers conferred upon the Lieutenant Governor in Council or the Premier of Ontario by section 7, of the *Act*, may be delegated to a Minister of the Crown or the Commissioner of Community Safety (formerly known as Commissioner of Emergency Management), where the premier has declared that an emergency exists in Ontario.
- iv. Crown employees, a member of a municipal council, an employee of a district social services administration board or a minister of the Crown will not be held liable for any act done in good faith under the *Act* (section 11 (1)).

#### **Ontario Regulation 380/04**

Ontario Regulation 380/04 of the *Emergency Management & Civil Protection Act* outlines regulatory requirements associated with the establishment of ministry emergency management programs in Ontario. The regulation details compliance standards for all provincial ministries.

#### **Order in Council 1492/2005**

The Lieutenant Governor in Council may assign to a ministry, the responsibility for the formulation of an emergency response plan to address a specific type of emergency.

Under Order in Council 1492/2005, the Ministry of Community and Social Services is required to formulate an emergency plan in respect to the following:

- Any emergency that requires emergency shelter, clothing and food; victim registration and inquiry services; personal services.

Under the same Order in Council, MCSS, MCYS and OFA are responsible to formulate emergency plans in respect to any emergency that affects the continuity of operations and services in their respective ministries.

### **Ontario Works Act, Regulation 134/98**

Emergency financial assistance can be provided to individuals under section 56 of the *Ontario Works Act*. This assistance is not specific to an emergency; however, regulatory provisions are available to provide assistance on a short-term basis of up to half a month.

This assistance may be provided without the individual completing a formal application for services. Note: Emergency assistance under Ontario Works is distinct from funding available through the Ontario Disaster Relief Assistance Program (ODRAP) or infra-structure assistance that may be provided and administered by the Ministry of Municipal Affairs and Housing (MMAH).

### **Municipal Legislation**

Pursuant to sections 2 and 3 of the *Emergency Management & Civil Protection Act*, municipalities shall formulate plans to respond to emergencies and adopt these plans by by-law.

The plans should also contain, where applicable, arrangements for the provision of services and assistance by county departments, local police services and local boards.

Pursuant to section 5 of the *Act*, plans of lower-tier municipalities in an upper-tier municipality shall conform to the plans of their upper-tier municipality.

- i.* Pursuant to section 14 of the *Act*, municipal emergency response plans shall conform to the standards set by the Minister of Community Safety and Correctional Services.
- ii.* Municipal emergency response plans shall authorize municipal employees to implement these plans in circumstances similar to those referred to in section 14 of the *Act*.
- iii.* **Designated Municipalities.** Pursuant to section 3. (4) of the *Act*, the Lieutenant Governor In Council may designate a municipality to address a specific type of emergency in its emergency plans.
- iv.* **Support Municipalities.** The province may specify municipalities as support municipalities prior to, during, or following an emergency. These municipalities shall provide support and assistance, as far as possible, to the designated municipality.

Support and assistance may include, but shall not be limited to:

- Essential Services
- Emergency Supplies
- Short-term supplies of goods and services that cannot be accessed via conventional means.

- v.* **County Involvement.** Counties, with the consent of their municipalities, may co-ordinate the emergency plans for those municipalities under sub-sections 3 (1) and 3 (3) of the *Act*.

- vi. **District Social Services Administration Board (DSSAB).** Section 7 of the *Act* gives the Premier authority, in the rare circumstance of a provincial declaration of emergency, to make an order to “direct and control the administration, facilities and equipment of the municipality in the emergency area” and “require any municipality to provide such assistance as he or she considers necessary”. For purposes of section 7 of the *Act*, municipality is defined as including DSSAB. This means that the Premier could require a DSSAB to provide such assistance as he or she considers necessary, if an emergency is declared. The *Act* does not require DSSABs to have an Emergency Management Program.

## **Federal Legislation**

### ***Emergencies Act, R.S.C. 1985***

The *Emergencies Act* enables the federal government to fulfil its constitutional responsibility to provide for the safety and security of Canadians during national emergencies.

### ***Emergency Preparedness Act, R.S.C. 1985 – Repealed August 2007***

### ***Emergency Management Act, 2007, c.15 – effective August 3, 2007***

The *Emergency Management Act* strengthens the Government of Canada’s readiness to respond to all types of major emergencies. The *Act* reinforces efforts to ensure that Canada is well prepared to mitigate, prepare for, respond to and recover from natural and human-induced risks to the safety and security of Canadians.

The *Emergency Management Act*:

- Gives responsibility to the *Minister* of Public Safety to provide national leadership and set a clear direction for emergency management and critical infrastructure protection for the Government of Canada;
- Clearly establishes the roles and responsibilities of federal Ministers and enhances the Government of Canada’s readiness to respond to all types of emergencies;
- Enhances collaborative emergency management and improves information sharing with other levels of government as well as the private sector; and
- Gives authority to the Minister of Public Safety, in consultation with the Minister of Foreign Affairs, to coordinate Canada’s response to an emergency in the United States.

## **First Nations Agreements**

### **First Nations Emergency Assistance Agreement 1992**

An agreement between the Province of Ontario and the Federal Government states that Ontario agrees to provide assistance in emergency preparedness and response to First Nations Communities. The agreement identifies the First Nations Communities entitled to this emergency assistance. Indian and Northern Affairs Canada (INAC) will reimburse provincial ministries for the incremental costs associated with emergency response in support of First Nations communities identified in the Agreement. Funding for First Nations Communities not covered by the agreement will need to be assessed on a case by case basis.

This Agreement titled “First Nations Emergency Assistance Agreement” (1992) ensures that Emergency Preparedness is provided *on request* from INAC or a First Nations Community.

The Federal-Provincial Agreement states that the Minister of Community and Social Services will ensure the availability of emergency shelter, clothing and food, victim registration and inquiry services, and personal services required in support of all emergencies.

### **Nishnawabe-Aski Nation (NAN) Protocol Agreement**

This is an arrangement between the Nishnawabe-Aski Nation (NAN), INAC and the Government of Ontario concerning emergency response and evacuation. Generally, the agreement provides the following:

- The chief and council of a NAN First Nation is responsible for emergency preparedness, planning and evacuation
- The Federal Government provides support and funding
- Emergency Management Ontario (EMO) provides liaison, co-ordination and a central point of contact with other provincial ministries.

Although not specifically mentioned in the Agreement, MCSS planning anticipates ensuring the availability of emergency social services to NAN members on request from EMO.

## APPENDIX 5

### DECLARING AND TERMINATING AN EMERGENCY

#### Municipal Emergency Summary

Type of Event	An emergency/disaster affecting all or part of a municipality, including flooding, forest fires, etc.
Resources required to respond	<ul style="list-style-type: none"> <li>• One or more municipalities</li> <li>• Possibly provincial ministries</li> <li>• Federal departments if on First Nation's Reserve</li> </ul>
Emergency plan implemented	<ul style="list-style-type: none"> <li>• Municipal</li> <li>• Regional office may need to implement Regional Emergency Response Plan and/or COOP plan</li> </ul>
Provincial Emergency Operations Centre	Status may be: routine monitoring; enhanced monitoring; or activation
Ministry Action Group	Executive Lead alerted and determination made whether to notify/engage other MAG members
Emergency Declared By	Municipality: Head of Municipal Council First Nations community: Community Chief Unorganized communities: The appropriate provincial ministry will respond but no emergency is declared
Emergency Terminated By	The Head of Municipal Council or the First Nations Community Chief who declares the emergency

#### Provincial Emergency Summary

Type of Event	An emergency/disaster, including a nuclear disaster, affecting more than one region, or a local emergency that becomes so severe that several provincial ministries are required to respond.
Resources required to respond	<ul style="list-style-type: none"> <li>• Provincial ministries and agencies,</li> <li>• Regional and municipal governments</li> <li>• Possibly federal departments or agencies</li> </ul>
Emergency Plan implemented	<ul style="list-style-type: none"> <li>• Ministry Emergency Plan implemented</li> <li>• Affected regions/facilities/branches will need to implement local Emergency Response Plan and COOP plans (if emergency impacts delivery of ministry critical services).</li> </ul>
Provincial Emergency Operations Centre	Activated – MCSS required to have a staff member at the PEOC (possibly 24/7)
Ministry Action Group	Activated
Emergency declared by	Provincial Premier, Lieutenant Governor in Council, Minister of the Crown and/or the Commissioner of Community Safety (formerly known as Commissioner of Emergency Management) per the <i>Emergency Management and Civil Protection Act (EMCPA)</i>
Emergency terminated by	Refer to the EMCPA for the legislated timeframes for automatic revocation of a declaration unless extended by the Lieutenant Governor in Council or The Assembly.

## APPENDIX 6

### MCSS / MCYS EMERGENCY INFORMATION COMMUNICATIONS PLAN

The Ministry of Community and Social Services and the Ministry of Children and Youth Services (MCSS / MCYS) have developed a system and set of procedures to provide information to internal and external stakeholders in any emergency.

This Plan is a guide to that system.

#### **Role of the Communications and Marketing Branch (CMB)**

As a member of the Ministry Action Group (MAG), the Director of the Communications and Marketing Branch (CMB) for MCSS (the Director of CMB for MCYS is the alternate) plays an important role in providing communications direction and support to the provincial response in an emergency. Appropriate communication releases and related media inquiries will be approved in conjunction with Emergency Management Ontario's Communications Director and/or Cabinet Communications, as required.

As well, MCSS / MCYS have designated a Ministry Emergency Information Officer (MEIO) who is located in CMB and who will be the focal point for the preparation and dissemination of ministry information related to MCSS/MCYS emergency management. The MEIO is the primary media contact for the ministry in an emergency.

During an emergency a list of the key CMB contacts will be provided to those managing an emergency.

#### **Ministry Notification and Response System**

The ability of the organization to notify key emergency responders is critical to the immediacy of the response and the end result.

For the Ministries, a step-by-step notification (monitoring/advisory) process has been established and is in place to respond to a local and provincial emergency. See Appendix 2 – Emergency Notification Flowchart

The notification procedures address:

**Internal notification:** notification to advise of the emergency within the Ministries; and

**External notification:** notification to the Ministry by external organizations (e.g., EMO)

#### **CMB Emergency Organization**

The MEIO will contact all managers in CMB or their alternates to ensure their respective offices continue operations during an emergency so that functions such as issues

management, correspondence, internet and intranet sites, and strategic communications maintain a minimum level of performance. This would include representatives from the Issues Management Unit, both the corporate Communication Units (one for MCSS and one for MCYS), the Correspondence Unit, and the Creative Services and Technology Solutions Unit.

### **Role of all other Ministry Divisions and Branches**

Key ministry staff will be called upon to provide ongoing information updates as necessary for the MEIO to develop communication products needed to respond to the emergency situation.

Key staff in MCSS / MCYS Regional Offices will be called upon to disseminate ongoing information updates to staff, agencies, municipal partners, clients and public.

### **Role of Branch Issues Coordinators**

The Ministry Emergency Information Officer (MEIO) will use the existing issues management protocols:

- Each branch in the ministries has a designated contact for issues management.
- Their role is to coordinate information within their branch and provide it to the MEIO as well act as a conduit between the MEIO and branch staff.

### **Audiences**

1. Employees
2. Media
3. Other Provincial Government Ministries
4. Ministers' Office, Cabinet Office
5. Ministry Clients e.g. ODSP, FRO, Youth Justice, etc.
6. Transfer Payment Sector e.g. Agencies, municipalities, First Nations
7. General Public

### **Key Messages**

Key messages will be developed by the MEIO based on direction from the MAG. They will respond to contentious issues raised as a result of the emergency and will reflect ministry priorities. These key messages will be disseminated in a timely manner in order to effectively inform both internal and external clients.

### **Tactics**

In an emergency, the ministries have a variety of communications tools at their disposal to disseminate information. These methods enable the ministries to employ alternate means of communication should one or more not be available.

Information to be disseminated would provide details on matters such as office closures, service disruptions, alternate service delivery sites, and options to receive services by telephone where appropriate. For example, "During this emergency, service x will be offered, service y will not be offered and service z will be offered in certain circumstances."

1. **Media Phone Line:** The ministries have dedicated media lines that receive all incoming calls from journalists and identified staff that are responsible for delivering appropriate responses, by phone and/or email. This established media protocol is followed by staff across the ministries who refer all media inquiries to the following external media phone line 416-325-5156.
2. **Internet:** Both ministries have public internet websites that will be used to provide extensive updates related to ministry services throughout the emergency. In addition, there are established media pages where news releases, backgrounders and minister's speeches are posted.
3. **Intranet:** Both ministries have internal intranet websites that will be used to provide extensive updates on the emergency as it relates to staff.
4. **E-mail:** E-mail will be used to communicate ongoing updates across the ministries on the emergency as it relates to staff. Some staff will use e-mail to communicate with their own internal and external clients, including other ministries, Cabinet Office.
5. **Phone:** Staff will communicate with each other, with agencies, with the public and with other ministries as appropriate in an emergency.
6. **Voice Mail Greeting:** Updated messages can be delivered via voice mail greetings throughout the ministries as appropriate in an emergency.
7. **Signage:** Ministry offices impacted by an emergency will post signage informing employees, clients and the general public as appropriate.
8. **Teleconferences:** Teleconference meetings will be held as appropriate to disseminate information in an emergency.
9. **Face to Face Meetings:** Meetings will be held as appropriate to disseminate information in an emergency.
10. **Fax:** Fax machines will be used to share information as appropriate in an emergency.

Tools	Employees	Media	Other Ministries	M.O./C.O.	Clients	TPA's	Public
Media line		X					
Internet	X	X	X	X	X	X	X
Intranet	X		X	X			
E-mail	X	X	X	X		X	
Phone	X	X	X	X		X	
Voice Mail Greeting	X	X	X	X	X	X	X
Signage		X			X		X
Teleconferences	X		X				
Face to Face Meetings	X	X	X	X		X	
Fax	X	X	X	X		X	

## Media Relations

As a community or business continuity emergency may impact vulnerable clients and stakeholders of the ministry, it is possible that there will be media attention. It is extremely important that public information be accurate and timely and reflect the position held by the region and the ministry.

If a media representative approaches a ministry staff person *about a business continuity emergency*...

- The staff person should direct the journalist to obtain their information from the Ministry Emergency Information Officer (MEIO) who is located in CMB.
- The Ministry Emergency Information Officer will respond to the inquiries and support the regional office in media relations.
- The MEIO will discuss any communications that are being developed for release with the MEMC.
- The MEIO works closely with the MEMC, MAG and Communications Lead in this process and serves as a link to central agencies in the OPS to disseminate key messages that are to be used in ministries across the provincial government.

Emergency situations quickly become the centre of local, national and sometimes international attention and often achieve significant media status. It is extremely important that public information be accurate and timely and reflect the position held by local and/or provincial and/or federal authorities.

At the community level, the municipality/community/First Nation is responsible for disseminating emergency information.

If a media representative approaches a ministry staff person **about a municipality or First Nation's response** to a community emergency, the staff person should direct the journalist to obtain their information from the municipality/community/ First Nation.

### **Signage and Voice Mail Protocols:**

To ensure consistency across MCSS and MCYS, a standard script for voice mail greetings in an emergency and signage at ministry offices will be developed and distributed by CMB.

### **Testing of MCSS / MCYS Communications Systems**

Over the course of each year the communications systems will be tested in several ways:

1. The MEIO will test the notification procedures of the senior management group of the CMB on an annual basis. This will consist of the Director of MCSS CMB initiating a call out to the MEIO and senior managers.
2. The MEIO will participate in the province's annual nuclear exercise and connect with MEIOs in other key ministries as appropriate in exercises they may organize.
3. The MEIO will participate in exercises that test the MCSS/MCYS Emergency Management Plan.
4. The MEIO will participate in any ad hoc exercises involving the ministry and organized by the Ministry of Government Services.
5. The Director of Communications or a designate will participate in all exercises organized for the MAG.

### **Debriefings**

A CMB debriefing, organized by the MEIO, will take place after a community emergency or disruption to business operations to evaluate the effectiveness of the emergency communications plan. The debriefings may be formal or informal, depending on the scope and scale of the emergency, but the lessons learned will be included into the emergency information communications system where appropriate.

## MEDIA CONTACT SCRIPT

In the event you are asked to comment on a community emergency, please immediately direct the media person to the appropriate community, municipality or First Nation.

What to say...
<b>In Ontario, municipalities have first responsibility for responding to emergencies. Please contact the media relations department of the local municipality about its plans for responding to the emergency.</b>

In the event you are asked to comment on the provincial response to a community, provincial or national emergency, please direct the media person to the Ministry Emergency Information Officer.

What to say...
<b>The Ministry of Community and Social Services (or the Ministry of Children and Youth Services) has a person dedicated to providing media with information about its response to an emergency.</b>
<b>Please contact our Ministry Emergency Information Officer at:</b>
<b>416-325-5156</b>

## APPENDIX 7

### MCSS Hazard Identification and Risk Assessment: Common Consequence Model Per Responsibilities under Order In Council 1492/2005

Order in Council Responsibility (Common Consequence of Emergency)	Special Considerations	High Risk Situation/Service Specific Hazard	Level Of Risk*	Responsibility Centre for Emergency Response	Risk Exposures	Ministries with Shared Responsibility
Emergency Food	<ul style="list-style-type: none"> <li>• Populations with special (medical) dietary requirements e.g. some residents of MCYS facilities</li> <li>• Populations with special (religious/cultural) dietary requirements</li> </ul>	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>• Evacuation</li> <li>• Emergency Shelter</li> <li>• Border Crossing Delay (roadways &amp; marshalling yards)</li> <li>• Food shortage or contamination in large area</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human Caused or other emergencies which impact on food availability or quality.</p>	<p><b>A</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>• Municipality or local community</li> <li>• DSSAB</li> <li>• MCSS Regional Office</li> <li>• MCSS Corporate</li> <li>• NGOs</li> </ul> <p>Ministries/services with shared responsibility (see Risk Exposures):</p> <ul style="list-style-type: none"> <li>• Agriculture and Food</li> <li>• Transportation</li> <li>• Health and Long Term Care</li> <li>• Policing Services (security issues)*<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Transportation emergency could impact on “just in time” food delivery to local suppliers.</li> <li>• Widespread food contamination or shortage could limit food availability</li> <li>• Potential for disturbances of public order during distribution of food in large scale emergency.</li> <li>• Potential for “special diet” requirements (medical, religious, cultural)</li> <li>• Power blackout could impact on food preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation</li> <li>• OMAFRA (food quality)</li> <li>• EMO: (food delivery infrastructure)</li> <li>• Health &amp; Long Term Care</li> <li>• Community Safety &amp; Correctional Services (public order)*<sup>2</sup></li> </ul>

<sup>1</sup> The appropriate policing services jurisdiction will be determined based on the specific situation/location requiring police intervention.

<sup>2</sup> The appropriate policing services jurisdiction will be determined based on the specific situation/location requiring police intervention.

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Emergency Food: <b>Water</b>	<ul style="list-style-type: none"> <li>• Sterile (boiled) water or distilled water for infant feeding/formula</li> </ul>	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>• Evacuation</li> <li>• Heat Emergency</li> <li>• Border Crossing Delay</li> <li>• Water Contamination</li> <li>• Extreme drought in large area</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human Caused or other emergencies which impact on water availability or quality.</p>	<p><b>A</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>• Municipality or local community</li> <li>• DSSAB</li> <li>• MCSS Regional Office</li> <li>• MCSS Corporate</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• contamination or insufficient amount of water available</li> <li>• transportation/delivery system failure</li> </ul>	<ul style="list-style-type: none"> <li>• Environment (contamination)</li> <li>• Natural Resources (drought)</li> <li>• Health &amp; Long Term Care</li> <li>• Agriculture And Food (ingestion monitoring control)</li> </ul>
Emergency Clothing	<ul style="list-style-type: none"> <li>• Religious/ethnic requirements</li> <li>• Seasonal requirements</li> </ul>	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>• Evacuation</li> <li>• Emergency Shelter</li> <li>• Contamination (chemical, biological, radiological)</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human Caused or other emergencies which impact on access to appropriate/required clothing</p>	<p><b>B</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>• Municipality or local community</li> <li>• DSSAB</li> <li>• MCSS Regional Office</li> <li>• MCSS Corporate</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

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Emergency Shelter	<ul style="list-style-type: none"> <li>Barrier-Free accessibility in some locations</li> <li>Segregation by gender &amp; privacy and access to area for spiritual practices</li> </ul>	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>Evacuation (flood, fire, explosion, contamination)</li> <li>Energy emergency with extreme heat or cold</li> <li>Health Emergency (isolation facilities for homeless)</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human-Caused or other emergencies which impact on access to usual accommodation</p>	<p><b>A</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>Municipality/local community</li> <li>DSSAB</li> <li>MCSS Regions</li> <li>MCSS Corporate</li> <li>NGOs</li> <li>PHAC CEPR NESS &amp; MOHLTC (cots &amp; blankets)</li> <li>ADO (consultation)</li> </ul>	<ul style="list-style-type: none"> <li>Availability of appropriate shelter locations is limited.</li> </ul>	<ul style="list-style-type: none"> <li>None for location of emergency shelter sites</li> <li>Ministry of Health &amp; Long Term Care (human health emergency needs)</li> <li>Ministry of Municipal Affairs &amp; Housing (longer term sheltering) in consultation with ORC.</li> </ul>
Registration & Inquiry Services	<ul style="list-style-type: none"> <li>Populations with special communication issues</li> <li>Language considerations</li> </ul>	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>During Evacuation: reunification of family members</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human-Caused or other emergencies which result in dislocation of persons.</p>	<p><b>C</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>Municipality/local community</li> <li>DSSAB</li> <li>MCSS Regions</li> <li>MCSS Corporate</li> <li>NGOs</li> <li>PHAC CEPR NESS</li> </ul>	<ul style="list-style-type: none"> <li>Interruptions to technology.</li> <li>Inquiries from outside the affected area</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>

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Personal Services required in support of all emergencies	Interpreters/translators  Replacement of personal assistive devices (e.g. glasses, hearing aids, prosthetics) due to loss or contamination.	<p><b>High Risk Situation/Service:</b></p> <ul style="list-style-type: none"> <li>• Psychosocial counseling services</li> <li>• Translation Services</li> <li>• Religious/Cultural Services</li> <li>• Hygiene supplies</li> </ul> <p><b>Hazards Likely to Produce this:</b> Natural, Geological, Hydrologic, Technological, Energy, Health, Transportation, Nuclear, Human-Caused or other emergencies which result in dislocation or contamination of persons.</p>	<p><b>C</b></p> <p><b>See chart at end of HIRA</b></p>	<ul style="list-style-type: none"> <li>• Municipality/local community</li> <li>• DSSAB</li> <li>• Ministry Partners (MMAH, MOHLTC)</li> <li>• MCSS Regions</li> <li>• MCSS Corporate</li> <li>• NGOs</li> <li>• PHAC CEPR (NESS)</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

\* Level of Risk

LEVEL OF RISK	POSSIBLE COURSES OF ACTION
<b>Extreme risk (A)</b>	<ul style="list-style-type: none"> <li>• <b>Service has been required within the past 3 years</b></li> <li>• Immediate action required – highest priority for mitigation and contingency planning.</li> <li>• Executive attention recommended.</li> <li>• Further research recommended on scenario analysis or vulnerability.</li> </ul>
<b>High risk (B)</b>	<ul style="list-style-type: none"> <li>• <b>Service has been required in the past, more than 3 years ago</b></li> <li>• Prompt action required – risk may be addressed through mitigation and contingency planning.</li> <li>• Senior management attention recommended.</li> <li>• Further research may be required on scenario analysis or vulnerability analysis.</li> </ul>
<b>Moderate risk (C)</b>	<ul style="list-style-type: none"> <li>• <b>Service has not been required in the past 10 years, but may be required given the changing risk environment</b></li> <li>• Planned action may be required- potential consideration for further mitigation and planning.</li> <li>• Identify management responsibility.</li> </ul>
<b>Low risk (D)</b>	<ul style="list-style-type: none"> <li>• <b>Specific action required may be planned following the onset of an emergency</b></li> <li>• Action may not be required- advisory in nature.</li> <li>• Managed by routine procedures.</li> </ul>

**Risk Perception**

Different people think about risk in different ways. Some may prefer an objective, analytical approach, whereas others may emphasise factors such as:

- Capability to control the risk;
- Whether exposure to the risk is voluntary;
- If the risk is familiar?
- The potential for catastrophe?
- Whether there is high fear of the consequences.
- Future or unforeseen effects; who is a risk and who may benefit?

**Ontario Hazards**

<p><b>NATURAL HAZARDS</b>  Agriculture &amp; Food (Includes Foreign Animal Disease)  Severe Weather</p> <ul style="list-style-type: none"> <li>▪ Heat/Cold</li> <li>▪ Hurricanes</li> <li>▪ Tornadoes</li> <li>▪ Ice Storms</li> <li>▪ Electrical Storms</li> <li>▪ Forest Fires</li> </ul> <p><b>GEOLOGICAL HAZARDS</b>  Earthquakes  Landslides  Land Subsidence</p> <p><b>HYDROLOGIC HAZARDS</b>  Drought/Low Water  Erosion  Flooding</p>	<p><b>TECHNOLOGICAL HAZARDS</b>  Critical Infrastructure Failures  Building/Structural Collapse  Dam Failures  Mine Emergencies (Operating /Abandoned)  Explosions/Fires  Hazardous Materials  Fixed Site Incident  Transportation Incident (road, rail, air, marine)</p> <p><b>ENERGY EMERGENCIES</b>  Supply  Oil, Natural Gas Emergencies  Storage/Distribution Systems</p> <p><b>TRANSPORTATION EMERGENCIES</b>  Air  Marine  Railroad</p>	<p><b>HUMAN HEALTH</b>  Health Emergencies &amp; Epidemics</p> <p><b>NUCLEAR EMERGENCIES</b>  Nuclear Facility Emergencies  Radiological Emergencies  Nuclear Facility  “Dirty Bomb”</p> <p><b>HUMAN-CAUSED HAZARDS</b>  Civil Disorders  Sabotage  Terrorism  Special Events</p> <p><b>OTHER</b>  War and International Emergencies  Space Object Crash (satellite)</p>
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