

Municipal Emergency Management Guide

June 2018

PEI EMO



Purpose of the Guide

The Municipal Government Act now mandates municipalities to have an approved Municipal Emergency Management Program in place. This program must include at a minimum:

- A copy of the Municipal By-law
- The Municipal Emergency Management Plan
- A Delegation of Authority
- Plans for training and exercising
- Any other component required by the PEI Emergency Measures Organization (EMO), i.e. Hazard, Risk Analysis.

The purpose of this guide is to provide you with step by step assistance in developing your Municipal Emergency Management Program. Included in the guide you will find a 10 step process to develop your program, key position responsibilities, templates, sample forms and more.

We have added templates for both the Municipal by-law and the Municipal Emergency Management Plan to our website. The plan template will need to be modified with information taken from this guide to meet the needs of your municipality.

To access the templates and information on our website visit: <https://www.princeedwardisland.ca> and search for Emergency Measures Organization.

Public safety officers are available to speak to your municipality, service groups, municipal organization, or business about corporate, municipal or personal emergency preparedness. We can assist you in developing your Municipal Emergency Management Program. For more information contact EMO.

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Why we need to plan



Throughout Canada, we experience a diverse set of threats, hazards, and events. The size, frequency, complexity, and scope of these incidents vary, but all involve a range of personnel and organizations to coordinate efforts to save lives, stabilize the incident, and protect property and the environment. Every day, jurisdictions and organizations work together to share resources and act collaboratively. Whether these organizations are nearby or are supporting each other from across the country, their success depends on a common, interoperable approach to sharing resources, coordinating and managing incidents, and communicating information.

Most emergencies are well managed at the local level from emergency service agencies, however, a large-scale emergency will likely require more resources and personnel than emergency responders can provide and manage. All levels of government, nongovernmental organizations (NGO), and the private sector need to work together to prevent, protect against, mitigate, respond to, and recover from incidents. To be able to respond in an effective and coordinated manner in an emergency, it is vital that municipalities develop a comprehensive emergency management program.

When developing an emergency management program, commitment is needed from local officials and input and support from PEI Emergency Measures Organization (PEI EMO), and other supporting agencies that will participate in an emergency response. Once the plan is developed, it is critical to train those involved to familiarize them with their roles and to exercise the plan to ensure that it functions efficiently.

Shared Responsibility

Emergency preparedness is a shared responsibility and the levels of involvement may include:

Individual/Family

Municipality/Mutual Aid

Province/Territory

Federal Government

All Islanders are encouraged to be prepared to cope for at least the first 72 hours of an emergency, while emergency workers focus on those in urgent need. Additionally, during severe weather events such as a blizzard or flood, it may take several days before roads are passable and accessible. When individuals need assistance they turn to their municipality for support. If municipal resources, including mutual aid, be insufficient to deal with the emergency, assistance may be requested from the Provincial Government through the PEI Emergency Measures Organization. In order to access these supports, municipalities should be aware of the following:

- Municipalities have the overall responsibility for taking mitigative action, preparing for, responding to and recovering from emergencies or disasters.
- PEI Emergency Measures Organization is responsible to coordinate and manage the provincial emergency response on behalf of the Province of PEI.
- Requests for support from the province from municipalities must be submitted to PEI EMO.
- Requests may be verbal initially but will require follow up in writing.
- Municipalities should submit the following information when requesting support from the province:
 - Details of request for resources – what, how much, when and for how long.
 - Requests must be made by an authorized entity from the Municipality, i.e. Mayor or designate.
- Once EMO has responded to the request based on the availability and an estimated cost for the resource, the municipality must provide acknowledgement prior to resources being released.

Developing the Municipal Emergency Management Program

Emergency Management is comprised of four distinct but intertwining phases:

- **Mitigation/Prevention** is taking corrective measures to identify areas at risk, and take actions to reduce or eliminate the risk and potential impact on the municipality.
- **Preparedness** activities can help ensure staff and council are trained and resources are identified and accessible.
- **Response** involves the municipalities' actions to deal with an incident.
- **Recovery** involves the efforts of the municipality to return to normal.

The responsibility for the welfare of municipal residents rests with municipal elected officials. Every municipality must be prepared, to the extent of its own capabilities, to meet the threats that may arise from an emergency. The process of developing an emergency management program begins and ends with the municipal council. The council must support the idea of emergency planning, provide funding and appoint an Emergency Coordinator and Deputy, who shall be responsible for the implementation, maintenance and execution of the municipal emergency management program. The municipal council should be involved in the planning process to build support for the program.

The Municipal Government Act now mandates municipalities to have an approved emergency management program in place. This program must include at a minimum:

- A copy of the Municipal By-law
- The Municipal Emergency Management Plan
- A Delegation of Authority
- Plans for training and exercising
- Any other component required by the PEI Emergency Measures Organization (EMO)

Municipalities may work with other municipalities to develop a joint Municipal Emergency Management Plan. Municipalities will need to determine their approach for emergency responses. Where it makes sense for some municipalities to work together (e.g. those who share a Fire District) it may not make sense for others to work together (e.g. some municipalities have very unique risks compared to other municipalities). Consideration must be given to how a response would be coordinated in a joint approach.

Municipalities that decide to work with other municipalities to develop a joint Municipal Emergency Management Plan, must enter into a service sharing agreement with partner municipalities pursuant to Council's Shared Services Bylaw.

Emergency Management Program Steps

PEI EMO recommends a 10 Step process to assist in developing a Municipal Emergency Management Program.

Emergency Management Program Steps

1. **Pass a by-law to establish an Emergency Management Organization**
 - Register by-law with Municipal Affairs
2. **Appoint an Emergency Management Standing Committee**
 - One or two members of Council to oversee program completion
3. **Appoint a Municipal Emergency Coordinator, Deputy and a Planning Committee**
 - Develop Emergency Plan
 - Review positions in Plan
4. **Establish an Emergency Operations Center and Team**
 - Review and assign team responsibilities
5. **Conduct a Hazard/Risk Assessment**
6. **Develop a Resource Inventory**
 - EOC Team members complete their own resource lists within the plan
7. **Complete the Plan**
8. **Training and Education**
 - Train the EOC Team
 - Educate the public
9. **Exercise the Plan**
 - Discussion based exercise annually
 - Operational based exercise every five years
10. **Maintain the Program**
 - Update the plan
 - Ongoing training and exercising
 - Public Awareness

Step 1 – Bylaw

Municipalities must pass a by-law to establish an Emergency Management Organization and register the by-law with Municipal Affairs.

Local By-Laws lay down the foundation for the entire municipal program to deal with emergencies. They include:

- Membership of committees
- Duties/responsibilities
- Powers of council
- Funding arrangements
- Mutual Aid/Shared Service Agreements

Step 2 – Appoint an Emergency Management Standing Committee

Appoint one or two councilors to an Emergency Management Standing Committee. This committee will:

- Advise Council on the development of a Municipal Emergency Management Program.
- Submit emergency management policy recommendations to Council.
- Present the completed Municipal Emergency Management Plan to Council for approval.
- Update Council on developments during an activation of all or part of the Municipal Emergency Management Plan.
- Liaise with the Municipal Emergency Coordinator and Deputy.
- Negotiate any Memorandums of Understanding (MOU)/Memorandums of Agreement (MOA).
- Ensure completion of the Emergency Management Program.

Step 3 – Appoint a Municipal Emergency Coordinator, Deputy and Municipal Emergency Management Planning Committee

Municipal Emergency Coordinator/Deputy

The Municipal Emergency Coordinator and Deputy shall be responsible for the implementation, maintenance and execution of the municipal emergency management program. They must have delegated written authority from the municipal council to perform their duties and coordinate an emergency response on behalf of the municipality. They should have the support and recognition of primary emergency responders, municipal officials and administrators and representatives from agencies who participate in the emergency planning and response process. They shall:

- Develop and coordinate the Municipal Emergency Management Program including the plan.
- Coordinate and conduct, on an annual basis, training and exercises to test the Municipal Emergency Management Plan.
- Coordinate public education programs related to emergency management; and
- Act as the Emergency Operations Center (EOC) Manager to coordinate and manage the municipal operational response for an emergency upon activation of all or part of the Municipal Emergency Management Plan or a declaration of a state of local emergency.

Municipal Emergency Management Planning Committee

Members should have experience in their respective fields, possess a sound knowledge of their operational roles, procedures, resources, and have the authority from the municipality or their agency to make decisions on behalf of the municipality or agency.

The Municipal Emergency Management Planning Committee will consist of:

- The Municipal Emergency Coordinator and Deputy Municipal Emergency Coordinator.
- The manager(s) responsible for each municipal department which is assigned emergency functions under the Municipal Emergency Management Plan and, where no department exists, a person to represent the functions of:
 - Law enforcement (Police)
 - Fire protection (Fire)
 - Transportation
 - Water/wastewater service (Public Works)
 - Communications (Telecommunications)
 - Human resource management
 - Public information
 - Finance and administration
 - Social services include: registration, feeding, lodging, clothing and personal services

The Municipal Emergency Management Planning Committee will:

- Assist the Municipal Emergency Co-ordinator and Deputy Municipal Emergency Co-ordinator in the preparation and coordination of the Municipal Emergency Management Plan, including the development of memorandums of understanding or mutual aid agreements, for cooperation and mutual assistance between municipal governments and other organizations in the event of an emergency.
- Collaborate with authorities of the municipality, neighbouring municipalities, provincial authorities, and other organizations assigned comparable duties.
- **Respond and participate as members of the Municipal Emergency Operations Centre Team upon full or partial activation of the Municipal Emergency Management Plan.**

Step 4 – Establish an Emergency Operations Center and Team

An Emergency Operations Center (EOC) is a pre-designated facility established by the municipality where the EOC Team coordinates the overall response and support to an emergency. The EOC Team works from this facility and will consist of members of the Planning Committee who will be referred to as the EOC Team. **The EOC does not command or control the on-site response** as that is the responsibility of the Incident Management Team (emergency responders).

The Emergency Operations Centre (EOC) is the designated location for gathering and disseminating information and conducting analysis. Clear, concise, and frequent communication is essential in the EOC in order for decisions and policies governing the emergency response to be planned and implemented most efficiently.

For an emergency response to be effective, the EOC Team must be able to identify and access resources in an expedient manner. Team members will need to develop and regularly update the list of contact names and phone numbers of resources (personnel, equipment, materials, and supplies that may be required in an emergency response).

Step 5 – Conduct a Hazard Risk Assessment

The process of conducting a Hazard Risk Assessment is based on a review of the features of hazards such as their location, intensity, frequency and probability; the potential of physical, social, economic and environmental impacts, vulnerability, and exposure, while taking into account municipal capacity.

Appropriate prevention/mitigation and preparedness activities can take place after the risks are adequately identified, assessed and rated.

Consider all possible resources a municipality has at its disposal and where they may be obtained. If there is a lack of resources or qualified personnel to carry out necessary functions in an emergency, mutual aid agreements or memorandums of understanding (MOU) can be developed with another municipality or organization that have the required capacity or capability and will provide needed assistance in an emergency.

PEI EMO staff are available to assist in conducting a Hazard Risk Assessment for municipalities. Contact EMO for additional information.

Step 6 – Develop a Resource Inventory

A municipal emergency management program is only as effective as the municipality's ability to carry it out. An effective emergency response involves these components:

- Recognizing the developing emergency and responding quickly and effectively.
- Making the best use of existing resources in the municipality.

Planning Committee members (EOC Team) should complete their own resource listing within the plan. Those resource lists should indicate contact names, all available phone numbers and, ideally, a designated alternate for all resources you may need in an emergency.

Maintain a current contact list or directory of all necessary personnel, including council members, primary responders, and persons responsible for resources which may be needed. These resource lists should be included as an appendix to the emergency plan so that they can be updated regularly without having to get approval.

MOUs may need to be developed for the use of municipal resources such as alternate EOC or reception centre facilities. Some municipalities have MOU's with neighboring jurisdictions for use of their facilities as overflow reception areas.

It is very important to update these resource lists regularly. The plan should outline a notification system which describes who initiates the call-out and how it will proceed. An established call-out procedure will ensure all necessary personnel and resources are contacted to respond to the emergency.

Step 7 – Complete the Emergency Management Plan

Once all the positions are filled, resources identified, an EOC established and MOUs signed, it is time to pull it all together into one single plan. PEI EMO has a Municipal Emergency Management Plan template that encompasses the legislated sections and terminology from the Municipalities Act on the web site.

The Emergency Management Coordinator will then present the plan to PEI EMO for review and recommended changes. Once changes are made, the plan will be presented to council for review and approval. Once approved, it should be signed and dated with copies provided to all members of the EOC team, partner agencies and to PEI EMO.

Step 8 – Training and Education

Provide the EOC team with training as necessary. PEI EMO offers a variety of courses in emergency management and the course calendar and applications can be found on their web site.

Ensure emergency responders are familiar with the emergency plan and are aware that the municipality is ready to provide support in an emergency. Educate residents of the municipality that you now have an emergency management program in place and inform them of their individual responsibilities in an emergency.

Step 9 – Exercise the Plan

The Municipal Government Act states that the Municipal Emergency Management Program shall include an exercise work plan that, at a minimum, provides for:

- An annual discussion-based exercise to be commenced by the municipality not later than one year after approval of the program by the provincial Emergency Measures Organization.
- An operational-based exercise, which includes participation by the appropriate response agencies referred to in the emergency management program, to be undertaken by the municipality once every five years, commencing not later than five years after the approval of the emergency management program by the provincial Emergency Measures Organization.

Exercising your plan can be as important as writing it. An exercise is a learning tool for all involved as it provides an opportunity for everyone to review and test their roles and responsibilities and to consider issues that could unexpectedly arise during an emergency. Exercises can range from tabletop exercises (fan-out, scenario with discussion), to a full-scale field exercise (fire drills, evacuation).

Conclude the exercise with a debriefing session with all participants as this is an opportunity for them to provide their perspective on the response with constructive feedback. From the debriefing session, revise your plan accordingly based on the observations raised from the exercise. **PEI EMO staff are available to help you develop, facilitate, evaluate or observe your exercise.**

Step 10 – Maintain the Program

Plans should be reassessed and updated annually if required. Resources and contacts frequently change and reviewing them is the one area which causes the most challenges.

Continued training is very important, especially for new members of the EOC team and volunteers who you rely on during a response. Knowing their role during an emergency is essential for a more rapid and coordinated response.

Public Awareness – Some municipalities have updates in their newsletter. They also gather local data listing the areas that are susceptible to flooding, or those who have special needs in an emergency – ie: mobility issues, use oxygen concentrators if the power is out, etc. as well as those who are “ more resilient” & have their own generators.

Public awareness and support are critical elements in emergency planning. Seek public consultation during the planning stage. Representatives from other organizations or agencies, volunteers and citizens may provide feedback or issues that may not have been considered.

Share the emergency plan with all those who may play a role in the emergency response. Meet with representatives from participating departments and agencies to inform them and answer any questions about their roles and responsibilities in an emergency response.

Additional Plans

Contingency Plans

Contingency plans are arrangements and checklists for specific emergencies for which a municipality has a specific and considerable vulnerability:

- What agencies should be involved and what is their role?
- What resources are needed to manage such an emergency?
- What skilled or qualified personnel are needed to respond effectively and how can they be reached?
- If those personnel or resources are unavailable locally, what other municipalities, agencies, or organizations have the specialized equipment or skills?

Evacuation Plan

Every municipality should have a contingency plan for an evacuation attached to the Municipal Emergency Management Plan. Sudden emergencies such as a hazardous material spill, a forest fire, hurricane or flood may require the municipality to evacuate residents quickly and for an extended period of time. It is far easier to plan in advance how you will proceed with an evacuation than to try and respond without a plan in place.

Crisis Communications

The effectiveness with which emergency information is gathered, correlated and disseminated to the public is an essential element of a successful emergency response. The public has a right to know what has occurred, what is being done and where to get more information in advance of, during, and following an emergency.

The Crisis Communications plan may be activated all or in part during a situation which endangers the lives, health and/or safety of persons, or which results or may result in a disruption or breakdown in the flow of essential goods and services within the municipality.

The purpose of the Municipal Crisis Communications Plan is as follows:

- To ensure that timely and accurate information is provided to the public, and officials, by the Municipal government during an emergency situation.
- To enable the coordination and distribution of all public information related to the emergency.
- To enable the identification of personnel, procedures and resources required to implement this plan.
- To coordinate operating procedures for sharing information with the public, media and authorities within the municipality in the event of an emergency.

Developing Memorandums of Understanding or Mutual Aid Agreements

By definition, emergencies are unpredictable. This makes it almost impossible to ensure all necessary resources and qualified personnel are always available and accessible when an emergency happens. However, those personnel or tools are often vital to an effective, coordinated response.

One way to quickly access resources, assets and qualified personnel in an emergency is to develop a Memorandum of Understanding (MOU) or a Mutual Aid Agreement (MAA) with local organizations or neighboring municipalities. An MOU or MAA outlines expected roles and responsibilities of both the municipality and the provider of additional or alternate services or resources, both before and during an emergency response.

Consider developing an MOU or MAA with the following resources:

- Community service organizations can provide support services such as food or the use of their facility in case an evacuation is necessary and a reception centre must be established.
- Transit companies for use of buses for evacuation.
- Neighboring municipality for specialized equipment, additional personnel and/or facilities.

The written MOU or MOA should include the following information:

- The complete title of each of the parties involved.
- Definitions to clarify wording used.
- A brief description of the municipality and other organization describing their purpose and authority structures.
- The purpose of MOU or MOA.
- The municipal responsibilities in an emergency response as well as in conjunction with the other party (e.g. provision of training, etc.).
- The responsibilities and roles of the other party prior to and in an emergency response.
- An outline of cost recovery for services incurred.
- An account of insurance coverage and/or liability information.
- The terms of agreement, including renewal, amendment, and termination information.
- The appropriate signatures from the municipality and the participating party.

A Mutual Aid Agreement template can be found in this document.

Debriefing after an Emergency

Schedule a debriefing session within 24 to 72 hours of the post-emergency stage. All personnel must be debriefed. This can happen in a variety of ways. Emergency managers may debrief in a small group with all responders and Municipal Department representatives.

Debriefing sessions should include the following:

- An objective assessment of the emergency and response.
- Issues individuals or groups faced (e.g., communication, misunderstanding of one's role, etc.)
- Recommended changes for the municipal emergency management program and future response.
- Comments from each individual.

Debriefings must be incorporated within an emergency plan which will allow for open discussion to evaluate the success of the response and identify necessary changes for the municipal plan. Debriefing is a useful process allowing participants to express frustrations and anxieties experienced during the emergency.

Failure to address these feelings can result in increased stress related symptoms. Without proper debriefing, these symptoms may become evident shortly after the emergency and may last for years. For some individuals, even mock and tabletop emergency exercises can be stressful. It is important that everyone gets adequate rest and relief during and after an emergency. At the onset of any event, there should be someone assigned to enforce relief and rest periods for everyone, including management personnel.

Emergency managers should be aware of the emotional impacts to personnel. For those having a difficult time coping they should be provided an opportunity to take the necessary breaks or be removed from the situation.

Evacuations

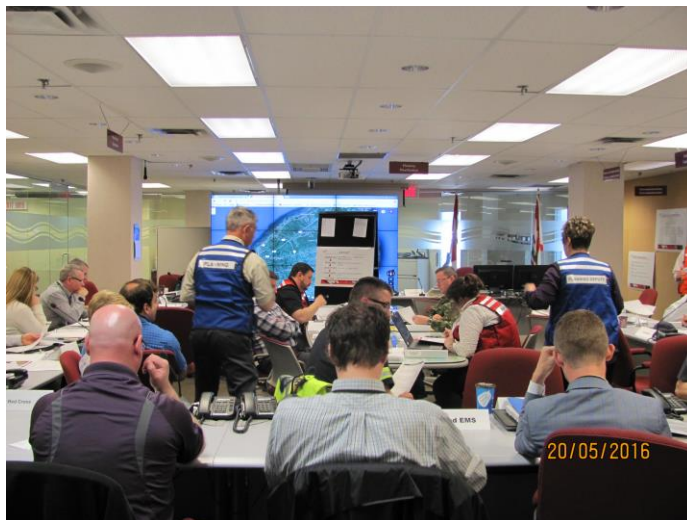
Consider the following when planning for an evacuation:

- Public/resident protection: Is evacuation the only way to protect them from harm?
- Municipal training: Who needs to be trained? What should they be trained in?
- Individual rights and responsibilities in an evacuation: What method of public education does your municipality have in place to inform the residents?
- Public notification: How will people know they have to leave the area? Where will they be sent?
- Demographics: What unique characteristics do residents in the affected area have such as cultural and language differences?
- Specialized needs: What special needs do people in the affected area have (e.g., disabilities, transportation, pets, livestock)? What information should they know?
- Evacuee numbers: how many people will need to be evacuated? Should others in the area be alerted? How will the municipality deal with separated family members?
- Effect on citizens: How will an evacuation affect the stress level and coping skills combined with a large-scale emergency? What kind of support is available to them?
- Effect on others: How will the evacuation affect neighboring municipalities?
- Effects on other municipal components: How will the evacuation affect the local economy, political consequences and the social fabric of the municipality?
- Area considerations: What parts of the municipality are particularly at risk to evacuate? What can be done to reduce that risk?
- Area needs: If many people need to be evacuated, can the municipal infrastructure (roads, bridges, etc.) handle the volume of traffic at this time?
- Authority: Can the evacuation happen only when the municipality has declared a state of local emergency? Who “orders” an evacuation? What liability considerations are there? What are the consequences of these liabilities?
- Agencies involved: Who does what in an evacuation?
- Re-entry phase: Who will monitor and determine when it is safe for evacuees to return?
- Recovery: What assistance is in place for evacuees who face damage or losses as a result of the emergency?

In answering the questions above, the municipality should be able to develop a contingency plan for evacuations. For further evacuation training, planning or exercise assistance, please contact PEI EMO.

Municipal Emergency Operations Centre

Part of the emergency management program is to establish an **Emergency Operations Centre (EOC)** and assemble an **Emergency Operations Centre Team (EOCT)**. Similar to the emergency plan, an emergency operations centre and team requires a commitment from local officials combined with input and support from provincial government agencies including PEI EMO, emergency services, and non-governmental agencies. The Emergency Operations Centre (EOC) brings together representatives from the municipality and the emergency response community to strategically coordinate resources in support of preparedness, response and recovery activities. **The Planning Committee members may take on the role of the EOC Team once the plan has been completed.**



The EOC is responsible for:

- Ensuring municipal or agency operations continue to function.
- Communicating information to the public.
- Supporting the Incident Commander at the site by obtaining additional resources.
- Invoking extraordinary legal powers that may come from a declaration of a state of local emergency if required.
- Compiling and sharing of information.
- Supporting other municipalities or jurisdictions.
- Coordinating resources.
- Developing situational awareness.

EOC Physical Location, Equipment and Supplies

The EOC design, layout and equipment for small and large municipalities will vary; each municipality will find it needs to design its EOC to fit the needs and building capacities of the municipality.

Consider the following factors when deciding where to locate a municipality's EOC:

- How vulnerable is the location in an emergency?
- How convenient is it for EOC staff to access in an emergency?
- Does the EOC have back up power if the emergency causes a loss of electricity, water, and sewage services to the municipality?
- What are the budgetary restraints?
- How well can the building be secured in an emergency?

Establish an EOC before an emergency occurs. Analyze potential hazards and take them into consideration when selecting the site. For example, locating your EOC in an area at high risk for flooding may be OK for certain events but if the Hazard Risk Assessment indicates the municipality has a very high probability and occurrence of flooding this may not make the best primary location.

The EOC ideally should be a self-sufficient and self-sustaining facility that can operate independently for a reasonable amount of time with its own generator, an independent water supply, sewage disposal system and adequate ventilation. Depending on local resources, the municipality may only be able to provide partial self-sustaining capacity.

Facilities must be located in an area where security personnel can manage and control people entering and leaving the EOC.

Depending on the capacity of the municipality, ideally the following areas should be designated in the EOC:

- The largest room or area in the facility should be designed to allow for the team to coordinate the emergency response.
- Executive Room - preferably separate but near the EOC Team room, the executive room houses elected officials who provide authority and direction in the response effort.
- Communications area - close to the activity of the operations room for telecommunications equipment if required.

- Public Information area - the public information area is where news of the emergency is monitored and disseminated to the public.
- Rest areas - stress and fatigue are natural consequences of an emergency; it is imperative to include a quiet area separate from the EOC where personnel can rest.
- Washrooms.
- Kitchen and food storage facilities that have sufficient equipment, supplies, and food to enable personnel to function effectively during the emergency.

Equipping a Municipal Emergency Operations Centre

The following are suggested lists of basic equipment and supplies for a municipal EOC. Consider the specific municipal hazards, capacity and needs of EOC staff to ensure that the EOC is properly prepared.

Equipment

• Desks	• Extension cords
• Chairs	• Telephone books
• Tables	• Identification tags
• Television set	• Emergency operations plans
• VCR / DVD player	• Coat rack
• Telephones (unlisted)	• Hangers
• Telephone / internet cables	• In/Out boxes
• Black/white board	• Photocopier
• Display boards	• Fax machine
• Projection screen	• Video and audio cassettes
• Overhead projector	• Flashlights
• Radio	• Camera
• Computer / printer	• Bookcase
• Calendar	• Food storage cabinet
• Local area maps	• Kettle
• Aerial maps of the area	• Garbage cans
• Clock	• Water jugs and glasses
• Calculators	• Blankets
• Recorder	• Coffee pot, supplies
• Shredding machine	• Stove
• Easel	• Cots
• Food preparation and serving equipment	• Cell phone and laptop chargers

Basic Office Supplies

• Paper (8 1/2 X 11)	• Paperclips
• Paper towels	• Rubber bands
• Envelopes	• Rulers
• Printer toner	• Protractors, compass
• Note pads	• Hole punch
• Pens, pencils	• Post-it notes
• Thumbtacks	• Digital camera
• Message pads	• Flash lights
• Log forms and other forms	• Paper plates
• Message forms	• Disposable cups
• File folders	• Plastic utensils
• First-aid kit	• Garbage bags
• Clipboards	• Beverages
• Tape	• Snack foods
• Staples	• Toilet paper
• Rubber stamps, ink pads	• Batteries
• Markers, dry erase and felt tip	• Glue sticks

Suggested Inventory of Information Items

The following items are a suggested list of items to keep in inventory. Your municipalities list will depend on the size and capacity of your municipality.

Plans

Plans and instructions listed below should be kept in a filing cabinet or bookshelf and be readily available for use in an emergency:

- The municipal emergency management plan with contact lists and resources
- Emergency response plans from partner agencies (fire, police, ambulance)
- Activation, operating and de-activation procedures for the EOC
- Municipal evacuation plan
- Mutual aid agreements or memoranda of understanding
- Emergency plans of neighboring municipalities
- Current list of locations and description of hazardous materials within the municipality
- Relevant documentation on dangerous goods (including the CANUTEC manual)
- Directory of current media and public information resources for the area
- Emergency Public Information Plan

Diagrams and Charts

Display diagrams and charts listed below in easily visible locations. Ideally, laminate them and use dry-erase markers.

- A list of neighboring municipal organizations, their locations and status
- EOC Schedule
- Public Works status boards to document street closures and utility outages
- Organization Chart of EOC
- Key resource location boards
- Reception Centre board listing open reception centers and services provides including hours of operation
- Others as required

Forms

A supply of standardized forms should be kept in separate files or on different clipboards and marked accordingly. They may include:

- Main Event Log
- Personal Log
- Message form
- Sign In/out register
- EOC Action Plan form
- Mutual aid request form
- Situation Report form
- News release template
- Resource requisition form

Miscellaneous Information

Keep these other items readily available:

- Department organizational charts
- List of key officials and means to contact the following:
 - provincial government
 - municipal key officials and staff
 - industry representatives
- Distribution lists

Maps, Overlays and Photographs

Suggested maps could include:

- Large scale laminated map of the municipality, maps of neighboring municipalities and the province
- Aerial photographs of the municipality are an asset for planning in the EOC.

EOC Management Structure

Although not mandatory, PEI EMO recommends using the foundations of the Incident Command System (ICS) to define its organizational structure and processes in the EOC. The Incident Command System (ICS) is a widely applicable management system designed to enable effective, efficient management by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure. Use of ICS within a municipality depends upon the size and complexity of the incident. Functions and roles may be assigned to multiple individuals or a few persons may be assigned multiple responsibilities. Using the ICS for every incident or planned event helps maintain the knowledge, skills, and abilities needed to manage the less frequent but far more complex large-scale incidents.

This management system provides the EOC Manager with 5 major functions: Command, Operations, Planning, Logistics, and Finance/Administration. The EOC Manager is always responsible for these functions unless the nature and size of the emergency warrants one or more of these functions being filled.

Command

- Information
- Liaison
- Legal

Operations

- Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan. Department and Agency representatives that are part of the EOC Team report to the Operations Section Chief.

Planning

- Responsible for collecting, evaluating, and disseminating information, developing the EOC Action Plan, tracking all resources and maintaining all EOC documentation.

Logistics

- Responsible for providing facilities, services, and resources (personnel, equipment and materials).

Finance/Administration

- Responsible for financial activities and other administrative aspects.

EOC Activation

The Municipal Emergency Management Plan should identify individuals who have been given delegated authority to activate the Emergency Operations Centre.

A declaration of a state of local emergency or provincial emergency is NOT required to activate the EOC. However, the EOC **MUST BE** activated if a Local State of Emergency has been declared or if a Provincial State of Emergency is declared that includes the municipal jurisdiction.

There are several factors that will determine when to activate your EOC:

- An incident is expected to expand or escalate over time. Such events can include flooding, winter weather, and civil unrest.
- There is an advanced warning period before the emergency. Such events include hurricanes and encroaching violent storms.
- In preparation for planned events such as political conventions, music festival, sporting events, potential civil unrest, and international summits.
- When the Incident Commander indicates that the incident could expand rapidly.
- If the Incident Management Team on site requires assistance.
- If similar incidents have required EOC activation.
- When the Executive directs EOC activation.
- When more than one jurisdiction (municipality) becomes involved in the response.

Forms

The EOC must keep all documentation required to support operational decisions, actions and any other records in accordance with municipal planning and legal requirements. These records may include specific instructions or actions taken and details about expenditures. Personal Logs and other forms are collected, labeled and stored at the end of the operation. Copies of suggested forms are found in this document.

Demobilization

When the Incident Commander advises the EOC Team that site operations are about to be demobilized (stood down), all appropriate contacts and incoming replacements must be informed at the same time.

EOC Activation Levels

Your EOC may be activated in levels when an incident occurs that is expected to build over time, or when there is a warning period before the emergency and in preparation for planned events. The following levels are recommended for your EOC:

Level 1 – The Municipal Emergency Coordinator (MEC) monitors events locally. No specific threat Applies.

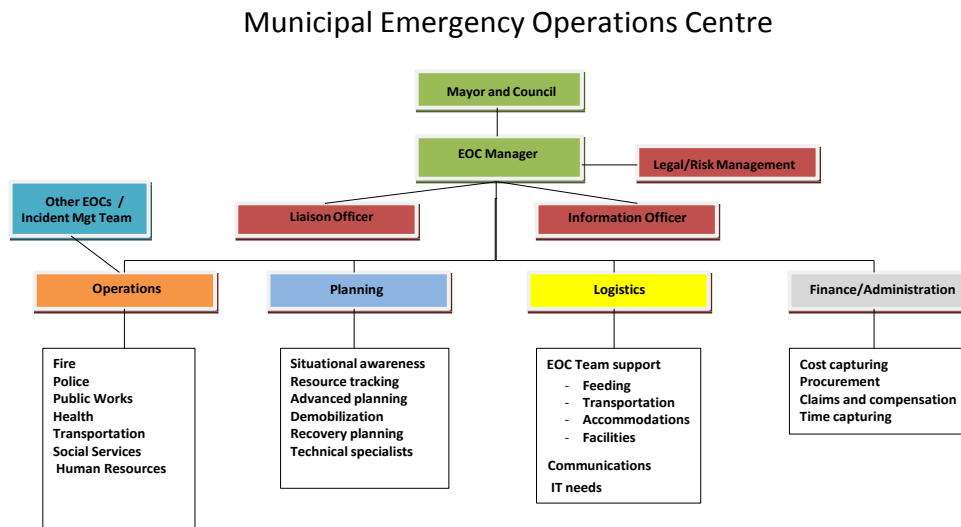
Level 2 – The MEC monitors events locally, there may be sufficient concrete information to indicate a probable or imminent event. Some staff may be called in to assist, and the remaining EOC team may be placed on stand-by. Liaison with municipal and provincial or federal counterparts may be established. Situation Reports are forwarded to executive and appropriate personnel, and some resources may be committed.

Level 3 - MEC closely monitor events. Credible information exists to support anticipation of an imminent event, or an incident has happened. A full or partial compliment of EOC staff is activated; a lead municipal department or agency may be designated. Situation Reports are disseminated and a liaison is established with federal, provincial, and local officials. The declaration of a State of Local or Provincial Emergency may be, or has been, declared, and significant resources may be committed.

Emergency Operations Centre Team

Once the plan is completed the Municipal Planning Committee may assume the role of the Emergency Operations Centre (EOC) team, under the direction of the EOC Manager (Municipal Emergency Coordinator).

When the EOC is activated it should be staffed to a level that matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances. Roles and responsibilities for the EOC Team positions can be found in this document.



Not every function will be filled for every event

EOC Team Positions

When using the recommended foundations of the Incident Command System (ICS) to define the organizational structure and processes in the EOC, the EOC Team should include the 5 major functions of Command, Operations, Planning, Logistics, and Finance/Administration. Municipal and Agency representatives are part of your team and report directly to the Operations Section. The EOC Manager is responsible for any positions that are not filled. **In a smaller municipality with limited staff ensure you fill the positions that are bolded as they are the ones that will be the most critical in 95% of the incidents that may impact your municipality.** In a larger more complex incident you may need to request additional resources to fill the additional positions. Keep in mind you also need an alternate for each position you fill.

EOC Manager

Command Staff

- Legal Officer
- Liaison Officer
- **Information Officer**

General Staff

- **Operations Section Chief**
- Planning Section Chief
- Logistics Section Chief
- **Finance & Administration Section Chief (CAO)**

Municipal/Agency Representatives (Report to the Operations Section Chief)

- **Law enforcement (Police) – may be on site instead of the EOC**
- **Fire protection (Fire)**
- **Transportation**
- **Water/wastewater service (Public Works)**
- **Human resource management**
- **Health**
- **Social services include: registration, feeding, lodging, clothing and personal services**

External Agencies in EOC

Depending on the nature of the emergency, representatives from external agencies may be invited to participate in the EOC to provide assistance if required for a specific incident:

- Island EMS
- Maritime Electric
- Canadian Red Cross
- Bell Aliant
- Eastlink
- RCMP
- Other departments or key agencies

The function of each representative will be determined by the EOC Manager.

EOC Team Member Responsibilities

The following are detailed lists of responsibilities for the EOC Team members.

EOC Manager

Reports to: Mayor and Council (Executive)

The EOC Manager's primary responsibility is to coordinate the efficient response in an emergency situation. Responsibilities include:

1. Activating the EOC if required.
2. Initiating the EOC fan-out/notification list.
3. Ensuring EOC positions are staffed as required.
4. Ensuring an up to date contact list is maintained for fan out purposes.
5. Ensuring information sharing meetings take place.
6. Reporting major incidents to PEI Emergency Measures Organization (PEI EMO).
7. Ensuring the development of an EOC Action Plan.
8. Ensuring the EOC Team take prompt and effective action in response to problems.
9. Ensuring personal logs are maintained by all of the EOC Team.
10. Requesting expert assistance as required.
11. Advising council if there is a need to evacuate a specific area.
12. Coordinating evacuation with the EOC Team.
13. Consulting with the Social Services representative on the selection and opening of Reception Centre(s).
14. Monitoring the capacity of the area resources and if overextended, requesting assistance through mutual aid and PEI EMO, upon approval from council.
15. Informing the EOC Team of issues as they arise.
16. Ensuring communications are established with the Incident Commander at the site (if applicable).
17. Ensuring a thorough situation briefing is conducted during shift changes.
18. Ensuring replacement is thoroughly briefed during shift changes.
19. Ensuring that a main event log is maintained.
20. Maintaining a personal log of all actions taken.
21. Other duties as required.

Liaison Officer

Reports to: EOC Manager

The Liaison Officer acts as a point of contact/coordination for agency representatives and volunteer organizations. Responsibilities include:

1. Contacting EOC Team members which have not acknowledged requests to report to the EOC.
2. Briefing external agency representatives on their role and position within the EOC.
3. Acting as a point of contact for volunteers and/or volunteer organizations.
4. Providing specific services as requested by the EOC Manager.
5. Assisting with coordinating how volunteers and/or volunteer organizations can assist with the response.
6. Maintaining a personal log of all actions taken.
7. Briefing the EOC Team during Information Sharing Meetings.
8. Ensuring replacement is thoroughly briefed during shift changes.
9. Other duties as assigned by the EOC Manager.

Information Officer (IO)

Report to: EOC Manager

The duties of the Information Officer are as follows:

1. Maintaining an up to date list of all media services in the area.
2. Implementing a crisis communication plan in order to support the incident.
3. Leading an Information Team (if required).
4. Establishing a media-briefing centre.
5. Keeping the public informed of significant developments occurring during the emergency.
6. Briefing the media periodically.
7. Maintaining a personal log of all actions taken.
8. Briefing the EOC Team during Information Sharing Meetings.
9. Ensuring the replacement is thoroughly briefed during shift changes.
10. Other duties as assigned by the EOC Manager.

Operations Section Chief

Reports to: EOC Manager

The Operations Section focuses on the current operational period by liaising with and supporting the Incident Management Team (if applicable) and achieving the objectives in accordance with the EOC Action Plan. Responsibilities of the Operations Section Chief include:

1. Gaining and maintaining situational awareness.
2. Establishing communications with the Incident Commander at the site (if applicable).
3. Consulting with the EOC Manager to determine who will be in the operations section.
4. Briefing the EOC Team during Information Sharing Meetings on the current situation.
5. Consulting with EOC Manager, after Information Sharing Meetings, on the development of the EOC Action plan.
6. Leading the operations section to achieve the objectives established in the EOC Action plan.
7. Maintaining a personal log of all actions taken.
8. Ensuring the replacement is thoroughly briefed during shift changes.
9. Keeping the EOC Manager and the Information Officer updated.
10. Other duties as assigned by the EOC Manager.

Planning Section Chief

Reports to: EOC Manager

The Planning Section Chief oversees the conduct of Information Sharing Meetings, the development of the EOC Action Plan and for managing and disseminating information. Responsibilities include:

1. Chairing Information Sharing Meetings.
2. Providing leadership to additional planning staff.
3. Gathering situational awareness.
4. Drafting EOC Action Plan for the EOC Managers approval.
5. Disseminating EOC Action Plan to the EOC Team.
6. Planning for the next operational period.
7. Developing the Situation Report.
8. Briefing the EOC Team during Information Sharing Meetings.
9. Maintaining a personal log of all actions taken.
10. Ensuring the replacement is thoroughly briefed during shift changes.
11. Performing other duties as assigned by the EOC Manager.

Logistics Section Chief

Reports to: EOC Manager

The Logistics Section provides EOC support such as security, feeding, amenities, telecommunications, and information technology. Responsibilities of the Logistics Section Chief include:

1. Maintaining a list of all telecommunications resources in the area.
2. Providing telecommunications in support of emergency operations.
3. Ensuring EOC security arrangements are made.
4. Ensuring EOC has sufficient forms, markers, status boards, paper, etc.
5. Coordinating meals and sleeping arrangements for EOC Team.
6. Briefing EOC Team during Information Sharing Meetings.
7. Working to support the EOC action plan and/or fulfill direction given by the EOC Manager.
8. Maintaining office machinery and equipment.
9. Maintaining a sign in sheet.
10. Ensuring sufficient telephone resources for EOC Team.
11. Maintaining a personal log of all actions taken.
12. Ensuring the replacement is thoroughly briefed during shift changes.
13. Other duties as assigned by the EOC Manager.

Finance and Administration Section Chief

Reports to: EOC Manager

The Finance and Administration Section concerns itself with the financial aspects of an emergency including capturing the costs of dealing with an incident, procuring items, dealing with claims and compensation, and recording the work hours of EOC Team. It is recommended that the CAO holds this position. Responsibilities of the Finance and Administration Section Chief include:

1. Ensuring EOC participants sign in and out of the EOC.
2. Developing a plan for capturing costs dealing with the incident.
3. Briefing EOC Team during Information Sharing Meetings on matters of importance.
4. Working to support the EOC Action Plan and/or fulfill direction given by the EOC Manager.
5. Obtaining EOC Team sign in/sign out times during deactivation
6. Assisting with Disaster Financial Assistance Arrangements (DFAA) claims, as required, during the recovery phase.
7. Maintaining a Personal Log of all actions taken.
8. Ensuring the replacement is thoroughly briefed during shift changes.
9. Other duties as assigned by the EOC Manager.

Police Agency Representative (Municipal Police or RCMP)

The Police Agency Rep may not be available to report to the EOC, depending on the nature of the emergency, they may be at the incident site.

Reports to: EOC Operations Sections Chief

The Police agency representative coordinates area emergency police and security services.

1. Maintaining an up to date list of all police and security resources in the area.
2. Providing police and security resources when requested by the site.
3. Establishing priorities for the use of resources in collaboration with the Operations Section Chief.
4. Determining where specialized equipment and operators may be obtained depending on the nature of the emergency and providing these resources to the site when requested.
5. Determining evacuation routes in concert with the Transportation Rep and the Operations Section Chief.
6. Brief EOC Team on matters of importance during Information Sharing Meetings.
7. Providing advice to the EOC Manager when evacuation appears likely.
8. Providing security for specific facilities as requested.
9. Updating maps and notice boards as necessary.
10. Ensuring that replacements are thoroughly briefed during shift changes.
11. Maintaining a personal log of all actions taken.
12. Other duties as assigned by the Operations Section Chief.

Fire Agency Representative (Local Fire Department)

The Fire Representative may not be available to report to the EOC, depending on the nature of the emergency, they may be at the incident site.

Reports to: EOC Operations Section Chief

The Fire representative coordinates all area emergency fire and rescue services. Responsibilities of the Fire representative include the following:

1. Maintaining an up to date list of all fire and rescue resources in the area.
2. Determining where specialized equipment and operators may be obtained depending on the nature of the emergency.
3. Providing specialized equipment and operators when requested by the site.
4. Coordinating requests for mutual aid.
5. Briefing EOC Team during Information Sharing Meetings.
6. Providing advice to the EOC Manager when evacuation appears likely.
7. Ensuring that dangerous goods support agencies are contacted if necessary.
8. Updating maps and notice boards as necessary.
9. Ensuring that replacements are thoroughly briefed during shift changes.
10. Maintaining a personal log of all actions taken.
11. Other duties as assigned by the Operations Section Chief.

Transportation Representative

Reports to: EOC Operations Section Chief

The Transportation representative is responsible for coordinating area emergency transportation services.

1. Maintaining an up to date list of all transportation resources in the area.
2. Determining where specialized vehicles and operators may be obtained depending on the nature of the emergency, and providing them to the site when requested.
3. Providing transportation services when requested by the site.
4. Establishing priorities for the use of resources in collaboration with other services and the Operations Section Chief.
5. Selecting evacuation routes and pick-up points as necessary, in concert with the Police Agency Rep.
6. Brief EOC Team on matters of importance during Information Sharing Meetings.
7. Informing transportation drivers of the locations of the reception centres, or other places where evacuees may be housed.
8. Providing transportation as requested by the EOC Team.
9. Providing advice to the Operations Section Chief when evacuation appears likely.
10. Updating maps and notice boards as necessary.
11. Ensuring that replacements are thoroughly briefed during shift changes.
12. Maintaining a personal log of all actions taken.
13. Other duties as assigned by the Operations Section Chief.

Human Resources Representative

Reports to: EOC Operations Section Chief

The Human Resources representative is responsible for arranging for personnel and volunteers to support the response to the incident.

1. Obtain a briefing from the Operations Section Chief.
2. Coordinate with EOCT to determine the need for temporary employees.
3. Identify, recruit and register volunteers as required to assist with the incident, i.e. assist at Reception Centers.
4. Brief EOC Team on matters of importance during Information Sharing Meetings.
5. Ensure personnel time records, travel expense claims and other related forms are prepared and submitted for payment.
6. Arrange for counseling for employees if required.
7. Provide guidance on the process for notifying next of kin if there have been injuries.
8. Compile a list of resources relating to Human Resources.
9. Ensure that replacements are briefed during shift changes
10. Maintain a log of all actions taken.
11. Other duties as assigned by the Operations Section Chief.

Health Representative

Reports to: EOC Operations Section Chief

The Health representative is responsible for coordinating all area emergency health services.

1. Maintaining an up to date list of all health related resources in the area.
2. Alerting area hospitals of the emergency.
3. Coordinating the continuation of public health measures including supervision of water supply waste disposal operations, pest control, and control of communicable diseases.
4. Selecting emergency morgue facilities and informing all concerned of the location.
5. Ensuring security is provided at emergency morgues.
6. Acquiring additional trained medical personnel as required.
7. Establishing priorities of resources with other staff, and the Operations Section Chief.
8. Informing Operations Section Chief of significant events.
9. Updating maps and notice boards as necessary.
10. Brief EOC Team during Information Sharing Meetings.
11. Ensuring that replacements are thoroughly briefed during shift changes.
12. Ensuring reception centres are periodically inspected.
13. Maintaining a personal log of all actions taken.
14. Other duties as assigned by the Operations Section Chief.

Social Services Representative

Reports to: EOC Operations Section Chief

The Social Services representative is responsible for coordinating all aspects of Emergency Social Services including lodging, feeding, clothing, personal services and registration & Inquiry.

1. Ensuring that an up to date list of all emergency social services resources are maintained.
2. Providing overall supervision of all social services activities.
3. Registering all evacuees as they arrive at the reception centre.
4. Predetermining resources that may be required depending on the situation.
5. Informing the Operations Section Chief of major incidents as they occur.
6. Brief EOC Team during information sharing meetings.
7. Maintaining a list of all staff assisting with emergency social services and ensuring that replacements are thoroughly briefed during shift changes.
8. Monitoring the capacity of area resources, and if overextended, requesting assistance through the Operations Section Chief.
9. Maintaining a personal log of all actions taken.
10. Other duties as assigned by the Operations Section Chief.

Lodging Responsibilities

- Selecting Reception Centres or other facilities as required and confirming availability.
- Informing all EOC Team of the selected sites.
- Informing Reception Centre Managers of selected facilities and ensuring that they proceed to the facilities.
- Determining if overcrowding of any facility has occurred and initiating remedial action.
- Monitoring the situation at the facilities.
- Selecting people to assist the Reception Centre Managers.

Feeding Responsibilities

- Determining the feeding requirements of people at the Reception Center.
- Acquiring, transporting and ensuring the distribution of food supplies.
- Selecting cooks, food service helpers and others to cater to those at the reception centres.
- Monitoring the need for food over an extended period of time.

Clothing Responsibilities

- Determining the clothing requirements of persons displaced by the emergency situation.
- Acquiring, transporting and ensuring the distribution of clothing at reception centres or other places.
- Selecting persons to assist with the distribution of clothing at reception centres or other places.

Personal Services Responsibilities

- Ensuring the personal needs of evacuees are assessed as they arrive at the reception centre by qualified people.
- Monitoring the long-term needs for special care.

Registration Responsibilities

- Establishing registration process for people at the Reception Center and those that may have been displaced from their homes.
- Selecting staff to coordinate the registration process

Resource Lists

Each position/function in your municipal plan should have a list of resources. All resources listed in your municipal plan should include the type of resource, the resource contact name, home phone, cell phone, business phone and email address.

- **Fire Resources:** should include but not limited to Mutual aid area Fire Departments, Forest fire emergency, Fire Marshal, CANUTEC and Environmental Spills, etc. Hazardous Properties can include Service Stations/Bulk Storage/Auto body shops. In the event that there is a fire or chemical spill involving these facilities it is imperative to have the contact information of the owner so they can provide you with the chemicals stored in the facility.
- **Transportation Resources:** should include but not limited to Taxi companies, Snowmobiles owners, ATV owners, buses, etc.
- **Public Works Resources:** should include but not limited to buildings or equipment, lift stations, water towers, any Municipal buildings that may be used as a Reception Center, towing companies, heavy equipment companies, generators, contractors, electrical, plumbers and Government Snow Plough Dispatch, water companies. **NOTE:** Include in this section the size of generator needed to run each piece of equipment or facility, if there is a transfer switch in place as well as contact information for all maintenance staff.
- **Health Resources** - should include but not limited to medical clinic, Doctors/Nurses, First Aid contacts, Poison Control, Veterinarians, etc.
- **Social Services Resources** – should include but not limited to Reception Center(s), Accommodations Hotel/Motel, Canadian Red Cross, Restaurants/Caterers, Clergy, and Grocery stores, etc.
- **Public Information Resources:** should include but not limited to Radio Stations, TV Stations, newspapers, etc.
- **Human Resources:** These individuals are available to be called upon for assistance in an emergency situation. Any additional information including trade or volunteer background should be retained. Should include but not limited to volunteer groups.

EOC Team Position Checklists

EOC Team Checklist - EOC Manager

The purpose of this checklist is to provide guidance on managing a Municipal EOC within the Incident Command System framework.

The EOC Manager is responsible to the Executive for the leadership and direction of the EOC team to ensure that assigned roles are fulfilled.

The EOC Manager is responsible to supervise and coordinate the activities in the EOC, in order to return the municipality to normal as quickly as possible.

Task	Initials
<p>Activation.</p> <ul style="list-style-type: none"> • Consult with executive on the decision to activate the EOC • Start a Personal Log • Determine appropriate staffing for the EOC and ensure notifications are made to report to the EOC. • Ensure EOC security arrangements are implemented • Arrange for the distribution of situation reports to include other supporting organizations and stakeholders • Establish communications with the Incident Commander at the incident site; if an Incident Commander is not identified, appoint one if required • Setup the EOC to include a practical seating plan, Personal Logs, sign in sheet, other forms, writing materials, telephones, and maps 	

<p>Response</p> <ul style="list-style-type: none"> • Ensure all EOC team members are introduced including their ICS position and who they report to. For example, most agency reps normally report to the Operations Section Chief. • Ensure all team members have a checklist for their assigned role. • Inform participants: <ul style="list-style-type: none"> ○ On EOC layout, security measures, and actions on a fire alarm ○ Of availability of telephones ○ Maintenance of logs and status boards ○ On the distribution of situation reports ○ On cost recording procedures • Direct the Planning Section Chief to start the information sharing meeting. • During the Information Sharing Meetings, receive all briefings from participants and ask questions if required • At the conclusion of all Information Sharing Meetings, provide leadership by: <ul style="list-style-type: none"> ○ Determining the objectives of the EOC. Objectives should be specific, realistic, and achievable. Prioritization of objectives must consider the protection of people, property, the environment, and the reduction on the economy. ○ Announcing when the next Information Sharing Meeting will be held. Providing any further comments • Coordinate with/provide direction to the Information Officer • In conjunction with the Information Officer and Section Chiefs, approve the Planning Chief's written EOC Action Plan • Provide regular briefings to the Executive • Ensure PEI Emergency Measures Organization is informed as necessary. Arrange requests for assistance as required. • Supervise Section Chiefs, and Command Staff in the implementation of the EOC Action Plan • Make operational decisions • Re-commence the Information Sharing Meeting, as necessary 	
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- Provide regular briefings to the Executive
- Ensure PEI Emergency Measures Organization is informed as necessary. Arrange requests for assistance as required.
- Supervise Section Chiefs, and Command Staff in the implementation of the EOC Action Plan
- Make operational decisions
- Re-commence the Information Sharing Meeting, as necessary

Deactivation

As the situation stabilizes, planning can begin to focus towards the demobilization of resources and the EOC team. The EOC Manager will:

- Brief the Executive on the intent to deactivate the EOC.
- Ensure the Incident Management Team, supporting organizations, stakeholders and PEI EMO are notified.
- Ensure that original Personal Logs, EOC Action Plans, the Main Event Log, sign in sheets and other forms are collected by the Planning Section and retained on file.
- Begin to determine the costs associated with response, recovery and restoration of the community to normal.
- Conduct a detailed damage assessment
- Sign out

Post Event Activities

After the incident is over the EOC Manager will:

- Ensure the EOC is re-stocked with forms
- Finalize the costs associated with response, recovery and restoration of the community to normal in order to access DFAA funding if applicable or substantiate potential new mitigation measures
- Conduct an after action review
- Prepare and distribute an After Action Report.
- Implement recommendations from the After Action Report.
- Make any applicable changes to this checklist

EOC Team Checklist - Liaison Officer

The purpose of this checklist is to provide guidance to the EOC Liaison Officer working in an EOC.

The EOC Liaison Officer is responsible to the EOC Manager for acting as a point of contact/coordination for the EOC Team and external agencies to the EOC.

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in • Start a Personal Log • Receive a briefing from the EOC Manager and learn which functions will be filled • Assist in contacting any EOC Team members which have not responded to the request to report to the EOC • Assist in setting up the EOC • As the EOC Team arrives ensure they: <ul style="list-style-type: none"> ○ Sign in and obtain necessary materials and forms ○ Report to their Section Chief, retrieve their binder and open their checklists. <p>Response</p> <ul style="list-style-type: none"> • Act as a point of contact for volunteers or volunteer organizations • In consultation with the EOC team, coordinate how volunteers or volunteer organizations can assist with the response <p>Deactivation</p> <ul style="list-style-type: none"> • Ensure EOC Team members return original Personal Logs and forms to the Planning Section • Cleanup work areas and status boards • Sign out <p>Post Event Activities</p> <ul style="list-style-type: none"> • Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures • Make recommendations for changes to this checklist 	

EOC Team Checklist – Information officer

The purpose of this checklist is to provide guidance to the Information Officer (IO) participating in the EOC.

The Information Officer is responsible to the EOC Manager for the development of a crisis communication plan and may be responsible for directing an Emergency Public Information Team.

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in to EOC • Start a Personal Log • Receive a briefing from the EOC Manager. • Determine the requirement for an assistant or the need to assemble an Emergency Public Information Team • Gain awareness of the event through situation reports, media reports, and EOC status boards • Carry out any other applicable duties in accordance your municipal crisis communication plan • Provide direction to any assistants or Emergency Public Information Team <p>Response</p> <ul style="list-style-type: none"> • Activate the municipal Crisis Communication Plan • Provide direction to any assistants or Emergency Public Information Team Members. • Participate in Information Sharing Meetings. Be prepared to: <ul style="list-style-type: none"> ○ Brief the EOC Manager on information that is important for all members ○ Take notes to improve situational awareness • After the Information Sharing Meeting, be available to the EOC Manager and Section Chiefs for consultation on the EOC Action Plan • Coordinate with/receive direction from the EOC Manager • Record any Information Officer costs incurred 	

<p>Deactivation</p> <ul style="list-style-type: none">• Continue to implement the municipal crisis communication plan as required• Continue to provide direction to any assistants or Emergency Public Information Team• Upon deactivation of the assistants and/or Emergency Public Information Team:<ul style="list-style-type: none">○ Submit Personal Logs and other forms to the Planning Section○ Ensure work areas are cleaned up <p>Post Event Activities</p> <ul style="list-style-type: none">• Ensure any Information Officer costs incurred are sent to the appropriate person• Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures• Make recommendations for changes to this checklist	
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EOC Team Checklist - Operations Section Chief

The purpose of this checklist is to provide guidance to the Operations Section Chief participating in the EOC

The Operations Section Chief is responsible to the EOC Manager for the leadership and direction of the Operations Section to ensure that the objectives are completed. The Operations Section focuses on the current operational period by liaising with and supporting the Incident Management Team (if applicable) in accordance with the EOC Action Plan.

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in to EOC • Start a Personal Log • Receive a briefing from the EOC Manager • Gain awareness of the event through situation reports, the main event log, media reports, and EOC status boards, etc. • In consultation with the EOC Manager, determine who will be in the Operations Section. Consider who will liaise with the Incident Management Team and consider appointing a deputy. • Ensure Personal Logs are available • Brief and provide direction to members reporting to the Operations Section: <ul style="list-style-type: none"> ○ Personal Log requirements ○ Status board requirements ○ Flow of information - important info to be forwarded to Operations Section Chief • Ensure any Agency Reps assigned to this section receive a checklist 	

Response

- Receive information from Operations Section, forward to appropriate people.
- Ensure situation reports are disseminated to section members
- During Information Sharing Meetings be prepared to:
 - Provide a briefing on the current situation
 - Take notes to increase awareness of the situation
- After the Information Sharing Meeting, Planning and Operations Section Chiefs along with EOC team members with a key role determine strategies (how) and tactics (who does what) to achieve objectives within the EOC Action Plan.
- Brief the EOC Team on the EOC Action Plan and lead the Operations Section in achieving objectives.
- Keep the EOC Manager and Information Officer updated
- Record any costs incurred by your section

Deactivation

- Conduct a detailed damage assessment.
- Have Operations Section Team members determine the costs associated with response, recovery and restoration of the municipality.
- Ensure the Incident Commander, supporting organizations, and stakeholders are notified of the demobilization of resources.
- Ensure that Personal Logs and other forms from the section are collected and turned in to the Planning Section.
- Assist with the cleanup of the EOC
- Sign out

Post Event Activities

- Ensure costs incurred by the Operations Section associated with the event are sent to the appropriate person
- Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures
- Make recommendations for changes to this checklist

EOC Team Checklist – Planning Section Chief

The purpose of this checklist is to provide guidance to the Planning Section Chief participating in the EOC

The Planning Section Chief is responsible to the EOC Manager for the leadership and direction of the Planning Section and is responsible for conducting Information Sharing Meetings, developing the EOC Action Plan(s) and for managing and disseminating information.

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in to EOC • Open a Personal Log • Receive a briefing from the EOC Manager • Open and maintain the Main Event Log • Chair the Information Sharing Meetings as directed by the EOC Manager. • Gain awareness of the event through situation reports, media reports, and EOC status boards • Provide direction to planning section staff <p>Response.</p> <ul style="list-style-type: none"> • Inform EOC Team members of the following process during the Information Sharing Meetings: <ul style="list-style-type: none"> ○ The purpose of the meeting ○ Who speaks and in what order ○ Comments are to be brief and include only important information ○ EOC participants will hold their questions until the end except for the Mgr. • Take pertinent notes; draft and prioritize recommended objectives while assessing the risks to people, property, environment, and the economy • When practical, maintain a status of resources available • When practical, maintain a map of the incident indicating locations of incidents • Meet with the Operations Section Chiefs to determine strategies (how) and tactics (who does what) to achieve objectives for the EOC Action Plan. • Develop and distribute copies of the approved EOC Action Plan to the EOC Team. • Ensure Situational Report(s) are developed and circulated to appropriate individuals • Monitor the event through situation reports, media reports, the Main Event Log and EOC status boards • Concentrate on future planning for the next operational period. Anticipate potential problems or events 	

Deactivation.

As the situation stabilizes, Planning can begin to focus towards the demobilization of resources and the EOC team.

- Objectives for the EOC Action Plan should consider:
 - Determining what resources should be demobilized and how
 - Conducting a detailed damage assessment
 - A method for determining the costs associated with the response, recovery, and restoration of the community to normal in order to assist with claiming Disaster Financial Assistance Arrangements (DFAA) and substantiate future mitigation measures
- Upon deactivation of the EOC:
 - Collect Personal Logs from the EOC team, main event log, EOC Action Plans, sign in sheet and other forms and maintain on file.
 - Ensure that the Planning Section signs out

Post Event Activities

- Ensure costs incurred by the Planning Section associated with the event are sent to the appropriate person
- Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures.
- Make recommendations for changes to this checklist

EOC Team Checklist – Logistics Section Chief

The purpose of this checklist is to provide guidance to the Logistics Section Chief participating in the EOC.

The Logistics Section Chief is responsible to the EOC Manager for providing the following support to the EOC:

- The EOC facility (security, feeding, amenities, backup power, etc.)
- Telecommunications
- Information technology

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in to EOC • Start a Personal Log • Receive a briefing from the EOC Manager • Ensure EOC security arrangements are implemented • Assist the EOC Manager with the setup and activation of the EOC • Ensure sufficient forms, markers, and status boards are available • Be prepared to coordinate meal and sleeping arrangements for the EOC team <p>Response</p> <ul style="list-style-type: none"> • During the Information Sharing Meetings be prepared to: <ul style="list-style-type: none"> ○ Provide a briefing on matters important to EOC team members ○ Take notes to increase situational awareness • After the Information Sharing Meeting, be available to the Planning Section Chief and EOC Manager for consultation on the EOC Action Plan • Work to achieve applicable objectives established in the EOC Action Plan and/or fulfill direction given by the EOC Manager • Continue to manage the EOC facility and provide routine communications, IT, and mapping support to the EOC • Maintain office equipment and supplies • Maintain sign in sheet and security measures for shift changes • Record any costs incurred by this section 	

<p>Deactivation</p> <ul style="list-style-type: none">• Ensure Personal Logs and other forms from the Logistic Section are collected and turned into the Planning Section• Direct the cleanup of the EOC• Sign out <p>Post Event Activities</p> <ul style="list-style-type: none">• Ensure costs incurred by the Logistics Section associated with the event are sent to the appropriate person• Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures• Recommend changes to this checklist• Implement recommendations from the After Action Review.	
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EOC Team Checklist – Finance and Admin Section Chief

The purpose of this checklist is to provide guidance to the Finance and Administration Section Chief participating in the EOC.

The Finance and Administration Section Chief is responsible to the EOC Manager for the financial aspects of dealing with an emergency.

The Finance and Administration Section is normally responsible for the following:

- Capturing the cost of dealing with an incident
- Procuring items
- Dealing with claims and compensation
- Recording EOC Participant work hours

Task	Initial
<p>Activation</p> <ul style="list-style-type: none"> • Sign in to EOC • Start a Personal Log • Receive a briefing from the EOC Manager to include who will be in the Finance and Administration Section and any other immediate direction. • In consultation with the Logistics Section Chief, ensure EOC team members sign in and out on the sign in sheet <p>Response</p> <ul style="list-style-type: none"> • Develop a plan for capturing costs of dealing with the incident • During Information Sharing Meetings be prepared to: <ul style="list-style-type: none"> ○ Provide a briefing on matters important to EOC participants ○ Take notes to increase situational awareness • After the Information Sharing Meeting, be available to the Planning Section Chief and EOC Manager for consultation on the EOC Action Plan • Work to achieve objectives established in the EOC Action Plan and/or fulfill direction given by the EOC Manager 	

Deactivation

- In consultation with the Logistics Section Chief, obtain EOC team members sign in/sign out times
- Ensure Personal Logs and other forms are turned in to the Planning Section
- Assist with the cleanup of the EOC
- Sign out

Post Event Activities

- Collect and determine the costs associated with incident
- Be prepared to assist with any DFAA Claims procedure
- Prepare for an after action review. Include recommended amendments to EOC policy, procedures, training activities, and any new mitigation measures
- Recommend changes to this checklist
- Implement recommendations from the after action review

EOC Team Checklist – Municipal Department Representatives and Agencies

The purpose of this checklist is to provide guidance to the remaining Municipal Dept representatives that fill the roles as EOC Team members and any other agencies that may be called to report to the EOC, i.e. private industry representatives, municipal and non-governmental representatives, and any other people requested to participate in the EOC.

Upon activation of the EOC, the EOC Manager will determine an organizational structure. Therefore different Municipal Department Representatives may be responsible to different Sections within the EOC. For example, a municipal finance representative may be placed in the Finance and Administration Section, and a public works representative may be placed in the Operations Section. Municipal Department Representatives are responsible to the EOC Manager (through their Section Chief) for coordinating/reporting their departments/organization’s planning and response activities.

Task	Initial
<p>Activation</p> <p>Upon learning of an activation of the EOC Municipal Department Reps are expected to monitor EOC notifications. When requested to report to an activated EOC, Reps will normally do the following:</p> <ul style="list-style-type: none"> • Sign in to the EOC • Receive a briefing from the Liaison Officer or EOC Manager and report to designated Section Chief • Start a Personal Log • Establish/maintain contact with department or agency staff • Gain awareness of the event through their department or agency staff and from EOC situation reports, main event log, briefings, and maps. <p>Response</p> <ul style="list-style-type: none"> • Act as primary contact between department/agency and EOC • If practical, maintain a status board of important information pertaining to department/agency • Keep appointed EOC Section Chief informed about department/agency activities • Be prepared to provide advice to the Planning Section on matters pertinent to your area of responsibility • If participating in Information Sharing Meetings be prepared to: <ul style="list-style-type: none"> ○ Provide a briefing on department/agency activities/capabilities 	

<ul style="list-style-type: none">○ Take notes to increase situational awareness• Coordinate activities to achieve objectives established in the EOC Action Plan <p>Keep appointed EOC Section Chief updated on any developments</p> <p>Deactivation</p> <p>As the situation stabilizes, Municipal Department Reps will focus on the demobilization of resources and the EOC team. Upon being deactivated, Reps normally do the following:</p> <ul style="list-style-type: none">• Notify department/agency staff• Close Personal Logs and other forms and return to the Planning Section• Cleanup work area• Sign out <p>Post Event Activities</p> <ul style="list-style-type: none">• Prepare for an EOC after action review. Include recommended amendments to EOC policy, procedures, training activities and any new mitigation measures.• Make recommendations for changes to this checklist	
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Emergency Social Services (ESS)

Emergency Social Services (ESS) are the essential services which meet immediate non-medical needs in the event of an incident or emergency. The Public Health Agency of Canada (PHAC) lists five essential services as follows:

- Emergency Clothing
- Emergency Lodging
- Emergency Feeding
- Personal Services
- Registration and Inquiry Services

Municipalities are primarily responsible for providing emergency social services within their jurisdiction during and after an emergency. The Government of Prince Edward Island works in partnership with community agencies, such as the Canadian Red Cross, Salvation Army and other local service organizations to deliver emergency social services. This enhances the resiliency of the community and the province.

Municipal Exercise Work Plan

In accordance to subsection 145(3) of the *Municipal Government Act*, the Municipal Emergency Management Program for the municipality shall include an exercise work plan that, at a minimum, provides for:

- An annual discussion-based exercise to be commenced by not later than one year after the approval of the program by the PEI Emergency Measures Organization; and
- An operational-based exercise, which includes participants by the appropriate response agencies referred to in the Municipal Emergency Management Program, to be undertaken by the municipality once every five years, commencing not later than five years after the approval of the Municipal Emergency Management Program by the PEI Emergency Measures Organization.

Exercises are an essential component of an emergency management program and have 3 main functions:

- Validation - To validate plans, protocols, and procedures and demonstrate resolve to prepare for emergencies.
- Training - To develop staff competencies, to give staff practice in carrying out their roles in the plans, and to assess and improve performance.
- Testing - To test well-established procedures and reveal gaps that may exist.

Exercises enhance teamwork and encourage the interaction and cooperation that is needed when a real emergency occurs. But it's not enough to just "have an exercise". You need to determine what needs to be tested, in what way, and how often – always keeping in mind that there are time, budget, and other resource constraints. That's why you need an exercise work plan.

A well designed and executed exercise work plan can make an emergency management team "ready to go". At the same time, an emergency plan is tested to see if it works in a full scale emergency.

Choose an exercise based on the objectives to be achieved, the abilities and limitations of those participating, equipment availability, and municipal resources. To be most effective, organizations should run an exercise annually regardless of the type. When designing an exercise program it should be developed with a cycle of training and exercises that escalates in complexity, with each exercise designed to build upon the last.

The success of an exercise is measured by whether it provides a realistic setting to practice an emergency response in order to identify gaps and to take corrective action. These findings are vital for determining what further training is needed, if additional resources are needed or if agreements need to be developed with other municipalities or organizations to provide assistance in an emergency.

Every emergency exercise should be followed with a debriefing session. This session will give participants an opportunity to objectively discuss their role in the emergency response, thoughts about the process, and what changes to the plan or response are recommended.

PEI EMO can provide assistance in designing and facilitating exercises to test municipal plans. PEI EMO offers training in exercise design which will assist municipalities in designing their own exercises.

Reception Centre – Priority Action Checklists and Guidelines

A Reception Centre (RC) is a one-stop service site or facility – located in a school gym, church hall, community hall, arena or other appropriate location. In an incident or emergency, a reception centre can provide immediate basic needs to displaced residents through the five Emergency Social Services (ESS) response functions: Emergency Clothing, Emergency Lodging, Emergency Food Service, Registration and Inquiry Service and Personal Services.

Past emergency experience has shown that displaced residents may arrive at centres with minor injuries, without necessary medication or may be ill or recovering from an illness. First Aid and Public Health Services should be provided in addition to the five basic Emergency Social Services. Other municipal emergency services may also be needed by evacuees in the RC such as transportation, sanitation and recreation.

These are checklists and guidelines only and are based on the Public Health Agency of Canada's Reception Centre Services Manual. For more information on establishing a Reception Center contact the Canadian Red Cross.

Priority Action Checklist - Before Evacuees Arrive

The Reception Centre Supervisor is responsible for opening, managing, coordinating, the delivery of services to evacuees and for closing the Reception Centre.

When the RC Supervisor receives a request to open a reception centre, his/her first operational priorities are as follows:

First Priorities:

- Clarify authority and restrictions on expending money with the EOC. Ensure all expenditures are documented.
- Contact building owner/custodian to secure access.
- Initiate Reception Centre Services (RCS) staff call-out.
- Report to the reception centre.

Priorities - As Reception Centre is Opened:

1. Establish RC Supervisor's office and administrative services.
2. Start RC operations log to record decisions, status, activities, and problems. Record date and time of RCS staff arrival.
3. Brief RCS staff, ESS supervisors and Support Agencies on:
 - a. Type of disaster or emergency
 - b. Number of people expected and time of arrival
 - c. Special requirements or problem areas, if any and
 - d. Unusual resource requirements.
4. Check operational status (personnel, supplies, equipment available or required, space allocation, operational procedures, etc.) of the following services:
 - a. First aid for evacuees that may have injuries.
 - b. Emergency clothing:
 - i) To prevent loss of life due to exposure.
 - ii) To meet clothing needs until normal sources are available.
 - c. Safe, immediate, temporary lodging for evacuees such as:
 - i) Private accommodations. Lodging with persons volunteering their own homes or cottages.
 - ii) Commercial accommodations. Motels, Hotels, Hostels, etc.
 - d. Group lodging facilities. Buildings not normally used for living purposes such as schools, community halls, arenas, etc.

- e. Provision of food or meals:
 - i) For those without food or food preparation facilities, including special food requirements for infants, elderly, and for women who are pregnant or nursing.
 - ii) Possibly for recovery workers and volunteers.
 - f. Registration and inquiry:
 - i) To collect information and answer inquiries on the condition and whereabouts of survivors.
 - ii) To assist in reuniting families.
 - iii) To determine general and special requirements such as medical, feeding, clothing, and lodging.
 - g. Personal services to provide survivors/evacuees with:
 - i) Temporary care for unaccompanied children, dependent elderly persons, residents from special care facilities.
 - ii) Information on financial and material aid available.
 - iii) Emotional support to people with personal problems aggravated by a disaster.
 - h. Public health services including health inspections of reception centres/shelters and public health nurse services.
 - i. Health care services to meet medical needs beyond first aid. Primarily for evacuees who were previously hospitalized or experiencing medical conditions.
 - j. Telecommunication services may include additional telephones. Amateur radio operators will be useful in maintaining contact with the EOC during power outages as cellular telephone systems are easily overwhelmed.
 - k. Maintenance of the facility.
 - l. Sanitation of the facility.
 - m. Security of the facility and people.
 - n. Administration of the facility to include documentation of financial expenditures, borrowed or loaned items, posting of notices, and safekeeping of evacuees/survivors' valuables.
5. Ensure all staff members wear some identification.
6. Have RCS personnel immediately check readiness of and address any shortcomings of:
- a. Sanitation facilities – garbage disposal, showers, sinks, toilets, toilet paper, paper towel, soap, etc
 - b. Fire exits – unlocked, easy to access, and well marked.
 - c. Emergency generator- ready for operation
 - d. Emergency lighting
 - e. Heating equipment
 - f. Ventilation or air conditioning operation
 - g. Internal communications such as walkie-talkies, public address system
 - h. Source of drinking water
7. Designate a first aid room or area as soon as possible. Room should have running water.

8. Post appropriate signs on main streets leading to the RC indicating the location of the RC.
9. Arrange parking control if not provided by police.
10. Post appropriate signs in the RC indicating where and what services are offered, and any rules such as pet restrictions, lights out, quiet hours, and curfews.
11. Establish telecommunication centre close to RCS Supervisor's office.
12. Maintain communication with the municipal emergency operations centre and other key contacts
13. Restrict use of telephone and two-way radio to authorized personnel.
14. Consider measures that may be required to protect evacuees from media intrusion. Liaise with the EOC Public Information Officer for direction on staff giving media interviews.
15. Take an inventory of equipment and materials that belong to the facility and assess and record general condition of the facility. Use a video camera for a visual record of the state of the facility prior to the evacuees' arrival
16. Establish a fire plan and post it. If the facility is to be used as a shelter, a fire watch/security shift should be conducted overnight.
17. Establish a rest area for workers.

Priority Action Checklist- As Evacuees Arrive

1. RCS personnel posted in the front entrance or foyer of the RC meet and greet the evacuees and inform them of the various services available.
2. Personal Services volunteers may also meet and greet victims or evacuees to offer emotional support or personal care to unaccompanied children, dependent adults, elderly or groups with special needs.
3. Accompany persons requiring First Aid or with any health concerns to the First Aid Room or Health Care Services.
4. Depending on the nature of the emergency/event, general well-being or condition of emergency survivors, people are directed to the Service they judge to be the most pressing, e.g., clothing, food, registration and inquiry etc.
5. Emergency Food Service would usually have hot drinks, juices, snacks, sandwiches, fruits available for evacuees upon arrival.
6. Evacuees would be asked to register as soon as possible after they have arrived but not until their immediate basic needs have been met.
7. As soon as the basic needs of evacuees are met, the RC Supervisor should hold an information meeting to:
 - a. Introduce him/herself and supervisors,
 - b. Reassure evacuees about the safety of the location,
 - c. Bring them up to date regarding the disaster or emergency,
 - d. Inform them of services available, locations of emergency exits, smoking areas, and evacuation procedures.
 - e. Answer questions evacuees may have.
 - f. Request volunteers if the need exists.
8. The RC Supervisor would let evacuees know when updated information about the event will be next presented. Evacuees should be briefed even if there is no information to report. In some emergencies or disasters, newspapers, radio and television sets are provided so evacuees can follow news reports. In some sensitive circumstances such as a mass casualty incident, it may be beneficial for officials to brief evacuees/survivors within the reception centre prior to conducting conferences with the media.
9. Ensure adequate telephone services are installed for the use of evacuees.
10. RC Supervisor needs to check with the Municipal EOC to determine how long evacuees are expected to remain in the RC. This information is essential for the Emergency Food Service who will either have to prepare or order food in.
11. If appropriate, request the Municipality's Parks and Recreation department or other organization to organize activities for children.
12. Maintain accurate records of equipment and supplies purchased or borrowed.
13. Maintain a reception centre operations log.

Priority Action Checklists - Continuing Priorities

Once evacuees have settled in and Services are fully operational, the RC Supervisor is responsible for:

1. Briefing evacuees daily at set times.
2. Monitoring the morale of evacuees and staff.
3. Monitoring operational status of facility.
4. Maintaining daily schedules for each Service.
5. Briefing the municipal EOC on the needs of evacuees, nature of activities and problems encountered.

Priority Action Checklist - Closing

Plans for closing the RC begin as soon as evacuees return to their home or are transferred to Group Lodging Facilities or Commercial Accommodations or other forms of temporary lodging, unless it is used as central information and meeting site. Once the RC Supervisor is informed of the closing of the RC, he/she would:

1. Ensure that the Reception Centre facility and grounds are cleaned by RCS personnel. Collect volunteer ID cards.
2. Arrange for the inspection of the facility by owner. Conduct a joint inspection with the owner. Resolve any problems and document unresolved issues. If damage is serious, video tape and report to the EOC Social Services Rep.
3. Arrange for inventories of supplies and equipment.
4. Restock equipment and supplies.
5. Return borrowed and rented equipment to suppliers. Obtain final invoices for equipment and supplies purchased or rented.
6. Arrange for disconnection and removal of additional telephone services and for final billing for utilities and disconnections.
7. Turn over Operations Log, receipts and outstanding invoices to the EOC.
8. Post a notice informing disaster survivors or evacuees where further assistance is available.
9. Arrange for letters of appreciation or recognition of staff, donors of goods, services and facilities used during the operation.
10. Prepare final report on the Reception Centre operation for the EOC's Social Services Manager in order to update the reception centre/shelter plan for the next emergency.

Templates

Municipal Emergency Management Program Bylaw Template

This sample template is intended to be used as a guide by municipalities to develop a Municipal Emergency Management Program Bylaw. The content and format of this template must be modified to suit the needs of the municipality provided that it remains consistent with the *Municipal government Act*.

To find the most updated version of the sample bylaw template please visit:

https://www.princeedwardisland.ca/sites/default/files/forms/emergency_management_program_bylaw.docx

Municipal Emergency Management Plan Template

This sample template is intended to be used as a guide by municipalities to develop a Municipal Emergency Management Plan. The content and format of this template must be modified to suit the needs of the municipality provided that it remains consistent with the *Municipal government Act*. This plan template is to be used in conjunction with the Municipal Emergency Management Program Guide.

To find the most updated version of the Municipal Emergency Management Plan Template please visit:

<https://www.princeedwardisland.ca> and search Emergency Measures Organization.

Delegation of Authority Template

Schedule 1 – Delegation of Authority

Note: this Schedule forms part of the bylaw and may only be amended in accordance with Part 5 Division 2 of the Act.

Note: the transfer of authority for emergency management coordination and management is accomplished through the execution of a writer delegation of authority from the municipal council with responsibility for the jurisdiction involved to the incident commander, municipal representative, other individual, or organization who will be assigned responsibility for implementing the municipality's strategic direction for management to an emergency.

The delegation of authority must be signed by Council and be definitive enough for the situation and mutually acceptable to all parties involved.

The municipality can contact the PEI Emergency Measures Office for more information about the delegation of authority.

1. Components to Include In the Delegation of Authority

1.1. The delegation of authority should identify objectives and important issues identified by the municipality, placing performance expectations on the incident management team, and should outline:

- (a) jurisdiction and area involved in the event,
- (b) who is the delegated representative that is authorized to speak and commit resources on behalf of the municipality,
- (c) specific areas that require Mayor and Council approval,
- (d) basic documents that guide incident management for the municipality (e.g. Bylaws),
- (e) cost constraints and guidelines,
- (f) guidelines for media relations and incident information management,
- (g) any local logistical considerations, including procurement and supply procedures, and
- (h) any other constraints or issues.

SAMPLE DELEGATION OF AUTHORITY

Date: _____

Subject: Delegation of Authority for the _____ **Incident**

To: _____ [Incident Commander or Municipal Representative].

_____ is hereby authorized to represent the City/Town/ Rural Municipality of _____ for the specified incident effective from the date and time of _____ to _____.

You have authority and responsibility for managing municipal incident operations as outlined in the *PEI Emergency Measures Act* and the framework of legal statute, current municipal policy, and the broad direction provided in both your verbal and written briefing materials. You are accountable to Mayor and Council of the City/Town/Rural Municipality of _____.

You have the necessary delegation to respond to the event on behalf of the municipality at a reasonable cost to meet the objectives specified and to protect people, property and the environment within the jurisdictional boundaries' of the municipality.

A daily briefing at _____ will be offered to Mayor and Council with an accounting and updating of incident objectives, respective costs, and any challenges identified that may require the additional support of the Mayor and Council.

The financial limit delegated is set at \$_____. If additional funds are required, you must request an increase and receive an approval from Mayor and Council - with the expectation that you will strive to achieve the lowest amount to respond. Emergencies involving multiple jurisdictions may require mutually approved cost apportionment agreements. These agreements should be implemented by you as the Incident Commander/Municipal representative after consultation with Mayor and Council

The Municipal Spokesperson will be _____, the delegated Incident Commander or Municipal Representative must keep the spokesperson informed to proactively deal with controversial issues and provide adequate public information.

Mayor or Chairperson Signature

Date of delegation

Chief Administrative Officer Signature

Date of delegation

**Mutual Aid Agreement
EMERGENCY MUTUAL AID AGREEMENT/
LETTER OF UNDERSTANDING**

"DRAFT"

**Between the Municipality of *enter name here* and
Community or Organization *enter name here*:**

WHEREAS an emergency could affect any municipality to such a degree that their resources would be insufficient to manage with the situation;

AND WHEREAS the above-name municipality wish to make prearrangement for prompt emergency action in support of any municipality in the group which may be affected or threatened by an emergency and require assistance: (the areas of mutual concern are listed in paragraph 2 below)

THEREFORE, the above named agree as follows:

1. The parties to the agreement will render all possible help to each other upon request when required subject to the following conditions:
 - a. The normal channels of communication shall be between the Mayor responsible for emergency measures services of the municipality or any official designated by them.
 - b. On receipt of a call for assistance, whether general or specific as to resources required, the extent of the assistance given will be at the discretion of each responding authority having regard to its own local needs/situation at the time.
 - c. Any costs incurred in connection with the mobilization, movement and deployment of mutual aid resources will, in the first instance, be borne by the municipality requesting/receiving the aid.

2. The areas of mutual concern within the planning responsibilities of the municipality are as follows:
 - a. Preservation of law and order.
 - b. Control of traffic.
 - c. Reception services, including the provision of emergency lodging, emergency feeding, emergency clothing, personal services and registration and inquiry for people who have lost or were forced to evacuate their homes, or who require emergency assistance because of the breakdown of normal assistance.
 - d. Co-ordination of medical services, hospitals and public health measures.
 - e. Maintenance and repair of highways.
 - f. Maintenance and repair of water and sewage systems.

- g.** Co-ordination and control of firefighting services. (This agreement does not nullify any existing forest fire control agreements of other fire mutual aid arrangements approved by the Mayor of the responsible municipality.
 - h.** Repair and maintenance of other utilities.
 - i.** Other local emergency services as may be required.
 - j.** Agricultural emergencies.
 - k.** Flood control and action after flooding.
 - l.** Dangerous goods incidents or other emergencies.
- 3.** It is further agreed that the appropriate municipality/community authorities will have their staff meet as necessary to develop and update guidelines for compatible planning and emergency arrangements within the areas of common concern outlined in this agreement.

4. Termination of Agreement

This Mutual Aid Agreement/Letter of Understanding shall terminate when mutually agreed upon by the two parties involved.

In witness where of this Mutual Aid Agreement/Letter of Understanding has been executed on behalf of the two parties involved.

_____ Witness	_____ Municipality	_____ Date
_____ Witness	_____ Municipality	_____ Date

Forms

Message Form						
Incident/Event:						
Source	<input type="checkbox"/> E-Mail	<input type="checkbox"/> Phone	<input type="checkbox"/> Fax	<input type="checkbox"/> Mail	<input type="checkbox"/> Radio	<input type="checkbox"/> In Person
Date:			Time:			
From:			Organization:			
Phone #:			Fax #:		Email:	
To:			Position:			
Message:						
Reply:						
Precedence	<input type="checkbox"/> Routine		<input type="checkbox"/> Priority		<input type="checkbox"/> Immediate	
Prepared by			Position:			
Office Use Only						
Reference #						
Control	<input type="checkbox"/> Received		<input type="checkbox"/> Sent		<input type="checkbox"/> Delivered	

Emergency Operations Centre – Action Plan

Assess—Set Objectives—Develop Plan—Implement Plan—Monitor, Re-evaluate, Report

Incident Name:			Jurisdiction/ Agency:		
Meeting/ Tracking	#	Date Prepared:		Time Prepared:	
OP Period	#	Start Date & Time:		End Date & Time:	
Objectives (Prioritize <u>what</u> needs to be accomplished <u>during operational period</u>)					

1						
Related Strategies					Responsible	
2.						
Related Strategies					Responsible	
3.						
Related Strategies					Responsible	

Recommended by: Approved by: Date/Time Approved:

Situation Report

MUNICIPAL/AGENCY: _____ SITUATION REPORT
(Any/all bolded text is updated/new information)

SITUATION REPORT #:	
DATE (MM DD YYYY):	
TIME – 24 hrs (information current as of):	
TIME – 24 hrs (distribution time):	
INCIDENT:	
ACTIVATION LEVEL:	

SITUATION:

WEATHER INFORMATION/FORECAST:

IMPACTS:

MUNICIPAL EOC:

INFORMATION OFFICER:

DEPARTMENT/AGENCY ACTIONS:

LINKS/ATTACHMENTS:

DISTRIBUTION LIST:

NEXT SITUATION REPORT (DATE-24 HRS/TIME MM DD YYYY):

CONTACT INFO

Primary contact:

Media contact:

Prepared by:

Approved by:

This document is provided in confidence and is for official and internal use only within your municipality or agency.

Declaration of a State of Local Emergency
(Subsection 9(2.1) of the Emergency Measures Act)

The following area is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein:

Emergency area:

The area of Prince Edward Island generally affected described as:

Nature of the emergency:

I am satisfied that an emergency, as defined in clause 1(c) of Chapter E-6.1 of the *Emergency Measures Act*, exists or may exist in the emergency area.

I hereby declare a state of local emergency in the emergency area stated in this declaration effective as of _____ (time – specify a.m./p.m.) on _____, 20 ____.

If this declaration is not renewed or terminated, the state of emergency remains in effect until 7 days after the date and time it is declared, or the earlier date and time set out below:

Date of termination: _____ (time – specify a.m./p.m.) on _____, 20 ____.

Dated at _____, Prince Edward Island, _____, 20 ____.

Name: _____, Position: Mayor

Signature: _____

Fax to: PEI Emergency Measures Organization (PEI EMO) at 902-368-6362

Emergency Management Weather Assessment

Location – Municipality – Organization		DATE	
EVENT		TIME	
CURRENT WEATHER			
SKY			
VISIBILITY			
TEMPERATURE			
DEW POINT OR RELATIVE HUMIDITY			
REMARKS			
REGIONAL WEATHER			
If applicable, describe general weather around the province, i.e what features are affecting the region, are there any echoes on radar, any significant differences with your local weather.			
FORECASTS			
Short term forecast (next 4 hours up to 48 hours)		Outlook beyond 48 hours	
		Confidence Level	
Special Weather Statements, Watches or Warnings			
NOTES			
Prepared by:			

Resource Requisition Form		Request number
1. PERSON MAKING REQUEST		
Name:	Position:	Phone No:
2. REQUEST DETAILS		
Detailed description of resource (include size, capacity, use)		
Location (destination – where the task/resource is to be completed/delivered)		
Target date & time (time for completion/delivery of task/resource)		
Date:	Time:	am/pm
Contact person (the person taking delivery of the task/resource if different from person making request)		
Name:	Position:	Phone:
Authorization (the person that has authority to make the request)		
Name:	Signature:	Position:
3. ACTION DETAILS – Office Use		
Referred to (the person who will take action on the request)		
Name:	Position:	Phone No:
Referral date & time		
Date:	Time:	am/pm
Estimated Cost \$		
Recommended – Section Manager		
Name:	Signature:	
Position:	ID No:	
Approval– (same person who authorized request)		
Name:	Signature:	Position:
4. COMPLETION DETAILS		
Name:	ID No:	
Date:	Time:	am/pm
Final Cost: \$		

