

**THE CORPORATION
OF THE
TOWNSHIP OF MALAHIDE
COMMUNITY EMERGENCY
RESPONSE PLAN**

June, 2004

DISTRIBUTION LIST

EXTERNAL

INCORPORATED MUNICIPALITIES BORDERING MALAHIDE
TWP. OF CENTRAL ELGIN, BAYHAM, THAMES CENTRE, S.W. OXFORD

ELGIN/MIDDLESEX/OXFORD COUNTY (C.E.M.C.)
ST THOMAS-ELGIN ONTARIO WORKS
COMMUNITY CARE ACCESS CENTRE
AMBULANCE SERVICES

ONTARIO PROVINCIAL POLICE

MEDICAL OFFICER OF HEALTH

CANADIAN RED CROSS

EMERGENCY MANAGEMENT ONTARIO (ELECTRONIC)

AMATURE RADIO EMERGENCY SERVICES (ARES)

THAMES VALLEY DISTRICT SCHOOL BOARD, LONDON DISTRICT CATHOLIC
SCHOOL BOARD/PRIVATE SCHOOLS

CATFISH CREEK CONSERVATION AUTHORITY
KETTLE CREEK CONSERVATION AUTHORITY
LONG POINT REGION C.A.

INTERNAL

ALL COMMUNITY CONTROL GROUP MEMBERS

ALL SUPPORTIVE STAFF

MENNONITE RADIO STATION
MENNONITE CENTRAL COMMITTEE

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Geographic-Demographic profile-Township of Malahide

The generally rural nature of Malahide Township has a population of approximately 8000 persons comprising basically of rural farming/agricultural base, containing several smaller hamlet communities. Throughout Township of Malahide(see map) are the rural hamlets of Springfield, Mount Salem, Copenhagen, Luton, Calton, Lyons, Avon, Port Bruce, Jaffa and the east portion of Orwell.

The Township is intersected westerly/easterly by Highway #3(Talbot Road) and John Street (northerly/southerly) (formerly Hwy. 73), now known as Imperial Road. The Town of Aylmer is the central business centre for most Malahide residents.

For rural Malahide, Police protection services is provided by the Ontario Provincial Police. A volunteer Fire Department service supported with a mutual aid agreement with the Town of Aylmer, Township of Bayham and the Township of Central Elgin.

Ambulance services is provided through the Elgin-St Thomas Ambulance service with the nearest ambulance station located in the Town of Aylmer. Healthcare services are generally provided at the Town of Aylmer with a medical clinic hosting six doctors and a nurse practitioner. Hospital services is provided by the St Thomas-Elgin General Hospital situated in St Thomas, The Tillsonburg District Memorial Hospital, including some six hospitals located in the London area. The Terrace Lodge senior citizen nursing home located along highway #3 on the east side of Aylmer.

Malahide Township has three elementary schools located throughout the municipality they being the South Dorchester Public School, Summers Corners and the Springfield Public School with Secondary education provided at the East Elgin Secondary school in Aylmer. Three private schools managed by the Amish and Mexican Mennonite communities exist at Dingle Street, Mount Salem and one at the Glencolin Road (Southeast of the Police College).

The largest industry facility is the Imperial Leaf Tobacco plant located on the north end of John Street N. situated at the northerly edge of the Town of Aylmer. Although there are other light industries/businesses situated throughout the Township, most are agricultural related. Talisman Energy controls most of the natural gas(sour/sweet), exploration, storage/transportation facilities across Malahide.

The Township of Malahide has experienced 2 significant emergencies within the last twenty years, both pertaining to flooding events which affected the hamlet of Port Bruce. Both of

these events resulted in residents being evacuated and/or being rescued. Transportation corridors of hazardous goods still pose a threat to small urban centres.

4.

INTRODUCTION, AIM AND OBJECTIVES

AIM:

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to protect the health, safety and welfare for the citizens of the Township of Malahide

OBJECTIVES:

- a. To enhance the level of preparedness and response to any community emergency.
- b. To protect the health, safety, welfare and property of the citizens affected by the disaster.
- c. To provide effective information management to appropriate officials, citizens and media.
- d. To provide sufficient and effective assistance to those persons most impacted by the emergency including first response personnel participating in the emergency.
- e. To provide a tool in accessing resources from other agencies and organizations.

LEGAL AUTHORITY

The Emergency Management Act, R.S.O. 2002, Chapter E. 14 is the legal authority for the municipality to prepare this plan and a prerequisite to allowing the municipality to adopt the plan by the passing of a formal bylaw. This Act permits the “Head of Council” to declare an emergency in the community and may initiate such actions and/or orders necessary, and which is not contrary to law, to activate the emergency plan fulfilling the aim of same.

An Emergency is defined as a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property. Such events could adversely affect the property, health, safety and welfare of the community, which by their nature or magnitude require a coordinated response by a number of agencies under the direct control of an emergency control group. These events are distinct from normal day to day activities performed by most first response organizations.

COMMUNITY HAZARD ANALYSIS

The following reflect the more plausible emergency scenarios, which could impact community/public safety resulting in activation of the emergency plan.

1. Major weather events such as a tornado, ice storms, severe snow falls, droughts, be they linked to extended electrical power failures, social/health/economic hardship, all of which could cause lengthy disruption of municipal services or potential harm to local citizens.
2. Industrial/Agricultural accidents ie fire/explosions, dust, smoke/gas plumes affecting public health/safety
3. Water safety issues be it as result of natural or man-caused incidents.
4. Transportation corridors, transporting of hazardous/dangerous goods, ie chemical/petroleum products.
5. Human Health issues of an epidemic proportion affecting delivery of health related services and/or the social/economic concerns of the Township.

FACTORS WHILST DETERMINING COMMUNITY THREAT ASSESSMENT

The following factors should be considered in assessing the threat of any emergency:

- a. Evacuation versus Shelter in Place or other protective measures
- b. The availability and capability of evacuation centres and logistical supply needed to perform an evacuation.
- c. The evacuation time versus the time of impact before the emergency
- d. Limiting factors which may make evacuation difficult, ie road conditions, weather, population densities, vulnerable populations mobile vs non-mobile.

COMMUNITY CONTROL GROUP COMPOSITION (CCG)

Management of the community response to the emergency will be controlled and directed by key municipal staff/officials in providing essential services necessary to minimize the effects/impacts of a community emergency.

COMMUNITY CONTROL GROUP COMPOSITION

TITLE	POSITION/RESPONSIBILITY
Mayor	Head of Council(media/public relations)
Chief Administrator Officer	Operations Coordinator
Fire Chief	Fire Dept. Operations
Transportation/Utilities	Public Works Operations
District Health Unit	Health Care Operations
Police Representative	Safety/Security Operations
Emergence Information Officer	Media/Public Information Manager
Ontario Works Rep.	Vulnerable Populations
Ambulance Service	Care/Transport of injured

Additional personnel called or added to the Community Control Group(CCG) may include:

- (a) Liaison staff from Provincial/Federal agencies, EMO
- (b) Health Care Representatives (Community Care Access Centre)
- (c) Any other persons or agencies as deemed necessary, ie Hydro One, CCCA etc.

While the entire community control group may not require the presence of all the listed members, all members of the CCG must be notified.

SPECIAL NOTE! Any requests for Provincial/Federal(military) resources/assistance SHALL be directed to **EMERGENCY MANAGEMENT ONTARIO** (see “request for assistance”)

Communities are encouraged to establish “mutual aid agreements” for fire protection, but also *emergency assistance agreements* with neighbouring municipalities and/or organizations who may have available resources/expertise.

COMMUNITY CONTROL GROUP RESPONSIBILITIES

Upon the Community Control Group members being assembled in the E.O.C., the following actions and/or decisions would need to be made. **NOTE! the role of the CCG is to provide support to the Emergency Site/Evac. centre, NOT TO MICRO-MANAGE IT!**

1. Advising the Mayor or alternate on the matter of declaring or not, a State of Emergency
2. Determining the issue of evacuation vs shelter in place of, and appointing appropriate managers to coordinate same.
3. Provide a high level of Policy and Fiscal support to emergency site and evacuation centre(s)
4. Determining the selection of the **Emergency Site Manager** and Public Information Coordinator.
5. Maintaining constant radio/telephone communication with Emergency Site Manager, Emergency Operations Centre, other non-emergency sites, to monitor other non-emergency sites.
6. Arranging for all logistical support ie, services/equipment/other resources as required
7. Ensuring a constant flow/exchange of information is disseminated amongst all groups/individuals/agencies as required.
8. Maintaining all records/logs/data relevant to the emergency management process.
9. To monitor/assess the need for critical incident stress debriefing.
10. Designating media/public relations representatives.
11. Coordinate requests for assistance from other government agencies/organizations.
12. Maintaining Control Group integrity for all phases of emergency management.
13. Determining need to establish Support/Advisory Group/committees
14. Facilitate debriefing following emergency/registration/inquiry services
15. To provide support and direction for evacuation/recovery phases.

COMMUNITY CONTROL GROUP INDIVIDUAL RESPONSIBILITIES

MAYOR (HEAD OF COUNCIL)

- (a) **Declaring a Community Emergency and notifying Emergency Management Ontario.** (see Declaration Form, p.20)
- (b) Appointment of Emergency Site Manager and Site Media Spokesperson
- (c) Authorize mutual Aid/assistance agreements
- (d) Approve and Coordinate prepared Media Releases
- (e) Main political Spokesperson to Media/public forums
- (f) **Declaring a termination of the Community Emergency**
- (g) **Maintaining intermittent/direct contact with Operations Coordinator**
- (h) Maintaining a liaison with various Political levels including members of council
- (i) Authorizing unusual/exceptional expenses pertaining to the emergency
- (j) Liaison/collaborate with County of Elgin and the Province of Ontario
- (k) To deal with potential controversial/political issues relative to the emergency management

NOTE! The Mayor's main responsibility is to ensure that emergency response management is occurring **BUT! NOT NECESSARILY PARTICIPATE OR DIRECT THE OPERATIONAL TACTICAL ROLE OF COMMUNITY EMERGENCY.**

OPERATIONS COORDINATOR –Clerk/Admin.

- (a) ***ASSUME FULL COMMAND OF BOTH THE EOC AND THE CCG.***
- (b) Acts as the chief advisor/contact to the Head of Council
- (c) Activates the Emergency Notification System
- (d) Maintains a direct communication link with ESM/Evacuation Centre
- (e) *Assists Head of Council on all PUBLIC & MEDIA releases/announcements*
- (f) Oversees all activities/functions of the Community Control Group Members
- (g) Ensures security is provided for the E.O.C.
- (h) Coordinates the maintenance, feeding, sleeping, scheduling of personnel
- (i) Oversees the keeping of all records, logs, data, map updates, expenses etc
- (j) Advising/consult with the Head Council on matters of policy and procedures.
- (k) Ensuring volunteer coordinator is appointed to oversee community volunteers.
- (L) Maintains close link with Emergency Information Officer over control/release of emergency information

OPERATING CYCLE

The Emergency Operations Coordinator is responsible for determining and establishing the frequency of meetings with the Community Control Group. The operations coordinator will gather the group together intermittently to exchange progress/updates of emergency information. Meetings will be kept as brief as possible (5-10min) so as to allow control group members to continue their other duties and functions.

Maps and status boards will be prominently displayed and kept up-to-date by the operations officer

FIRE CHIEF

When it is apparent that the emergency is beyond the capabilities of normal emergency services, including mutual aid, the fire chief or deputy at the emergency scene may wish to activate the Community Control Group notification system. This decision is best made in consultation with local Police/Emergency Medical services/Administrator.

Whilst under the direction of the Operations Coordinator to perform the following Roles and Responsibilities:

- (a) Activating the emergency notification system.
- (b) Participating in the Community Control Group environment
- (c) Maintaining/establishing a communication link with on scene ESM/Incident fire command.
- (d) Initiating Mutual Aid arrangements with neighbouring communities
- (e) Providing assistance or aid to other non-fire emergencies
- (f) To liaison and maintain constant communication with fellow CCG members/ESM command.
- (g) Providing an Emergency Site Manager if required.
- (h) Overall chief of fire suppression and fire rescue operations
- (i) Whilst in consultation with Emergency Site Manager/Police representative, determine the inner/outer perimeter of the emergency site and identify same on control maps. BRIEF AND INFORM CCG OF SAME.

O.P.P. POLICE REPRESENTATIVE

When it is apparent that the emergency is beyond the capabilities of normal emergency services, including mutual aid, the OPP police representative may wish to activate the CCG notification system. This decision may be best made whilst in consultation with other emergency response services and/or clerk administrator(Operations Coordinator).

Whilst under the direction of the Operations Coordinator within the Emergency Operations Centre, to perform the following roles and responsibilities:

- (a) Activating the emergency notification system via OPP St Thomas Detachment
- (b) Providing an Emergency Site Manager if requested
- (b) Whilst in consultation with Fire Chief and Emergency Site Manager, determine the boundary of Inner/Outer perimeters of the emergency site and locate on control maps.
- (d) Establishing/maintaining communications link with ESM or Police Incident Command.
- (e) Provide a supportive role to Manager of Operations, Public Works regarding road control and security.
- (f) Notifying Coroner of fatalities
- (g) Liaison with other police services on enforcement/security matters
- (h) Providing police services at other emergency centres such as the Evac. Centre.
- (i) Providing general duties as traffic control/EOC security etc.
- (j) Monitor the outer perimeters of the emergency.

PUBLIC WORKS (OPERATIONS MANAGER)

When it is apparent the emergency is beyond the capabilities of normal emergency services, including any mutual aid/emergency assistance agreements, the Public Works Manager may wish to activate the CCG notification system. This decision may best be made whilst in consultation with other emergency response services and/or clerk administrator.

The Public Works Manager of Operations, whilst under the direction of the Operations Coordinator to perform the following roles and responsibilities:

- (a) Activate the emergency notification system through the CCG call list
- (b) To provide an Emergency Site Manager if required.
- (c) To mobilize additional staff as required to assist in the emergency management
- (d) Liaison with neighbouring communities/county relative to acquiring additional resources
- (e) Providing Engineering assistance.
- (f) Controlling, maintaining municipal utilities, ie roads, hydro, water, sewage
- (g) Instructing off-site emergency personnel on road access control via road barriers
- (h) Providing transportation services for the emergency management activities, buses, trucks and other carriers.
- (i) Maintaining liaison with Provincial/Federal agencies ie Ministry of Environment, Conservation Authorities relative to flood issues, pollution/contaminate control etc.

ONTARIO WORKS REPRESENTATIVE

Whilst under the direction of the Operations Coordinator, to perform the following roles and responsibilities as prescribed.

- (a) Liaison with the CCG members with respect to pre-designation of evacuee centres.
- (b) Arrange and oversee the opening and operation of sufficient temporary and/or long term evacuee centres as may be required to provide immediate services and are adequately staffed.
- (c) Ensuring the care of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration/inquiries and personal services
- (d) Arranging for assistance from other organizations such as Children's Aid, Red Cross, churches, volunteer organizations, for the staffing and operations of evacuee centres.
- (e) Liaison with the citizen inquiry supervisor regarding registration at Emergency Evacuee centres
- (f) Liaison with OPP to provide phone numbers and locations of Evacuee centres
- (g) Liaison with Medical Officer of Health on areas of mutual concern regarding operations in evacuee centres.
- (h) liaison with the Emergency Information officer on matters of media/public information releases.

MEDICAL OFFICER OF HEALTH

When it is apparent the emergency is beyond the capabilities of normal emergency services, including any mutual aid or emergency assistance agreements, the MOH may wish to activate the CCG notification system. This decision may best be made whilst in consultation with other emergency response services and/or clerk administrator.

The Medical Officer of Health (or designate) whilst under the direction of the Operations Coordinator, to perform the following roles and responsibilities:

- (a) On a health related emergency, to provide an Emergency Site Manager if requested.
- (b) To immediately activate/initiate existing healthcare related plan(s)
- (c) Acting as a coordinating link for all related health care services at the Community Control Group
- (d) Whilst in consultation with the CCG members, to provide direction via information to the Public Information Coordinator
- (e) Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, pandemics, water related emergencies to prevent and control the spread of health related emergencies.
- (f) Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating public health resources.
- (g) Liaison with Ontario Works representatives regarding health related services at evacuee centres, ie potable water, food etc.
- (h) Liaison with other County/Provincial/Federal Health agencies, ambulance services regarding health related matters.

AMBULANCE SERVICES SUPERVISOR

When it is apparent the emergency is beyond the capabilities of normal emergency services, including mutual aid/emergency assistance agreements, the ambulance supervisor at the emergency site may wish to activate the CCG notification system. This decision may best be made whilst in consultation with other emergency response services and/or administrator.

Under the direction of the Operations Coordinator, the appointed person will provide a coordinating and supportive role for ambulance services for Elgin County and will perform the following roles and responsibilities.

- (a) Establishing an ongoing communications link with ambulance personnel at the emergency scene.
- (b) Liaison with other emergency services, area hospitals, Min. of Health & Central Ambulance Communication Centre, as appropriate.
- (c) Liaison/participate with Community Control Group and supportive staff on matters related to transportation/care of vulnerable populations, evacuation shelters.
- (d) Providing advice/information on medical/triage and rescue matters
- (e) Providing a Site Manager if required in addition to an incident commander**

EMERGENCY INFORMATION OFFICER (EIO) (CCG PARTICIPANT)

Under the direction of the Operations Coordinator to perform the following roles and Responsibilities as prescribed:

- (a) Upon arrival at the Emergency Operations Centre, reports to the **Emergency Operations Coordinator** to be briefed on the Emergency and matters re Public/media information
- (b) Establishing a communications link with the emergency site media spokesperson and other media personnel representing other government agencies/organizations.
- (c) Ensuring that the media centre is set up and staffed.
- (d) Liaison with the CCG to obtain up to date information for media releases, coordinate individual interviews and organize press conferences
- (e) To act as facilitator at news conferences.
- (f) To ensure the following are advised of the telephone number of the media centre
 - Media
 - Community Control Group Members
 - Site Media Spokesperson
 - Police Media Relations Officer
 - Neighbouring Communities
 - Citizen Inquiry Supervisor
 - Other appropriate persons, agencies or businesses
- (g) Ensuring that all emergency information is approved by the Emergency Operations Coordinator and/or Mayor prior to dissemination, and distributing hard copies of the media release to the Public Information Centre, the CCG, Citizen Inquiry Supervisor and other persons handling inquiries from the media.
- (h) Monitoring/correcting media news coverage, correcting any rumour /erroneous information.
- (i) Maintaining copies of media releases and newspaper articles pertaining to the emergency.

NOTIFICATION PROCEDURES

The notification system is a process whereby designated/authorized person(s), are authorized to activate the notification system. *Any of the designated persons of the Community Control Group has this authority, ie Mayor, Clerk Administrator, Fire Chief, OPP, Public Works Manager, St Thomas/Elgin Ontario Works, Medical Officer of Health.*

1. Upon activation, the notification process can be initiated at once by a designated CCG person who will note the detail of the message to be passed e.g. description of the emergency, instructions to remain on standby or assemble immediately at the Emergency Operations Centre, (EOC). The person will ensure this information is passed to and understood by each person called.
2. Persons on the notification list will be called in order, starting with the mayor or their alternate, followed by the Administrator or alternate.
3. Note the date/time when notification began and when each person was contacted.
4. Should the designated or alternate person not be reached, the Administrator/Mayor may appoint another alternate person to fulfill an acting role.
5. Depending on the scope of the emergency and expertise required, the following support personnel may need to be selected.

Emergency Site Manager	Establishes control/management of the emergency site, maintains link with CCG.
Evacuation Coordinator	Initiates an orderly evacuation plan, establishes links with evacuation centre/CCG/support personnel ie transportation, police
Evacuation Shelter Manager	Initiates the shelter management plan, initiates contact with appropriate agency, ie Red Cross, County, CCG
Registration & Inquiry Coordinator.	Initiate Registration/Inquiry procedures, collaborate with Red Cross, County , Evacuation Centre Manager/Coordinator

PRE-DECLARATION AUTHORITY

There will be instances when a real community emergency exists and there may not be sufficient time for municipal staff to initiate notification procedures as a prerequisite to declaring a community emergency. By virtue of this emergency plan adopted by municipal by-law and prior to a formal declaration being made, **authority is granted to municipal staff to initiate or take such actions or issue such orders deemed necessary to protect the health, safety, property and social order of the community and its peoples.**

DECLARATION OF A COMMUNITY EMERGENCY

The Mayor or designate for the Township of Malahide, as Head of Council, is responsible for declaring that a community emergency exists. This decision is usually made as result of pre-consultation with other members of the community control group.

Upon such a Declaration being made, the Mayor will complete and endorse a formal declaration form and followed by a formal telephone conversation, forward the declaration form to the following offices:

- (a) Emergency Management Ontario (Min. of Community Safety & Corrections)
- (b) Malahide Council/The County of Elgin
- (c) Ministry of Municipal Affairs (ODRAP)
- (d) M.P.P. and M.P.
- (e) Other agencies/neighbouring communities

The Mayor and/or Administrator would need to determine how the general public needs to be informed including neighbouring communities.

EMERGENCY INFORMATION PROCEDURES(MEDIA)

The media (newspaper, TV, & radio) can be helpful in assisting the Township in disseminating clear, reliable and accurate information to the general public. Messages such as description of the Emergency site, evacuation, location of evacuation centres/routes, telephone inquiry numbers, etc. This will help install maintain public confidence/calm.

A media website for the Township should be established immediately upon a declaration of a community emergency. This would free up staff time and improve efficiency on emergency information management.

A separate room for a media information centre must be established within the Emergency Operations Centre, but not within the Community Control Group Room. This room will be the site for news conferences and briefings. Briefings are held whenever new information develops and it is imperative to have this information released to the general public. In a prolonged emergency, briefings should be held at least once per day.

At the Emergency Site, media visits must be provided with a media information staging area and access to the actual emergency site must be under escort. Where the numbers of media present a problem, a media pool in which a limited number of media persons are escorted to the site would be preferable. It is preferable to have the media persons choose their own media pool.

EMERGENCY INFORMATION PROCEDURES (PUBLIC)

The Emergency Information Officer,(EIO) with a strong reporting relationship with the Operations Coordinator and Head of Council is responsible for ensuring that appropriate emergency information is made available to the general public when and where it is needed.

NOTE! No information may be released to the general public until it has been approved by the Emergency Operations Coordinator and/or the Mayor of Aylmer.

A separate media centre should be available within the E.O.C. building, but NOT in or near the Community Control Group centre. This media room is to be used by the Mayor, Emergency Operations Coordinator and/or the Emergency Information Officer for the sole purpose of holding briefings for media groups attending the E.O.C. facility. The media centre should be equipped with telephones and electrical outlets, and sufficient space to contain staff and media personnel.

No information releases to either the media nor the general public shall be permitted without the expressed approval of the Mayor and/or Operations Coordinator.

All responses to public inquiries via the citizen Inquiry supervisor (receptionist/secretary(s), shall be consistent with the policy and direction of the Emergency information Officer.
Citizen inquiry phone lines should be within the E.O.C. facility BUT NOT IN OR NEAR THE CCG ROOM.

It is important that the Mayor and municipal staff be seen by the Public as being in charge and having complete control of the emergency. Utilizing local media channels to maximize the dissemination of significant emergency information to the general public would enhance public confidence, comfort and support.

PLAN MAINTENANCE & REVISION PROGRAM

General:

The Emergency Management Act requires the Township to implement at least **one exercise per year** to test the CCG/EOC component. Although not a legal requirement it is advisable or encouraged to implement at least **one Full Field exercise during the term of the council**. Other paper or static exercises could also extend to other components of emergency response such as an evacuation, communications and recovery. **Note! One paper exercise per year would satisfy the legislative requirement.** A paper exercise generally takes an hour or two at the most, while a full field exercise, requiring several weeks of planning, could take up to half a day or more.

Public Viewing:

SPECIAL NOTE! The emergency plan document is divided between the plan and various annexes. The plan portion is available for public scrutiny whilst the annexes are classified and for municipal emergency staff eyes only.

Plan Adoption:

The plan section of the emergency plan or amendments to same shall be adopted by the Municipal Council. The annexes however, can be amended individually and in absence of a formal bylaw requirement.

Plan Review:

The Community Emergency Plan is viewed as a living, breathing document and as such should be assigned to an individual whose responsibility is to amend, update and circulate same. The reviewing of the plan should occur at a minimum of once per year and certainly at the end of every community emergency and/or exercise.

It is also the responsibility of each Department head to notify the Operations Coordinator or delegate, of any required changes or amendments to same.

RECOVERY AND RESTORATION PROCEDURES

At some point of the crisis when public safety is no longer threatened and the Head of Council decides to terminate the Community Emergency, the Community Control Group then proceeds into the **RECOVERY AND RESTORATION PHASE**.

Although the actual recovery and restoration phase could take weeks, months or years to complete, it is imperative that the immediate priority needs of the citizens and community are accomplished.

If an evacuation was activated, evacuees should be allowed to return to their homes as soon as it is determined safe to do so. Depending on the degree of the emergency, community utilities and services ie electrical power, water, roads, stores, businesses, banks etc would need to be restored prior to the return of the citizens.

In addition, if people's fridges/freezers were turned off, it is safe to assume their frozen food stuffs have since spoiled, grocery stores may or may not be opened, personal clothes, toiletries etc.

The Ministry of Municipal Affairs administers the **Ontario Disaster Relief Assistance Program (ODRAP) for natural disasters**, which is a program to provide financial assistance to the community on a cost share basis. (see recovery plan appendix). Contact Tim Riley, MMA, London.

Other tasks that should be considered prior to returning the evacuees are as follows:

- (a) Ensure evacuees are notified that the emergency is terminated and the process/procedures by which they can return to their home.
- (b) Determine the level/degree of restoration measures required.
- (c) Transportation arrangements for those requiring assistance to return home.
- (d) Via registration/inquiry, determine the list of people to be transported.

CRITICAL INCIDENT STRESS DEBRIEFING(S)

As in most stressful emergencies, the CCG will need to determine the needs of **critical incident stress debriefing, grief counselling, etc for emergency responders and other staff**. Emergency Management Ontario can be contacted to provide a list of CISM teams that will assist public safety personnel. Assistance with critical incident stress counselling for citizens is available through Ontario Works.

SELECTION OF EMERGENCY SITE MANAGER

The Operations Coordinator and/or Head of Council may need to determine the designated Emergency Site Manager who would need to exert control and management of the entire emergency site. In determining/selecting the emergency site manager, the following concerns would need to be considered.

The scope/type of community emergency, ie does the emergency affect the entire Township or is it more focused and concentrated within a specific geographical area. Does the present emergency have the ability to expand in size or become multiple emergencies affecting larger or multiple areas.

The selection would need to take into consideration the type of emergency such as a fire, flood, extended power outages, severe weather which may entail rescues, evacuations or the emergency may entail a criminal element involving a terrorism act or threat.

The availability of the candidate, the approval of the agency, the level of training and field expertise of the individual, available resources would also influence the selection process.

It may be considered prudent to have the Emergency Site Manager from an opposite organization not directly related to the emergency. ie a public works person/employee for an otherwise municipal fire matter.

OPERATIONAL DEBRIEFINGS

Upon a termination of a community emergency, it is imperative that early debriefings amongst first response organizations occur in order to assess and evaluate the calibre of response performed by all organizations. These debriefings should happen within 1 week upon termination of the emergency.

The debriefings should occur separately with all sectors of the response organizations extending to the Community Control Group, Evacuation centres, and the Emergency Site responders. The focus of these debriefings is to determine strengths and weaknesses of the emergency plan and it's implementation and not to evaluate individual performances.

The Operations Coordinator would be responsible for initiating these briefings.

SUPPORT AND ADVISORY STAFF

Depending on the scope of the emergency, other municipal staff, or volunteers from the community may be required to provide a supportive role in responding to the community emergency. These roles could extend to assisting Red Cross/Social Services personnel in managing evacuation centres, providing clerical, logistical support ie purchasing, budget control, equipment operators, crowd control etc.

- | | |
|---------------------------------------|---|
| (a) Citizen Inquiry Supervisor | (b) Communications Coordinator |
| (c) Emergency Site Manager | (d) Director of Finance/budget Control |
| (e) Shelter Centre Manager | (f) Human Resources/Volunteer Officer |
| (g) Legal Services Officer | (h) Log Officer |
| (i) Shelter Recreation Coord. | (j) Property Manager |
| (k) Purchasing Officer | (l) Registration/Inquiry Coordinator |
| (m) Secretary(s) | (n) Transportation Officer |
| (o) Site Media Spokesperson | (p) Animal Care/Control |
| (q) Evacuation Coordinator | |

BUSINESS/INDUSTRY REPRESENTATIVE:

DURING A COMMUNITY EMERGENCY AFFECTING BOTH RESIDENTIAL AND INDUSTRIAL AREAS, IT WOULD BE EXPEDITIOUS FOR THE CCG TO SOLICIT THE PRESENCE OF A PERSON WHO COULD REPRESENT AND/OR SPEAK FOR INDUSTRY INTERESTS ON MATTERS OF PUBLIC SAFETY, EVACUATIONS, COMMUNICATIONS AND AS A MAIN CONTACT PERSON BETWEEN THE COMMUNITY CONTROL GROUP AND INDUSTRY.

CITIZEN INQUIRY SUPERVISOR

Under the direction of the Emergency Information Officer, to perform the following roles and responsibilities.

- (a) Establishing a citizen inquiry service, including the appointment and designation of phone lines
- (b) Informing the Emergency Information Officer of the establishment of a citizen inquiry service
- (c) Apprising the affected emergency services and CCG members of the establishment of the Citizen inquiry service and designated phone lines.
- (d) Maintain constant contact with Emergency Information Officer and/or Operations Coordinator.
- (e) Responding to, and re-directing inquiries and reports from the general public to either the Emergency Information Officer and/or other appropriate persons.
- (f) Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service
- (g) Responding to and redirecting inquiries pertaining to persons who may have been relocated to evacuation centres, to the registration/inquiry phone number(s)
- (h) Procuring staff for assistance as required.

EMERGENCY SITE MANAGER (ESM)

WHILST UNDER THE DIRECTION OF THE OPERATIONS COORDINATOR,, TO PERFORM THE FOLLOWING ROLES AND RESPONSIBILITIES.

- (a) Direct all activities at the emergency site and will be relieved of all other duties.
- (b) **SETTING UP and MAINTAINING A SITE COMMAND POST**
- (c) Perform a **FULL ASSESSMENT OF THE DAMAGE/EMERGENCY**
- (d) Assess secondary effects of an emergency, ie air/dust/smoke plumes, water pollution, spills, fuel tanks etc.
- (e) Organizing a search for and arranging treatment of survivors/casualties.
- (f) **Establish inner and outer perimeter** of the emergency site: (whilst in consultation with OPP/Fire and ensuring this information is passed to the Emergency Operations Coordinator and remaining CCG members.
- (g) Maintaining an **enhanced level of communications link** with the CCG and other agencies.
- (h) Organizing the site layout of the inner perimeter, ie staging areas, first aid, media sites, ingress and regress points, parking area, feeding/washing areas, property recovery etc.
- (i) Establishing an Operating Cycle with all incident site commanders/workers within the Inner perimeter.
- (j) Requesting additional personnel and resources as required.
- (k) Appointing a **Site Media Spokesperson**.

EVACUATION COORDINATOR

Under the direction of the Operations Coordinator, the appointed person will act as evacuation coordinator during the Community Emergency and will perform the following roles and responsibilities.

- (a) Supervise the opening and operation of temporary and/or long-term evacuee centres, appointing and/or approving Evacuee Centre Managers and ensuring the evacuation centres are adequately staffed and equipped with sufficient provisions.
- (c) Liaison with the Medical Officer of Health, Ontario Works representative and Public Works Manager, Red Cross and County representatives on matters of carrying out the evacuation Plan.
- (c) Ensure the well being of residents who have been displaced from their homes by arranging emergency lodging, clothing, food/dining area, registration and injuries and personal services.
- (d) Attempt to ensure that the pets/livestock of evacuees are cared for throughout the evacuation and emergency by utilizing the Ontario Humane Society, animal shelters and/or other volunteers.

HUMAN RESOURCES OFFICER

Under the direction of the Operations Coordinator to perform the following roles and responsibilities.

- (a) To coordinate the requests for volunteers.
- (b) Ensuring records of registration are completed and retained for future audits.
- (c) Ensuring identity cards are issued to volunteers and temporary employees, where practical
- (d) Arranging for Transportation of human resources to and from emergency site.
- (e) Obtaining and soliciting additional assistance for human resources by networking with other agencies or private organizations.

LEGAL SERVICES OFFICER

Under the direction of the Operations Coordinator the Legal Services Officer who is usually the municipal legal council is to represent the legal/constitutional interests of the community by providing legal advice to all community control group members including the Head of Council.

The municipal Legal council is to be available to provide legal advice/recommendations on such matters as legislative interpretation, legal precedence, accountability, due-diligence, negligence, insurance coverage, liabilities and on other matters that may have a legal implication on the municipality.

EMERGENCY OPERATIONS CENTRE - LOG OFFICER

Under the direction of the Operations Coordinator to perform the following roles and responsibilities within the Emergency Operations Centre.

- (a) Gathers and displays major event information on display boards.
- (b) Ensures that all individual and agency logs are gathered and retained.
- (c) Upon completion/termination of the emergency, to correlate all logs/data

PURCHASING OFFICER

Under the direction of the Operations Coordinator to perform the following roles and responsibilities.

- (a) The purchase and securing of equipment and supplies in accordance with municipal policies and procedures.
- (b) Liaison with local businesses and dealers of neighbouring communities
- (c) Maintaining and updating a list of all vendors for both dry goods and food stuffs etc.

REGISTRATION AND INQUIRY CLERK

Under the direction of the **Evacuation Coordinator/Shelter Manager**, to perform the following roles and responsibilities as assigned.

- (a) liaison closely with the Ontario Works/Evacuation Coordinator/Red Cross on matters pertaining to evacuation/registration/shelter management.
- (b) Setting up and manning a registration and Inquiry Centre at a place and location appropriate for the evacuees
- (c) Ensuring the confidentiality of all registration and inquiry forms.
- (d) Ensuring registered persons requiring medical/social assistance are provided with appropriate services.
- (e) Providing advice to the community control group on persons who are registered as a result of an emergency situation.
- (f) Performing other additional duties as required.
- (g) Liaison and networking with Red Cross representatives

PROPERTY MANAGER

Under the direction of the Operations Coordinator, to perform the following roles and responsibilities.

- (a) Maintaining the community offices
- (b) Providing security for the community offices, as required
- (c) Providing identification cards to Community Control Group members/staff
- (d) Coordinating the maintenance and operation of feeding, sleeping and meeting areas at the E.O.C.
- (e) Procuring staff to assist, as required.

RECREATION COMMITTEE CHAIRPERSON

Under the direction of the Evacuation Coordinator to perform the following roles and responsibilities at the evacuation centres:

- (a) Planning and providing recreational activities for evacuees housed in the evacuation centres.
- (b) Procuring staff to supervise planned recreational activities
- (c) Liaison with volunteer groups/individuals for assistance

SECRETARY(S)

Under the direction of the Operations Coordinator to perform the following roles and responsibilities:

- (a) To provide general administrative duties within the Emergency Operations Centre
- (b) To monitor all actions/decisions by the CCG and outside of the EOC.
- (c) To keep the Operations Coordinator briefed and updated on matters of urgency
- (d) Assisting in the operation/staffing of telephones, computer systems, faxes etc.
- (e) Work collaboratively for both the Emergency Operations coordinator and the Mayor
When required, to arrange meetings, discussions, conferences etc with emergency staff
- (f) Assisting and/or assuming the role of the citizen inquiry Supervisor
- (g) Assisting other support staff within the EOC when required.
- (h) Act as a scribe when needed.

SITE MEDIA SPOKESPERSON

The site media spokesperson IS NOT a member of the news media but represents the CCG via Emergency Site Manager.

Site Media spokesperson whilst maintaining a matrix relationship with the Emergency Site Manager and Public Information Coordinator will be required to perform the following roles and responsibilities:

- (a) Establishing and maintaining a media information centre in safe proximity to the emergency for the purpose of allowing media to assemble.
- (b) To be present at the emergency site (outer/inner perimeter) to coordinate/manage media interviews/take photographs with ESM consent and under strict access to emergency site.
- (c) Informing all persons of the Site Media Information Centre's phone number and location.
- (d) Not to release/provide any information without prior consultation/approval of the Public Information Coordinator and/or Emergency Operations Coordinator

DIRECTOR OF FINANCE

Under the direction of the Operations Coordinator to perform the following roles and responsibilities:

- (a) To monitor/record all expenses, costs associated with the emergency management
- (b) To ensure that all acquisitions, purchases and payments for same are adhered to in accordance with municipal policy and procedures.
- (c) To liaison with all emergency personnel on matters of monetary control/monitoring.

TELECOMMUNICATIONS COORDINATOR

Under the direction of the Operations Coordinator to perform the following roles and responsibilities as required:

- (a) To control/manage/operate all radio communications equipment/messages issued within the Emergency Operations Centre.
- (b) To establish contact and notification system with local/provincial EMO ARES.
- (c) Ensuring the telecommunications centre is functional and properly equipped and staffed
- (d) Maintaining a record of all incoming/outgoing communications and relaying same to appropriate personnel.
- (e) To ensure the Telecommunications centre is constantly staffed and maintained.

TRANSPORTATION OFFICER

Whilst under the direction of the Public Works Manager to perform the following duties:

- (a) To coordinate the acquisition, distribution and scheduling of various modes of transport such as school buses, taxis, boats and trucks, private vehicles etc for the purpose of transporting persons and/or supplies, as required by all community emergency staff.
- (b) Maintaining all records of equipment, material & personnel of hours, costs etc.
- (c) Ensuring drivers/operators of transport are properly informed/licensed

AGENCY RESPONSIBILITIES

When a Community Emergency Declaration is forwarded to Emergency Management Ontario, Provincial aid/assistance can be provided to the community upon request. For this reason, the following Provincial/Federal agencies and organizations could be available to assist.

ATTORNEY GENERAL: Provides policy/legislative direction for legal matters.

CANADIAN RED CROSS: Provides Registration/Inquiry services, emergency food, clothing, Shelter Management

CATFISH CREEK C.A. : Provides expertise on flood planning, advisory/alert services

COUNTY OF ELGIN: Upper Tier Govt for the Twp. of Malahide

DEPARTMENT OF NATIONAL DEFENCE: When requested by Emergency M. O. DND may provide logistical and Personnel support.

EMERGENCY MANAGEMENT ONTARIO (EMO): A branch of the Min. CS&C responsible for Monitoring, coordination & Planning of Provincial Emergencies.
(Provides/coordinates Provincial/Federal assistance to municipalities of Ontario)

MINISTRY OF TRANSPORTATION: Provides expertise on highway and transportation emergencies

MINISTRY OF MUNICIPAL AFFAIRS: Coordination of extraordinary Provincial Expenditures for emergencies. Administers the Ontario Disaster Relief Program.

MIN. AGRICULTURE & FOOD: Provides expertise on agriculture & food emergencies

MIN. OF COMMUNITY & SOCIAL SERVICES : Provides expertise on emergency shelters, clothing/food, victim registration and inquiry services in support of community emergencies.

MIN. OF ENVIRONMENT & ENERGY: Provides expertise on air/soil/water contamination, spills and other contaminants/energy supply matters

MIN. OF NATURAL RESOURCES : Provides expertise on forest fires, floods in unincorporated Areas and severe Droughts

MIN. OF HEALTH & LONG TERM CARE. Human Health Emergencies and Epidemics
Emergency Health Services

MIN. OF LABOUR : Provides Emergency Worker Health and Safety Services.

MIN. COMMUNITY SAFETY/CORRECTION SERVICES

- EMERGENCY MANAGEMENT ONTARIO
- ONTARIO FIRE MARSHALL OFFICE
- ONTARIO PROVINCIAL POLICE
- CORONERS OFFICE

: Provides/Coordinates Provincial Emergency assistance to all Ontario Communities.

SALVATION ARMY: Provides emergency services to families, individuals, counselling services

EMERGENCY PLANNING GLOSSARY

Activation of Emergency Plan: Putting an emergency plan into effect and implementing its provisions as prescribed.

Amateur Radio Emergency Services(A.R.E.S.) : A private radio transmitting organization with Provincial, National and international linkages provides Radio communications backup Services for community emergencies.

Community Control Group (CCG): The executive authority at the Community/County level responsible for overseeing a coordinated response to an emergency or event at the community level.

Declaration of an Emergency: Section 4 (1)(2)(3)(4) of the Emergency Management Act, R.S.O.2002 Permits the Head of Council to declare a Community Emergency

Emergency Operations Centre(EOC): A central facility used to house community control group members to permit their implementation of the emergency plan.

Emergency Site: The damaged/impact area being the site of the emergency. Divided into inner and outer perimeters.

Emergency Site Manager (ESM): The person designated by municipal authorities to take overall Control of all response agencies at the emergency site.

Emergency Response Workers: Persons required to remain in, or to enter, emergency impact areas.

Evacuation Centre: A facility to provide shelter, food and other services to evacuees.

Executive Authority: The managerial/department heads appointed the responsibility to oversee the coordination, monitoring and control of the community emergency management.

INNER PERIMETER: A physical line which delineates the immediate impact zone or emergency area.

INCIDENT COMMANDER: A designated first response official representing a response organization. Usually within the context of an Emergency Site Manager

MUTUAL AID AGREEMENT: A formal agreement usually between municipal fire departments providing and sharing of fire suppression/educational resources in Traditional fire fighting and prevention programs.

OUTER PERIMETER: A physical line which includes the inner perimeter and an additional area for the purpose of setting up emergency centres and rescue operations. That area outside the outer perimeter is the responsibility of the Community Control Group.

STAGING AREA: An area designated within the outer perimeter used to park vehicles, collector point for rescues, personnel, media site, incident command centres.

TRIAGE: The process of sorting patients/victims by order of severity of injury and patient needs. The process generally entails a colour code system ie Red, Yellow, Green & Black.

EVACUATION PLAN

AIM:

The aim of the Evacuation Plan is to have policies and procedures to enhance the level of preparedness for the eventual evacuation and care for the inhabitants of the Township.

GENERAL:

Given the generally rural setting of the Township of Malahide with the largest community being the hamlet of Springfield, it is very plausible that a small evacuation of people could occur as result of an emergency event. As experienced in the 98 ice storm in Eastern Ontario resulting in extended power outages for up to 3-6 weeks, rural residents suffered severe cold, lack of available heat sources, food, water etc.

EVACUATION TASKS

The following tasks are to be considered during an emergency:

- (a) Assessment of the threat
- (b) Coordination of activities
- (c) Who are to be evacuated
- (d) Transportation considerations
- (e) Alerting/notifying Public
- (f) Care of Evacuees

THREAT ASSESSMENT

When faced with an emergency situation or an impending situation, the following factors would need to be considered:

- (a) Available options, ie evacuation, shelter in place and/or other protective measures
- (b) Limitations affecting an evacuation ie weather, road conditions, unwilling persons etc
- (c) Time required to safely evacuate vs. time before impact
- (d) Availability of evacuation centres and affiliated resources

Continued

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When determining the evacuation area, the following must be considered:

- (a) The area of potential danger given the emergency situation
- (b) The approximate number of persons to be evacuated
- (c) Special vulnerable populations (sick, aged, infirmed, mentally challenged)
- (d) Transportation assistance available
- (e) Duration of evacuation

The following logistical challenges may impose difficulties to the evacuation

- (a) Transportation congestion on major evacuation corridors
- (b) Families may be separated ie two income families
- (c) Citizens may refuse to leave
- (d) Adverse weather conditions
- (e) Excessive large groups of people ie church, community centre
- (f) Supposedly evacuated homes must be searched.

There may be circumstances during a hazmat situation that **Shelter-In-Place** may be preferable to an evacuation, if so people will need to be advised to remain in their homes, schools, place of business. Should this be the situation, the following steps may need to be considered:

- (a) Close/seal all windows and doors, vents
- (b) Turn off furnaces, air conditioners, air exchangers etc
- (c) Close drapes and curtains, place moist towels at base of doors to act as seals
- (d) Have residents turn on battery operated radios and lanterns
- (e) Advise citizens to listen to local radio stations
- (f) Encourage water conservation (bottled)
- (g) Encourage residents to locate to special area of home ie basement
- (h) When toxic fumes/hazmat threat has passed, advise citizens to vent home immediately

Continued

COORDINATION OF ACTIVITIES

The Evacuation Coordinator, whilst under the direction of the CCG is delegated the responsibility to managing both the evacuation and sheltering procedures for evacuees. Should evacuees be transported to a neighbouring community, a representative from Malahide will accompany and attend the receiving community's shelter location.

An enhanced level of cooperation and communication is required between the two communities on matters of registration and inquiry including with other agencies or organizations assisting in the evacuation. A list of evacuees to be transported must be prepared by the Citizen Inquiry Supervisor.

EVACUEES

Depending on the nature and scope of the emergency, the following information will be used to assist in determining who is to be evacuated. **(Note! These numbers are an estimation only).**

Township of Malahide

Total Population	8000
No. of People needed to be evacuated	200 +-
No. of People who evac. To Friends, relatives/other	7600+-
No. of People who would stay	200 +-
No. of students/schools	2500

No. of persons on special medical needs. +-

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continued

ALERTING THE PUBLIC

The Evacuation Coordinator is responsible for alerting the public of an existing or impending emergency or arranging for notification through the media as required. During the initial moments of an emergency, this responsibility falls to the Provincial Police and/or the Municipal Fire Department.

Notification may entail a warning that an emergency exists followed by instruction on the appropriate action to take, i.e. evacuation, sheltering, etc. The initial alert may advise the public where additional information may be obtained, i.e. radio, t.v. etc.

To alerting the general population of the Township, the following techniques are available:

- Radio (emergency notice), T.V, newspapers, computer website etc.
- Door to Door
- Mobile Public Address systems (Police/Fire/Utility vehicle)
- CB radio nets, truckers, snowmobiles, rescue units

WHAT TO TELL THE CITIZENS

- (a) What to take and not to take i.e. toiletries, clothing, medication, bedding, special foods
- (b) Where to go. i.e. stage area, evacuation shelters
- (c) Route to take, ingress/regress
- (d) Transportation available/collection points
- (e) Lock doors, turn off stoves, utilities etc
- (f) What to do with pets, livestock, -leave food/water

(g) Leave note on door, who, where, when.

CARE OF EVACUEES

Evacuees need the following basic services:

- Accommodation, bedding, blankets, space.
- Feeding
- Clothing
- Registration and Inquiry
- Personal services, i.e. funds, counselling
- Communications
- First Aid/Health Services
- Recreational activities for children, special assistance for elderly, handicapped

SHELTER CENTRE MANAGER

An Shelter Centre Manager will be appointed for each Evacuation Shelter, and will be responsible for the daily functioning of the centre in addition to liaison with other supporting organizations or persons i.e. Red Cross representatives, Volunteers,. Evacuation Coordinator. etc.

