



# Emergency Response Plan

August 2025

Schedule 'A' to By-law 2025-65

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**Version Control**

**Table 1: Chronological representation of approved document versions**

<b>Date</b>	<b>Version number</b>	<b>Approved / Revised by</b>
August 2025	1.0	EMPC

**Document approval**

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Martin Rousseau  
Director, Protective Services

## Acronyms

**Table 2: List of common emergency management acronyms**

<b>Acronyms</b>	<b>Definition</b>
AAR	After-Action Report
CAO	Chief Administrative Officer
CEMC	Community Emergency Management Coordinator
ConOps	Concept of Operations
EIO	Emergency Information Officer
EIS	Emergency Information Section
EM	Emergency Management
EMCPA	Emergency Management and Civil Protection Act
EMO	Emergency Management Ontario
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
EOCD	Emergency Operations Centre Director
EOCCG	Emergency Operations Centre Control Group
ERP	Emergency Response Plan
FGOC	Federal Government Operations Centre
HIRA	Hazard Identification and Risk Assessment
IAP	Incident Action Plan
IMS	Incident Management System
PEOC	Provincial Emergency Operations Centre

## **Part 1: Introduction**

This Emergency Response Plan (ERP) follows an all hazards, multi-departmental approach and is intended for use by all City of Clarence-Rockland services during both planned or unplanned events or incidents.

## **Part 2: Purpose and Scope**

The purpose of this Emergency Response Plan (ERP) is to provide a framework for the extraordinary arrangements and measures that may need to be implemented in response to a situation. The plan is designed to maintain public confidence by:

- Protecting the safety of all responders and those affected by the situation
- Saving lives
- Providing immediate care to injured and limit suffering
- Safeguarding the health of those affected by the situation
- Protecting the property and the environment
- Preventing and/or reducing economic and social impacts
- Ensuring the continuity of government operations and critical services

The scope of the ERP is to define and assign specific responsibilities required to mitigate, respond to, and recover from such situation.

## **Part 3: Situation Types**

The term “situation” refers to any circumstance requiring the activation of City of Clarence-Rockland resources in support of prevention, mitigation, preparedness, response, or recovery efforts. The following descriptions outline the several types of situations that may prompt such actions:

### **3.1 Incident**

An unplanned occurrence or event that requires an emergency response to protect people, property, the environment, the economy, and/or essential services.

### **3.2 Event**

A planned situation that requires an extraordinary response to ensure the safety of people, property, the environment, the economy, and/or essential services.

### **3.3 Emergency**

Any situation or imminent threat that poses a danger of major proportions and may result in serious harm to individuals or considerable damage to property. Emergencies may arise from natural forces, disease outbreaks, public health risks, accidents, or intentional/unintentional acts.

### **3.4 Disaster**

A serious disruption to the functioning of a community or society, resulting in widespread human, property, environmental, social, and/or economic impacts. Disasters exceed the capacity of City of Clarence-Rockland departments, partners, or stakeholders to manage with existing resources, and may require extraordinary efforts to restore normal operations.

## **Part 4: Roles and Responsibilities (see [Contact List](#))**

The individuals and groups involved in responding to a situation include the following:

- 4.1 Emergency Management Program Committee (EMPC)
- 4.2 Emergency Operations Centre Control Group (EOCCG)
- 4.3 Emergency Operations Centre Director (EOCD)
- 4.4 Community Emergency Management Coordinator (CEMC)
- 4.5 Emergency Information Officer (EIO)
- 4.6 Liaison Officer
- 4.7 Safety Officer
- 4.8 Emergency Operation Centre Scribe (EOCS)
- 4.9 Head of council
- 4.10 Mayor and City of Clarence-Rockland Council
- 4.11 Documentation

### **4.1 Emergency Management Program Committee**

The EMPC Committee is composed of representatives from various City of Clarence-Rockland departments and is responsible for overseeing and guiding the development, implementation, and improvement of the City of Clarence-Rockland's EMPC. The committee ensures that preparedness, response, recovery, and mitigation efforts are effective, well coordinated, and aligned with applicable legislation, policies, and the needs of the community.

Members of the EMPC include:

1. Chief Administrative Officer - Chair
2. Director, Protective Services/Fire Chief – Vice-Chair
3. Director, Operations Services
4. Director, Community Development
5. Director, Corporate Services
6. Director, Finance and Asset Management – Treasurer
7. Emergency Management Officer – Program Manager
8. Communications Officer
9. Staff Sergeant, Russell County Ontario Provincial Police (OPP)
10. Deputy Chief, Prescott and Russell Paramedic Services

11. Director, Public Works, United Counties of Prescott and Russell
12. Director, Prescott and Russell Social Services
13. Emergency Preparedness Program Manager, Eastern Ontario Health Unit

#### **4.2 Emergency Operations Centre Control Group (see [Contact List](#))**

The EOCCG is coordinated by the EOCD.

Members of the EOCCG include:

1. Chief Administrative Officer
2. Director, Protective Services/Fire Chief
3. Director, Operations Services
4. Director, Community Development
5. Director, Corporate Services
6. Director, Finance and Asset Management – Treasurer
7. Chief of Staff
8. Manager, IT services
9. Manager, Enforcement & Construction Division
10. Manager, Supply and Processes
11. Emergency Management/Health and Safety Officer
12. Communications Officer
13. Executive Administrative Assistant

#### **4.3 Emergency Operations Centre Director**

The EOCD is responsible for consequence management and for ensuring the continuity of operations across the City of Clarence-Rockland during a situation.

The EOCD has the authority to:

- Assume overall leadership and responsibility for the EOC
- Provide guidance and situational awareness to the EOCCG in support of consequence management and continuity of operations across the City of Clarence-Rockland
- Ensure the development and communication of clear EOC objectives
- Initiate and lead EOCCG briefings
- Reinforce the requirement for all EOC personnel to maintain and complete the Activity Logs and any other function-specific tracking documentation as required.

#### **4.4 Community Emergency Management Coordinator**

As per Ref. A: “Every municipality shall designate an employee of the municipality or a member of the council as its emergency management program coordinator.” The CEMC is responsible for serving as the primary liaison with the Provincial Emergency Operations Centre (PEOC) and Emergency Management Ontario (EMO). The CEMC is responsible for continuously monitoring potential situations that may arise. When the IMS is activated, the CEMC typically assumes the role of Liaison Officer within the Emergency Operations Centre.

#### **4.5 Emergency Information Officer**

As per Ref. A:

- “Every municipality shall designate an employee of the municipality as its emergency information officer.
- The emergency information officer shall act as the primary media and public contact for the municipality during a situation.”

Key duties of the EIO include:

- Monitoring traditional media and social media platforms
- Compiling information for dissemination
- Posting situation updates
- Releasing critical information through various channels
- Coordinating media briefings
- Managing media and public inquiries
- Identifying spokesperson(s)
- Serving as the emergency information section (EIS) chief, or delegating this role as appropriate

#### **4.6 Liaison Officer**

During EOC activation, the liaison officer may be mobilized. Key responsibilities include:

- Ensuring effective communication and coordination between the EOC and external agencies, organizations, or entities involved in the situation response
- Serving as the primary point of contact for external stakeholders to facilitate collaboration and ensure alignment with EOC objectives
- Identifying needs and coordinating available resources

- Participating in EOC briefings as required
- Attending EOCCG meetings at the request of the EOCC
- Maintaining 24/7 communication with internal and external partners

#### **4.7 Safety Officer**

During EOC activation, the safety officer's primary responsibility is to ensure the safety of EOCCG members.

Other responsibilities include:

- Evaluating potential hazards for EOCCG members once the EOC has been activated and all materials have been set up
- Ensuring that all EOC personnel have access to food and safe working conditions
- Developing and implementing a site safety plan tailored to the specific challenges posed by the situation
- Participating in EOC briefings as required

#### **4.8 Emergency Operations Centre Scribe**

The primary responsibility of the EOCS is to ensure accurate record keeping throughout the duration of a situation. The EOCS plays a key role in capturing detailed and accurate notes during all EOCCG meetings, events, and other related gatherings.

The EOCS should closely shadow the EOCD and is also responsible for completing all relevant IMS forms and for relaying completed forms and records to both the CEMC and the EOCD.

#### **4.9 Head of council**

The head of council is the only individual authorized to declare a state of emergency for the City of Clarence-Rockland. Upon declaring an emergency, the head of council may take any action and issue any orders deemed necessary to implement the ERP and to protect property, health, safety, and the welfare of individuals in the affected area, provided such actions are not contrary to the law. The head of council also holds the authority to terminate the emergency declaration at any time. Additionally, as per Ref. A, the Premier of Ontario has the authority to terminate a municipal state of emergency at their discretion<sup>1</sup>.

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<sup>1</sup> EMCPA, R.S.O. 1990, Chapter E.9, Section 4 (4)

#### **4.10 Mayor and City of Clarence-Rockland Council**

As community leaders, the Mayor and City of Clarence-Rockland Council play an essential role in supporting the City of Clarence-Rockland during a situation. While they do not direct operational response efforts, they fulfill their delegated authorities and responsibilities as outlined in Ref. C and serve as key connectors between the City of Clarence-Rockland and the broader community. For example, they may relay information between the community and the EOC through the Liaison Officer and disseminate information provided by the EIO through established networks.

#### **4.11 Documentation**

All individuals and groups involved in situational response are required to maintain accurate documentation using the approved IMS forms.

#### **4.12 EOCCG meetings**

The EOCCG will meet on a schedule determined by the CEMC and/or the EOCD, based on the evolving context of the situation and the operational needs.

Attendance at scheduled EOCCG meetings is mandatory for all members, including primary representatives and/or their designated substitutes. A scribe will be assigned to document meeting minutes.

The EOCCG meets to:

- Gain situational awareness and conduct analysis
- Identify immediate consequences and risks

## **Part 5: Incident Management System (IMS)**

The City of Clarence-Rockland supports the implementation of the IMS<sup>2</sup> within the Emergency Operations Centre (EOC) for managing simple, complex and/or prolonged situations.

As referenced in Ref. B, Incident Management System provides communities and organizations a framework to allow them to coordinate and collaborate effectively during an incident. It ensures that personnel, facilities, equipment, procedures, and communications operate within a unified organizational structure.

This part of the Emergency Response Plan (ERP) provides a brief overview of the following IMS components:

- 5.1 Emergency Operations Centre
- 5.2 Communications to EOC
- 5.3 Foreseen situations
- 5.4 Unforeseen situations
- 5.5 Organizational structure

### **5.1 Emergency Operations Centre**

The EOC is the central hub where information is collected, collated, evaluated, documented, and disseminated to support emergency management (EM) decision-making. The EOC is where all members of the EOCCG gather in the case of emergency or disaster. The primary EOC is located at Fire Station 3 in Rockland (1550 Laurier Street). The secondary EOC is located at the Council Chambers, 415 Lemay Street in Clarence-Creek. The tertiary EOC is at Fire Station 1, located at 2130 Laval Street in Bourget.

For further information on hierarchy and domains of concerns within the EOC, refer to Part 9.1.

### **5.2 Communications to EOC**

Effective communication during a situation requires clearly defined roles and responsibilities for all City of Clarence-Rockland responders, along with a clear understanding of the specific functions each department or service provides in response to the situation.

### **5.3 Foreseen situations**

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<sup>2</sup> The IMS documentation is available on the EMO website.

As mentioned in Part 4 Roles and Responsibilities, the role of the CEMC is to monitor situations that may impact the City of Clarence-Rockland. When a situation escalates into a significant threat, the CEMC is responsible to notify the EOCCG by sending a non-urgent Outlook email invite for a meeting. The EOCCG will then plan and prepare for the potential situation accordingly. The CEMC is also responsible for monitoring during off hours. If unavailable, the CEMC must notify the designated substitute CEMC.

#### **5.4 Unforeseen situations**

If any Emergency Operation Centre Control Group (EOCCG) member becomes aware of a potential or ongoing situation that may impact the City of Clarence-Rockland, they must immediately notify the Community Emergency Management Coordinator (CEMC) or the Fire Chief.

Upon notification, the Chief Administrative Officer (CAO), Fire Chief, CEMC, EIO and Operations Director will promptly initiate communication and determine whether an alert should be issued to activate the EOC. If activation is warranted, the CEMC or the Fire Chief will issue an alert through the "Who's Responding" app to convene the EOCCG members at the designated EOC location.

#### **5.5 Organizational structure**

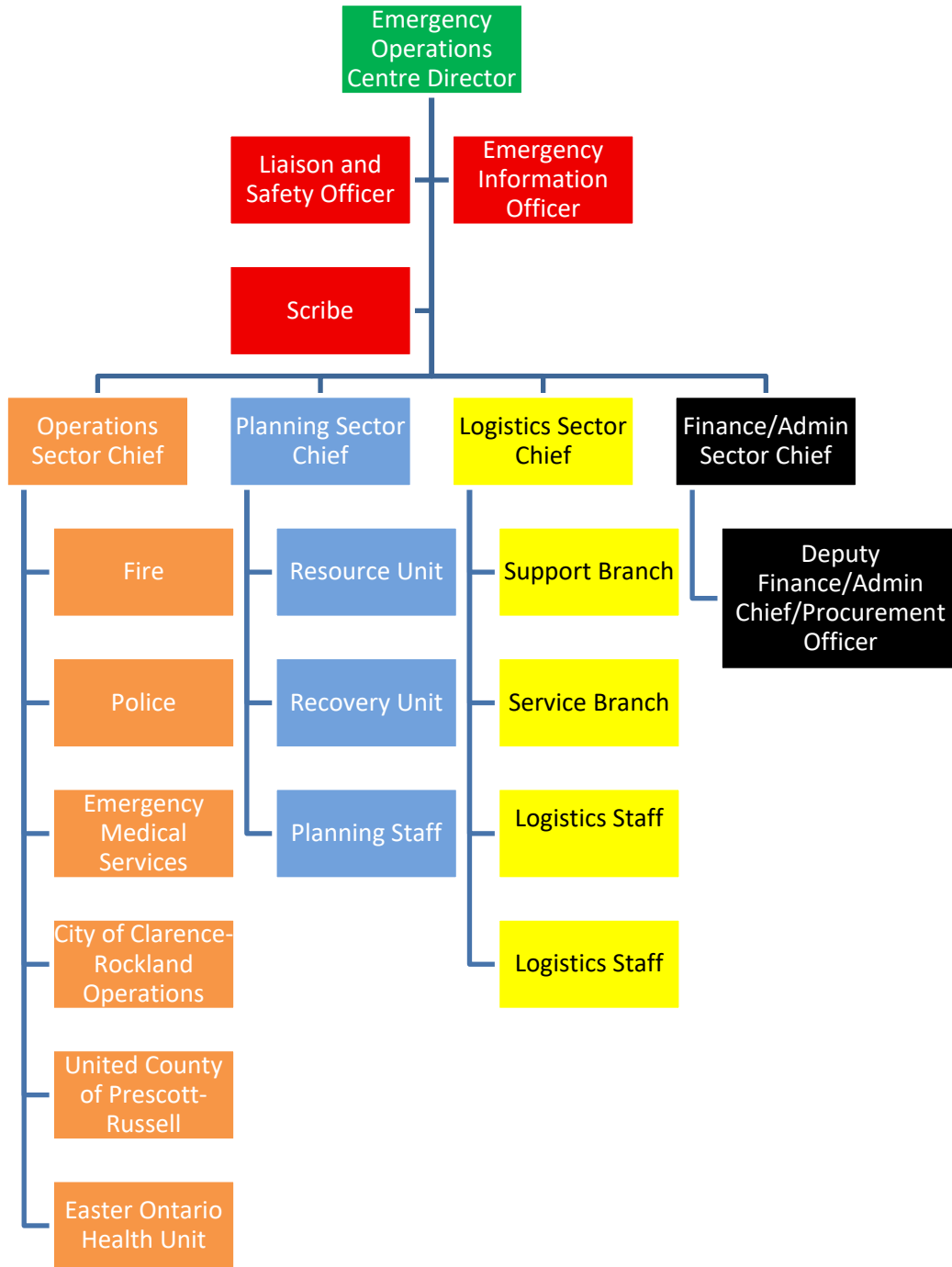
IMS is based on the principle that, in any situation, regardless of its size or complexity, certain management functions must be conducted to ensure an effective response. These functions include Command, Operations, Planning, Logistics and Finance.

Depending on the nature of the situation, the Emergency Operations Centre Director (EOCD) may mobilize an Emergency Information Officer (EIO) and/or an Emergency Information Section (EIS).

IMS resources are designed to be scalable, flexible, and interoperable. All actions are guided by common objectives outlined in the incident action plan (IAP).

Figure 1 illustrates the IMS organizational structure as applied by the City of Clarence-Rockland in potential situations.

Figure 1: City of Clarence-Rockland IMS Organizational Structure



## **Part 6: Response and Demobilization**

The City of Clarence-Rockland uses a standardized nomenclature to describe the roles and responsibilities across departments, partners, and stakeholders.

### 6.1 Escalation Levels of Response

### 6.2 Demobilization

#### **6.1 Escalation Levels of Response**

Normal Operations refer to the standard activities and responsibilities conducted by the City of Clarence-Rockland's services in accordance with existing standard operating procedures, guidelines, legislation, and policies. When a situation occurs during normal operations, it is coordinated by incident commanders such as fire chief or fire captains).

There are four escalation levels of response, each requiring increasing coordination:

- Monitoring
- Enhanced Operations
- Activated Operations
- State of Emergency

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Level of Response	Response Description	Meeting Objective/Actions	Participants
Monitoring	<p>If a situation has the <b>potential to escalate</b> into an emergency</p> <p>or</p> <p>If a known risk is <b>developing or escalating</b> but has not yet impacted critical operations</p> <p>(weather alerts, public health concerns, elevated threat level, widespread power outages, heavy rainfall)</p>	<ul style="list-style-type: none"> <li>- Situational awareness</li> <li>- Risk assessment</li> <li>- Communication plan (internal and external)</li> <li>- Internal coordination</li> <li>- Assign liaisons</li> </ul>	<p><b><u>Mandatory:</u></b>                      CAO, CEMC, Fire Chief, Communications, Operations Director</p> <p>and</p> <p>other pertinent Branch Director or organization</p>
Enhanced Operations	<p>Local incident is imminent or occurring that may pose a threat to public safety or health, the environment, property or critical infrastructure, economic stability or that is politically sensitive in nature</p>	<ul style="list-style-type: none"> <li>- Determine if escalation needed</li> <li>- Evaluate support needs</li> <li>- Determine EOC activation level</li> <li>- Begin documentation (forms)</li> </ul>	<p><b><u>Mandatory:</u></b>                      CAO, Scribe, CEMC, Fire Chief, Police, EMS, Operations Director, Communications</p> <p>and,</p> <p>other pertinent Branch Director or organization</p>

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	(localized flooding, hazardous material spills, infrastructure failures)		
EOC Activation	<p>Incident requires <b>multi-departmental coordination</b> or <b>exceeds the capacity of regular resources</b></p> <p>(evacuations, major infrastructure failures, mass casualty incidents, hostage situations, explosions, active attacker incidents, bomb threats)</p>	<ul style="list-style-type: none"> <li>- Activate EOC</li> <li>- Assign Command &amp; General Staff</li> <li>- Unified command if needed</li> </ul>	<p><b><u>Mandatory:</u></b> EOCCG</p> <p>All EOC Sections (Operations, Planning, Logistics, Finance)</p> <p>and possibly Provincial EMO liaison</p>
State of Emergency	<p>A <b>municipal emergency is declared</b> as outlined in Ref. A, or the situation becomes complex</p>	<ul style="list-style-type: none"> <li>- Full EOC operation</li> <li>- Provincial notification</li> <li>- Media and public information strategy</li> <li>- Situation reports to province</li> </ul>	<p><b><u>Mandatory:</u></b> EOCCG</p> <p>All EOC Sections (Operations, Planning, Logistics, Finance), Provincial EMO liaison</p>

### 6.2 Demobilization

Demobilization planning begins as soon as the response is mobilized and continues until the Incident Management System (IMS) organization ceases operation. Every response should include a demobilization plan as part of the Incident Action Plan (IAP). The purpose of the demobilization plan is to ensure the systematic, safe, and cost-effective release of all resources involved in the situation, including personnel, equipment, supplies and facilities. The demobilization is authorized by the Emergency

Operations Centre Director (EOCD); planned by the Planning Section; and, implemented primarily by the Operations Section, with support from other sections as needed.

For simple situations, the demobilization plan may be communicated verbally. For more complex situations, a dedicated Demobilization Unit may be established within the Planning Section to coordinate demobilization activities.

Once a demobilization plan is approved, the Planning Section is responsible for conducting Emergency Operations Centre (EOC) briefings to ensure that all IMS functions leads are aware of their roles in the demobilization plan. The plan must be disseminated in a timely manner, with updates or revisions shared as activities progress.

Standard demobilization activities include the following:

- Returning resources to their original state and location
- Restocking supplies and maintaining inventory control
- Cleaning and repairing facilities and equipment, as required
- Notifying the Finance Section of outstanding financial commitments or expenditures
- Cleaning and organizing workstations
- Participating in post-operational debriefings and contributing to the AAR
- Obtaining information on accessing psychosocial support
- Completing and forwarding all original documentation (e.g., activity logs, reports, forms, contact lists) to the Planning Section
- Signing out of and formally demobilizing

Where possible, the demobilization plan should provide opportunities for debriefing prior to resources being released. For longer-term recovery operations, a separate recovery debriefing may be held to focus specifically on issues related to the recovery phase.

## Part 7: Emergency Support Functions

The City of Clarence-Rockland adopts a functional approach to emergency response, whereby specific functions and tasks are assigned to departments or external agencies based on their respective mandates. This part outlines the emergency support sections and identifies the lead department responsible for coordinating each one.

Each designated department is accountable for developing plans, processes, and procedures to support its assigned emergency support section.

**Table 3: Emergency Support Sections' Roles and Responsibilities**

Emergency Support Section	Department	Responsibility
<b>Administration</b>	Administration	Coordinate legislative services in support of emergency operations  Coordinate fuel, contracted equipment, materials, and technology resources required for emergency operations  Coordinate and provide staffing support, including the hiring of specific positions as needed to sustain extended emergency operations  Coordinate legal services to support emergency operations
<b>Animal Care</b>	Enforcement	Coordinate care and sheltering for canine and feline pets

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<b>Emergency Support Section</b>	<b>Department</b>	<b>Responsibility</b>
<b>Essential Items Distribution</b>	Building and Protective Services	Coordinate procedures and protocols with City of Clarence-Rockland services to secure and distribute life-sustaining emergency supplies to residents, businesses, and visitors
<b>Community Recovery</b>	All departments	Coordinate community recovery efforts and restoration of City of Clarence-Rockland services
<b>Critical Infrastructure</b>	All departments	Coordinate the prioritization, protection, and restoration of critical infrastructure
<b>Damage Assessment</b>	Operations	Coordinate the identification of buildings and designated structures, as defined under the Building Code Act, that may be deemed unsafe because of the situation
<b>Debris Management</b>	Operations	Coordinate non-hazardous debris removal, environmental protection, and site clean-up activities in collaboration with partnering services
<b>Donations of Goods Management</b>	Building and Protective Services	Coordinate and manage the receipt, storage, distribution, and tracking of all corporate and donated goods
<b>Elected Officials Coordination</b>	Administration	Coordinate the involvement and support of elected officials during disaster, emergency, incident, or event operations
<b>Emergency Social Services</b>	United Counties of Prescott and Russell	Coordinate a framework through which arrangements and measures are implemented to ensure basic needs are met for individuals impacted by a situation

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<b>Emergency Support Section</b>	<b>Department</b>	<b>Responsibility</b>
<b>Fatality Management</b>	OPP and Coroner	Coordinate the care and management of the deceased in a mass fatality situation
<b>Finance</b>	Finance	Coordinate and manage cost accounting for emergency operations
<b>Fire Suppression</b>	Building and Protective Services	Coordinate fire suppression activities in urban, rural, and wildland settings
<b>Hazardous Materials</b>	Building and Protective Services	Coordinate the identification, containment, recovery, and safe disposal of hazardous materials
<b>Information Analysis and Dissemination</b>	Communication & Public Relations	Coordinate, prepare and disseminate public messaging and information materials on behalf of the City of Clarence-Rockland and its partner agencies at the corporate level
<b>Internal Information</b>	Communication & Public Relations and Administration	Coordinate and prepare internal messaging and information materials for City of Clarence-Rockland employees and disseminate them at the corporate level

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<b>Emergency Support Section</b>	<b>Department</b>	<b>Responsibility</b>
<b>Law Enforcement</b>	OPP	Coordinate the provision of law enforcement services
<b>Medical Services</b>	Prescott-Russell Paramedic Service and Building and Protective Services Department	Coordinate unplanned, out-of-hospital emergency medical care
<b>Natural Resources and Environment</b>	South Nation Conservation Authority	Coordinate the protection and sustainability of natural resources and the environment, in collaboration with partnering service areas. Note: Natural resources may include, but are not limited to, forestry and trees; mines and minerals; non-renewable resources; and energy sources, including hydroelectric power
<b>Protective Measures Program</b>	Building and Protective Services	Coordinate the implementation of protective measures
<b>Public Health</b>	Eastern Ontario Health Unit (EOHU)	Coordinate the protection and promotion of public health within the City of Clarence-Rockland
<b>Resource Management and Logistics</b>	Building and Protective Services	Coordinate the deployment of operational resources and the fulfillment of logistical requirements during an emergency
<b>Search and Rescue</b>	Building and Protective Services	Coordinate the provision of technical search and rescue services, including structural collapse, rope/confined space, land subsidence, and water and ice rescue

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<b>Emergency Support Section</b>	<b>Department</b>	<b>Responsibility</b>
<b>Search and Rescue</b>	Ontario Provincial Police	Coordinate the provision of open-air search and rescue operations
<b>Telecommunications</b>	Finance and Corporate Services	Coordinate the provision of telecommunication services
<b>Traffic</b>	Public Works and Ontario Provincial Police	Coordinate the provision of traffic control services
<b>Volunteer Management</b>	Recreation and Cultural Department	Coordinate the registration of unaffiliated spontaneous volunteers
<b>Volunteer Management</b>	Building and Protective Services	Coordinate the deployment and oversight of unaffiliated spontaneous volunteers and non-governmental organizations

## **Part 8: Concept of Operations**

Effective communication and information sharing among City of Clarence-Rockland departments, partners and stakeholders is essential to successfully manage emergencies and maintain public confidence. The Concept of Operations (ConOps) provides an overarching framework that brings together all elements of situation management. It supports and standardizes emergency management (EM) in the City of Clarence-Rockland by guiding the coordination of activities to prevent, mitigate, prepare, respond, and recover from situations.

While situation management is part of the daily operations for City of Clarence-Rockland services, complex situations may require enhanced coordination across all City of Clarence-Rockland departments, as well as with operational and strategic partners and external stakeholders.

In such cases, the City of Clarence-Rockland's normal administrative structure may be adapted to align with the Incident Management System (IMS) model. Adopting this framework ensures effective communication and the City of Clarence-Rockland can deliver a cohesive and organized response.

The ConOps also describes a governance model that clearly delineates roles and responsibilities, ensuring a coordinated response through standardized communication and information-sharing protocols. The ConOps outlines:

- The Emergency Operations Centre (EOC) hierarchy, domain of concern, command and control structure, roles and responsibilities, and flow of communication
- Operating parameters for normal operations and the four escalation levels of response.

The ConOps does not replace existing plans, guidelines, or procedures—rather, it describes how these tools will be integrated within the EOC.

### **8.1 Operating Procedures in the Emergency Operations Centre**

Operating procedures for the City of Clarence-Rockland's EOC are based on:

- The EOC objectives
- The EOC domain of concern

### **8.2 Emergency Operations Centre**

The EOC is the central coordination entity for the City of Clarence-Rockland's response

to emergencies.

It is responsible for providing strategic oversight and coordination, rather than exercising direct control over field operations. Tactical and operational decisions are made at the incident site, typically through an emergency services command post, while the EOC focuses on strategic decision-making.

Members of the Emergency Operations Centre Control Group (EOCCG) support the City of Clarence-Rockland's mitigation and response activities by:

- Providing overall policy and strategic direction
- Directing municipal response
- Leading consequence management efforts
- Defining corporate objectives (what must be accomplished)
- Recommending a State of Emergency Declaration
- Approving extraordinary resource allocations
- Setting overall policy direction
- Acting as point of contact for the Mayor, Mayor's Office, and City of Clarence-Rockland Council
- Serving as the liaison with external command centres (e.g., federal or provincial agencies)
- Providing an integrated City of Clarence-Rockland-wide perspective
- Ensuring consistent dissemination of information
- Supporting the continuity of essential services City of Clarence-Rockland-wide

### **8.3 Emergency Operations Centre Operational Levels**

This part outlines the ConOps parameters corresponding to each escalation level of response. Each level involves different stakeholders, command structures, concurrent activities, resource requests and communications processes.

### **8.4 State of Emergency**

As outline in Ref. A, "The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action

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and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

Upon the declaration of a state of emergency, the Community Emergency Management Coordinator (CEMC) shall:

- Ensure that the Head of council signs the Declaration of State of Emergency
- Notify the PEOC Duty Officer of the declaration
- Submit a copy of the signed declaration to the PEOC Duty Officer for provincial records

### **8.5 Stakeholders**

At every level of operation, the EOC may interact with the following stakeholders:

- Residents, businesses, and visitors
- Mayor, Mayor’s Office, and City of Clarence-Rockland Council
- City of Clarence-Rockland departments
- Internal and external partners involved in regular City of Clarence-Rockland operations
- Governmental and non-governmental organizations

At the EOC Activation and State of Emergency levels, the PEOC and FGOC are notified and may be involved.

### **8.6 Concurrent Activities**

At each operational level, numerous concurrent activities occur within the EOC.

During day-to-day operations, City of Clarence-Rockland services are responsible for the following:

- Performing surveillance
- Maintaining situational awareness for signs of escalation or de-escalation

Enhanced Operations indicate a potential event that exceeds routine procedures. At this level:

- The CEMC will inform members of EOCCG.

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- The CEMC documents situational updates.
- If escalated to Enhanced Operations, all communications to council, residents, media, and businesses are coordinated by the Communications (Emergency Information Officer) (EIO)

When a situation meets the criteria for EOC activation, the key activities include:

- EOCCG members are notified of the situation through the Who's Responding App if urgent
- Only EOCCG Members are required to acknowledge the notification and follow its instructions
- Any updates to the emergency prior to EOC activation are documented by the CEMC
- Once all EOCCG members arrive, they must take out the Emergency Response Plan (ERP) and assume Incident Management System (IMS) functional roles.
- The CEMC or another informed member delivers a briefing to the EOCCG.
- All communications to council, residents, media, and businesses are coordinated by the EIO and the Liaison Officer.

### **8.7 Incident Action Plan**

Every situation must be guided by an IAP, which provides supervisory personnel with clear direction on the actions to be taken in response to the situation. An IAP may be verbal or written.

Unless the situation is complex from the outset, initial management typically begins with a basic verbal initial IAP. At a minimum, the initial IAP should outline:

- The objectives to be achieved in managing the situation
- The strategies to be employed to meet those objectives
- The tactics required to implement the strategies safely

The objectives may be developed by someone other than the EOCD. However, once developed, they must be approved by the EOCD.

The steps in establishing an initial IAP for simple situations are as follows:

- Assess the situation
- Establish objectives and strategy

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- Develop the Incident Action Plan (IAP)
- Develop supporting plans
- Implement the IAP
- Evaluate the situation

Depending on the size and complexity of the situation, as well as the preference of the EOCD, the initial IAP may be supported by documentation such as the ICS 201: Incident Briefing Form. This form helps ensure resource accountability and supports tactical planning. For simple situations, the initial IAP is typically communicated verbally. However, in some cases it may be preferable to prepare and distribute a written IAP from the outset.

### **8.8 Incident Action Plan Development**

The exact sequence of activities and processes used to develop a written IAP may vary depending on the situation and the preferences of the EOCD.

The planning process may be initiated in response to a scheduled event, the identification of a credible threat, or the onset of an actual or impending situation. Once initiated, the process involves the application of structured planning steps and the assignment of personnel to support the development of a written IAP.

In extended or complex situations that span multiple operational periods, or when planning becomes routine, certain steps in the process may be streamlined or consolidated to maintain operational efficiency.

The essential elements of an IAP include:

- A statement of objectives that clearly defines the intended outcomes and enables measurement of success
- Clear strategic direction
- Tactics that will be used to accomplish objectives
- List of assigned resources
- Organizational structure or chart
- Safety guidelines or requirements

While an IAP is valuable in all situations, the level of detail and formality should be proportional to the complexity of the incident. The IAP may be communicated verbally for simple situations.

## **8.9 Decision-Making**

Effective decision-making within the EOC relies on the availability of accurate and timely information, as well as collaboration and consultation among team members.

The EOCD holds ultimate responsibility for making key decisions on behalf of the EOC, in consultation with the EOCCG.

The EOCD must carefully assess, evaluate, and prioritize each issue requiring approval or action. Once a decision is made, it must be delegated to the appropriate section or position for implementation and communicated to all relevant personnel.

Briefings are commonly used to facilitate the decision-making process.

All documentation related to decisions must be accurately recorded by means of minutes, work logs and/or form and securely stored.

## **Part 9: After-Action Reporting**

This part outlines the City of Clarence-Rockland's process for evaluating exercises and situations, including the development of After-Action Reports, and the identification of corrective actions and best practices.

### **9.1 Debriefing**

A situation debriefing plays a critical role in continuous improvement. It is a valuable tool for sharing experiences, identifying challenges and opportunities, and making informed recommendations for corrective action. The demobilization plan should include provisions for an initial debrief prior to the release of resources. This process involves documenting and reporting lessons observed and capturing insights relevant to the development of the After-Action Report (AAR). A debrief is required whenever the Emergency Operations Centre (EOC) is mobilized.

Following the EOC activation, the Planning Chief is responsible for leading the preparation and management of the debriefing process as part of the demobilization plan. In complex situations, the Planning Chief may appoint a debriefing team to support this effort. The Emergency Operations Centre Director (EOCD) is responsible for selecting a facilitator to lead the debriefing sessions. The debriefing process includes establishing a timeline, gathering individual feedback, organizing information into key themes, and contributing findings to the AAR.

All individuals involved in the response should be given the opportunity to contribute feedback, either verbally or in writing. Participants will be asked to reflect on the key actions taken during the response (what worked well), identify areas for improvement (what could be done differently in similar future situation), assess the adequacy of existing plans, procedures, and capabilities, and highlight any gaps or limitations observed.

### **9.2 After-Action Report**

The AAR serves as a formal record of the evaluation of plans, procedures, capabilities, lessons observed, and overall performance. It is a critical component of the demobilization plan.

The AAR should be as concise as possible, providing a summary of the situation, an analysis of key findings, a list of priority issues, and a corrective action-tracking table.

### **9.3 Reporting**

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An AAR is intended to serve as part of the official record of the situation. All participants involved in the response may be required to provide input relevant to their roles and observations. The Emergency Operations Centre Director (EOCD) are expected to submit reports for the situation in which they participated.

## **Part 10: Emergency Response Plan (ERP) Maintenance**

This part of the ERP explains the maintenance of this plan.

### **10.1 Emergency Management Officer**

The Community Emergency Management Coordinator (CEMC) shall serve as the custodian for the ERP. The CEMC, in collaboration with the members of the Emergency Operations Centre Control Group (EOCCG), shall be responsible for all required revisions, maintenance, and periodic reviews of the ERP.

### **10.2 ERP revisions**

The ERP shall be considered a living document thus allowing for revisions throughout the year to ensure the ERP remains sustainable, current, and operable. The ERP will be included as a standing item on the agenda of each EMPC meeting.

### **10.3 Stakeholder responsibility**

Each ERP Committee representative shall notify the Committee Facilitator of gaps or revisions required in the ERP.

### **10.4 Minor revisions**

Minor revisions, and administrative amendments may be made as required. These may include updates to content, minor wording or grammatical corrections, and formatting adjustments.

### **10.5 Major revisions**

Major revisions to the ERP are amendments that are operational in nature and impact service area delivery. Such revisions shall be developed in consultation with members of the EMPC. Final approval of all major revisions is the responsibility of the EMPC members.

### **10.6 Annual review**

The ERP shall be reviewed and approved annually by the EMPC, in accordance with Ref. A. Once approved, the updated version of the ERP will be redistributed to all EMPC members. For further details, please contact:

City of Clarence-Rockland  
Emergency Management  
1550 Laurier Street  
Rockland, Ontario K4K 1P7  
613-446-6022, ext. 2269

## Part 11: Authorities and References

### References (Ref)

- Ref. A [Ontario Emergency Management and Civil Protection Act \(EMCPA\), R.S.O., 1990, c.E.9](#)
- Ref. B [Incident Management System \(IMS\) Guidance: Version 2.0](#)
- Ref. C [Municipal Act, 2001, S.O. 2001, c. 25](#)
- Ref. D [Canadian Standards Association \(CSA\):  
CAN/CSA-Z731-03 \(R2009\): Emergency Preparedness and Response \(R2014\)  
CAN/CSA-Z1600-17: Emergency and Continuity Management Program](#)