

Ministry of Community and Social Services

and

Ministry of Children and Youth Services

Emergency Management Plan

November 2006

**Ministry of Community and Social Services
Ministry of Children and Youth Services**

Emergency Management Plan

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1. INTRODUCTION

1.1. Executive Summary

Under Ontario's Emergency Management & Civil Protection Act, every ministry is required to develop and implement an emergency management program, including an emergency plan. The 2005 MCSS/MCYS Emergency Plan met the essential level requirements per the Guidelines for Provincial Ministry Emergency Management Programs in Ontario from Emergency Management Ontario (EMO) and the direction from the Emergency Management and Security Branch, Ministry of Government Services (MGS). In 2006, the MCSS/MCYS Emergency Plan includes enhancements, which demonstrate an integrated and consistent approach that responds to all potential service disruptions and emergencies that may impact on Ministry of Community and Social Services (MCSS) and Ministry of Children and Youth Services (MCYS) operations.

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

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

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

The Ministry of Children and Youth Services is responsible for having a program for continuity of operations in the event of a disruption to business. MCYS does **not** have assigned responsibilities for emergency response in the event of a community emergency.

The 157 COOP plans for branches, regions, local offices and facilities are an essential part of the ministries' Emergency Management Program. The COOP plans establish the critical services to be delivered during an emergency and identify the recovery strategies for resumption to full operations as quickly as possible after an emergency.

In 2006, there were several emergencies (i.e., fire, power failures, generator failure, flooding) that impacted local/regional offices or facilities, that required COOP plans to be activated for one or several days. This provided an opportunity for those locations to review the effectiveness of the COOP plan and to modify the plan based on lessons learned. Overall, the COOP plans have worked very well in maintaining/restoring critical services and allowing a prompt return to full service levels after the emergency ended.

To meet the Ministry's OIC requirements, the nine regions have each developed a Regional Emergency Response Plan.

MCSS also supported community/provincial and international emergencies this year. The two major emergencies were:

- April – July 2006 - James Bay spring flooding which resulted in the evacuation of two First Nations (FN) communities (Fort Albany and Kashechewan) and planning for longer-term sheltering of residents of the Kashechewan FN community.
- July – August 2006 – Canada / Lebanon Repatriation

Recent community/provincial emergencies have reinforced that in addition to ensuring the provision of emergency social services, other ministry business services may be required to support the response to a community/provincial emergency, for example:

- special issues related to First Nations (FN) communities (e.g., negotiating with Indian and Northern Affairs Canada (INAC) regarding additional Ontario Works (OW) payments or other services);
- emergency OW payments to individuals; and
- protection of vulnerable individuals, in particular, children and youth.

1.2. Plan Objectives and Overview

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

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

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

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

- Critical services, time criticality and dependencies
- Emergency Response Organization – Ministry Action Group and Emergency Management Program Committee
- Emergency Activation
- Plan Activation and Notification Process
- Ministry Emergency Operations Centre
- Emergency Information / Communications
- Key Players in an Emergency
- Key Partners During an Emergency
- Emergency Management Planning

2. CONTINUITY OF OPERATIONS PROGRAM AND CRITICAL SERVICES

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

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

The COOP plan for each of the 157 ministry business units:

- establishes the responsibilities of ministry employees for COOP and implementation;
- identifies critical services to be provided during an emergency;
- identifies the interdependencies required for the provision of critical services (e.g., infrastructure, people, information technology and financial resources, and internal and external service providers);
- includes an information technology business continuity component;
- establishes priorities for the resumption of ministry services and activities that are made partially or temporarily unavailable by an emergency;

- identifies the staff, equipment and other resources available to manage the emergency;
- includes a communications strategy; and
- includes a business resumption strategy.

In developing local COOP plans, each business unit:

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

2.1. 2006 COOP Enhancements

The 2006 business unit COOP Plans feature a number of enhancements including requirements prescribed by the Emergency Management and Security Branch (EMSB), Ministry of Government Services (MGS).

2.2. Time Critical Services and Recovery Strategies

Ministry-wide critical services and recovery strategies have been identified corporately and each business unit has identified additional critical/non-critical services and recovery strategies applicable to their respective areas.

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

Recovery strategies for both critical and non-critical services with a recovery window of 30 days are in COOP plans.

2.3. Alternate Service Delivery Location

Ministry COOP plans include a section on identifying an alternate service delivery location to conduct delivery of critical programs and services from a location other than the primary workplace in the event of any service disruption short of a community emergency.

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

2.4. Training for Emergency Management Staff

During 2006, the Emergency Management Unit (EMU) scheduled quarterly meetings and teleconferences for the Regional Emergency Managers. Two-day meetings took place in March, June and September 2006. Teleconferences were held in April and October 2006.

Both EMU staff and Regional Emergency Managers continue to take advantage of Emergency Management Ontario (EMO) and MGS sponsored training opportunities which include sessions on developing table-top-exercises, Basic Emergency Management training, Provincial Emergency

Management Coordinator training and the comprehensive Business Continuity Planning training course (DRI) . The EMU staff and the Regional Emergency Managers attended the World Conference on Disaster Management June 18-21, 2006.

In September, 2006 the EMU organized a one day information session for all COOP Leads and Regional Emergency Managers to review the 2006 COOP requirements.

2.5. Critical Services, Dependencies and Recovery Plans

MCSS and MCYS have identified critical services, time criticality, dependencies and overarching recovery strategies. Greater detail on critical/non-critical services is contained in the individual business unit COOP plans.

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

2.6. Information Technology COOP Plan

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

3. EMERGENCY RESPONSE ORGANIZATION

3.1. Executive Lead

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

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

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

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

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

Membership of the MAG and EMPC includes:

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

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

3.3. Emergency Management Unit

The Emergency Management Unit (EMU) leads the development and implementation of the Emergency Management Program and assists corporate branches, regional offices, facilities and the Cluster in their emergency management functions. The EMU includes the Senior Manager, the Ministry Emergency Management Coordinator (MEMC), the Alternate Emergency Management Coordinator, program analysts and an administrative assistant. The MEMC has the lead for the Ministry Emergency Response Program. The Alternate is the Coordinator for the Continuity of Operations Program.

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

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

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

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

4. EMERGENCY ACTIVATION

EMO has defined an emergency as:

“A situation or an impending situation caused by the forces of nature, an accident, and an intentional act or otherwise that constitutes a danger of major proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.”

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

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

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

Appendix 5 contains two charts summarizing the process for declaring and terminating a municipal emergency and a provincial emergency. The charts also identify MCSS activities e.g., implementation of Emergency Response Plans and MAG activation.

During a community/provincial emergency, MCSS/MCYS is required to:

- Respond to Emergency Management Ontario 24/7;
- Respond to the Corporate Response Centre, Emergency Management and Security Branch, MGS 24/7 if continuity of government services is affected by the emergency;
- Staff the MCSS desk at the Provincial Emergency Operations Centre (PEOC) 24/7 as required;
- Activate the Ministry Action Group and Ministry Emergency Operations Centre (MEOC) as required;
- Support municipalities/communities in providing emergency social services as required.

4.1. Plan Activation

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

The Regional Director, Corporate Director or Facility Administrator/Superintendent can activate a business unit COOP plan, if the disruption of service is local and does not require Ministry command and control. Each business unit has identified a Crisis Response Team and Program Recovery Team to manage business continuity issues at the local level.

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

4.2. Notification Procedures

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

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

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

Activation of the COOP plan is generally a local management decision based on the circumstances impacting business operations.

Options exist for the MAG to meet in the Emergency Operations Centre or another suitable location, or to meet virtually (through teleconferencing). The virtual MAG is a useful tool when the emergency occurs outside the Toronto area and Regional Directors or Facility Administrators/Superintendents need to be added to the MAG.

See MAG Notification Flow Chart in Appendix 2.

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

5. MINISTRY EMERGENCY OPERATIONS CENTRE AND TELECOMMUNICATIONS

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

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

The MEOC is activated upon the decision of the ministries' Executive Lead, Emergency Management. A Duty Binder provides the detailed procedures related to the operations in the MEOC.

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

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

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

Three laptops are available and all relevant emergency response data, plans and related information will be stored on the laptops for use in any location.

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

Telecommunications and related equipment are available to members of the MAG and EMU staff to assist them in responding to an emergency (e.g., cell phones, pagers, blackberries and laptop computers).

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

6. OTHER KEY PLAYERS IN A PROVINCIAL EMERGENCY RESPONSE

6.1 Premier of Ontario

The Premier of Ontario is the Executive Authority who may:

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

6.2 Commissioner of Emergency Management

The Commissioner of Emergency Management, with the rank of Deputy Minister, will be responsible to advise the Premier and Cabinet on significant emergency response issues in the event of a provincial emergency. EMO is accountable to the Commissioner and is the lead for co-ordinating all provincial responses/support to community emergencies.

6.3 Provincial Ministers

Ministers assigned a type of emergency are expected to:

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

6.4 Minister of Government Services

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

6.5 Provincial Emergency Operations Centre (PEOC)

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

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

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

To increase the capacity to sustain a Ministry response during an emergency, Ministry volunteers have been identified to staff the MEOC and PEOC or provide other support, as required during an emergency. A training session for volunteers is scheduled for January 2007.

7. KEY PARTNERS DURING AN EMERGENCY

During an emergency, the Ministries work closely with:

- Emergency Management Ontario, Ministry of Community Safety & Correctional Services (MCSCS)
- Municipalities/First Nations
- District Social Service Administration Boards
- Key Provincial ministries re: our responsibilities/needs
 - Ministry of Municipal Affairs and Housing (MMAH) – emergency funding
 - Ministry of Health and Long Term Care (MOHLTC) – psychosocial intervention
 - Ministry of Education – schooling of young evacuees
 - Ministry of Attorney General and MCSCS – youth justice issues
 - Ontario Shared Services (OSS) – IFIS and financial and administration systems
 - Ministry of Finance (MOF) – financial payment systems
 - Ministry of Natural Resources (MNR) – evacuation and flight manifests
- Federal government (e.g., Indian and Northern Affairs Canada is responsible for First Nations)
- Transfer payment agencies (e.g., children’s mental health, youth justice, child welfare and developmental services- tracking and ensuring service provision to “at risk” children and adults, and tracking and monitoring of clients in the youth justice system)
- Suppliers and volunteer organizations with a role in providing emergency social services (e.g., Red Cross, Salvation Army).

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

Many of the supplies required to implement MCSS emergency response responsibilities are provided through the Public Health Agency of Canada (PHAC), Centre for Emergency Preparedness and Response, Government of Canada.

When provincial resources cannot adequately meet emergency social service needs during an emergency, the province can request that the PHAC release stocks from the National Emergency Stockpile System (NESS). NESS supplies include emergency cots, blankets, reception centre kits, registration and inquiry kits and mobile feeding units which can be accessed by the EMU.

8. EMERGENCY PLANNING

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

8.1. Hazard Identification and Risk Assessment (HIRA)

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

Every MCSS/MCYS COOP plan was developed following the identification of risks, threats and vulnerabilities that could impede the delivery of ministry critical services in that location. The HIRA process addressed all types of risks to which the organizations may be susceptible. For 2006, each business unit was required to review and update their respective HIRA.

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

8.2. Critical Infrastructure

The Emergency Management & Civil Protection Act section 5.1 (2) requires that every ministry identify infrastructure that is critical to its ability to maintain continuity of operations and to deliver necessary public services and public safety. The ministries’ corporate branches, regional offices, local offices and facilities have identified critical infrastructure in their COOP Plans, Emergency Response Plans and as part of Contingency Plans. This is an area of emergency planning that MCSS/MCYS along with all other ministries will be putting greater focus on in 2007.

8.3. Annual Plan Review, Testing and Debriefing

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

Each local COOP Plan (including annual reviews and updates) is approved by the relevant Corporate Director or Regional Director/Facility Administrator. Regional Directors approve Emergency Response Plans.

The 2006 COOP requirements include the implementation and documentation of a simulated emergency exercise in order to test various aspects of the plan. Simulated exercises are an efficient way to test the reliability of the local plans and to validate plan assumptions. Exercises also provide employees with an opportunity to gain proficiency in dealing with an actual emergency.

Most business units have completed tabletop exercises of their COOP plans and revised plans based on lessons learned reports. Some business units have yet to undertake an exercise in 2006, but they have until the end of December 2006 to complete the process.

Each year, MCSS is an active participant in the EMO led Provincial Nuclear Test Exercise. During 2006, MCSS/MCYS participated in several interministerial exercises, including the first OPS-wide pandemic exercise and the MGS led COOP exercise.

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

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

8.4. Staff and Public Awareness Program

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

- Emergency Preparedness Week events across the ministry;
- the MCSS/MCYS emergency management Intranet site; and
- emergency management articles in the quarterly MCSS newsletter "The Comet".

Emergency management public awareness is included in the MCSS "new employee" orientation program and will be incorporated into the MCYS "new employee" orientation program in 2007.

In addition to the general awareness training provided to MCSS/MCYS employees, approximately 85% of the business units have completed emergency management training for staff. These sessions include general orientation to the emergency management program along with the training of specific COOP roles and responsibilities as it relates to their business unit. Additional staff training sessions will take place by end of December 2006. The EMU developed training packages for EM Leads to use in delivering information sessions to staff.

8.5. Public Information / Communication

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

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

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

8.6. Internal Information / Communication

In an emergency, it may be necessary to keep the Ministers of MCSS and MCYS informed of the progress, issues or concerns regarding the ministries' involvement. Briefing Notes will be used to update the Ministers. The Executive Lead for Emergency Management in MCSS/MCYS, (ADM/BPCSD) will provide quarterly updates on the emergency management program and also brief Deputy Ministers and Ministers, as required, regarding emerging issues of significance to the ministries.

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

8.7. Coordination with Other Provincial Ministry Plans

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

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

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

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

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

The MCSS/MCYS Emergency Management Plan has been shared with Ministry of Government Services (Emergency Management and Security Branch and Ontario Shared Services) and Ministry of Community Safety and Correctional Services. The plan will be shared with other ministries as appropriate.

In 2004, the Emergency Management Unit took a leadership role and initiated a Community of Practice group for Ministry Emergency Management Coordinators and Business Continuity Coordinators. The Community of Practice meets every month and continues to facilitate horizontal integration among ministries and the management of best practices, tools and strategies.

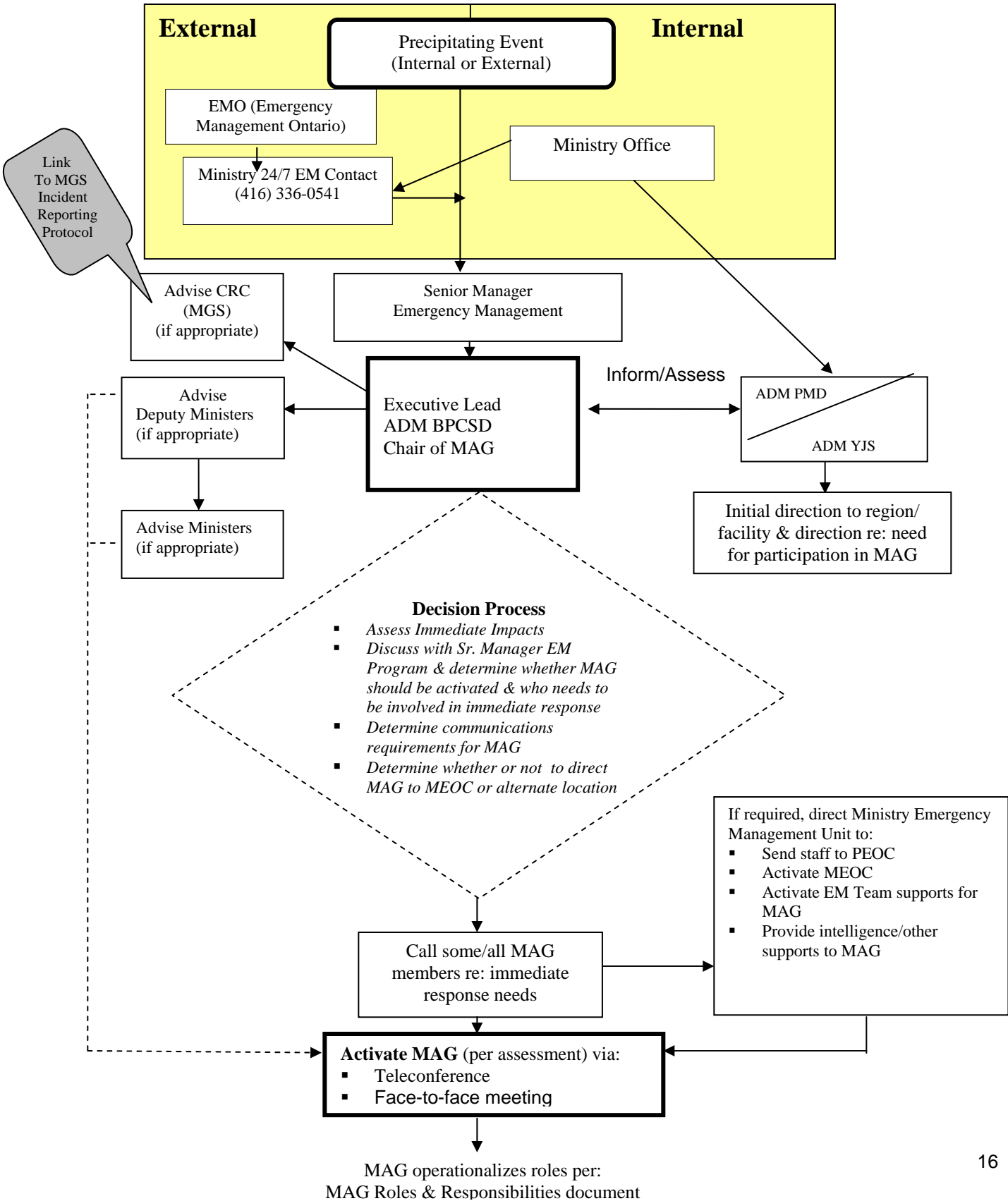
APPENDIX 1

GLOSSARY

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

APPENDIX 2

MINISTRY OF COMMUNITY & SOCIAL SERVICES MINISTRY OF CHILDREN & YOUTH SERVICES EMERGENCY NOTIFICATION/RESPONSE FLOWCHART



APPENDIX 3

ROLES AND RESPONSIBILITIES

Ministry Action Group

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

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

MCSS/MCYS Emergency Management Unit

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

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

Ministry Emergency Management Coordinator and Alternate

In accordance with the Ontario Regulation 386/2004 every ministry must have a designated Ministry Emergency Management Coordinator (MEMC) and another employee designated as an Alternate Ministry Emergency Management Coordinator (A/MEMC). MCSS/MCYS have designated these positions as part of the Corporate Emergency Management Unit. The MEMC and the A/MEMC have completed all training required by Emergency Management Ontario and Ministry of Government Services.

The MEMC is the lead for the Ministry Emergency Response Program. The Alternate is the lead for the Continuity of Operations Program.

Both the MEMC and A/MEMC report to the Senior Manager, Emergency Management Unit.

MCSS/MCYS Regional Emergency Managers & Regional COOP Leads

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

During community emergencies, Regional Emergency Managers also have a key role in identifying the needs of MCSS and MCYS clients who are residents in facilities to ensure that the capacity to provide services to these vulnerable clients remains strong. As well, during emergencies, Regional Emergency Managers provide key linkages with corporate branches to ensure that OW and ODSP clients receive emergency financial assistance, as needed, and that child welfare and youth justice obligations continue to be met.

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

Regional Emergency Managers' responsibilities include:

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

MCSS Facility Emergency Leads

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

YJS Regional Community and Facility Emergency Leads

YJS Emergency Leads for facilities and probation offices are responsible for developing their respective COOP plan and submitting it to the YJS Corporate Lead. A copy of the COOP plan is also filed with the MCSS/MCYS Regional Emergency Manager.

MCSS/MCYS Corporate Branch and Human Services Cluster Emergency Management Leads

Emergency Management Leads have been identified in Corporate Branches across the ministries and the Human Services Cluster to:

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

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

APPENDIX 4

LEGISLATION

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

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

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

Provincial Legislation

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

Emergency Management & Civil Protection Act

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

Ontario Regulation 380/04

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

Order in Council 1492/2005

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

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

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

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

Ontario Works Act, Regulation 134/98

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

This assistance may be provided without the individual completing a formal application for services.

Note: Emergency assistance under Ontario Works is distinct from funding available through the Ontario Disaster Relief Assistance Program (ODRAP) or infra-structure assistance that may be provided and administered by the Ministry of Municipal Affairs and Housing (MMAH).

Municipal Legislation

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

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

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

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

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

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

- v. **County Involvement.** Counties, with the consent of their municipalities, may co-ordinate the emergency plans for those municipalities under sub-sections 3 (1) and 3 (3) of the Act.
- vi. **District Social Services Administration Board (DSSAB).** Section 7 of the Act gives the Premier authority, in the rare circumstance of a provincial declaration of emergency, to make an order to “direct and control the administration, facilities and equipment of the municipality in the emergency area” and “require any municipality to provide such assistance as he or she considers necessary”. For purposes of section 7 of the Act, municipality is defined as including DSSAB. This means that the Premier could require a DSSAB to provide such assistance as he or she considers necessary, if an emergency is declared. The Act does not require DSSABs to have an Emergency Management Program.

Federal Legislation

Emergencies Act, R.S.C. 1985

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

Emergency Preparedness Act. R.S.C. 1985

The Emergency Preparedness Act works in conjunction with the Emergencies Act and states that federal authorities are responsible for identifying civil emergencies and developing plans responding to these emergencies.

The Emergency Preparedness Act also states that federal authorities are responsible for ensuring that these plans provide assistance and advice to provincial governments and, through provincial governments, to local authorities.

First Nations Agreements

First Nations Emergency Assistance Agreement 1992

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

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

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

Nishnawabe-Aski Nation (NAN) Protocol Agreement

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

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

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

APPENDIX 5

DECLARING AND TERMINATING AN EMERGENCY

Municipal Emergency Summary

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

Provincial Emergency Summary

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

APPENDIX 6

Ministry of Community and Social Services and Ministry of Children and Youth Services Emergency Information Plan

Emergency Information Officer

The Ministry Emergency Information Officer (MEIO) serves as a representative of both MCSS and MCYS.

Emergency Information Functions

The key function of the Emergency Information Plan is to provide timely information to the public through the media on the emergency situation. All public communication must be issued only after consultation and co-ordination with Cabinet Office Communications, Emergency Management Ontario and the Provincial Chief Emergency Information Officer.

The ministries may provide information to the public by:

- writing and issuing news releases;
- posting emergency information on the internet;
- co-ordinating the distribution of bulletins or public interest information;
- developing and implementing a public awareness/education campaign;
- working with municipalities and other stakeholders to disseminate information to ministry clients as appropriate;
- answering media and public inquiries; and
- monitoring the media and correcting inaccuracies.

Issues Management

In the event of an emergency, the ministry's issues management function will be of primary importance. The collection and dissemination of media stories and television and radio transcripts for the purposes of keeping senior management, the Minister's Office and emergency management staff informed must not be interrupted.

The MEIO and the Strategic Issues and Management Analysis Unit (SIMA) will continue to co-ordinate the issues management function to ensure that the ministries are in a position to respond quickly to any emerging issues. This includes the production of House Book Notes and any other communications products that may be deemed necessary.

During an emergency, SIMA will work with senior management, emergency management staff, Program Management Division and Regional Offices to develop the appropriate key messages and responses to any issue.

House Book Notes will continue to be approved and disseminated as per the usual ministry protocols. House Book Notes may be shared with Cabinet Office, other affected ministries, senior management and emergency measures staff as is the usual practice.

Disseminating Public Information

The Emergency Information Officer will help to co-ordinate the dissemination of information in the interest of ministry clients.

There are two broad types of public communication in the event of an emergency. The first is to be targeted at ministry clients and stakeholders. The second is to be targeted at the public at large.

In considering the target audience, it is important to remember that additional consideration must be given to effectively reach certain groups such as children, the disabled, and non-English speaking persons.

The ministry web-site or a designated web-site, if appropriate, will provide information on how in an emergency, the public could access, for example, emergency shelter, clothing and food.

If the ministry computer servers are impacted in an emergency, a web site will not be of any utility. In that case, other means of reaching ministry clients will be used. Public service announcements over the radio or television may be employed to reach the intended audiences.

How Information is to be Disseminated

Written communication will be posted on the web-site and through Canada News Wire. If an emergency precludes the use of the Communications and Marketing Branch offices, then the Ministry Emergency Information Officer will issue written communication through the use of the ministry's Emergency Management offices or, if required, an alternate location as designated in the Branch's COOP plan.

Public Inquiries

If appropriate, the ministries may also establish a call centre or a telephone line to answer any public inquiries. The general public inquiry line is usually staffed from 8:30 am to 5 pm. In the event of an emergency, and if appropriate, this line can be used to provide general emergency information to callers.

Senior ministry officials will approve the nature and content of any emergency communication. The Emergency Information Officer will work through MAG to receive direction on any communications activities and co-ordinate with Cabinet Office, the designated lead ministry for an emergency and Emergency Management Ontario.

MAG and the Regional Offices

As the nature of an emergency is usually local, the Regional Offices will inform the ministry's Program Management Division, Emergency Management, senior management (MAG) and the Ministers' Offices of any important developments.

If the Ministry Emergency Operations Centre is activated, communications staff including the MEIO will report to the Centre to co-ordinate its activities. The flow of information will continue as noted above, between MAG, the Ministers' Offices and the Regional Offices. All appropriate information, per usual protocols, will continue to be shared with Cabinet Office, Emergency Management Ontario, and the related ministries.

As this information is received, the MAG may decide to post direction to stakeholders and the greater public through the web-site, through radio public service announcements and/or through disseminating news releases. The alternate MEIO sits on the MAG and will provide direction on any

communications activities that may be required. The MEIO will work with the MAG to execute and coordinate any communications activities

In the course of an emergency, senior ministry officials may conduct ministry business via teleconference. If required, the ministry may make use of the Emergency Management Unit's designated conference call line.

If information needs to be shared or co-ordinated with other ministries, that communication will initially occur through Cabinet Office Communications. As required, subsequent contact will occur directly but with consultation with Cabinet Office Communications.

Communication activities are coordinated from the Emergency Information Centre (EIC) part of the Provincial Emergency Operations Centre (PEOC).

The Emergency Information Centres provide communications support for any emergency anticipated or identified in a community's emergency plan.

For major emergencies, the EIC at the PEOC will also be set up to coordinate media, news conferences with senior political and ministry personnel, and public inquiries.

Communities, nuclear facilities, federal departments, provincial ministries and others have the authority to issue information about their own organizations at any time and from any location without being constrained by the PEOC. Courtesy coordination and copies of news releases or fact sheets should still be exchanged between the PEOC and EICs prior to being released, but do not require the Province's approval.

Spokesmanship

In the event of an emergency, the Ministry Emergency Information Officer will serve as the principal media spokesperson. The alternate Ministry Emergency Information Officer and the ministry spokesperson may also provide support in addressing the needs of the media.

The spokesperson will report to a provincial media centre designated at the time of an emergency as required. Spokespersons may, if appropriate, also report to a local emergency information centre established by a community.

Director of Emergency Information

If the PEOC is activated, or if a provincial emergency is declared, the Director of Communications for the primary ministry will take the lead in communications as the Director of Emergency Information. The Director of Emergency Information is a member of the Command Group and manages the Information Group within the PEOC.

It is the responsibility of the Director of Emergency Information to work closely with the Deputy Minister and Associate Secretary of Cabinet, Cabinet Office Communications. When the Director of Emergency Information is designated, emergency information is coordinated out of the Information Group, in conjunction with communications staff and with support and assistance provided by other ministries.

Provision of Provincial Emergency Information Assistance

Initial emergency information bulletins, if required, should be made as soon as possible in responding to an emergency, or in the case of a provincial emergency, as soon as is required, usually within the first 30 minutes of the incident.

All emergency information is passed from the Chief, EMO, to the Provincial Chief Emergency Information Officer, to determine the need for its release to the media. The Provincial Chief Emergency Information Officer, will liaise with the ministries to help determine the level of communications response required.

When a limited provincial response to an emergency is required, the day-to-day operations of the primary ministry will normally be adequate. When more extensive provincial involvement is indicated, the Director of Communications may call upon resources from other ministries, or in extreme situations, from the private sector.

Parties Involved in the Delivery of Emergency Information

In a local emergency, emergency information is provided by the municipality or regional authority, possibly from a local emergency information centre. If requested, provincial assistance may be provided (usually drawn from provincial field offices of the appropriate ministry) to the local municipality.

If no provincial emergency has been declared, a ministry appropriate to the type of emergency is designated to respond, including issuing emergency information.

If an emergency requires a response from more than one ministry, the Director of Emergency Information may assist in coordinating the communications efforts of the designated ministries.

APPENDIX 7
Ministry of Community and Social Services
Hazard Identification and Risk Assessment: Common Consequence Model
Per Responsibilities under Order In Council 1492/2005

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

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

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

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

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

* Level of Risk

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

Risk Perception

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

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

Ontario Hazards

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