



By-law 2017-73

A By-law to adopt Markham's Emergency Management Program and Emergency Response Plan

Whereas the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, requires that every municipality shall develop and implement an emergency management program consisting of an emergency plan, training programs and exercises for employees of the municipality and other persons with respect to the provisions of necessary services and the procedures to be followed in emergency response and recovery activities, and public education on risks to public safety and on public preparedness for emergencies; and,

Whereas the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, requires that every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the Council of the municipality shall by By-law adopt the emergency plan; and,

Whereas the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, requires that the Council of the municipality shall by By-Law adopt the Emergency Management Program and the Emergency Plan;

Now therefore be it resolved:

1. That the Emergency Management Program attached hereto as "Schedule A" to this by-law, be and is hereby adopted in accordance with the provisions of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended.
2. That the Emergency Plan attached hereto as "Schedule B" to this by-law be and is hereby adopted in accordance with the provisions of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended.
3. That the Deputy Fire Chief is hereby appointed as the Community Emergency Management Coordinator, pursuant to the Emergency Management Program.
4. That the Sr. Manager Corporate Communications & Community Engagement, under the Legislative Services Department, is hereby appointed as the Emergency Information Officer.
5. That By-law 2011-229 hereby be repealed in its entirety.

Read a first, second, and third time and passed on June 27, 2017.

Kimberley Kitteringham
City Clerk

Jack Heath
Deputy Mayor

Schedule A to By-law 2017-73

City of Markham Emergency Management Program

1.0 Background

Pursuant to subsection 2.1(1) of the *Emergency Management Civil Protection Act*, R.S.O. 1990, c.E.9 (the “**Act**”), every municipality in the province of Ontario is required to adopt an Emergency Management Program. The Act requires that such programs consist of:

- i. an emergency plan (the “**Plan**”) as required by Section 3 of the Act;
- ii. training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- iii. public education on risks to public safety and on public preparedness for emergencies; and
- iv. any other element required by the standards for emergency management programs established under Section 14 of the Act.

2.0 The City of Markham’s Emergency Management Program

The City of Markham shall develop and implement an Emergency Management Program (the “**Program**”) which consists of:

A. Emergency Management Program Coordinator

- i. An employee of the City of Markham shall be designated as the City of Markham’s Emergency Management Program Coordinator in accordance with Ontario Regulation 380/04 (the “**Regulation**”). For the purposes of the Program and the Plan, and in keeping with the terminology used by the Office of the Fire Marshal and Emergency Management of Ontario in its emergency management training programs, the City of Markham’s Emergency Management Program Coordinator shall be referred to as the Community Emergency Management Coordinator (“**CEMC**”).
- ii. The CEMC shall undertake and complete the training that is required by the Fire Marshal and Chief, Office of the Fire Marshal and Emergency Management of Ontario.
- iii. The CEMC shall assist the Emergency Preparedness Coordinator (“**EPC**”) in the coordination, development and implementation of City of Markham’s Emergency Management Program.
- iv. The CEMC shall report to the City of Markham’s Emergency Management Program Committee on his or her work under paragraph (iii) above.
- v. The CEMC shall assume the role of Liaison Officer in the Emergency Operations Centre (“**EOC**”) when activated.
- vi. The CEMC shall have three alternates who will undertake and complete the training that is required by the Fire Marshal and Chief, Office of the Fire Marshal and Emergency Management of Ontario. The three alternates shall be designated by the Commissioner, Community and Fire Services.

B. Emergency Preparedness Coordinator

- i. An employee of the City of Markham shall be designated as the City of Markham’s Emergency Preparedness Coordinator (“**EPC**”).
- ii. The EPC shall report to the Commissioner, Community and Fire Services and the Emergency Management Program Committee.

- iii. The EPC is responsible for coordinating the development and implementation of all components of City of Markham's Emergency Management Program which includes:
 - Promoting and providing emergency preparedness education to staff, stakeholders and the general public.
 - Developing, conducting or coordinating emergency management training for Markham Staff and stakeholders.
 - Maintaining of Markham's Emergency Response Plan and associated appendices.
 - Developing and conducting an emergency exercise annually testing all or components of Markham's Emergency Response Plan and staff assigned to work in the Emergency Operations Centre (EOC).
 - Collaborating with the CEMC to ensure that the EOC is equipped and functional when activated in the event of an emergency.
 - Consulting with Markham departments regarding components of their departmental emergency plans and procedures to ensure consistency with Markham's Emergency Response Plan and Business Continuity Plan
 - Coordinating Markham's Emergency Management Program in so far as possible with the emergency management programs of other municipalities, ministries of the Ontario government and organizations outside government that are involved in emergency management.
- iv. The EPC shall report to the City of Markham's Emergency Management Program Committee on his or her work under paragraph (b) above.

C. Emergency Management Program Committee

- i. The Emergency Management Program Committee (**the "Committee"**) shall be established by the City of Markham in accordance with the Regulation. For the purposes of the Program and the Plan, the City of Markham's Emergency Management Program Committee shall be referred to as the Emergency Management Program Committee .
- ii. The Emergency Management Program Committee shall be comprised of holding the following positions
 - Chief Administrative Officer, (Chair)
 - Commissioner of Community and Fire Services, (alt. Chair)
 - Commissioner of Development Services
 - Commissioner of Corporate Services
 - Fire Chief
 - Markham Clerk
 - Markham Solicitor
 - Markham Treasurer
 - Community Emergency Management Coordinator (Deputy Fire Chief) and alternates
 - Chief Information Technology
 - Director of Asset Management and Sustainability
 - Director of Building Standards
 - Director of Engineering
 - Director of Environmental Services
 - Director of Operations

- Director of Recreation Services
 - Senior Manager, Corporate Communications & Community Engagement
 - Senior Manager, Human Resources
 - Senior Health and Safety Specialist
 - Manager, By-law Enforcement and Licensing
 - Manager, Strategic Initiatives, CAO Office
 - Emergency Preparedness Coordinator
- iii. Council shall appoint the Chief Administrative Officer as the Chair of the Emergency Management Program Committee and the Commissioner, Community and Fire Services as alternate Chair of the Emergency Management Program Committee .
- iv. The Emergency Management Program Committee shall advise Council on the development and implementation of the City of Markham's Emergency Management Program.
- v. The Emergency Management Program Committee shall conduct an annual review of the City of Markham's Emergency Management Program and shall make recommendations to Council for its revision, if necessary.

D. Municipal Control Group

- i. A Municipal Emergency Control Group shall be established by the City of Markham in accordance with the Regulation. For the purposes of the Program and the Plan, the City of Markham's Municipal Control Group shall be refer to as the "**Municipal Control Group**".
- ii. The Municipal Control Group shall be comprised of holding the following positions:
- Mayor
 - Chief Administrative Officer
 - Commissioner of Community and Fire Services
 - Commissioner of Development Services
 - Commissioner of Corporate Services
 - Fire Chief
 - Markham Solicitor
 - Director of Environmental Services
 - Senior Manager of Corporate Communications & Community Engagement
 - Senior Manager of Human Resources
 - Community Emergency Management Coordinator
 - Emergency Preparedness Coordinator
- iii. The members of the Municipal Control Group and their alternates shall complete the annual training that is required by the Fire Marshal and Chief, Office of the Fire Marshal and Emergency Management.
- iv. The Municipal Control Group shall direct the City of Markham's response in an emergency, including the implementation of the City of Markham's Emergency Response Plan.
- v. The Municipal Control Group shall develop procedures to govern its responsibilities in an emergency.
- vi. The Municipal Control Group shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the City of Markham's Emergency Response Plan.
- vii. If determined necessary as a result of the evaluation under (vi) above, the

Municipal Control Group shall revise the Plan and shall make recommendations to the Council for the revision of the City of Markham's Emergency Response Plan.

E. An Emergency Operations Centre (EOC)

- i. An Emergency Operations Centre shall be established by the City.
- ii. The EOC shall have appropriate technological and telecommunications systems to ensure effective communication in an emergency.

F. An Information Officer

- i. The Emergency Information Officer shall be appointed by by-law.
- ii. The Emergency Information Officer shall act as the primary media and public contact for the municipality in an emergency

G. Community Hazard and Risk Analysis and Critical Infrastructure Identification

- i. The City shall undertake a Community Hazards and Critical Infrastructure analysis of risk.
- ii. The analysis shall include the associated likelihood and consequence of those hazards occurring.

H. An Emergency Response Plan and Continuity of Operations Plan and Procedures

- i. The City shall prepare and establish an Emergency Response Plan (the“Plan”) which outlines the actions to be taken in the event of an emergency and who is responsible for those actions;
- ii. The Plan shall assign responsibilities to municipal employees, by position, respecting implementation of the Emergency Response Plan and set out the procedures for notifying the members of the Municipal Emergency Control Group of the emergency and Emergency Operations Centre (EOC) staff.
- iii. The Plan may be modified from time to time without amendment to this bylaw.
- iv. The Plan shall be made available to the public for inspection and shall be available on the City's Web Site www.markham.ca and during ordinary business hours at the municipal offices located at:
101 Town Centre Boulevard
Markham, Ontario
L3R 9W3
- v. The City shall also establish a **Business Continuity Plan (BCP)** also known as a Continuity of Operations Plan and Procedures, which shall identify what services will be provided during an emergency or business disruption and the procedures and manner in which employees and other persons will respond to and recover from the emergency or business disruption.
- vi. The City shall designate BCP leads in each department to collaborate with the EPC and CEMC in the development and maintenance of the BCP.
- vii. The BCP, excluding the Plan, by virtue of the information contained therein, is a confidential document that shall be developed, maintained, amended and managed by the EPC and Departmental Leads.

I. Training Programs and Exercises for Employees

- i. The City shall conduct training programs and exercises annually to ensure the readiness of City employees and other persons, and;
- ii. Training and exercises shall be developed under the supervision of the Emergency Management Program Committee .

J. Public Education on risks to Public Safety and on Public Preparedness for Emergencies;

- i. The City of Markham shall establish Public Education and Awareness programs that notify the public of the various hazards and risks to public safety that could give rise in emergencies and;
- ii. These programs shall be developed by the EPC and CEMC, and be implemented regularly in a manner and with those persons designated by the Emergency Management Program Committee.

K. Annual review of Emergency Management Program

- i. The Program, including but not limited to the Plan and the Business Continuity Plan will be reviewed annually by the Emergency Management Program Committee, and where necessary, the Program will be amended to ensure that identified risks have not changed and that listed resources and services are available, training programs are current, the public education program is adequate and the risk to public safety is managed.



Schedule B: City of Markham Emergency Response Plan

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Disclaimer

This Emergency Response Plan (“**Plan**”) of The Corporation of the City of Markham (referred throughout this document as “Markham”) is intended to identify general responsibilities and procedures of Markham in the time of an emergency. It is designed as a source of reference for Markham officials and employees and no reliance should be placed on it by others.

Markham makes no warranties or representations, expressed or implied, concerning the accuracy, reliability, currency, or completeness of the information contained in this Plan. While every effort has been made to ensure the accuracy and veracity of the information contained herein, Markham shall not be responsible or liable in any way for damages arising out of the use of information from this Plan, either directly or indirectly. Markham reserves the right, in its sole discretion, to modify this Plan at any time.

This Plan is the sole property of Markham and no part of this Plan may be copied, published, disseminated, altered or used, in any form or by any means other than for individual professional or non-commercial end-use, unless written authorization is obtained from an authorized representative of Markham.

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RECORD OF AMENDMENTS

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Message from the Mayor and Chief Administrative Officer

Markham is strategically located in the heart of the Greater Toronto Area, and is one of the fastest growing municipalities in Ontario with more than 3100 000 people. It is the largest of nine municipalities in the Regional Municipality of York ("York Region") with a land area of 212 square kilometres. With over 400 corporate head offices and more than 800 high technology and life sciences companies, Markham is recognized as Canada's High-tech Capital.

Markham is committed to responding to any emergency in an effective and efficient manner because businesses, residents and visitors depend on the continuity of Markham services.

The Ontario *Emergency Management and Civil Protection Act*, R.S.O. 1990, c.E.9 (referred to in this document as the "**Emergency Management and Civil Protection Act**" or the "**Act**"), and its associated regulations, provides the framework for emergency management at the provincial and municipal levels of government.

Recently, Markham has implemented an emergency management methodology, the Incident Management System (IMS), which is approved by the Provincial government and applied successfully in many municipalities across Canada.

Each year, Markham's Emergency Management Program is audited by the Province of Ontario through Office of the Fire Marshall and Emergency Management (OFMEM) and the program meets all the requirements set out in the Act and the related Regulation 380/04.



Andy Taylor
Chief Administrative Officer
City of Markham



Frank Scarpitti
Mayor
City of Markham

ACRONYMS

CANUTEC	Canadian Transport Emergency Centre
CAO	Chief Administrative Officer
CEMC	Community Emergency Management Coordinator
EMCPA	Emergency Management and Civil Protection Act
EMPC	Emergency Management Program Committee
EMT	Emergency Management Team
EOC	Emergency Operations Centre
EPC	Emergency Preparedness Coordinator
IMS	Incident Management Systems
MCG	Markham Control Group
MFES	Markham Fire and Emergency Services
MOE	Ministry of Environment
NGO	Non-Governmental Organization
ODRAP	Ontario Disaster Relief Assistance Program
ODRAP	Ontario Disaster Relief Assistance Program
OFMEM	Office of the Fire Marshall and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
RECG	Regional Emergency Control Group
REOC	Regional Emergency Operations Centre
SAC	Spills Action Centre
TRCA	Toronto and Region Conservation Authority
YARES	York Region Emergency Radio Services
YRCHS	York Region Community and Health Services
YREMS	York Region Emergency Medical Services
YRP	York Regional Police
YRT	York Region Transit

Acknowledgments

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- City of Winnipeg Emergency Management Office, Emergency Preparedness Coordinator, Randy Hull
- The City of Vaughan, Fire and Rescue Services, Emergency Response Planning Manager, Sharon Walker

Markham Emergency Response Plan

1. Preface

In the context of this document, an “emergency,” as defined in the *Ontario Emergency Management and Civil Protection Act*, means

“a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise;”

2. Introduction

The overall legal framework for emergency management in Ontario is addressed primarily in the *Emergency Management and Civil Protection Act*. [Ontario Regulation 380/04](#) establishes the minimum standards for emergency management programs required by municipalities and provincial ministries and supports the requirement in the Act for mandatory [emergency management programs](#).

This Plan provides a broad overview of how Markham will organize staff and respond to an emergency of major proportions. It will explain the concept of operations using the Incident Management System methodology and also provide a description of the roles and responsibilities of elected officials and senior Markham staff along with other levels of government that would potentially be involved in a coordinated emergency response.

3. Markham’s Emergency Management Program

The Act requires that every municipality develop and implement an “**Emergency Management Program**”.

In general, Markham’s Emergency Management Program (MEMP) consists of:

- An Emergency Response Plan based on hazards and risks identified in Markham.
- Annual training and exercising of the Markham Staff that will direct Markham’s response in an emergency, including the implementation of the Markham’s emergency response plan and develop procedures to govern its responsibilities in an emergency.
- Public education on public preparedness for emergencies.
- A designated emergency operations centre (EOC) equipped with appropriate technological and telecommunications systems to ensure effective communication by the EOC staff.

3.1 Aim of the Plan

The aim of this Plan is to provide a framework within which extraordinary arrangements and measures can be taken to protect the health, safety, and welfare of individuals living and working in Markham in the event of an emergency. This Plan is not intended to be prescriptive by detailing how each and every emergency should be responded to at the municipal level. Its aim is to provide guidance and a structure to assist Markham’s response to emergencies. More specifically, this Plan is intended to:

- Identify the roles, responsibilities and actions required of the City of Markham in mitigating, preventing, preparing for, responding to and recovering from major emergencies and disasters;
- Ensure a co-ordinated response by Markham, York Region, other local municipalities, and other agencies in managing emergencies or disasters;
- Enable decision makers to efficiently and effectively deploy available resources;
- Provide a means to protect public safety and health; protect critical infrastructure and property; and protect the environment;
- Promote public confidence in Markham's ability to respond to and manage an emergency;
- Provide a means for Markham to assist and/or provide resources to York Region and other municipalities as requested and where possible;
- Assist Markham in being a disaster resilient community.

The Plan has been designed to be flexible to ensure an all-hazards approach to managing emergency situations.

3.2 Authority

The legal authority under which Markham and its employees are authorized to respond to an emergency are:

- the *Emergency Management and Civil Protection Act*
- *Ontario Regulation 380/04*

In accordance with the Act, a by-law adopting Markham's Emergency Management Program is required. In addition, the Act requires that every Emergency Management Program consist of,

- An Emergency Response Plan;
- Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies;
- An assessment of various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies; and
- Any other element required by the standards for emergency management programs set under Section 14 of the Act.

3.3 Markham's Legislated Responsibility

Markham is responsible for demonstrating due diligence through compliance with the Act. This is achieved through the Emergency Management Program that includes an approved Emergency Response Plan.

In accordance with Act, Markham must submit a copy of this Emergency Response Plan to the Chief, Office of the Fire Marshall and Emergency Management (OFMEM), and ensure that the Chief has at any time the most current version of the Emergency Response Plan. The Chief, OFMEM, shall keep in a secure place the most current version of the Emergency Response Plan submitted.

3.4 Conformity with Upper-tier Plan

The Emergency Management and Civil Protection Act, Section 5, states that “*The Emergency Response Plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the Emergency Response Plan of the upper-tier municipality and has no effect to the extent of any inconsistency.*”

Markham’s Emergency Response Plan conforms to York Region Emergency Response Plan by adopting the Incident Management System for efficient and effective coordination of emergency response and recovery.

3.5 Protection from Action

The Emergency Management and Civil Protection Act, Section 11, states that:

11.(1) “No action or other proceeding lies or shall be instituted against a member of council or an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty.

3.6 Municipality Not Relieved Of Liability

The Emergency Management and Civil Protection Act, Section 11, subsection 3, states that:

11. (3) “Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1) and the municipality is liable as if subsection (1) had not been enacted and in the case of a member of council, as if the member were an employee of the municipality.”

3.7 Public Access to Plans

The Emergency Management and Civil Protection Act, Section 10, states that “*except for plans respecting continuity of operations or services*” the Emergency Response Plan shall be made available to the public.

In supporting Markham’s commitment to reducing use of paper, the public electronic version of the Emergency Response Plan is available on the Markham’s website: www.markham.ca/areyouprepared and can be accessed through public computers located at Markham’s Civic Centre and Markham Public Libraries.

3.8 Freedom of Information and Protection of Privacy

Any personal information collected under the authority of this Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined in this Plan. The release of any information under this Plan shall conform to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, Ch. M.56, as amended.

Pursuant to Section 2 of the *Emergency Management and Civil Protection Act*, a head of an institution (as defined in the *Municipal Freedom of Information and Protection of Privacy Act*), may refuse under the *Municipal Freedom of Information and Protection of Privacy Act* to disclose a record if:

- a. The record contains information required for the identification and assessment of activities under subsection 3 of the *Emergency Management and Civil Protection Act* – Hazard and risk assessment and infrastructure identification;
- b. Its disclosure could reasonably be expected to prejudice the defense of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism; and

- c. Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly.

3.9 Hazard Identification, Risk Assessment and Critical Infrastructure Identification

The *Emergency Management and Civil Protection Act* requires that every municipality “identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies”.

In 2008, York Region, in conjunction with the nine area municipalities, which included Markham, retained the services of a consultant to perform a region-wide hazard identification and risk assessment (HIRA) along with developing a critical infrastructure database.

A “**hazard**” is defined as a product, situation or location which contains an inherent danger which has a threat or threats to life, property or the environment associated with it.

A “**threat**” is the way in which the danger inherent in the hazard could manifest itself, given certain conditions, creating an emergency or disaster.

“**Critical Infrastructure**” is that infrastructure which, if destroyed, degraded or rendered unavailable for some period of time, would significantly impact life/health, safety, security, social or economic well being. Markham reviews and updates the HIRA and Critical Infrastructure database annually.

Markham reviews its HIRA and critical infrastructure list annually to ensure they are comprehensive and current. The hazards or threats currently faced in Markham are similar to those faced in most Greater Toronto Area municipalities. The top hazards and associated threats include, but are not limited to:

- Cyber attack causing major technical failure of communications systems causing widespread multi-day communications breakdown
- Special Event, e.g. Pan Am Games, causing transportation and service disruption
- Hazardous Materials Incident - Transport accidents involving trucks or railcars.
- Severe winter storms (blizzards, ice storms) causing travel and business disruption
- Natural Gas pipeline emergency
- Severe summer storms (high wind/rain, tornadoes, hurricanes) with sustained rainfall and potential flash floods causing widespread property damage
- Epidemic of infectious disease outbreaks in man or animal in humans causing mass apprehension and reaction
- Terrorism/ Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) causing widespread disruption, casualties, fear and affecting social and economic welfare

4. Incident Management System (IMS) – General Overview

Incidents typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, level of government, functional agencies and/or emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum (i.e. S.A.R.S. and HINI outbreaks).

The Incident Command System (ICS) was developed in the 1970s from the response to the California wildfires and the need to create a system that could easily expand and contract, support multi-agency and multi-jurisdictional coordination and collaboration. In Canada, ICS principles were applied to what is now referred to as the Incident Management System (IMS).

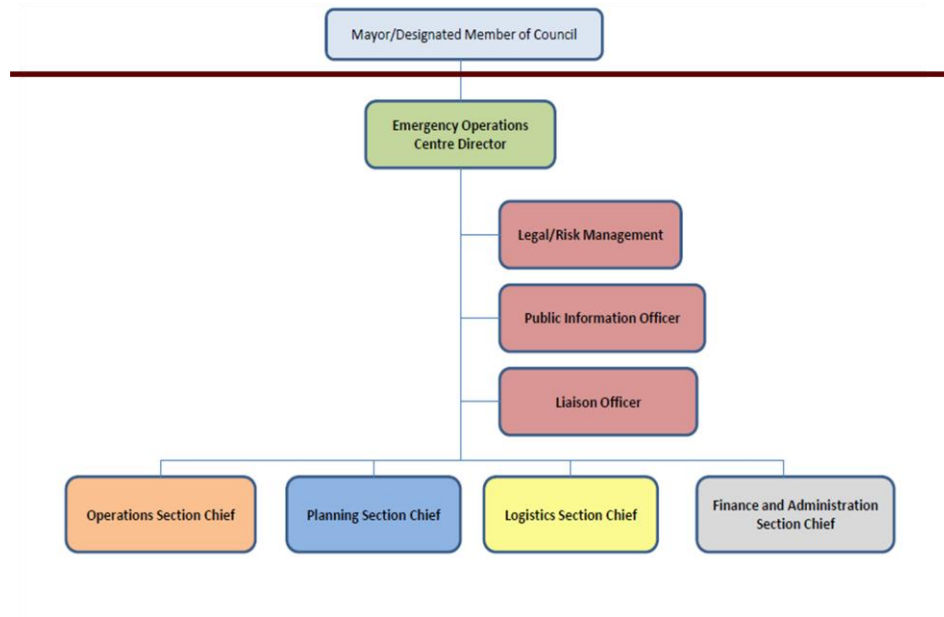
In Ontario, the Deputy Minister of Community Safety approved the Province's IMS Doctrine on January 30, 2009. Markham's Emergency Management Program Committee was introduced to the concept of IMS in March 2009 and endorsed it after receiving feedback from its informal application in the successful set-up and management of Markham's H1N1 Flu Clinics in the fall of 2009.

The "Incident Management System" (or "IMS") is the response methodology used in this Plan. IMS is a standardized approach to emergency management, and supports a coordinated, scalable and organized response to and recovery from emergencies.

It is endorsed by Office of the Fire Marshall and Emergency Management and used by York Region and many municipalities throughout Ontario and Canada.

The Incident Management System organizes the response to an emergency in a modular structure that can be expanded or contracted depending on the size and type of emergency. EOC staff are organized by function rather than by departments or agencies. Using IMS ensures that staff working in the EOC are managing the emergency through specific common objectives. IMS has been proven to reduce or eliminate duplication of tasks and maintain a controlled and coordinated response.

Once activated the EOC Management Team and assisting staff will be responsible for supporting Markham's response. The EOC Management Team will be organized as depicted in the diagram below:



Senior staff working in the EOC have been trained and exercised in their designated functional position. There are staff designated to provide overall management, legal, internal and external communications along with liaising with other agencies (EOC Director, Public Information Officer, Legal/Risk Management Officer, and Liaison Officer) and staff designated to support the emergency site responders (Operations Function – the “doers”). In addition, there are staff designated to acquire resources to

support the emergency site (Logistics Function – the “getters”) and staff designated to plan ahead and provide expert advice to support the emergency response and recovery efforts (Planning Function – the “thinkers”). Finally, there are staff designated to oversee the expenditures related to the emergency response and recovery efforts (Finance and Administration Function – the “payers”).

Table I outlines the IMS functional lead roles, a brief list of the general responsibilities for each function and the associated Markham staff positions that have been assigned to these roles. Alternates for these roles have been designated in order for Markham to build its capacity in operating continually for the duration of the emergency.

Table I		
IMS Function	IMS Role/Responsibilities	Markham Position
EOC Director	<ul style="list-style-type: none"> ✓ Overall management responsibility for activation, coordination, and demobilization of EOC ✓ Provides leadership to EOC ✓ Sets, monitors and modifies EOC priorities in consultation with the EOC ✓ Liaises with Council 	Chief Administrative Officer
Legal/Risk Manager	<ul style="list-style-type: none"> ✓ Assess hazards, unsafe situations in EOC and halts operations, as necessary ✓ Recommends modifications to EOC safety conditions ✓ Links with site Safety Officers ✓ Identifies/analyses personnel, property and liability loss exposures ✓ Ensures safety and worker care measures. 	Markham Solicitor
Liaison Officer	<ul style="list-style-type: none"> ✓ Ensures required agencies are represented in EOC ✓ Establishes/maintains contact with ‘cooperating” agencies and other EOCs ✓ Assists EOC Director with activities (e.g. briefings, meetings, interviews, etc) 	Community Emergency Mgmt Coordinator
Public Information Officer	<ul style="list-style-type: none"> ✓ Establishes/maintains media contacts ✓ Coordinates/prepares information for news releases ✓ Coordinates media interviews ✓ Prepares public information materials ✓ Establishes/maintains internal/external communication ✓ Liaises with other Information Officers 	Senior Manager, Corporate Communication and Community Engagement
Operations Section Chief	<ul style="list-style-type: none"> ✓ Communicates directly with incident site’s field personnel and activated dept/agency Operations Centres ✓ Gathers situation info from incident site ✓ Coordinates resource requests from incident site ✓ Supports incident site operations ✓ Coordinates multi-agency/department incident site support 	Commissioner of Community and Fire Services
Planning Section Chief	<ul style="list-style-type: none"> ✓ Collects, processes, evaluates and displays information ✓ Develops Action Plans and Situation Reports ✓ Maintains/tracks resource status information ✓ Maintains EOC documentation ✓ Conducts long-term/advanced planning ✓ Develops demobilization plan ✓ Facilitates transition to recovery ✓ Obtains technical experts 	Commissioner of Development Services
Logistics Section Chief	<ul style="list-style-type: none"> ✓ Acquires requested personnel, equipment or transportation resources ✓ Provides technology support <ul style="list-style-type: none"> ○ Provides EOC facility needs: Furnishings, Food, Security, Clerical support 	Director of Environment Services

Table I		
IMS Function	IMS Role/Responsibilities	Markham Position
Finance and Administration Section Chief	<ul style="list-style-type: none"> ✓ Tracks response and recovery costs ✓ Monitors expenditure process ✓ Coordinates <ul style="list-style-type: none"> ○ Timekeeping ○ Contract agreements ○ Compensation and claims ○ Cost estimates 	Commissioner of Corporate Services

5. Roles and Responsibilities

Clear roles and responsibilities are necessary to support an effective, efficient, coordinated emergency response. The next sections provide an overview of the roles and responsibilities of individuals, committees, agencies or government organizations that have a role to play in the event of an emergency.

5.1 Markham Residents

Emergencies can happen at any time and occur anywhere, sometimes without much warning. An emergency can force residents of Markham to evacuate their neighbourhood or confine them to their home or workplace. It can leave residents without basic services such as water, gas, electricity or a working telephone. Markham residents have a responsibility to themselves and their families to take the necessary steps of emergency preparedness.

It is important that individuals and families prepare to take care of themselves for at least three days (72 hours) by having a home emergency preparedness kit available to use. A basic emergency preparedness kit should include:

- Water – 4 litres per person per day (2 litres for drinking and 2 litres for sanitation and food preparation)
- Non perishable food I e.g. canned food, dried food, energy bars
- Manual can opener
- Wind up or battery powered radio and flashlight
- First aid kit
- Extra keys for home and car
- Cash in small bills and change
- Special items such as prescription medications, infant formula etc.
- Change of clothes
- Emergency Blanket/sleeping bag

Markham has collaborated with York Region Emergency Management Office and the eight other York Regional municipalities to produce the *York Region Emergency Preparedness Guide – 2015 version*. This Guide provides a complete list of items for your 72 Hour Emergency Kit and other types of emergency kits, and can be picked up at the Information Markham Kiosk and the Markham Contact Centre located at the Markham Civic Centre. Copies of the Guide can also be picked up at any one of the Markham Public Libraries and Markham Community Centres. Visit www.markham.ca or call 905-477-5530 for more details.

Emergency Preparedness Resources and Information can also be found at:
www.ontario.ca/OFMEM or www.getprepared.ca

5.2 The Mayor

The *Emergency Management and Civil Protection Act* gives the Mayor the authority to:

“Declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the Emergency Response Plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

Pursuant to the Act, the Mayor of Markham has the responsibility for declaring and terminating an emergency and notifying the Minister of Community Safety and Correctional Services of these actions through Office of the Fire Marshall and Emergency Management. In addition to this role, the Mayor also has the role as:

- The designated official spokesperson for Markham.
- The liaison between the EOC Director, Markham Councillors, Regional Councillors and other levels of government.
- The Leader of the Policy Group (Markham Council) to provide overall emergency policy and direction to the EOC Director (CAO) in consultation with members of Council.

5.3 Elected Officials

When there is an emergency, residents will turn to Markham and their elected officials for guidance and reassurance. Actions and statements by elected officials will influence the public response to an emergency as well as public perception about how the municipality is handling the situation.

Elected officials can affect the outcome of an emergency in a positive manner by gaining an understanding of the emergency management system used in Markham and knowing how to best communicate with citizens before, during and after an emergency occurs.

An important role that elected officials can play during peace time is to reinforce emergency preparedness messages to their constituents:

3 Steps to Emergency Preparedness:

- Know the risks in your community
- Make a family Emergency Response Plan
- Compile or purchase a home preparedness kit

Elected officials need to have individual and family plans in place, maintain a current list of contacts and phone numbers and attend emergency management training for elected officials through Markham’s Emergency Management Program.

Elected officials may face the issue of being evacuated from their own neighbourhood during an emergency. Only by staying safe can officials help others. Elected officials should follow directives to evacuate or shelter in place.

If elected officials wish to re-enter or visit an impacted area, they should send the request through Corporate Communications or the EOC.

Regardless of the type of hazard, elected officials can play a productive communication and response role by using the following policy under Markham's Emergency Response Plan:

- Questions from the public should be referred to the Markham Contact Centre, which will be operational during an emergency and in constant contact with the Contact Centre Branch Coordinator in the Emergency Operations Centre. **The Markham Contact Centre number is: 905-477-5530.**
- Elected officials, when receiving calls from their constituents, can compile issues and concerns to share with the Mayor that will be passed on to the EOC Director and Information Officer to assist in providing future media releases with pertinent information for Markham's residents.
- The official spokesperson for Markham is the Mayor, or designate. If calls from the media are received by a Councillor then the information should be forwarded to Corporate Communications/Public Information Officer and they will follow-up with the media to ensure consistent messaging is provided through the Mayor and media outlets.
- When the EOC is activated, it is important to note that information should not be posted on websites and social media sites that have not been approved for release by the EOC Director.

Recovery, after an emergency, begins as soon as the situation is under control by emergency response. Recovery involves all of the cleanup, repair and financial assistance needed to return an area back to pre-emergency conditions. As soon as it is safe to do so, Markham will conduct preliminary damage assessments to determine the level of damage to private property and community infrastructure. Financial assistance may be available from the Province and/or Federal Government through the Ontario Disaster Relief Assistance Program (ODRAP) only if Markham declares an emergency.

Elected officials may consider receiving training in emergency management and the Incident Management System provided through Markham's Emergency Management Program.

5.4 Markham Control Group

The Markham Control Group (MCG) is composed of designated senior Markham staff and elected officials. In Markham, the role of the MCG is specific to "peace" time or pre-EOC activation. In the event where there is a request for assistance from another municipality or York Region and Markham is not impacted, the MCG would assemble to discuss participation and potentially activation of the EOC to monitor the situation.

The MCG is also responsible for:

- Completing the annual emergency management training required by the Chief, Office of the Fire Marshall and Emergency Management;

- Directing Markham's response in an emergency, including the implementation of Markham's Emergency Response Plan;
- Developing procedures to govern its responsibilities in an emergency;
- Conducting an annual practice exercise for a simulated emergency incident in order to evaluate Markham's Emergency Response Plan and its own procedures (and, if deemed necessary as a result of the exercise, the MCG will direct the Emergency Preparedness Co-ordinator to revise the Emergency Response Plan);
- The MCG may at any time seek the advice and assistance of the following:
 - Officials or employees of any level of government who are involved in emergency management;
 - Representatives of organizations outside government who are involved in emergency management
 - Persons representing industries that may be involved in emergency management

5.4.1 Composition of Markham Municipal Control Group

The Markham Control Group consists of persons holding the following positions as they play a leadership role in an activated Emergency Operations Centre:

	Municipal Role	Emergency Management Role
1	Mayor	Policy Group
2	Chief Administrative Officer	EOC Director
3	Commissioner of Community and Fire Services	Section Chief - Operations
4	Commissioner of Development Services	Section Chief - Planning
5	Commissioner of Corporate Services	Section Chief – Finance and Administration
6	Fire Chief	Operations – Fire Coordinator
7	Markham Solicitor	Legal/Risk Officer
8	Director of Environmental Services	Section Chief - Logistics
9	Senior Manager of Corporate Communications & Community Engagement	Public Information Officer
10	Senior Manager of Human Resources	Logistics Section – Personnel Unit
11	Community Emergency Management Coordinator	Liaison Officer
12	Emergency Preparedness Coordinator	IMS & BCP Subject Matter Expert

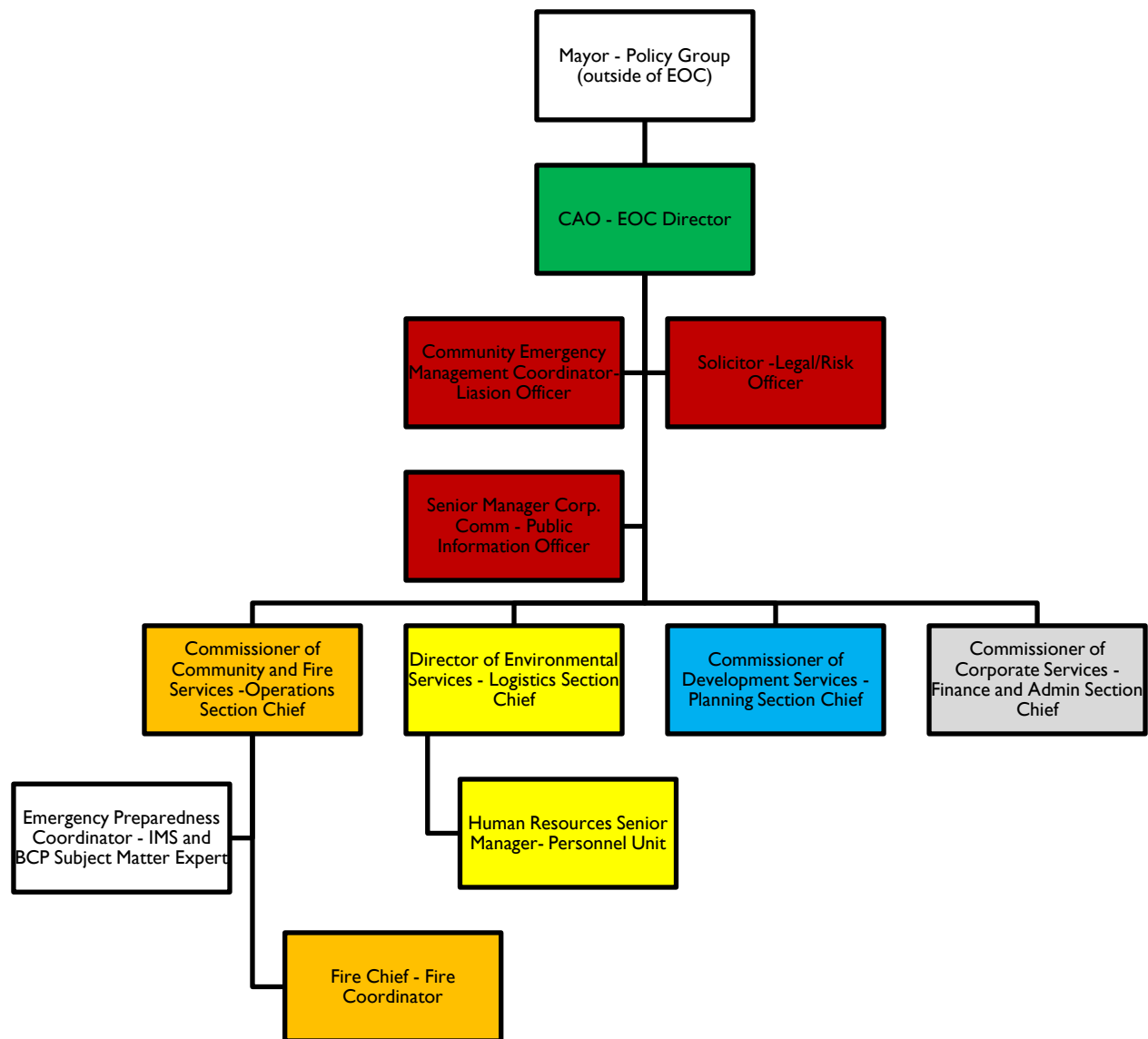
The MCG will be notified through the corporate emergency notification system, SendWordNow ®, The MCG will assemble to determine if Markham's Emergency Response Plan should be activated and, if warranted, the size and scope of the EOC activation. If the EOC is activated then the MCG will be responsible for initially establishing the Markham Emergency Operations Centre (EOC) until additional staff arrive.

As the situation dictates, the EOC may request additional trained Markham staff to report to the Emergency Operations Centre. SendWordNow ® notification system will be used to call in additional staff to the EOC.

As part of maintaining regular or critical services in Markham, staff may also play significant roles if the City's Business Continuity Plan is activated.

The Markham Municipal Control Group includes staff that hold leadership roles in an activated EOC. Refer to Diagram 5.4.2 below:

5.4.2 Municipal Control Group and IMS Role in EOC.



5.5 Emergency Management Program Committee

The Emergency Management Program Committee is responsible for:

- Overseeing the formulation, development, implementation and evaluation of the Markham's Emergency Management Program.

- Reviewing, updating, and approving emergency response plans and sub-plans for Markham and recommending adoption of the Emergency Response Plan by Council.
- Advising Council on the development and implementation of Markham's Emergency Management Program;
- Conducting an annual review of Markham's Emergency Response Plan, and making recommendations for its revision if necessary.

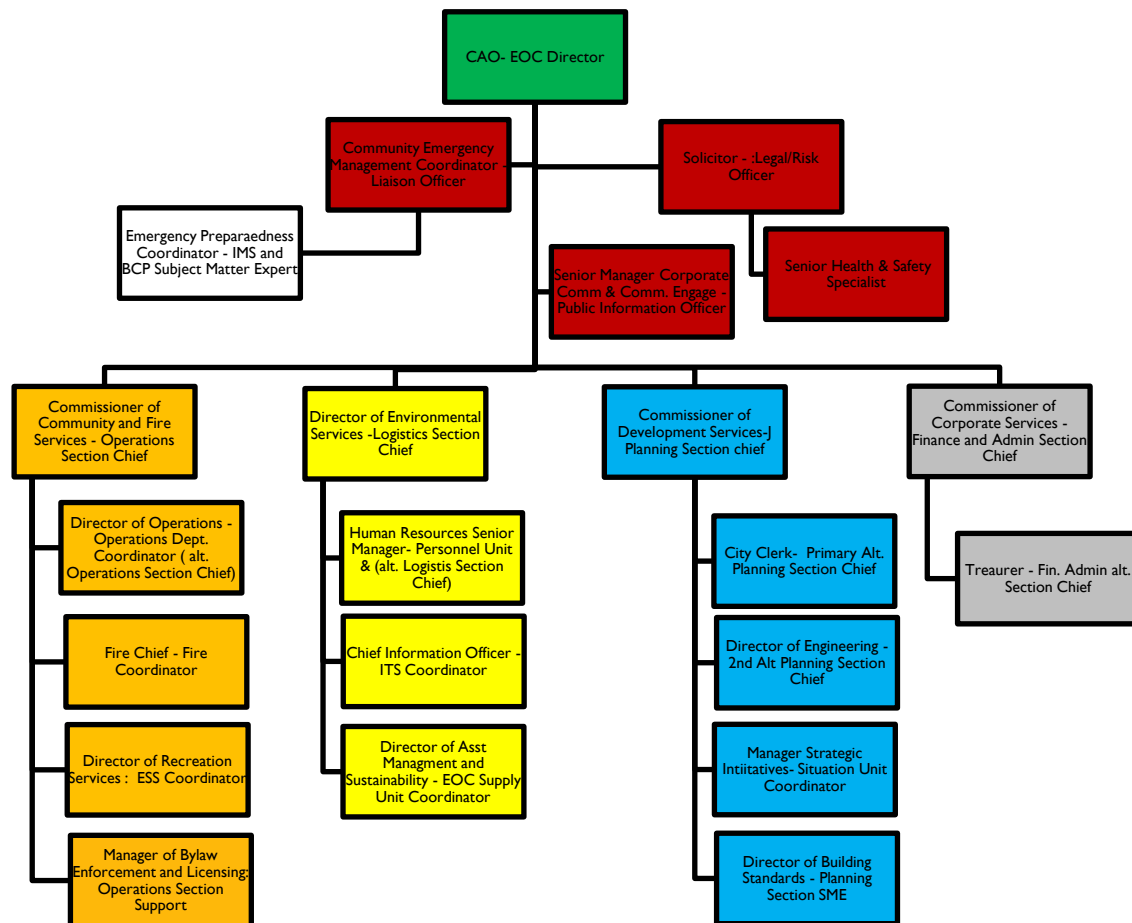
5.5.1 Composition of Markham's Management Program Committee

The Emergency Management Program Committee consists of persons holding the following positions:

1. Chief Administrative Officer, (Chair)
2. Commissioner of Community and Fire Services, (alt. Chair)
3. Commissioner of Development Services
4. Commissioner of Corporate Services
5. Fire Chief
6. Markham Clerk
7. Markham Solicitor
8. Markham Treasurer
9. Community Emergency Management Coordinator (Deputy Fire Chief) and alternates
10. Chief Information Technology
11. Director of Asset Management and Sustainability
12. Director of Building Standards
13. Director of Engineering
14. Director of Environmental Services
15. Director of Operations
16. Director of Recreation Services
17. Senior Manager, Corporate Communications & Community Engagement
18. Senior Manager, Human Resources
19. Senior Health and Safety Specialist
20. Manager, Bylaw Enforcement and Licensing
21. Manager, Strategic Initiatives CAO Office
22. Emergency Preparedness Coordinator

The Emergency Management Program Committee includes staff that hold roles in and activated EOC. Refer to Diagram 5.5.2 below

5.5.2 Emergency Management Program Committee and their role in an activated EOC



5.6 EOC Management Team (EMT)

When Markham activates the EOC and the Emergency Response Plan, trained, designated staff will establish the EOC Management Team under the Incident Management System (IMS). Each EOC Management Team staff will also have at least two alternates that are trained and able to act on their behalf during a prolonged emergency in Markham. The following is a list of designated Markham staff positions and their EOC Management Team assignment:

- Chief Administrative Officer - EOC Director
- Markham Solicitor – EOC Legal/Risk Management Officer
- Community Emergency Management Coordinator – EOC Liaison Officer
- The Senior Manager of Corporate Communications and Community Engagement – EOC Public Information Officer

- Commissioner of Community and Fire Services – EOC Operations Section Chief
- Commissioner of Development Services – EOC Planning Section Chief
- Director of Environmental Services – EOC Logistics Section Chief
- Commissioner of Corporate Services – EOC Finance and Administration Section Chief

In addition to members of the EOC Management Team, agencies that may be invited or required to assist with emergency management issues and be present at Markham's EOC may include but not be limited to:

- York Regional Police,
- York Region Community Services and Health,
- York Region Emergency Medical Services,
- Alectra Utilities,
- Markham District Energy,
- Enbridge Consumers Gas,
- Ontario Provincial Police,
- Toronto and Region Conservation Authority,
- York Region District School Board and York Catholic District School Board,
- Canadian Red Cross,
- Salvation Army,
- St. John's Ambulance
- Provincial Ministries,
- York Region Hospital Administrators,
- Any other officials, experts or representatives deemed necessary or have a vested interest in the response or recovery efforts or have been requested by the Markham EOC Management Team.

5.7 Markham's Community Emergency Management Coordinator (CEMC)

The CEMC is a designated position requiring training and designation by Office of the Fire Marshall and Emergency Management. Currently this position is held by the Deputy Fire Chief with three alternates also designated to this position (Chief Training Officer, Chief Prevention Officer and Emergency Preparedness Coordinator). The CEMC participates as a member of the Emergency Management Program Committee and a member of the Markham Control Group. In the event of an activation of the Emergency Response Plan and EOC, the CEMC will assume the role of Liaison Officer as defined in the Incident Management System (see *Section 4 of this document*).

5.8 Markham's Emergency Preparedness Coordinator

Reporting to the Commissioner of Community and Fire Services and Markham Emergency Response Planning Committee, the Emergency Preparedness Coordinator is responsible for coordinating the development and implementation of Markham's Emergency Management Program which includes:

- Promoting and providing emergency preparedness messaging and events to Markham staff, stakeholders and the general public
- Emergency management training for Markham staff and stakeholders
- Maintenance of Markham's Emergency Response Plan and associated appendices

- Developing and conducting a mock emergency exercise annually testing components of Markham's Emergency Response Plan and providing an opportunity for staff designated to the EOC to apply their knowledge and training in a practical setting.
- Ensuring that the EOC is prepared and equipped when activated in the event of an emergency along with the CEMC.
- Coordinating and managing the Corporate Business Continuity Plan maintenance, testing and training and providing consulting with Markham departments regarding components of their departmental emergency and business continuity plans and procedures to ensure consistency with Markham's Emergency Response Plan.

During an activation of the EOC, the Emergency Preparedness Coordinator (EPC) will act as an IMS and Business Continuity Subject Matter Expert to support staff in operating the EOC. The EPC can also be assigned to a specific IMS role, as required.

5.9 Markham Departmental Responsibilities

Each Markham department will have their own departmental emergency and business continuity plan which will include functional staff alerting systems (fan-outs), emergency and business continuity procedures outlining how departmental services and responsibilities will be fulfilled during an emergency or business crisis. These will be maintained by a custodian and BCP Lead within each department and reviewed and updated at twice annually.. Departmental emergency and business continuity plans will not be available to the public as they may contain confidential and secure information or processes.

Where necessary, departments are responsible for and should pre-identify and make arrangements for the provision of materials and equipment that are needed in the event of an emergency.

5.10 Markham Employees

Every employee of Markham is expected to read and familiarize themselves with the Markham Emergency Response Plan along with their own departmental emergency and business continuity plan. It is imperative for staff to be aware that in the event of an emergency or business crisis in Markham, it is not "business as usual" and employees may be required to assist in providing support and carry out all lawful direction of the EOC to the best of their ability.

During an emergency or business crisis every employee is expected to direct all media inquiries concerning any aspect of the emergency to Markham's EOC Information Officer (Director of Communication and Community Relations or designate) to ensure that all information released to the media and public is consistent, accurate and approved. Employees are not to issue unauthorized comments or media releases.

Designated senior Markham staff should ensure that they receive training in emergency management and the Incident Management System provided through Markham's Emergency Management Program.

Designated Business Continuity Leads should ensure that they receive training in business continuity planning as their knowledge would be accessed during an emergency that would require continuity of business essential business services during a widespread community emergency.

5.11 Regional Municipality of York

Markham is the lower tier municipality of a two tiered regional government. York Region provides police, public health, emergency medical services and emergency social services to the nine

municipalities in York Region. In the event of an emergency where Markham resources are not sufficient to respond to the emergency, Markham may request York Regional assistance. York Region may at its discretion, implement the activation of the York Region Emergency Operations Centre (REOC) to communicate with and to support a regional /municipal coordinated emergency response.

5.11.1 York Region Police

The York Region Police representative will be responsible for the following:

- Supervise the Police Branch in the Operations Section of Markham's EOC
- Establish ongoing communications link with Police at the emergency site.
- Establish an outer perimeter in the vicinity of the emergency site in order to facilitate the Access/egress of emergency vehicles and to restrict the movement of non-essential personnel.
- Provide information to the Operations Section Chief regarding the establishment of the inner and outer perimeter at the emergency site.
- Coordinate Police Mutual Aid requests.
- Provide traffic control to facilitate the movement of emergency vehicles.
- Alert persons endangered by the emergency and coordinate evacuation procedures, including traffic control on evacuation route.
- In cooperation with the Community and Health Services Department and community partners ensure public safety is protected, and the safe and orderly flow of traffic is maintained at Reception Centers.
- Coordinate movement and evacuation operations with other Operations Section Branches.

5.11.2 York Region Emergency Medical Services (EMS)

The Chief of EMS will delegate Emergency Medical Services (EMS) representatives to provide support as requested and as available to local municipal Emergency Operations Centres (EOC) and Emergency Control Groups (ECG) for emergencies impacting EMS

5.11.3 York Region Community and Health Services

The role of the Public Health Branch of the Regional Municipality of York is to promote community wide resiliency and to protect the health of the Region's residents during an emergency.

The Medical Officer of Health will delegate public health experts to provide support as requested and as available to local municipal Emergency Operations Centres (EOC) and Emergency Control Groups (ECG) for emergencies impacting public health.

The Health Protection and Promotion Act R.S.O. 1990, c.H. 7 (HPPA) provides legal authority for the Medical Officer of Health (MOH) to respond to public health emergencies and emergencies with public health impact. The Act allows the MOH or alternate to take any actions necessary to respond to a public health emergency, with or without the formal activation of York Region's Emergency Response Plan or the City of Markham's Emergency Response Plan.

The Medical Officer of Health or alternate will be responsible for the following duties:

- During an emergency response, the MOH or alternate will
- Liaise with the Ontario Ministry of Health and Long Term Care – Public Health Branch and implement directives from the Chief Medical Officer of Health

- Delegate public health experts to provide support as requested to local municipal Emergency Operations Centre (EOC) and Emergency Control Group (ECG) for emergencies impacting public health
- Manage the implementation of infectious diseases prevention and control measures in York Region in accordance with OPHS, as well as provincial and federal plans which may include:
- Develop and issue orders under the HPPA
- Lead local implementation and surveillance strategy
- Lead local implementation of immunization
- Participate in the coordination of local care and treatment (e.g. case management and outbreak investigation)
- Lead local implementation of public health measures (e.g. general isolation, quarantine measures and social distancing)
- Ensure the continued implementation of all essential public health service
- Provide support and advice on public health issues related to the incident (e.g. outdoor air quality or water quality in the event of a spill, impact to a community, advice on evacuation or shelter-in-place) or other potential health hazards in the community, which may include:
- Health Surveillance (e.g. collection, analysis and dissemination of data)
- Environmental Health Assessments (e.g. public health inspections, sample taking)
- Provide advice on timely and accurate public health information to the public through the Public Information Officer
- Provide support and advice on the following health services in reception centres:
- Food safety and water quality
- General sanitation and health hazards
- Infection prevention and control
- Accommodation standards for emergency lodging
- Assessment of health risks of the affected community
- Liaise with agencies if required to augment and coordinate public health resources

5.11.4 York Region Emergency Social Services (ESS)

The York Region's Commissioner of Community and Health Services will delegate Emergency Social Services (ESS) representatives to provide support as requested and as available to local municipal Reception Centres and Emergency Operations Centres (EOC) for emergencies requiring ESS.

5.12 Other Local Agencies, Services and Departments - Individual Responsibilities

During an emergency there may be other local agencies, services and departments outside the jurisdiction of Markham that may be invited to be present at the Markham EOC. Representatives from these agencies may be called to the EOC to support coordination of resources and ensure management of the emergency by common objectives.

Items listed below reflect the responsibilities of agency representation that may participate as an assisting member of the Markham EOC. The agencies which may be assisting in the EOC will depend on the size, scope and complexity of the emergency.

5.12.1 Electric and/or Gas Company Representative

If required, the Markham EOC Director, through consultation with the Operations Section Chief, will request representation in the EOC from an electric or gas company involved in the

response and/or recovery from an emergency. The electric or gas company representative will be responsible for:

- Notifying the Operations Section Chief of expected duration of power outages or supply of gas.
- Notifying the Operations Section Chief of any services discontinued to any consumer where it is considered in the interest of public safety.
- Co-ordinating with the Operations and Planning Sections in establishing priorities for the restoration of services.
- Maintaining/restoring services on a priority basis where necessary and practical (i.e. Evacuation Centres) as determined with the Operations and Planning Section Chiefs.
- Advising the Operations Section Chief and Liaison Officer of the liaising with the Electrical Safety Authority for City-wide inspection services for the restoration of electrical or gas service.
- Maintaining a position log outlining communications and actions taken.
- Participating in a post emergency debriefing and assisting in the preparation of any report(s) on the emergency.

5.12.2 Toronto and Region Conservation Authority

The Toronto and Region Conservation Authority is responsible for:

- Maintaining a flood warning system,
- Engaging in coordinated contingency planning with area municipalities,
- Maintaining awareness of the status of Provincial response capabilities associated with designated conservation areas.

5.13 Province of Ontario

In the event that a declaration of emergency is required to be made by the Mayor of Markham, the Mayor must inform the Province of Ontario (the “Province”), through Office of the Fire Marshall and Emergency Management as soon as possible. This will facilitate requests for resources and other means of support from the Province. The Province may activate its Provincial Emergency Operations Centre (PEOC) to provide support to York Region or Markham, and to communicate directly with the REOC and Markham’s EOC. The activation of the Provincial Emergency Operations Centre is at the discretion of the Province.

6. Markham Emergency Operations Centre (EOC) and Procedures for Activation

It is a requirement under *Ontario Regulation 380/04* that every municipality establish an “Emergency Operations Centre” or “EOC” to be used by the EOC Management Team and EOC trained staff in an emergency.

6.1 Emergency Operations Centre

An EOC is a pre-designated secure facility set up to provide support to the emergency site(s). Markham has one primary EOC location and an alternate location as a back-up. Once the EOC is activated, the EOC Management Team and EOC staff have overall responsibility for the following activities:

- Strategic support on emergency mitigation

- Incident site support and consequence management
- Information collection, evaluation and distribution
- Coordination of agencies and/or departments
- Resources management
- Internal and external communications.

Markham's Emergency Operations Centre (EOC) is located at a secure facility within Markham. An alternate location has been designated and will be used if a situation arises where the primary EOC is not accessible.

6.2 Markham's Emergency Alerting System

Ontario Regulation 380/04 requires that each municipality set out the procedures for notifying the members of the Markham Control Group in the event of an emergency.

Markham uses the SendWordNow® emergency notification program. In the unlikely event of SendWordNow® not functioning, a manual phone tree can be initiated where key senior Markham staff and elected officials are notified in the event that the Emergency Response Plan is activated. The Emergency Alerting System list is confidential as it contains all personal and office contact information for key senior Markham staff and elected officials.

6.1 Activating Markham's Emergency Operations Centre Using IMS

In the event of an emergency within Markham where resources and support at the emergency site(s) has been or will be exhausted or unavailable, Markham will activate the Emergency Response Plan and the Emergency Operations Centre to support the emergency site(s) and ensure that the City recovers as soon as possible.

Activating the Emergency Response Plan and the EOC does not require the Mayor to make a declaration of emergency. The Emergency Response Plan and the EOC can function to provide additional support to the emergency site(s) by coordinating site support and services with outside

It will be the decision of the Municipal Control Group in consultation with the Fire Chief, Markham's CEMC (Deputy Fire Chief or his alternates) and the Emergency Preparedness Coordinator to decide on the level of EOC activation based on the size, scope and complexity of the emergency (refer to see *Sections 6.1.5 and 6.1.6*).

When the decision is made to activate the EOC and Emergency Response Plan, the Fire Chief will direct the CEMC or EPC to send out a message through Send Word Now® to staff the EOC as determined by the scope and type of emergency.

In addition to the emergency alerting system, Send Word Now®, every Commission and department within a Commission must also have an emergency fan-out list that resides within the departmental emergency and business continuity plan. Directors should have a copy of this list and the capability of contacting staff that may be needed to work during an emergency in Markham.

6.1.1 Authority to Activate the Emergency Response Plan

Markham's Chief Administrative Officer (CAO) and the Fire Chief or their alternates have the authority to activate the Emergency Response Plan and assemble the required staff at the EOC. The CAO will inform the Mayor of the activation and maintain regular communication with the Mayor throughout the emergency.

6.1.2 EOC Activation Guidelines

Activation of the EOC by the CAO will be based on the following guidelines:

- Emergency site(s) requires support in:
 - Coordination or acquisition of resources
 - Coordination of assisting or responding agencies
 - Coordination or management of large-scale/complex response is required
- Significant population impacted or at risk
- Uncertain response conditions
- Risk of rapid escalation
- A “state of emergency” or “declaration” has been issued by Markham or either Federal, Provincial or Regional authorities.
- Significant information management issues need to be addressed
- Major planned event (e.g. Olympics, dignitary visit)
- Potential threats to be monitored (e.g. rising flood levels)

6.1.3 Informing Office of the Fire Marshall and Emergency Management (OFMEM)

Office of the Fire Marshall and Emergency Management (OFMEM) is the provincial agency that liaises with municipalities to provide assistance and guidance during an emergency, if needed.

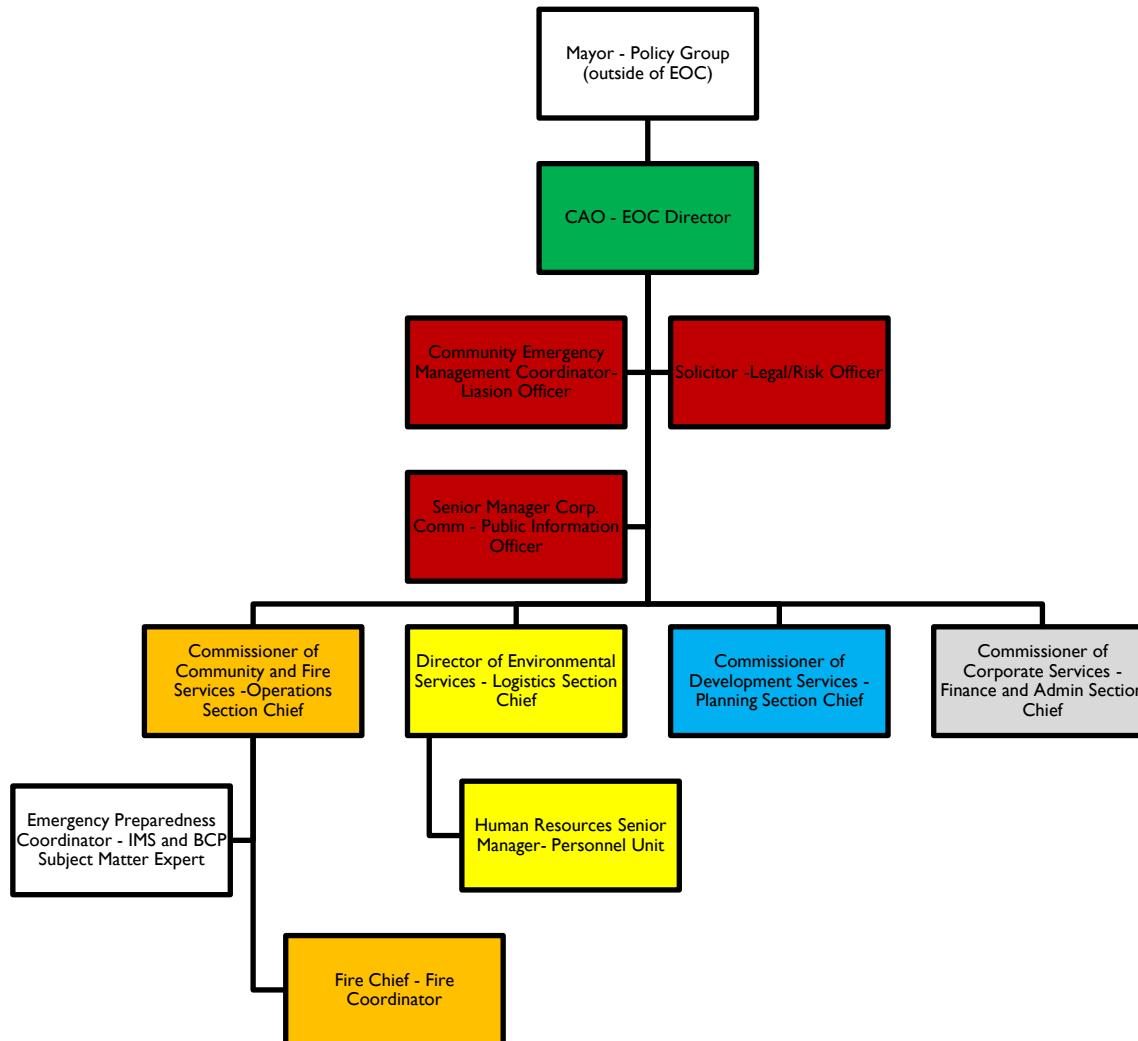
When the EOC is activated, the CAO must ensure that the Community Emergency Management Coordinator (CEMC) or a designate informs the Office of the Fire Marshall and Emergency Management by calling the OFMEM duty officer refer to Contact List in the Appendices and then follow up in writing. The CEMC will continue to provide regular updates to OFMEM, as necessary.

6.1.4 Levels of Activation of the EOC

Using the Incident Management System to organize the structure of Markham’s activated EOC provides Markham with the flexibility to easily expand or contract the level of response. The following diagrams provide examples of potential activation levels.

Using an “all hazards” approach allows the EOC Director and his/her staff the ability to organize the structure by activating only a few functions or all of them depending on the size, scope, and complexity of the emergency. The responsibility of any inactivated function will remain the responsibility of the EOC Director to oversee or delegate to another function.

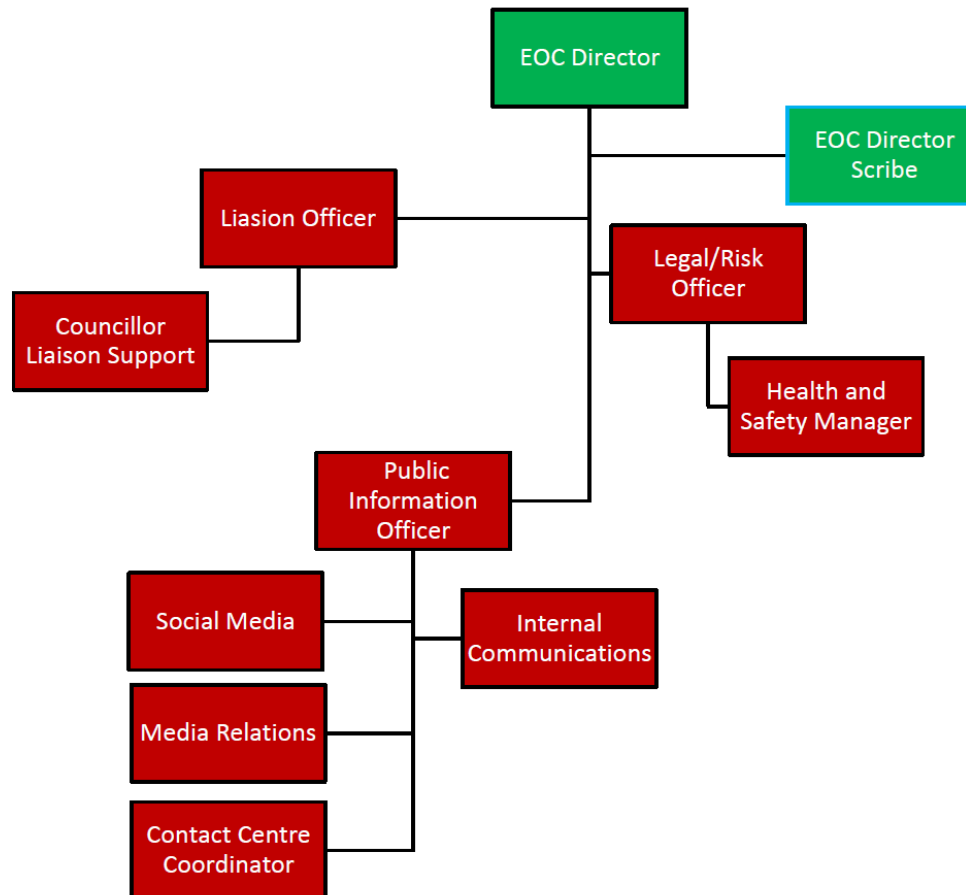
6.1.5 Example of Initial/Partial EOC Activation



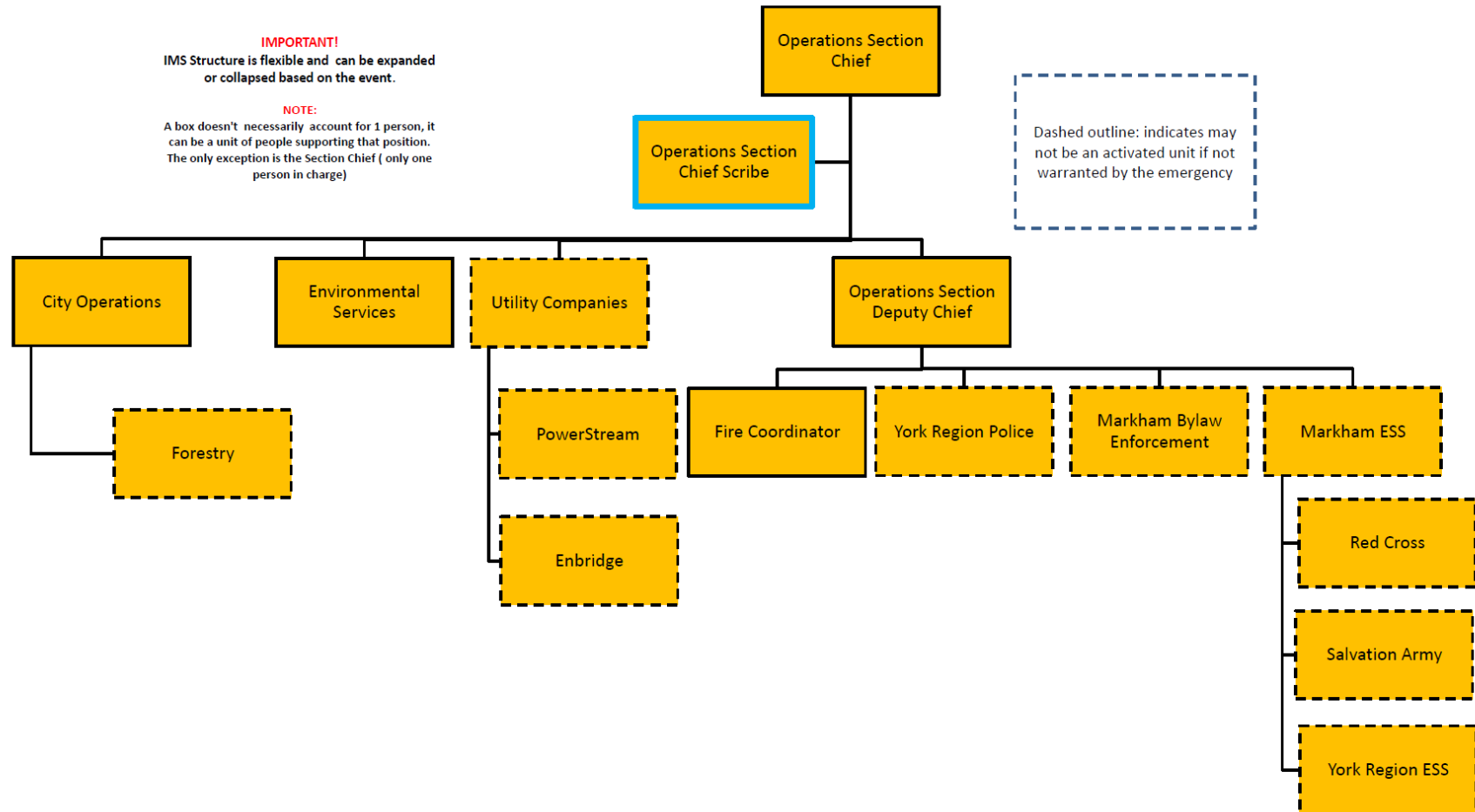
6.1.6 Example of Full Activation of the EOC by IMS Sections

A fully activated EOC could have 60 or more staff working during each shift. One of the benefits of utilizing IMS is that the structure can expand or contract depending on the size and scope of the emergency. The diagrams below provide examples of the reporting structure and positions staffing using IMS and IMS principles.

6.1.6.1 EOC Director and Staff IMS Structure Example



6.1.6.2 Operations Section IMS Structure Example



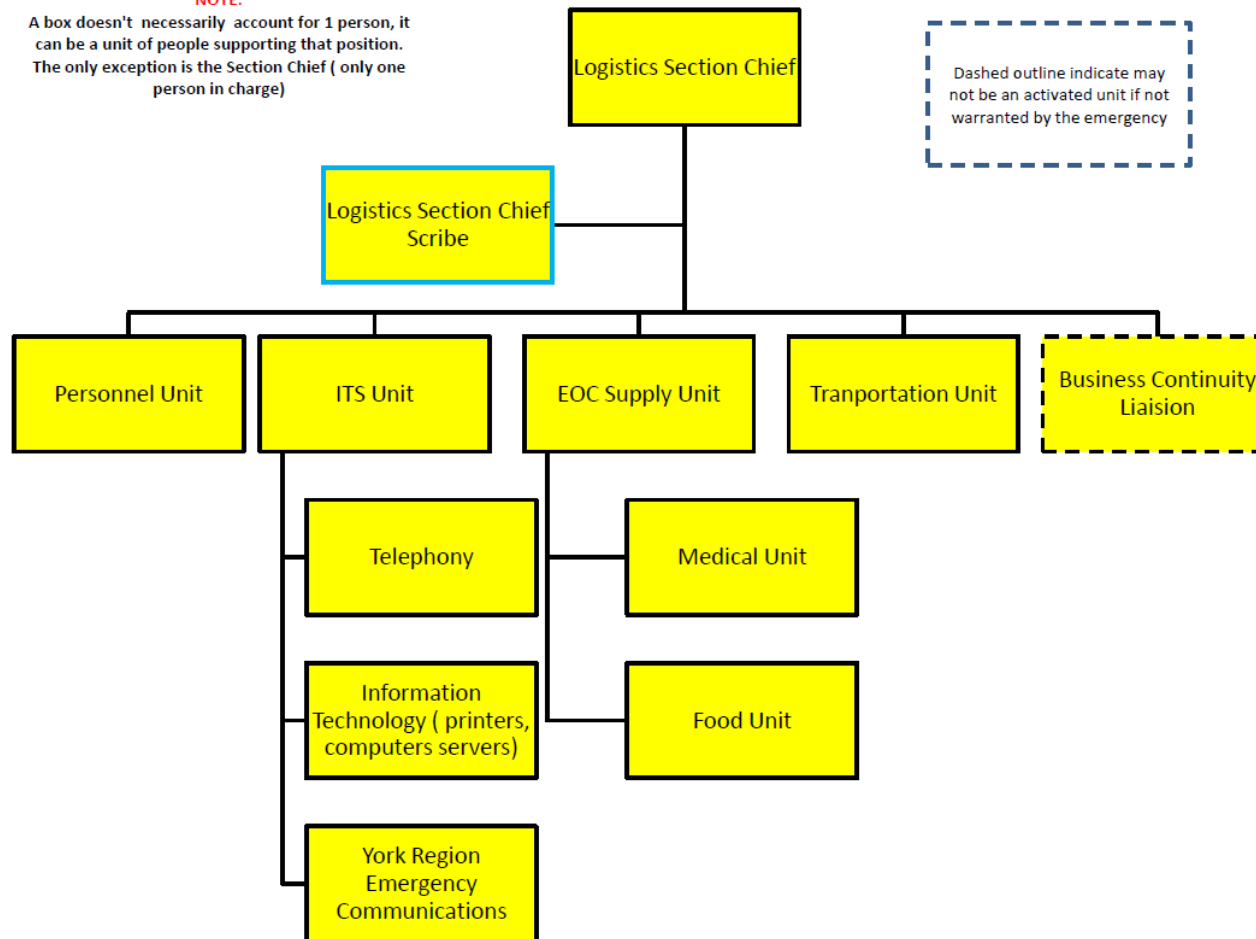
6.1.6.3 Logistics Section IMS Structure Example

IMPORTANT!

IMS Structure is flexible and can be expanded or collapsed based on the event.

NOTE:

A box doesn't necessarily account for 1 person, it can be a unit of people supporting that position. The only exception is the Section Chief (only one person in charge)



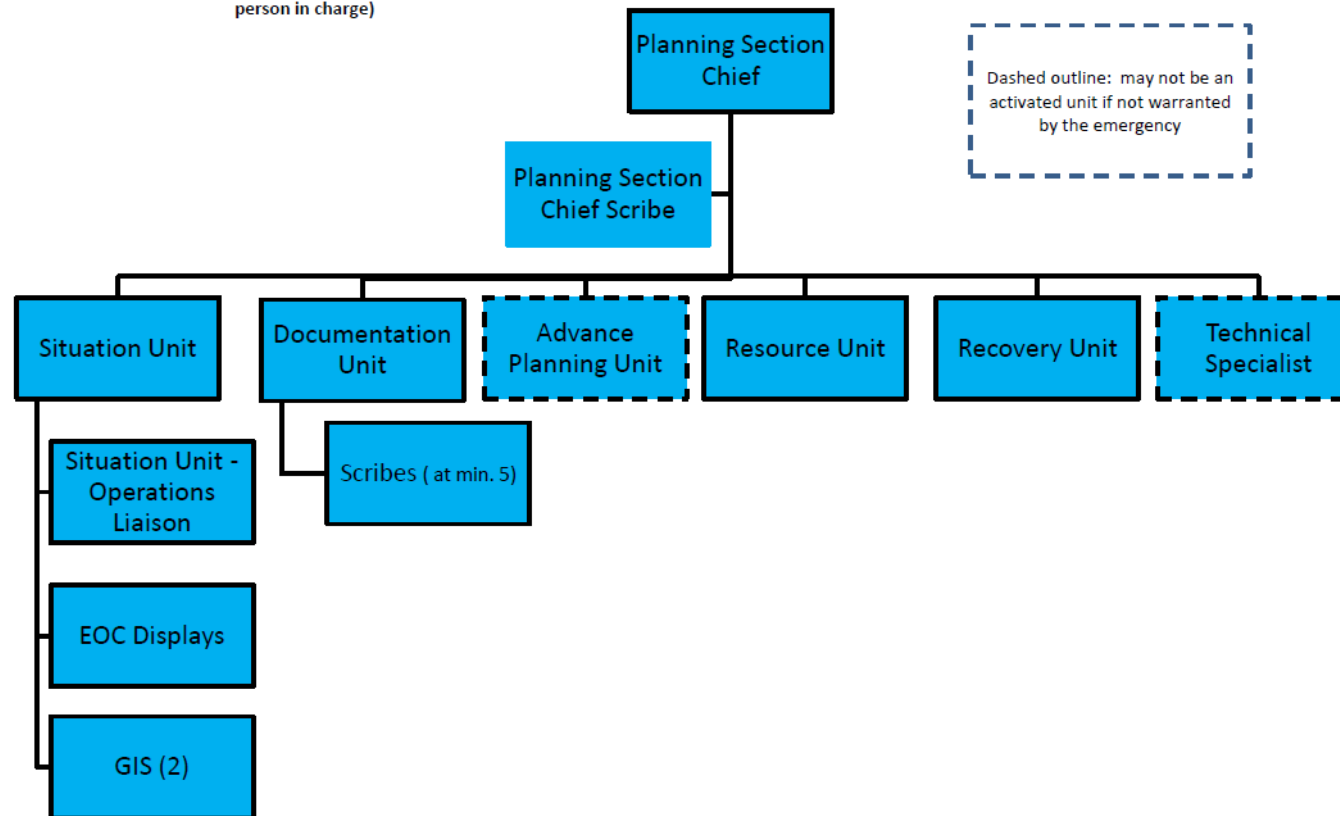
6.1.6.4 Planning Section IMS Structure Example

IMPORTANT!

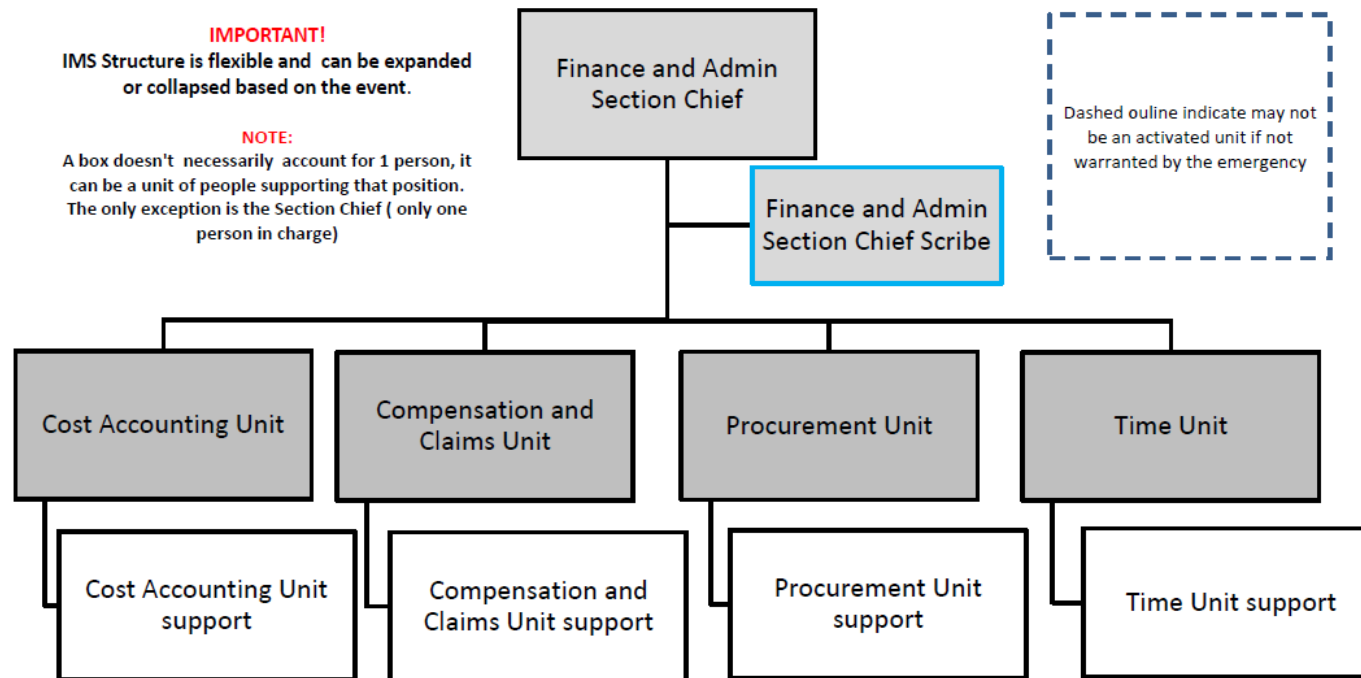
IMS Structure is flexible and can be expanded or collapsed based on the event.

NOTE:

A box doesn't necessarily account for 1 person, it can be a unit of people supporting that position. The only exception is the Section Chief (only one person in charge)



6.1.6.5 Finance and Administration Section IMS Structure Example



6.2 Communication and Media Centre

Communication is imperative during an emergency. The Senior Manager of Communications and Community Engagement is responsible as the designated Public Information Officer in the EOC for internal and external communications.

The Markham Contact Centre (905-477-5530) is the first point of contact for residents calling for information. Another point of contact for the public would be the Markham Portal (www.markham.ca).

During an emergency where the EOC is activated, the EOC Contact Centre Coordinator will report to the Public Information Officer and liaise with the Markham's Contact Centre to gather information needs from calls from the public. The Information Officer and assigned staff will author press releases and assist in the collation and development of answers to frequently asked questions from the public. All information released from the EOC must be approved by the EOC Director prior to dissemination.

The City of Markham Civic Centre (101 Town Centre Boulevard) is the designated Media Centre where press conferences will be organized and conducted during an emergency.

If the Civic Centre is not available to be used as the Media Centre, alternate locations based on the situation will be designated and media outlets will be informed through communication channels established by the EOC Public Information Officer.

6.3 Markham's Contact Centre

Markham's Contact Centre is the central point of contact for Markham information, programs and services.

The public can also access information 24hrs/7days a week through Markham's website at www.markham.ca. Every service request will be handled as efficiently as possible under emergency or business crisis circumstances. A language line is also available where service can be provided in over 150 different languages.

Markham's Customer Services Centre can be accessed by:

- Calling: 905-477-5530 between 8 a.m. and 4:30 p.m. to be answered by a customer service representative.
- E-mail: customerservice@markham.ca
- Walk in: The Markham Customer Service office is located on the main floor of the Civic Centre, 101 Town Centre Boulevard, Markham, from 8 a.m. to 4:30 p.m.
- Mail: Markham Customer Service, 101 Town Centre Boulevard, Markham, Ontario, L3R 9W3,
- After Hours Municipal Emergencies: 905-477-7000

Markham's Contact Centre will be operating during an emergency to receive calls from the public and provide information. The Contact Centre is a component of the EOC Public Information Officer's responsibility and will operate in the Civic Centre or in the alternate location as needed.

7. Process of Determining, Declaring and Terminating an Emergency

At the threat of an impending emergency and/or at the scene of an emergency, an assessment of the situation is done to determine if this is an extraordinary event that requires extraordinary measures to

respond to, contain and recover from the situation. The EOC will be activated as described in Section 6.1 of this document. If the situation escalates and warrants the declaration of emergency, the Mayor, in discussion and upon advisement by the EOC Director and the EOC Management Team, has the authority to declare an emergency that may extend to all, or any part of the geographic area under the jurisdiction of Markham, even as small as one particular address, if needed.

A declaration of emergency will:

- Support Markham in organizing the community's resources, supplies, and equipment and/or requesting help from neighbouring communities as soon as possible, and gives the Mayor, as the Head of Council, extraordinary powers to direct those resources.
- Bring all the right people to one place allowing the Markham Emergency Operations Centre to respond to the emergency while maintaining all other essential community services.
- Set up a business cycle for the Markham EOC Management Team.
- Ensure that the actions taken to handle the emergency are documented.
- Require information to be communicated to the public as soon as possible.
- Ensure volunteers are covered under the *Workplace Safety and Insurance Act*.

7.1 Declaration of an Emergency

In making the determination that a situation or impending situation is of the scale and/or magnitude, that a declaration of emergency should be made; the EOC Management Team will utilize the Criteria for Declaring an Emergency (see Section 7.3) provided by OFMEM.

The Mayor or his/her designated alternate is responsible for declaring that a municipal emergency exists within Markham's geographic boundaries in consultation with the EOC Management Team. Upon declaration of an emergency, The Mayor will ensure that the following notifications are made:

- a. Office of the Fire Marshall and Emergency Management at (416) 314-0472 (Provincial Emergency Operations Centre – PEOC),
- b. In the event that contact with the PEOC is unsuccessful, notification can be made through the O.P.P. Duty Officer (705) 329-6950,
- c. Markham Council,
- d. The Regional Chair,
- e. Mayors of neighbouring municipalities,
- f. The public; and
- g. MP's and MPP's representing the constituents of Markham.

The Mayor will ensure a written and signed official declaration of an emergency is submitted by fax to the Provincial Emergency Operations Centre (416) 314-6220.

The Premier of Ontario has the authority under the Emergency Management and Civil Protection Act to declare an emergency in all or any part of Ontario.

7.2 Procedure for Declaring an Emergency

The head of Markham Council, the Mayor, must sign a Declaration of Emergency NOTE: A verbal declaration of emergency is permitted; however, all declarations should ultimately be made in writing as soon as possible to ensure proper documentation is maintained.

- ❑ Once the Mayor has signed the Declaration of Emergency, the EOC Director must ensure that it is sent to the Office of the Fire Marshal and Emergency Management Duty Officer (acting on

behalf of the Minister of Community and Correctional Services) as soon as possible with assistance from the EOC Liaison Officer.

- ❑ Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to (416) 314-0474.
- ❑ When declaring an emergency, the Provincial Emergency Operations Centre must be notified at 1-866-314-0472.

7.3 Criteria for Declaring an Emergency

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- ❑ Is the situation an extraordinary event requiring extraordinary measures?
- ❑ Does the situation pose a danger of major proportions to life or property?
- ❑ Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?
- ❑ Does the situation threaten social order and the ability to govern?
- ❑ Is the event attracting significant media and/or public interest?
- ❑ Has there been a declaration of emergency by another level of government?
- ❑ Might legal action be taken against municipal employees or Councilors related to their actions during the current crisis?
- ❑ Are volunteers assisting?

Operational:

- ❑ Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?
- ❑ Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?
- ❑ Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?
- ❑ Does, or might, the situation require provincial support or resources?
- ❑ Does, or might, the situation require assistance from the federal government (e.g., military equipment)?
- ❑ Does the situation involve a structural collapse?
- ❑ Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?
- ❑ Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?
- ❑ Will your municipality be receiving evacuees from another community?

Economic and Financial:

- ❑ Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?
- ❑ Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?
- ❑ Is it possible that a specific person, corporation, or other party has caused the situation?

7.4 Terminating an Emergency

In making the determination that an emergency declaration should be terminated; the EOC Management Team will utilize the “Emergency Declaration Checklist” as a guide. The EOC Management Team will assess the situation to determine if the declaration criteria are in effect or resolved and advise the Mayor or his/her alternate to terminate the emergency declaration.

2. The authority to terminate an emergency is that of the:
 - a. Head of Council or designated alternate; or
 - b. Markham Council; or
 - c. The Premier of Ontario.

Upon terminating an emergency, the Mayor will ensure that a verbal and written notice is issued to:

- a. Provincial Emergency Operations Centre Tel: (416) 314-0472 and Fax (416) 314-6220,
- b. In the event that contact with the PEOC is unsuccessful, notification can be made through the O.P.P. Duty Officer Tel: (705) 329-6950,
- c. City Council,
- d. The public,
- e. The Regional Chair,
- f. The Mayors of neighbouring municipalities; and
- g. The MP's and MPP's who represent the constituents of Markham.

7.5 Escalation of an Emergency to Regional Plan Implementation

In some instances a localized emergency or impending emergency may escalate in scope or be of such a magnitude that a controlled and coordinated response is required at the Regional Government level. The Mayor or his/her alternate can request through the Regional Chair that the York Region Emergency Response Plan be activated. The following situations outline instances where the York Region Emergency Response Plan may be implemented:

- The incident is beyond the capability of a local municipality and the Head of Council requests implementation of the York Region Emergency Response Plan.
- The situation threatens or affects York Region facilities.
- In a Provincially declared emergency, the Premier directs York Region to activate its Emergency Response Plan.

In the instance of a declaration of a York Region emergency, Markham will:

- Activate, operate and maintain Markham's EOC,
- Continue to provide services to residents,
- Continue to manage any localized response,
- Jointly coordinate with the Region in emergency response efforts,
- Provide a representative to the York Region Emergency Operations Centre to establish a liaison between Markham and York Region.

These activities will continue until the emergency or impending emergency is declared terminated.

7.6 EOC Management Team Meeting

The EOC Director (CAO or alternate) will establish a schedule of meetings and will chair the meetings. The EOC Director in consultation with the Planning Section Chief will set the agenda.

The EOC Management Team meetings will be kept brief and address the following actions taken

- Status of the emergency - current situation, outstanding issues and anticipated priorities
- Resources priorities
- Probabilities and predictions
- Public information and media
- Action plan formulation and priorities

The Planning Section Documentation Unit or designated scribe will record and circulate meeting minutes and the incident action plan.

8. Response and Recovery Planning

During an emergency, each Section Chief is responsible for ensuring long term response and recovery planning is considered and presented to the Planning Section Chief in EOC Management Team meetings.

The purpose of response and recovery planning is to identify needs beyond the first 24 to 72 hours of the emergency, including:

- Business continuity strategies for implementation to ensure continuation of Markham services
- Assess potential financial, economic and public relations impacts
- Designate business continuity responsibilities to specific senior Markham staff
- Determine long term emergency response needs
- Identify recovery and rehabilitation needs, develop and implement action plans utilizing the principles of management by objective
- Evaluate effectiveness of plans and strategies.

8.1 Municipal Disaster Recovery Assistance *

The Municipal Disaster Recovery Assistance program under the Ministry of Municipal Affairs and Housing reimburses municipalities for extraordinary costs associated with emergency response and repairs to essential property and infrastructure following a natural disaster.

Municipal Disaster Recovery Assistance is a claims-based program that, when activated by the province, offers financial assistance to qualifying municipalities that have sustained significant extraordinary costs as a result of a natural disaster, such as a tornado or severe flooding. The program offers assistance for extraordinary operating and capital costs arising from a natural disaster. Eligible operating costs are those incurred to protect public health, safety and access to essential services. Eligible capital costs are those to repair public infrastructure or property to pre-disaster condition. Costs that are covered by insurance or costs that would have been incurred if the disaster had not taken place (such as regular municipal salary costs) are ineligible under the program.

The Finance Section Chief will be responsible for the submission the claim for the City and gather information, as needed, to support the claim on behalf of the City.

8.2 Disaster Recovery Assistance for Ontarians*

Disaster Recovery Assistance for Ontarians is designed to provide financial assistance in the aftermath of a natural disaster that causes costly, widespread damage to eligible private property.

The Minister of Municipal Affairs and Housing may activate the program for areas affected by natural disasters. Applicants within an area for which the program has been activated can apply to be

reimbursed for basic, necessary costs related to the disaster. See the list of regions in which the program is currently active.

Markham homeowners, tenants, small owner-operated businesses, farmers, and not-for-profit organizations are eligible to apply for financial assistance through Disaster Recovery Assistance for Ontarians. It is important to note that the program does not provide assistance for costs covered by insurance.

*excerpts about Disaster Recovery Assistance taken directly from
<http://www.mah.gov.on.ca/Page13760.aspx>

8.3 Assistance from External Partners

The *Emergency Management and Civil Protection Act* provides the authority for the Markham to enter into agreements with neighbouring municipalities to provide assistance during an emergency.

Markham can request assistance from volunteer organizations, the private sector and community agencies. The request or response to a request for assistance is made by the EOC Director.

The EOC Director on the advice of EOC Management Team makes the final determination to ask for assistance from or provide assistance to a neighbouring municipality.

8.3.1 Assistance from the Regional Municipality of York

On the advice of the EOC Management Team, the Mayor may request assistance from York Region without York Region's Emergency Response Plan being activated.

8.3.2 Assistance from the Provincial Government

On the advice of the EOC Management Team, the Mayor may request assistance from the Province through the Provincial Emergency Operations Centre.

Financial assistance for private homeowners, small businesses, non-profit agencies and farmers, who have sustained heavy losses for essential items as a result of a natural disaster, may be available through the Ontario Disaster Relief and Assistance Program (ODRAP).

Office of the Fire Marshall and Emergency Management will deploy a liaison team to the EOC upon declaration of an emergency to provide advice and assistance.

8.3.3 Assistance from the Federal Government

Requests for assistance from the Federal Government for personnel, resources and financial aid must be made through the Province of Ontario. Federal assistance is only provided when the resources of the Municipality, Region and Province have been exhausted

9. Emergency Response Plan Maintenance and Updates

The Chief Administrative Officer shall act as the Chair of the Emergency Management Program Committee(as appointed by Council).

The Emergency Management Program Committee is responsible for providing direction regarding Markham's Emergency Management Program. Proposed administrative changes will be forwarded to the Emergency Management Program Committee for review and approval and the Emergency Management Program Committee will recommend context changes for approval by General Committee and Council.

9.1 Plan Maintenance and Revision

Markham's Emergency Response Plan will be maintained and distributed by the Emergency Preparedness Coordinator. The Emergency Response Plan will be reviewed and updated at a minimum of once per year. In an effort to decrease the environmental imprint from providing hardcopies the Emergency Response Plan will be posted on Markham's website (www.markham.ca/areyouprepared).

Each department will designate a staff person who will act as their departmental Emergency Response Plan custodian and will coordinate with the Emergency Preparedness Coordinator in updating Markham's Emergency Response Plan.

Markham departments will have access to the Emergency Response Plan through the local intranet and a copy will be provided on an external storage device to the Emergency Response Plan custodian and Director in each department to facilitate updating the Emergency Response Plan.

9.2 Testing of the Emergency Response Plan

Markham's Emergency Response Plan will be tested in whole or in part at a minimum of once per year in accordance with the Act.

Testing of departmental emergency and business continuity plans may be done separately or in conjunction with Markham's Emergency Response Plan.

The Emergency Alerting System Procedure (SendWordNow ®) will be tested at a minimum of once per year.

9.3 Emergency Management Training

Markham's Municipal Control Group members are required by the Office of the Fire Marshal and Emergency Management to complete a minimum of four hours of emergency management training annually. In addition, staff trained to work in the EOC should also attend annual training on emergency management theory, practices and documentation in addition to an opportunity to participate in the annual emergency exercise.

All EOC trained staff are responsible for reviewing the plan on a regular basis to ensure complete understanding of the process, procedures, roles and responsibilities.