



AGENDA

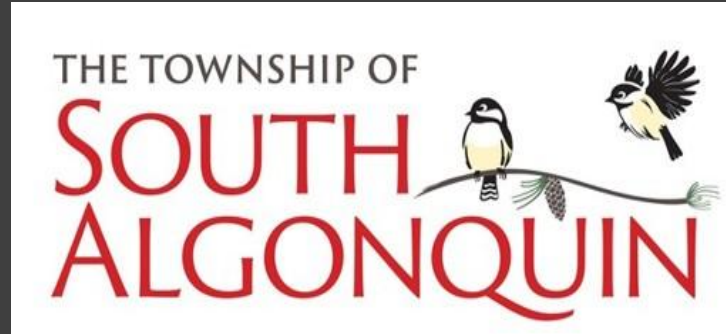
EMERGENCY SERVICES COMMITTEE MEETING

October 16, 2025 9:00 a.m.

**Council Chambers
Municipal Office
7 Third Avenue
Whitney, Ontario**

1. Open Meeting/Call to Order.
2. Roll Call
3. Land Acknowledgement
We acknowledge that we are gathered on the unceded Traditional Territory of the Algonquin Anishinaabeg people, specifically the Matouweskarini (people of the Madawaska River). We further acknowledge that the Algonquin People have been stewards of this land since time immemorial and we strive to treat the land along with the flora and fauna it supports, the people, their customs and traditions, with honour and respect. Today, this area is home to people of all walks of life, and we acknowledge the shared opportunities and responsibilities to live, work and survive within this beautiful territory.
Chi-miigwetch, All my relations
4. Addition/Amendments to the Agenda
5. Adoption of the Agenda
6. Disclosure of Pecuniary Interest or a General Nature Thereof
7. Unfinished Business
8. New Business
 - 2025 Emergency Management Tabletop Exercise
9. Adjournment

NOTE: Submissions received from the public, either orally or in writing, may become part of the public



Municipal Control Group Training **2025**

South Algonquin's Primary EOC

Municipal Office

7 Third Avenue,
Whitney.

613-637-2650.



South Algonquin's Alternate EOC

Madawaska Municipal Complex

26 A Major Lake Road, Madawaska.

“Lester Smith Building is now a suitable EOC if needed”





Emergency Operations
Centre

Concept of
Operations



Emergency Operations Centre

Overview:

EOC's support the work of the Municipal Control Group which may be established by any community.

EOC support includes:

- ✓ Provision of strategic direction, guidance and resources
- ✓ Provision of Area Incident Command or Incident Command
- ✓ Providing communications supports, resource management, legal & financial help and emergency information.
- ✓ Providing support to the Incident Commander at any emergency site(s).

EOC Area Command may be established when there are multiple incidents of a unique nature, situated in different geographical areas. Such incidents may include:

- Multiple severe weather events (tornadoes, floods, etc.)
- Other multiple incidents occurring simultaneously in the community or area.
- Other municipal threats which affect the entire municipality with no specific emergency sites (i.e. pandemics).

EOC Priorities would include:

- ✓ Development of broad objectives for the impacted areas
- ✓ Coordination and development of individual incident objectives
- ✓ Setting priorities for the use of critical resources between incident sites.

Emergency Management & Civil Protection Act & Regulation 380/04

Municipal Control Group (MCG) Requirement:

Section 12(1) of Ontario Regulation 380/04 requires every municipality to establish an emergency control group.

Section 12(2) The emergency control group shall be composed of:

- a) Such officials or employees of the municipality as may be appointed by council.
- b) Such members of council as may be appointed by council.

Section 12(3) Members of the group shall complete annual training that is required by the Chief, Emergency Management Ontario.

Section 12(4) The emergency control group shall direct the municipal response in an emergency, including implementation of the municipality's emergency plan.

Section 12(5) The group shall develop procedures to govern its responsibilities in an emergency.

Section 12(6) The group shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency response plan and its own procedures.

Municipal Control Group Requirement:

Section 12(7) The group shall, if deemed necessary, revise its procedures and shall make recommendations to the council for the revision of the municipality's emergency response plan.

Municipal Control Group: Notification Procedure

Upon receipt of an "emergency alert" notification the members of the Municipal Control Group will assemble at the appropriate Emergency Operations Centre (EOC). The location of the Primary EOC and Secondary EOC is listed in Annex # 1-Contacts.

Under extraordinary situations where it is not possible for the Municipal Control Group to convene in person (i.e. pandemic) then electronic meetings may be used as authorized under South Algonquin By-Law # 20-622.

Each emergency situation will be different... some members, or all MCG staff, may be required to attend the EOC at the discretion of the EOC Director (in consultation with the CEMCs).

Composition of the MCG

The Municipal Control Group may consist of the following officials:

- ❖ Mayor/Deputy Mayor
- ❖ Municipal Councillors
- ❖ CAO/Clerk Treasurer
- ❖ Deputy Clerk
- ❖ Treasurer
- ❖ Planning & Building Administrator/CEMC Alternate
- ❖ Fire Chief/Community Emergency Management Coordinator
- ❖ Works Superintendent
- ❖ Deputy Fire Chief
- ❖ Chief Building Official / By-Law Enforcement Officer
- ❖ EMO Field Officers & OFMEM Staff
- ❖ O.P.P. Police Representatives
- ❖ EMS Representatives
- ❖ Others, as deemed necessary

MCG Support & Advisory Staff

(Section 19 Municipal Emergency plan)

The following officials may provide support, advice and logistical support to the MCG. They can be called upon as the emergency situation may dictate. These resources may / may not be under municipal control and where resources are not municipally controlled the organization(s) will follow its own policies, procedures and emergency plans. Contact information for such resources is found in Annex # 1- Contacts or in Annex # 20- Community Resource Guide, as appended to the emergency plan.

Depending upon the nature of the emergency some of these resources may be in Command of the emergency response, as well as provide support to stakeholders.. Some examples include the following:

- Chief Medical Officers of Health (Federal, Provincial, Local Health Unit) may command an emergency such as a pandemic and provide additional supports to other agencies.
- Nuclear emergency will be Commanded by the EOC Commander at the Provincial Emergency Operations Centre, per the guidelines established under the Provincial Nuclear Emergency Response Plan.

MCG Support Staff

Additional support staff to the MCG may include, but is not limited to, the following:

- Health Canada (P.H.A.C.), Ontario Ministry of Health, Renfrew County & District Health Unit
- South Algonquin Family Health Team
- St. Francis Memorial Hospital and affiliated Hospitals
- Local Boards of Education
- Enhanced 9-1-1 Services including Bell 911 Service, Northern 911 Dispatch, O.P.P. Communications Centres
- Muskoka EMS
- Local Utilities including Hydro One, Bell and Internet/ I.T. providers and communications providers. **(Coming soon, Algonquin Fibre)**
- Legal services
- Local Business & Industry
- Scientific & Specialized Technical Services
- Others, as deemed necessary.

Additional MCG Staff & Resources

Additional resources added to the MCG may include:

- ✓ Provincial Ministries & Ministry Action Groups (MAGs) operating from a Ministry EOC.
- ✓ Experts, Officials and representatives from both the public and private sectors.
- ✓ Community Volunteer organizations, Non-Governmental Organizations (NGOs) and/or Charities (Canadian Red Cross Society) etc.

Under Regulation 380/04 all Provincial Ministries shall:

- Designate a Ministry Emergency Management Coordinator (MEMC) to coordinate the Ministry's emergency management program.
- Every Ministry must have a Ministry Action Group (MAG) which directs the emergency response from an Emergency Operations Centre to be used by the action group in an emergency.

MCG OPERATING CYCLE

(Section 15 Municipal Emergency Response Plan)

MCG will gather at regular intervals (operating cycles) to inform each other of actions taken and problems encountered during the emergency. CAO/Clerk Treasurer will act as the EOC Director/Manager and will assume the responsibility of scheduling, convening and coordinating the operations cycle with an emphasis on a timely system of reporting at each formal meeting. In the absence of the CAO/Clerk Treasurer then the designated alternate will assume the position. The MCG will meet frequently during the first stages of the emergency and less frequently during an on-going situation. Each Operating Cycle should contain the following six components:

1. Assessment of the situation. What is happening? What is needed?.
2. Establish priorities. What can be done in a timely manner?
3. Set objectives.
4. Determine an Incident Action Plan (IAP). Who does what? What tasks are required? Timeframe?
5. Set timelines for the implementation of assigned tasks.
6. Monitor and reporting. Schedule time/location for next meeting.

Documenting all activities is extremely important. Individual and Group Logs shall be kept and Master Event Logs created. Should the nature of the emergency prevent the Council of a municipality, or the Municipal Control Group, from meeting in person then “electronic meetings may be used to facilitate the continuity of government as authorized by By-Law # 20-622, Schedule C pursuant to Section 238 (3.3) of the Municipal Act.

WHEN TO OPEN THE EOC ?

- ✓ When a potentially high-risk incident is about to occur (such as a flood or winter storm)
- ✓ When the Incident Commander believes the incident could grow rapidly with the potential to cause a chain of effects and/or will require additional resources
- ✓ When an incident is non-site specific but affects the entire municipality, region or province
- ✓ When a planned event is set to occur (i.e. WEMF Music Festival)
- ✓ For “complex incidents” which are large-scale and/or involve multiple jurisdictions.
- ✓ Loss off critical infrastructure



Please note: An emergency declaration (municipal/provincial) is not required to activate the EOC and/or the Municipal Emergency Response Plan

MCG: REQUESTING PROVINCIAL ASSISTANCE FROM PEOC

- Municipalities may request provincial assistance at any time from the Provincial Emergency Operations Centre (PEOC) at Emergency Management Ontario.
- Emergency declarations must be sent to the PEOC Duty Officer. (refer to Annex # 1: Contacts for notification procedures).
- CEMCs are the primary contact between municipalities and EMO.
- Provincial support is provided by EMO Field Officers and Provincial Emergency Response Teams (PERT).



Provincial Emergency Operations Centre (PEOC)

Response Coordination

- Representation from provincial, federal, and other partners
- Uses Incident Management System (IMS)

Levels of Activation

Routine Monitoring

- Duty Team

Enhanced Monitoring

- Need some cross-government representatives

Activation

- Need most/all representatives



- A temporary alternate location is maintained for a limited number of staff in the event of an evacuation due to fire, etc. The location is utilized for the first 72 hours
- An Alternate PEOC is maintained for longer-term emergency response operations when the PEOC is evacuated
-



Common Response Objectives

MCG:

South Algonquin's Municipal Control Group (MCG) adheres to the following response objectives:

- Protecting the safety of all incident responders and those affected by the incident.
- Saving lives.
- Treating the sick & injured.
- Protecting the health of those affected by the incident.
- Ensuring the continuation of government & critical services.
- Preventing / reducing economic & social losses.



Municipal Control Group

*ROLES &
RESPONSIBILITIES*



CORE RESPONSIBILITIES OF THE MUNICIPAL CONTROL GROUP

Core responsibilities of the MCG include:

- Dispatching and mobilizing emergency service agencies, equipment and resources.
- Coordinating and directing their service and ensuring any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
- Determining if the location and composition of the MCG is appropriate.
- Advising the Mayor/Deputy Mayor on the need to designate all, or part of, the municipality as an “emergency area”.
- Ensuring an Incident Commander is appointed at each emergency site.
- Ensuring support to the emergency site(s) by offering equipment, staff and resources, as requested by the Incident Commander.
- Ordering, coordinating or over-seeing the evacuation & sheltering of inhabitants considered to be in danger and appointing shelter management staff, as required.

Core MCG Responsibilities (continued)

- Discontinuing utilities or services provided by public/private concerns and arranging for their restoration at the appropriate time.
- Arranging for services/equipment from local agencies not under municipal control (private contractors, industry, service clubs, volunteers).
- Notifying and requesting assistance from, and/or liaison with, various levels of government and any public or private agency not under community control.
- Ensuring that a Registration System is established for all incident responders, staff, volunteers, evacuees and media organizations involved in the emergency.
- Ensuring an Accountability System is established to track the location and safety of all emergency first responders involved in the emergency response.
- Authorizing the expenditure of money required for dealing with the emergency.

ADDITIONAL MCG DUTIES

Additional MCG duties may include:

- Determining if additional volunteers are required, and if an appeal for volunteers is warranted.
- Determining if specialized transportation is required for the evacuation of persons or the movement of supplies.
- Ensuring all pertinent information regarding the emergency is forwarded to the Emergency Information Officer for dissemination to the media and public.
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency response.
- Ensuring the well-being of persons displaced from their homes by arranging for disaster services including shelter, food, clothing, personal services and registration & inquiry services . The MCG will establish shelter operations initially until the Canadian Red Cross can be dispatched and becomes operational under their Disaster Service Agreements.
- Notifying any service, group or agency under MCG control of the termination of the emergency and participating in the de-briefing process.
- Maintaining a log outlining decisions made, and actions taken and retaining such reports per the document retention policy of the municipality.
- Other duties, as deemed necessary.

EOC STAFFING GUIDE

EOC Director/Manager:

Responsible for overall management of the EOC facility and assigned resources within the EOC, and the provision of support to Incident Command. Where the EOC Director assumes command of an incident (i.e. pandemic) then they are referred to as the EOC Commander.

Area Commander:

Responsible for the overall management of a defined Area and the Incident Management Teams assigned to the incidents in that Area.

Incident Commander:

Responsible for the overall management of the incident. For safety reasons the IC must maintain a manageable “span of control” for effective scene management (3-7 resources reporting to one Lead is optimal).

Safety Officer:

Monitors safety conditions and develops safety measures related to the overall health & safety of all incident responders.

Emergency Information Officer

Responsible for the development and release of emergency information regarding the incident to the public.

Liaison Officer

Serves as the primary contact for Assisting or Supporting Organizations and advises Command of issues related to outside assistance and support.

Operations Section

Provides supervision and leadership to the Operations Section including the implementation of the Incident Action Plan as well as the organization and assignment of all operations resources.

Planning Section

Provides supervision to Planning Section and assigns/organizes all planning resources. Responsible for coordinating the IAP for each operational period and for the collection, evaluation, analysis and dissemination of incident information.

Logistics Section

Responsible for providing facilities, services and materials in support of the incident. Supervises the Branches and Units and organizes/assigns resources within the Logistics Section.

Finance & Administration Section

Responsible for all financial and administrative support to the incident and providing direction and supervision to staff.

EOC STRUCTURE

IMS 2.0

2025



EOC Director may also assume Command of an emergency which affects the entire municipality with no site-specific locations. The EOC Director would become the EOC Commander.

Additional Sections could include Emergency Social Services, Science & Technical Services, Intelligence & Investigative Services and Continuity of Operations Sections.

This option depicts a scenario in which the EOC chooses to assume Incident Command. The EOC facility would become the “Incident Command Post”. EOC may still maintain an EOC support function.

- Incident is not site-specific but affects the entire municipality.
- EOC is activated and staffed by MCG members. EOC Director assumes role of EOC Commander.
- MCG staff ensures essential services are maintained in areas not affected by emergency.

Optional auxiliary support can be requested through:

- Other tiers within the jurisdiction
- Other municipalities through Mutual Aid Agreements
- The Provincial Emergency Operations Centre
- Ministry EOCs.

Municipal Options: Exercising Command

OPTION A:

- Municipal Control Group assumes Command function.
- MCG members ,or Senior municipal officials, assume the roles of other Command/General Staff, as required.

Advantage: Existing structure in place requiring minor modification.

OPTION B:

- Head of Council and Senior Official jointly take on Command function.
- Members of MCG assume the roles of other Command/ General Staff.

Advantage: Senior Official already administers the community from an administrative perspective and closely works with the Head of Council.

OPTION C:

- Senior Official assumes Command function and may report to the Head of Council for final approval. MCG members assume other Command/General staff positions.

Municipal Options: E Incident Command

OPTION D:

- Head of Council assumes the Command function.
- Members of MCG assume other roles of Command/General staff.

COORDINATION & COMMAND FUNCTIONS are defined as actions taken to oversee, coordinate and direct the incident or incident-related support activities.

SITE COORDINATION & COMMAND is the responsibility of the Incident Commander. The I.C. must identify urgent priorities then set Incident Objectives and work with Command and General Staff to develop objectives, strategies and tactics.



EMERGENCY
OPERATIONS
CENTRE

EOC: SUPPORT ROLE

EOC provides off-site support to an on-site Incident Command Post. The Incident is managed by the Incident Commander on-site at the ICP.

Incident occurs within municipal jurisdiction and is confined to a specific geographic location. Municipality activates the EOC to support the ICP.

Auxiliary support may be requested through:

- Other tiers within the jurisdiction (Upper Tier, Lower Tier)
- Other municipalities through Mutual Aid
- PEOC and Ministry EOCs

For larger, more complex emergencies that span multiple municipality's jurisdictional boundaries and responsibilities then both an Upper Tier and Lower Tier municipalities may share responsibilities.

Incident Command



EOC COMMANDS
INCIDENT



EMERGENCY SERVICES PROVIDE
INCIDENT COMMAND



PUBLIC WORKS
PROVIDES I.C.



OUTSIDE AGENCY /
MINISTRY PROVIDES
INCIDENT COMMAND

Incident Command "is the act of directing, ordering or controlling the response to an incident by virtue of explicit statutory, regulatory, or delegated authority."

At the municipal level – the responsibility to determine who assumes the roles of Incident Command would be that of the Municipal Control Group (MCG).

WHO ASSUMES INCIDENT COMMAND AT THE SITE ?

Emergency Incidents are classified in the following way based on Ontario's "IMS 2.0":

Small Incidents

In a single organizational response, there is a single line of command...resources come from one organization. In this type of response, the first arriving responder becomes the Incident Commander. They are responsible for all of the IMS Functions required for an incident response and should be prepared to activate additional functions as required. This first arriving responder will remain Incident Commander until a more experienced, appropriate responder arrives to transfer Command.

Large Incidents

If multiple organizations are required to respond to an incident, then the incident will escalate from a single organizational incident to a multi-organizational incident...when this occurs the incident management structure needs to expand to help additional response organizations work together towards common incident objectives.

The Incident Commander should be a representative from the Lead Response Agency and have the authority to make command-level decisions.

The MCG is responsible for ensuring an Incident Commander is in place.

Demobilization:

“Demobilization” is the release of incident response personnel and resources as soon as they are no longer needed using a formal check-out procedure. This procedure includes the return of all equipment and resources to their source and storing all incident records and data.

Debriefings:

Debriefings should be performed as part of the demobilization process. Further analysis and After-Action Reports (AAR) would follow the “hot-wash debriefing immediately after the incident.

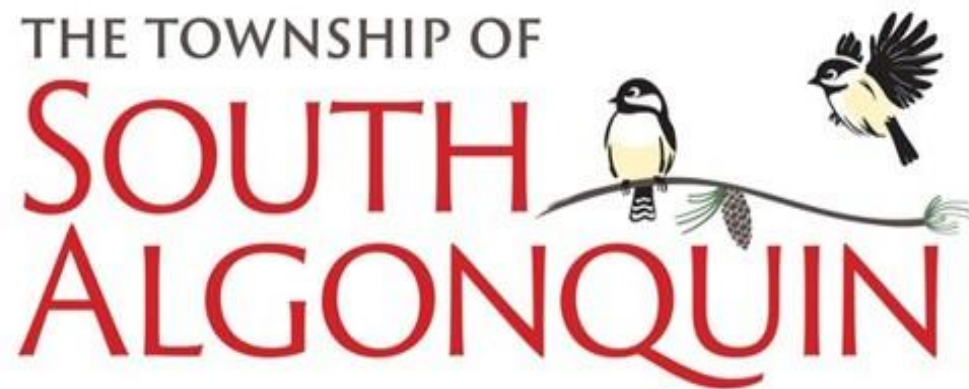
Deactivation:

When the Commander has demobilized all resources...it is the end of the incident activities and the return to “normal operations”.

The MCG may assist in any of these processes.

Emergency Preparedness

Tabletop Exercises



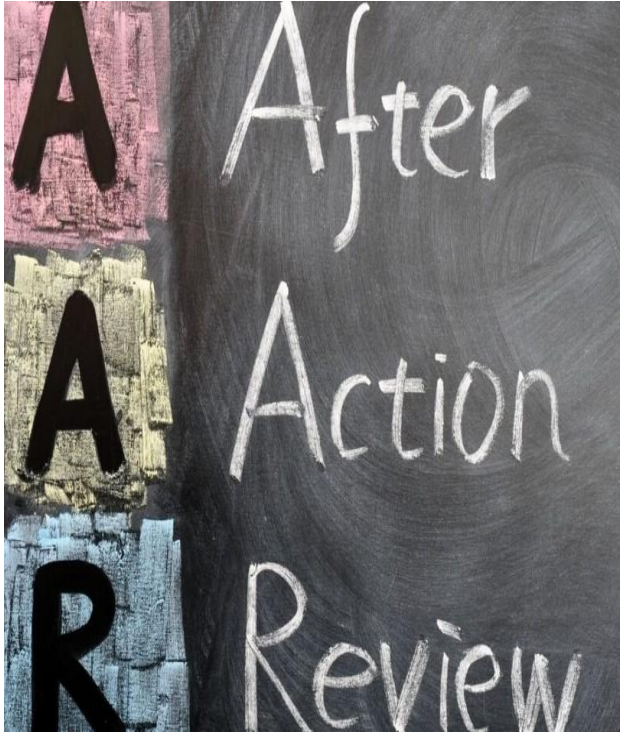
Annual exercises are discussion-based sessions where team members discuss their role in an emergency and their responses to a particular emergency situation.

The exercise is designed to test emergency plans, policies, procedures and response capabilities.

A de-briefing session follows all exercises.



EXERCISE DE-BRIEFING



De-briefings should be completed at the conclusion of an incident to discuss the emergency response, and to make recommendations to improve future similar responses.

Incidents should be fully documented and all information collected, collated and preserved according to the municipality's policy on document retention.

After Action Reports (AAR) may also be completed for significant incidents and be submitted to municipal Council. The AAR Report should provide an incident overview, incident analysis/actions taken, and should recommend improvements via an "Action Plan".

Information may include:

- What went well?
- What problems were encountered?
- What improvements/ recommendations can be made to improve incident response.

Thank You!

