



Township of South Stormont

Emergency Management Plan

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Emergency Management Plan**

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Table of Contents

1.0	Introduction	1
1.1	Overview.....	1
1.2	Objective of the Emergency Management Plan.....	1
1.3	Legislative Authority	2
1.4	Definition of an Emergency.....	4
1.5	Hazard Identification Risk Assessment and Critical Infrastructure	5
1.6	Emergency Management Program Committee	5
2.0	Municipal Emergency Control Group and Support	7
2.1	Composition of the Municipal Emergency Control Group.....	7
2.2	Responsibilities of the Municipal Emergency Control Group.....	8
2.3	Municipal Emergency Control Group Support.....	10
3.0	Notification Procedure	11
3.1	Emergency Monitoring Status Indicators.....	11
3.2	Notification System.....	13
4.0	Declaration and Termination of an Emergency	14
4.1	Authority to Declare.....	14
4.2	Notification to the Solicitor General	14
4.3	Assembling the Municipal Emergency Control Group	14
4.4	Termination of an Emergency.....	14
5.0	Plan Implementation	16
5.1	Activation of the Emergency Management Plan	16
5.2	Actions of Emergency Response Agencies	16
5.3	Incident Management System	16
5.4	Emergency Operations Centre	23
5.4.1	External Support for the Emergency Operations Centre	24
5.4.2	Meetings in the Emergency Operations Centre	25
5.4.3	Information Management – Internal Communications	26
5.4.4	Information Management – External Communications.....	27
5.5	Emergency Site Management.....	27
5.5.1	Definition of an Emergency Site.....	27
5.5.2	Responsibilities of the Incident Commander	28
5.5.3	Command Post.....	28
5.6	Evacuation.....	28
5.7	Emergency Social Services	28
5.8	Pandemic Preparedness.....	29
5.9	Requests for Assistance	29
6.0	Training, Exercises, and Evaluation	30
6.1	Introduction.....	30
6.2	Training.....	30
6.3	Exercises	30

6.4	Evaluation.....	30
7.0	Plan Administration and Maintenance	31
7.1	Review and Revision.....	31
7.2	Plan Amendments.....	32
7.3	Distribution List.....	33
7.4	Annexes.....	36
8.0	Glossary of Terms.....	37

List of Tables

Table 1.	Emergency monitoring status indicators.	11
Table 2.	General IMS positions and responsibilities.	18
Table 3.	Record of amendments.....	32
Table 4.	Distribution list for the Emergency Management Plan.....	33
Table 5.	Distribution list for public copies of the Emergency Management Plan.	35

List of Figures

Figure 1.	Organizational structure of the IMS for the EOC.	18
Figure 2.	Recommended work cycle for the MECCG.	25
Figure 3.	Diagram of a suggested emergency site layout.....	27

1.0 Introduction

1.1 Overview

South Stormont is a Township in eastern Ontario, Canada, located on the northern shore of the St. Lawrence River, covering a land area of 447.71 square kilometres. The township has a population of approximately 14,000 people, which increases during the summer months due to tourism, particularly around the Long Sault Parkway. The area sees a significant influx of visitors daily, with notable spikes during special events.

Through an effective emergency management program, South Stormont is committed to ensuring that the community is prepared to respond to any future incident and that its residents' and visitors' safety and well-being are prioritized. Township departments in South Stormont are well-prepared to handle situations requiring fire, police, ambulance, and public works services. It is possible that certain situations may escalate beyond the scope of normal operations. For these instances, the Township of South Stormont Emergency Management Plan (“**EMP**”) has been established to provide a comprehensive and adaptable framework to address these emergencies.

During emergencies requiring a coordinated response, South Stormont collaborates closely with several external stakeholders. Under the direction of the municipal emergency control group (“**MECG**”), all parties work together to ensure an effective and unified response. These arrangements and procedures are tailored to meet the unique demands of emergency situations, which are distinct from day-to-day operations.

South Stormont's EMP equips key departments, officials, and stakeholders with crucial information related to roles and responsibilities, services, equipment, resources, and supplementary plans.

Designed with the community's safety in mind, this EMP is structured for flexibility, allowing South Stormont to review, update, or revise sections as needed. This ensures that the EMP remains relevant and effective in any situation.

For this EMP to be effective, it is essential that all township officials, staff, and external stakeholders understand its contents and are prepared to fulfill their roles and responsibilities during an emergency. This collective readiness ensures that the Township of South Stormont can respond swiftly and efficiently to any emergency, safeguarding the well-being of the entire community.

It is crucial for the residents and businesses of South Stormont, as well as interested visitors, to be aware of the provisions set forth in this EMP. This awareness fosters a prepared, resilient community, ready to face any emergency with confidence and coordinated effort.

1.2 Objective of the Emergency Management Plan

The objective of the Township of South Stormont EMP is to ensure public safety and

protect the well-being of residents, businesses, and visitors during emergencies. The EMP provides a structured and coordinated approach to managing crises by defining clear roles and responsibilities for all participants, including the MECG.

This EMP facilitates effective collaboration and communication among municipal departments, external stakeholders, and emergency services, ensuring that resources and equipment are efficiently managed and utilized. This EMP also establishes standardized procedures for responding to various types of emergencies, enhancing the community's ability to act swiftly and effectively under stress.

1.3 Legislative Authority

The authority for South Stormont and its employees to conduct emergency management activities are established under the following legislation:

- The *Emergency Management and Civil Protection Act* (“**EMCPA**”)
- The Township of South Stormont By-Law 2025-011 as amended

These legislative instruments provide the framework and mandate necessary to implement and maintain an effective emergency management program.

The Emergency Management and Civil Protection Act

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, is the primary authority enabling the passage of the by-law adopting the EMP.

Important measures authorized under this legislation, which form part of the EMP, are:

- The expenditure of funds associated with the formulation and implementation of the EMP.
- Authorization for municipal employees to take appropriate action before the formal declaration of an emergency.
- Procedures for the safety or evacuation of persons in an emergency area.
- Designation of a Member of Council who may exercise powers and perform the duties of the Head of Council under the EMP during the absence or inability of the Head of Council to act.
- The establishment of committees and designation of employees to be responsible for reviewing the EMP, training employees in their functions, and implementing the EMP during an emergency.
- Authorization to obtain and distribute materials, equipment, and supplies during an emergency.
- Authorization to attend to such other matters as are considered necessary or

advisable for the implementation of the EMP during an emergency.

- Consideration of continuity of operations during all phases of an emergency.

These provisions ensure that the Township of South Stormont's EMP is comprehensive, legally sound, and capable of addressing all aspects of emergency management with confidence and effectiveness.

Under Ontario Regulation 380/04, municipalities must adhere to specific standards for their emergency management programs, including:

- Designating an emergency management program coordinator
- Forming an emergency management program committee ("**EMPC**")
- Conducting a Hazard Identification and Risk Assessment ("**HIRA**")
- Creating and regularly reviewing an EMP
- Implementing public education and awareness initiatives
- Providing ongoing training and conducting regular exercises

These standards ensure a robust and coordinated emergency management program capable of effectively responding to emergencies.

Protection from Action

The EMCPA provides legal protection for individuals acting in good faith within their roles under its legislation, ensuring they are not liable for actions or omissions made while performing their duties during an emergency.

Section 11 of the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*, as amended, states:

- (1) No action or other proceeding lies or shall be instituted against a member of council, 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 public servant or any other individual acting pursuant to this Act or an order made under this Act for 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;
- (2) 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.

Public Accessibility to the Emergency Management Plan

Section 10 of the EMCPA provides that the EMP must be available to the public for inspection and copying during ordinary business hours at a municipal office. A copy of this EMP is available at the Township Office (2 Milles Roches Road) and a digital copy is available through the Township of South Stormont's website.

South Stormont will take into consideration the communication needs of a person with a disability and endeavour to provide the information to that person in a format that takes into account the person's accessibility needs.

Confidentiality

The following levels of confidentiality apply to the EMP:

- The EMP is a public document.
- The EMP annexes are confidential, as they contain personal and proprietary information.

Freedom of Information and Protection of Privacy

Any personal information collected for the EMP is collected under the authority of the EMCPA. This information shall only be used for the following purposes:

- emergency planning and preparation
- emergency responses
- training and exercises

The release of any information under this plan shall be made in conformance with the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, cM.56*, as amended.

Note: Questions about the collection of information should be directed to the Freedom of Information and Privacy Coordinator, Township of South Stormont, 2 Mille Roches Road, South Stormont, Ontario, K0C 1P0.

1.4 Definition of an Emergency

An emergency is a situation, or threat of a serious impending situation, that will adversely affect a significant number of persons, properties, or areas. By their nature or magnitude, these situations may require municipal expenditures, requests for additional resources, provisions for emergency shelter, or evacuation. These situations are distinct from normal operations where coordinated activities among agencies are adequate to resolve the situation.

1.5 Hazard Identification Risk Assessment and Critical Infrastructure

Under the EMCPA, South Stormont must review its HIRA and critical infrastructure annually. This review will help the township assess the likelihood and impact of identified hazards, as well as maintain an updated inventory and prioritization of critical infrastructure.

Hazard Identification and Risk Assessment

See Annex F: Hazard Identification and Risk Assessment for a list of the hazards identified by the Township of South Stormont's HIRA.

Critical Infrastructure

See Annex G: Critical Infrastructure for a list of the critical infrastructure identified by the Township of South Stormont.

1.6 Emergency Management Program Committee

The EMPC, in conjunction with the community emergency management coordinator ("**CEMC**"), will oversee the development, implementation, and maintenance of the Township of South Stormont's emergency management program.

The EMPC shall:

- Advise Township Council on the development and implementation of the municipal emergency management program.
- Conduct an annual review of the municipal emergency management program, making recommendations to Township Council for its revision if necessary.

The EMPC will comprise the following members (as approved by Council through By-law 2025-010):

- Mayor (Head of Council)
- Chief Administrative Officer
- CEMC
- Alternate CEMC
- Director of Public Works
- Fire Chief
- Director of Parks and Recreation
- Emergency Information Officer

Special advisers from public or private agencies may be called upon to provide

specialist knowledge and advice to the EMPC on an as-needed basis. These may include, but are not limited to:

- South Stormont staff within specific disciplines
- Provincial ministry representatives
- Conservation authorities
- Ontario Provincial Police representatives
- Cornwall / Stormont, Dundas & Glengarry Emergency Medical Services representatives
- Cornwall / Stormont, Dundas & Glengarry Social Services representatives
- Medical Officer of Health
- Any other officials, experts, or representatives as deemed necessary

2.0 Municipal Emergency Control Group and Support

2.1 Composition of the Municipal Emergency Control Group

The MCEG is responsible for monitoring and controlling emergency responses.

All MCEG members will attend the emergency operations centre (“**EOC**”) at the initial level of activation. The EOC director or commander will then select the staff and resources needed for the emergency response based on the scale of the incident and the potential impact on the community.

The MCEG is composed of the following positions, each with specific responsibilities:

- **Head of Council:** Provides overall leadership and decision-making.
- **EOC Director/Commander:** Manages the EOC and oversees response activities.
- **Liaison Officer:** Coordinates with external agencies and stakeholders.
- **Health and Safety Officer:** Monitors safety conditions and advises on protective measures.
- **Emergency Information Officer:** Manages public information and media relations.
- **Scribe:** Documents meetings, decisions, and actions for record-keeping.
- **Operations Section:** Executes response activities and field operations.
- **Planning Section:** Develops action plans, collects and analyzes information, and forecasts future needs.
- **Logistics Section:** Procures and allocates resources and supplies.
- **Finance and Administration Section:** Manages financial matters, contracts, and administrative support.

The assigned personnel and alternate(s) for each position are identified in Annex C.

2.2 Responsibilities of the Municipal Emergency Control Group

The overall responsibilities of the MECG are to:

1. Advise the Mayor as to whether the declaration of an emergency is recommended.
2. Designate any area(s) in the municipality as an emergency site(s).
3. Determine the requirement to call or establish advisory sub-groups to support implementation of emergency operations.
4. Direct and coordinate the responding services and agencies to ensure that all action necessary for the mitigation of the emergency are taken expeditiously and in accordance with the law.
5. Provide recommendations on the spending of public funds for the implementation of the EMP.
6. Appoint, or confirm the appointment of, an Incident Commander(s) who will be the MECG's representative on site. The Incident Commander will be responsible for the organization and coordination of all emergency response agencies at the emergency site and will carry out the roles and responsibilities as described in the EMP.
7. Develop and implement aims, priorities, and strategies in consultation with the Incident Commander(s).
8. Approve or endorse the proposed courses of action for the resolution of the emergency.
9. Direct the evacuation of buildings, or areas within the emergency site(s), if necessary.
10. Direct the dispersal or removal of persons from the emergency site(s) who are in danger, or whose presence hinders emergency operations.
11. Direct the discontinuation of public and private utilities or services due to safety or the efficient functioning of emergency operations, if required.
12. Direct the activation and operation of reception centres to provide temporary accommodation to all residents who are in need of assistance due to displacement as a result of the emergency.
13. Direct and commit municipal personnel or equipment to support emergency operations, as required.
14. Arrange for assistance from agencies including other levels of government, public and private organizations, and volunteers, as required.
15. Direct the activation and operation of a call centre and media centre.
16. Notify all services, agencies, groups, or persons under the control of the MECG of the termination of the emergency.

17. Direct follow-up in support of persons directly involved in emergency operations, including Critical Incident Stress Programs, as required.
18. Maintain a detailed log of all discussions, decisions, or actions taken by the MECG.
19. Conduct and participate in a post-emergency debriefing, and provide reports as requested by the Operations Section.

Together, the MECG members ensure a coordinated, efficient, and effective response to protect public safety and mitigate the impact of emergencies.

See Annex A for a detailed list of the roles and responsibilities of the MECG members.

2.3 Municipal Emergency Control Group Support

Municipal emergency control group support (“**MECGS**”) are personnel that assist the MECG by providing specialized expertise and support during emergencies. Their advice, resources, and information assist the MECG in making decisions. The Operations Section is responsible for notifying the MECGS personnel to report to the EOC, as needed.

The MECGS may include the following key personnel to provide specialized functions, including:

- **Councillors:** Provide political support and assist with decision-making and communication with constituents.
- **Police Service:** Maintain public order, enforce laws, and support evacuation and security efforts.
- **Paramedic Service:** Provide emergency medical services and coordinate with healthcare facilities.
- **Emergency Social Services (“ESS”):** Offer shelter, food, and other essential services to affected individuals.
- **Medical Officer of Health:** Monitor public health issues, provide medical guidance, and coordinate health-related responses.
- **Incident Commander:** Lead the on-site response efforts and coordinate with the EOC.
- **Incident Manager:** The individual responsible for coordination and command of incident response where multiple Incident Commanders or multiple emergency sites are involved.
- **Community Emergency Management Coordinator:** Develop and maintain emergency plans, provide training, and coordinate overall emergency management efforts.
- Other municipal staff, government agencies or officials, and outside experts from private industry may be requested to join the MECG and MECGS in an advisory capacity.

Together, the MECGS members enhance South Stormont’s capability to effectively manage and respond to emergencies by offering specialized knowledge and support in their respective areas.

See Annex A for a detailed list of the roles and responsibilities of the MECGS members.

3.0 Notification Procedure

3.1 Emergency Monitoring Status Indicators

As part of its notification system, the Township of South Stormont has established four emergency monitoring status indicators (described in Table 1). The indicators define actions or monitoring level that the MECG should complete during each phase.

Table 1. Emergency monitoring status indicators.

Condition	Colour ID	Definition
Routine	Green	<p>Notification of routine conditions means that the Township of South Stormont is operating under normal conditions. Under these conditions, the Township of South Stormont maintains ongoing surveillance for abnormal events.</p> <p>As part of a Level 1 activation, the following MECG members or their designated alternates shall be contacted:</p> <ul style="list-style-type: none"> • EOC Director/Commander • Liaison Officer • Emergency Information Officer • Health and Safety Officer • Operations Section Chief • Planning Section Chief • Logistics Section Chief • Finance and Administration Section Chief
Enhanced	Yellow	<p>Notification of enhanced conditions means that an abnormal event or a potential or actual emergency has been detected or is in development. Under these conditions, the Township of South Stormont enhances its monitoring and takes appropriate actions. The Township of South Stormont could also activate its EMP and EOC under these conditions.</p> <p>As part of a Level 2 activation, the following MECG members or their designated alternates shall be contacted:</p> <ul style="list-style-type: none"> • Head of Council • EOC Director/Commander • Liaison Officer • Emergency Information Officer

Condition	Colour ID	Definition
		<ul style="list-style-type: none"> • Health and Safety Officer • Operations Section Chief • Planning Section Chief • Logistics Section Chief • Finance and Administration Section Chief • Paramedic Representative* • Police Representative* <p>*For notification only; is not required to attend EOC unless requested based on the incident.</p>
Emergency	Red	<p>Notification of emergency conditions means that the Township of South Stormont is in an emergency response mode. Under these conditions, the Township of South Stormont implements its EMP and activates its EOC to coordinate the appropriate response activities.</p> <p>As part of a Level 3 activation, the following MEEG members or their designated alternates shall be contacted:</p> <ul style="list-style-type: none"> • Head of Council • EOC Director/Commander • Liaison Officer • Emergency Information Officer • Health and Safety Officer • Operations Section Chief • Planning Section Chief • Logistics Section Chief • Finance and Administration Section Chief • Police Representative • Paramedic Representative • PEOC, Field Officer* • Public Health Unit Representative* • Hydro Representative* • Gas Distribution Representative*

Condition	Colour ID	Definition
		*For notification only; is not required to attend EOC unless requested based on the incident.
Recovery	Grey	Notification of recovery conditions means that the Township of South Stormont is working to ensure a smooth transition from enhanced or emergency conditions back to routine conditions.

3.2 Notification System

When a member of the MECG receives a warning of a real or potential emergency, they shall contact the CEMC to initiate the appropriate notification procedures from those listed below.

Routine or Enhanced Conditions

Notifications for routine or enhanced conditions shall be completed using the Township of South Stormont’s email system.

Emergency Conditions or to Activate the Emergency Operations Centre

To activate the EOC, the MECG member initiates South Stormont’s notification procedure and begins the notification of the MECG as per Annex B.

The MECG member initiates the contact and provides details for the notification of the following:

- the date and time they activated the system
- the nature of the emergency (if possible)
- the location of the EOC (specifying whether it is the primary or alternate facility)
- the time the MECG will meet
- the need to standby, call-to-assemble, or log in virtually
- a list of items to bring to the EOC
- any special precautions (such as whether there is a need to take alternate transit routes or be aware of health hazards)

Record Keeping, Notification, and Contact Numbers

The Township of South Stormont must keep records of the date and time the MECG members were contacted and the times they arrived at the EOC.

See Annex B: Municipal Emergency Control Group Activation – Procedures for a sample notification script.

See Annex C: Contact Numbers for a list of phone numbers and addresses for the primary MECG members (and their alternates).

4.0 Declaration and Termination of an Emergency

4.1 Authority to Declare

The authority to declare a state of emergency within the municipality is outlined in the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9, Section 4(1)*, which states:

The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.

4.2 Notification to the Minister

The Head of Council or designate shall ensure that the Minister is notified forthwith of a declaration made under section 4 (1) or (2) of the EMCPA.

4.3 Assembling the Municipal Emergency Control Group

All efforts shall be made to assemble the MECG ahead of the declaration of an emergency to monitor the situation and determine the level of the event.

If the MECG is unable to assemble prior to the declaration, once the declaration occurs, the MECG notification process should immediately begin. All emergency declarations shall be initially classified at the “emergency” conditions level for the purposes of activation and notification.

Upon learning of the emergency, members of the MECG shall report to the EOC or as directed.

4.4 Termination of an Emergency

The Head of Council or South Stormont Township Council may declare the termination of an emergency at any time.

The Premier of Ontario may at any time declare that an emergency has terminated.

Upon termination of an emergency, the Head of Council or designate shall notify:

- Emergency Management Ontario (“**EMO**”) through the Provincial EOC

- Members of Council
- Neighbouring municipalities

The following may also be notified of a declaration or termination of an emergency:

- Local member(s) of the Federal Parliament (MPs)
- Local member(s) of Provincial Parliament (MPPs)
- Local media
- Township of South Stormont residents

5.0 Plan Implementation

5.1 Activation of the Emergency Management Plan

Upon the declaration of an emergency by the Head of Council or their alternate, the MECG shall activate the EMP. The MECG will take responsibility for directing and controlling all emergency operations and for providing the necessary personnel and resources.

This plan can also be activated as soon as an emergency occurs or is anticipated if it is deemed significant enough to warrant implementation.

Additionally, this EMP can be activated in anticipation of large events. An official emergency declaration is not required for the EMP to be implemented in order to protect the lives and property of the residents and visitors of the Township of South Stormont.

5.2 Actions of Emergency Response Agencies

Upon notification of an emergency, response agencies shall carry out the duties and responsibilities outlined in this EMP or place their personnel on standby until further notice.

The MECG shall confirm or appoint the Incident Commander to assume the responsibilities outlined in this EMP. The Incident Commander shall report directly to the MECG.

Each responding agency shall appoint an Incident Commander who is responsible for directing and coordinating the actions of all their personnel at the emergency site if a unified command is established. If a unified command is not established, an agency liaison should be identified to liaise with the Incident Commander on behalf of their agency.

5.3 Incident Management System

The Township of South Stormont's MECG has adopted the Province of Ontario's Incident Management System ("**IMS**") as the system it will use to manage emergency responses.

The IMS is a standardized framework designed to enable efficient and coordinated responses to emergencies and incidents of varying scales. The IMS provides a clear structure for command, control, collaboration, and coordination during incidents, ensuring that resources are used effectively, and that communication is streamlined across all involved agencies and personnel.

The IMS also encompasses a set of principles, procedures, and terminology that facilitate the integration of various response units, including public safety agencies, government bodies, private organizations, and non-government organizations. By

promoting a unified approach, the IMS helps to enhance situational awareness, improve decision-making processes, and ensure a prompt and effective response to incidents, thereby minimizing the impact on communities and the environment.

Functions and Organizational Structure

The IMS has the following five core functions:

- Command
 - EOC Director or Commander
 - Command Staff
 - Liaison Officer
 - Health and Safety Officer
 - Emergency Information Officer
 - Scribe
- Operations
- Planning
- Logistics
- Finance and Administration

During complex incidents, additional sections may be activated to support response efforts. The following sections may be established:

- Public Information Management Section: Established to handle high demand for incident-related information, this function gathers, verifies, and disseminates accurate and timely information to the public and media.
- Scientific and Technical Section: Provides expert analysis and guidance on the technical aspects of the incident. Specialists in fields like toxicology, epidemiology, environmental science, and hazardous materials management ensure response strategies are based on the latest scientific knowledge and best practices.
- Other functions, as deemed necessary, which may include specialized sections for intelligence, investigations, ESS, or continuity of operations.

Figure 1 illustrates the positions and hierarchy of the IMS for the Township of South Stormont’s EOC.



Figure 1. Organizational structure of the IMS for the EOC.

Functional Responsibilities

Table 2 summarizes the general responsibilities for each IMS position.

Table 2. General IMS positions and responsibilities.

Function	Colour ID	General Responsibilities
Head of Council	Green	<ul style="list-style-type: none"> Keep Council informed about the status of an emergency. Make policy decisions based on the MCEG’s recommendations. Act as the lead spokesperson during the emergency response.

Function	Colour ID	General Responsibilities
EOC Director / Commander	Green	<ul style="list-style-type: none"> • Establish and maintain a command structure to ensure effective coordination and communication. • Develop and implement strategic goals, objectives, and priorities for the incident response. • Ensure efficient use of resources and address any logistical challenges that arise. • Serve as the primary point of contact for communication with senior officials, stakeholders, and the public.
Health and Safety Officer	Green	<ul style="list-style-type: none"> • Identify potential risks and hazards associated with the incident and response activities. • Establish and enforce safety protocols and procedures to protect response personnel and the public. • Evaluate the effectiveness of safety measures and adjust strategies as needed to address new risks.
Emergency Information Officer	Green	<ul style="list-style-type: none"> • Use various communication channels, including press releases, social media, websites, and public announcements, to reach diverse audiences. • Serve as the primary point of contact for media inquiries and manage interactions with journalists and media outlets. • Collaborate with other agencies and organizations involved in the response to ensure consistent messaging and information sharing.

Function	Colour ID	General Responsibilities
Liaison Officer	Green	<ul style="list-style-type: none"> Act as the primary point of contact between the EOC Director or Commander and external agencies, including government departments, non-governmental organizations, and other partners involved in the response. Address stakeholder concerns and needs by relaying relevant information to the EOC Director or Commander and response teams. Identify and coordinate the use of resources provided by external agencies, ensuring that they are effectively integrated into the response operations.
Incident Scribe	Green	<ul style="list-style-type: none"> Capture key decisions, action items, and discussions to ensure an accurate and comprehensive record. Ensure that all documents are filed systematically and can be retrieved quickly when needed. Compile information from various sources to create comprehensive and accurate reports.
Operations Section	Red	<ul style="list-style-type: none"> Assume overall responsibility for the management and execution of all operational activities related to the incident. Develop and implement the Incident Action Plan (“IAP”), outlining specific tactical objectives, strategies, and resource requirements. Monitor resource utilization and adjust allocations as necessary to address changing conditions and priorities.

Function	Colour ID	General Responsibilities
Planning Section	Blue	<ul style="list-style-type: none"> • Develop and update the IAP in coordination with the EOC Director or Commander and other section chiefs. • Continuously gather, analyze, and disseminate information about the incident to maintain real-time situational awareness. • Maintain detailed records of all planning activities, including decisions, resource allocations, and operational updates. • Anticipate future needs and potential developments based on current incident data and trends.
Logistics Section	Yellow	<ul style="list-style-type: none"> • Identify, acquire, and allocate resources to support response operations, including personnel, equipment, supplies, and facilities. • Maintain inventories and track the availability of critical resources. • Identify, set up, and manage facilities needed for response operations, including command posts, shelters, and staging areas. • Work closely with other section chiefs, including Operations, Planning, and Finance and Administration, to ensure integrated and coordinated logistics support.
Finance and Administration Section	Grey	<ul style="list-style-type: none"> • Develop and manage the budget for the incident, ensuring that funds are allocated efficiently and effectively. • Monitor expenditures and ensure that all financial transactions are documented and comply with relevant regulations and policies. • Maintain accurate records of all personnel involved in the response, including timekeeping, payroll, and assignments. • Ensure that all financial and administrative activities comply with relevant laws, regulations, and policies.

Function	Colour ID	General Responsibilities
Public Information Management Section	Purple	<ul style="list-style-type: none"> • Prepare and share information with the public through public information releases, warnings, and alerts. • Monitor the media and public reaction and act as the media liaison for all media-related activities. • Develop media messages for the IAP and all public facing messages. • Advise the EOC Director and Public Information Management Section personnel on communications issues.
Scientific and Technical Section	Sky Blue	<ul style="list-style-type: none"> • Perform ongoing monitoring and surveillance of scientific and technical issues. • Perform field-based monitoring and surveillance. • Undertake field-based sampling when needed. • Analyze and evaluate scientific and technical data. • Track and share meteorological data and forecasts. • Make recommendations for mitigation, protective actions, and remediation

5.4 Emergency Operations Centre

The EOC is a centralized location where key personnel and representatives from various organizations gather to manage and coordinate emergency response efforts.

The EOC supports incident response activities, coordinates resources, plans for short- and long-term needs, and facilitates communication and collaboration among responding agencies. It can also manage certain operations, such as emergency shelters, and can operate virtually if necessary.

The effective operation of an EOC ensures efficient coordination and response during incidents.

Location of the EOC

The Township of South Stormont has primary and secondary EOC locations. If the primary EOC is not suitable due to the location or scope of the emergency, the CEMC will designate a secondary EOC at the time of the emergency. See Annex D for South Stormont's EOC locations.

EOC Requirements and Access

The Township of South Stormont must ensure that its EOC facilities meet the following criteria:

- The facility must have suitable workspaces and utilities available.
- The facility must have an effective communication system and communication capabilities.
- The facility must be secure from unnecessary distractions.

Only MECG members and support staff should have access to the EOC. All other persons and groups must receive authorization from the MECG to enter the EOC. No media presence is allowed in the EOC.

Setup and Sign-In Procedure

Once the MECG receives confirmation to activate the EOC, any of its members can begin setting up the facility as soon as it is practical. Annex D provides a diagram of the layouts for the primary and secondary EOC. If another location is established, the first arriving MECG members will work together to determine the layout and equipment needed for the response.

Upon arrival at the EOC, each MECG member will complete the following steps:

1. Sign in.
2. Check phone and communication devices for any messages delivered prior to

your arrival.

3. Obtain a personal log.
4. Contact your department or agency to obtain a status report. Activate the departmental plan (if necessary).
5. Participate in the initial briefing.
6. Participate in planning the initial response and decision-making process.
7. Relay MCEG decisions to your department or agency.
8. Continue participating in the EOC operations cycle.

Upon leaving the EOC, each MCEG member will complete the following steps:

1. Conduct a handover with the person relieving you (if applicable).
2. Sign out.
3. Inform the CEMC where they can contact you (in case you are needed at the EOC again).

Functions and Organizational Structure

The functions and organizational structure for the EOC will follow the IMS structure established for the MCEG (and MCEGS, as needed). Additional functions may be implemented if deemed necessary to support response efforts.

See Annex A for a complete list of the functions, roles, and responsibilities regarding emergency management.

Municipal Emergency Control Group Operating Structure

The MCEG does not need all its members present to function; however, each member must still be contacted when an emergency notification is given. The MCEG can begin functioning after any three of its members arrive at the EOC. Additional members will join in the EOC's operations as they arrive at the facility.

Once the EOC is set up, the EOC Director or Commander will assign an incident scribe to maintain the EOC's status boards, maps, and master event log. The scribe will display these documents in a prominent place and ensure they remain current.

5.4.1 External Support for the Emergency Operations Centre

Depending on the emergency, the EOC may require expertise or support from additional sources to help mitigate the incident.

The EOC can request assistance on an as-needed basis. The contact information for external sources can be located in Annex C.

5.4.2 Meetings in the Emergency Operations Centre

The MECG members will gather at regular intervals to inform each other of actions taken and problems encountered since their previous meeting. The EOC Director will establish the frequency of these meetings and their agenda items using the “Planning P” model.

The Planning P cycle begins with understanding the situation and gathering information, followed by establishing objectives and strategies. This leads to developing and implementing action plans. The cycle includes continuous monitoring and evaluation of the response, with adjustments made as necessary to address evolving circumstances. The Planning P model emphasizes ongoing assessment, collaboration, and communication to optimize emergency response efforts.

Meetings will be as brief as possible to allow time for the MECG members to carry out their responsibilities.

Figure 2 illustrates the Planning P model for the MECG (barring any disruptions to EOC operations).

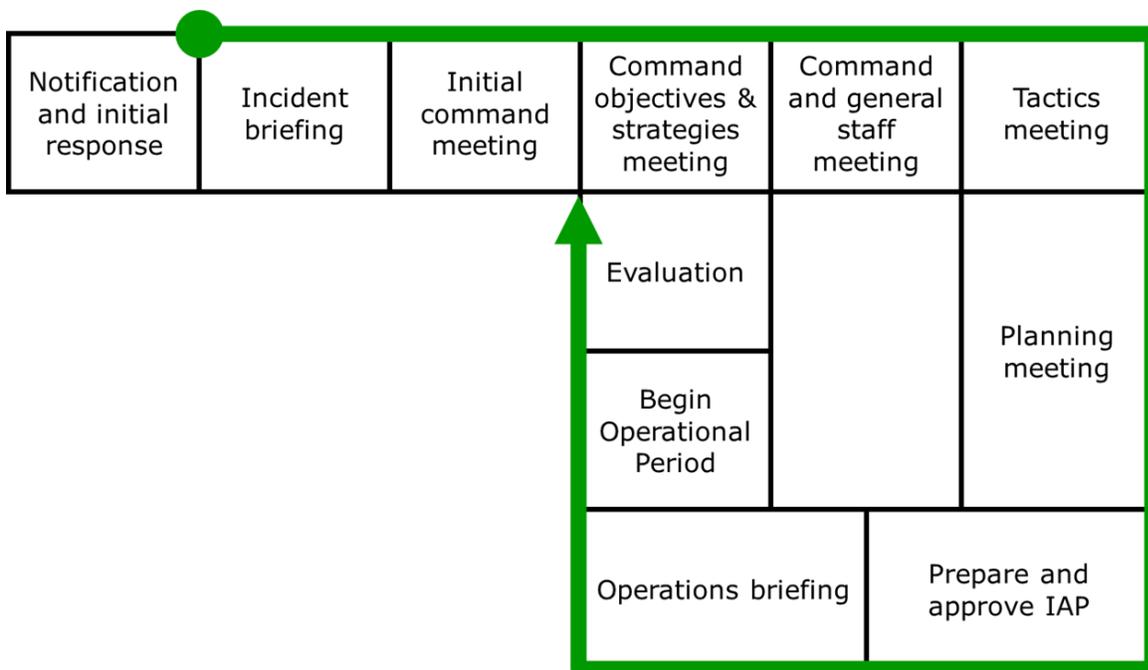


Figure 2. Recommended work cycle for the MECG.

5.4.3 Information Management – Internal Communications

Communication among incident response personnel is critical for sharing accurate and up-to-date information. Each responding agency is responsible for establishing its own telecommunications links with its section chief.

Routine information updates should be shared with incident responders and leadership, as well as between the site(s) and the EOC. This can be established through teleconference calls and meetings, which may be pre-planned or arranged as needed, along with situation reports and other briefing documents.

Message Classification and Management

During an emergency response, efficient message management is crucial due to high traffic. Messages to and from the EOC are classified as follows:

1. **Emergency:** Messages indicating imminent death or serious injury, including emergency alerts or immediate action directives. These take priority over all other traffic and should be used sparingly.
2. **Priority:** Important messages with specific time limits or significant impacts. This includes official messages not classified as "emergency".
3. **Routine:** Administrative or non-critical, non-time-sensitive messages, including routine logistics support.

The message originator is responsible for assigning the appropriate priority. Support staff, directed by the operations section chief, will handle incoming calls to the EOC, ensuring proper classification and routing of messages to their intended recipients using IMS Form 213.

This structured approach ensures that urgent matters are addressed promptly while maintaining an organized flow of communication throughout the emergency response.

Dissemination of Decisions by the Municipal Emergency Control Group

Decisions by the MECG shall be transmitted to the appropriate response agency. This function shall be coordinated by the operations section chief or their alternate.

Decisions are made by the EOC Director and only individuals with explicit authority from the EOC Director have the ability to make decisions. While verbal decisions are acceptable in urgent situations, they must be followed up with written documentation to ensure accountability and accurate record-keeping.

The IMS Form 213 (General Message) should be used to formally inform leadership of decisions and actions taken. This process ensures that all leadership is kept informed, maintains a clear chain of command, and upholds the integrity of documentation during the emergency response. The dissemination of decisions to the appropriate response

agencies shall be coordinated by the operations section chief or alternate.

5.4.4 Information Management – External Communications

Media Centre

A media centre will be established as deemed necessary by the size or type of incident. The location of the media centre is identified in Annex D. An alternate location may be established depending on the location of the incident.

The Emergency Information Officer is responsible for setting up the media centre. The EOC Director is responsible for maintaining a level of preparedness within the media centre by ensuring equipment and resources are readily accessible.

5.5 Emergency Site Management

5.5.1 Definition of an Emergency Site

An emergency site is the location of an emergency. The emergency site also includes an area called the “buffer space,” which is the area around the emergency where response activities are conducted.

Although each emergency site differs, Figure 3 illustrates a general diagram of an emergency site. The diagram is included for reference purposes only.

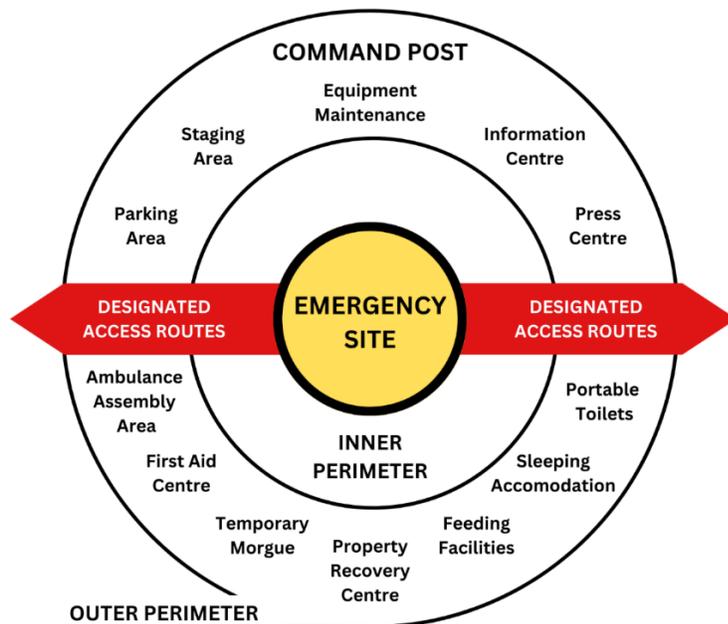


Figure 3. Diagram of a suggested emergency site layout.

5.5.2 Responsibilities of the Incident Commander

The Incident Commander is an individual appointed to control the operations at an emergency site. If the incident involves more than one emergency site, each site will have its own Incident Commander. Depending on the type of emergency, the site Incident Commander is usually the most experienced and knowledgeable person and must be approved by the EOC.

After they are appointed, the Incident Commander has the following responsibilities:

- Take control of the emergency site.
- Assume the ultimate responsibility for all aspects of the emergency site.
- Limit responsibilities and activities to actions conducted within the perimeter of the emergency site. (Anything outside those boundaries must be handled by the appropriate off-site response personnel.)

Overall, the Incident Commander's objective is to take control of their designated emergency site and coordinate the response in that area.

See Annex A for a detailed list of the Incident Commander's responsibilities.

5.5.3 Command Post

Coordination and command of an incident at the site takes place from a command post.

The Incident Commander will establish a command post at each emergency site. This command post can be moved at the discretion of the Incident Commander. The Incident Commander must ensure all personnel are aware of the command post's location if it is moved.

All inter-agency communications will be routed through this command post, and a direct link will be established with the EOC.

5.6 Evacuation

Effective evacuation planning is vital to ensuring the safety of residents and visitors during an emergency. The Township of South Stormont's evacuation procedures outline what is needed to conduct a safe and orderly evacuation.

For detailed information, refer to Annex K for the Township of South Stormont Evacuation Procedures.

5.7 Emergency Social Services

ESS are crucial for safeguarding the well-being of residents and visitors during an emergency. These services ensure that individuals affected by emergencies have

access to essential needs such as shelter, food, clothing, and emotional support.

Effective ESS planning includes establishing reception centres, coordinating resources, and defining roles for responders and volunteers. ESS helps stabilize affected communities by providing immediate and compassionate assistance, ensuring a structured response that addresses both short-term needs and long-term recovery. Collaboration among municipal agencies, non-governmental organizations, and community groups is vital to delivering these services efficiently and effectively.

5.8 Pandemic Preparedness

Pandemic preparedness is a critical component of any community's emergency response capabilities. It involves understanding the potential impacts of widespread health emergencies and ensuring that strategies are in place to protect public health and safety.

Key elements of pandemic preparedness include effective communication with the public, coordination with healthcare partners, and measures to limit the spread of infectious diseases. Preparedness efforts also focus on supporting vulnerable populations, ensuring the continuity of essential services, and promoting community resilience. A well-prepared community is better equipped to manage the challenges of a pandemic, reduce health risks, and facilitate a quicker recovery.

5.9 Requests for Assistance

Assistance shall be requested from neighbouring municipalities or the private sector as required (see Annex C: External Resource Contact List and Annex I: Mutual Aid and Mutual Assistance Agreements).

Assistance may be requested from the Province of Ontario in certain circumstances. EMO serves as the primary emergency response contact if the Township of South Stormont is seeking provincial support. EMO operates the Provincial EOC 24/7 and field officers are stationed across Ontario, ready to offer advice and assistance as needed.

If the Township of South Stormont requests emergency response assistance from the Province of Ontario, refer to Annex C for contact information. If Federal assistance is required to support an incident, the request must be made through the provincial government.

6.0 Training, Exercises, and Evaluation

6.1 Introduction

The MECG is required to conduct training and an annual exercise simulating an emergency incident to evaluate the EMP and relevant procedures. If deemed necessary, procedures and the EMP should be revised following the exercise to incorporate post-exercise evaluations and after-action review feedback.

The *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9*, as amended, Section 3(5) states:

Every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. 2002, c. 14, s. 5 (3).

This EMP is validated through training exercises that practice the skills and protocols of emergency response, familiarize personnel with their roles and responsibilities, and identify resource needs, capability gaps, strengths, and areas for improvement.

6.2 Training

Each municipal department is responsible for conducting individual, team, and combined training to ensure that staff are prepared to perform the tasks and responsibilities outlined in their respective emergency response procedures.

6.3 Exercises

The purposes of exercises are:

- to practice, test, evaluate, and improve plans and operational capabilities
- to promote and refine cooperation and coordination among operational teams, staff, support groups, and command and control elements
- to stimulate and maintain interest and enthusiasm

Municipal departments are responsible for developing and conducting simulated, specialty, communication, and major exercises within their departments. The MECG shall conduct a minimum of one exercise per year.

6.4 Evaluation

Each department or agency is responsible for the evaluation of its emergency response procedures and the readiness of its respective organization. Significant occurrences that limit or preclude an organization from performing the responsibilities outlined in the EMP must be reported to the CEMC.

7.0 Plan Administration and Maintenance

7.1 Review and Revision

The Township of South Stormont's EMPC is committed to maintaining a current and effective EMP.

The CEMC will establish a maintenance schedule to ensure regular reviews and updates of the EMP, ensuring all requirements under the EMCPA have been met.

The annual review of the EMP will include the following tasks:

- Testing all listed emergency telephone numbers to ensure they are current.
- Testing the notification system.
- Updating the vital services and local services directories.
- Reviewing the Township of South Stormont's HIRA and critical infrastructure.
- Conducting a tabletop or large-scale exercise for the MECG.
- Training the MECG support staff on components of the EMP as needed.

The CEMC is authorized to make necessary administrative revisions to the EMP or changes to the annexes on an as-needed basis.

All non-administrative amendments to the Township of South Stormont EMP require an amending by-law approved by Township Council. Proposals for amendments to the EMP or its annexes shall be submitted to the EMPC through the CEMC.

Each department and agency that provides a service as part of the EMP must prepare detailed emergency procedures or guidelines outlining how they will fulfill their responsibilities during an emergency. Each department and agency must also designate a staff member to maintain records of these emergency procedures and guidelines. This structured approach ensures that all aspects of the EMP remain effective, current, and ready to be implemented confidently when needed.

7.2 Plan Amendments

Amendments to this EMP will be identified and recorded in Table 3 below.

Note: Whenever the Township of South Stormont modifies this EMP, it will provide updated copies to the locations and groups identified in the Distribution List (see the following page).

Table 3. Record of amendments.

#	Date Reviewed	Amendment	Approved By
1	January 2023	Emergency Response Plan (Original) Developed August 2011 Last Reviewed January 2023	
2	January 2025	Emergency Management Plan (Updated) Developed January 2025	
3			
4			
5			
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7.3 Distribution List

The Township of South Stormont will distribute copies of the EMP to the following locations, persons, and groups. All plan holders must retain their copy of the Township of South Stormont EMP. The Township of South Stormont will issue updated document copies as required.

Table 4. Distribution list for the Emergency Management Plan.

Plan Holder	Number of Copies	Format
Mayor		Digital
Deputy Mayor		Digital
Councillor		Digital
Councillor		Digital
Councillor		Digital
CAO		Digital
Director of Corporate Services		Digital
Director of Finance		Digital
Director of Public Works		Digital
Public Works Manager of Operations – Transportation and Environmental Services		Digital
Director of Building and Planning		Digital
Fire Chief		Digital
District Chief – Fire Station 1 – Long Sault		Digital
District Chief – Fire Station 2 – Ingleside		Digital
District Chief – Fire Station 3 – Newington		Digital
District Chief – Fire Station 4 – St. Andrews West		Digital
SD&G OPP Detachment		Digital
Emergency Information Officer		Digital
Ontario Clean Water Agen		Digital
Raisin Region Conservation Authority		Digital
Champlain CCAS		Digital

Township of South Stormont Emergency Management Plan

Plan Holder	Number of Copies	Format
Canadian Red Cross		Digital
Emergency Medical Services		Digital
Canpage Communications Ltd.		Digital
Eastern Ontario Health Unit		Digital
Social Services Official		Digital
Emergency Management Ontario		Digital
South Stormont Seniors' Support Centre		Digital
Municipality of South Dundas CEMC		Digital
Township of South Glengarry CEMC		Digital
Township of North Glengarry CEMC		Digital
Township of North Stormont CEMC		Digital
Township of North Dundas CEMC		Digital
SD&G Counties CEMC		Digital
City of Cornwall CEMC		Digital
South Stormont Chamber of Commerce		Digital
Lactalis		Digital
Upper Canada District School Board		Digital
Catholic District School Board		Digital
Amateur Radio Club		Digital
Housing Services – City of Cornwall		Digital
Canadian Forces		Digital
OSPCA		Digital
South Nation Conservation Authority		Digital
Woodland Villa		Digital
Primary Emergency Operations Centre		Digital
Alternate Emergency Operations Centre		Digital

A public copy of this EMP is available through the Township of South Stormont website and at the following municipal location identified in Table 5.

Table 5. Distribution list for public copies of the Emergency Management Plan.

Location	Number of Copies	Format
Township of South Stormont Website	1	Digital
Township of South Stormont Office	1	Hard Copy

7.4 Annexes

In addition to the main document, the Township of South Stormont EMP has supplementary annexes. Those annexes contain information, forms, and checklists for the Township of South Stormont MCEG. The annex documents are as follows:

- Annex A: Municipal Emergency Control Group and Municipal Emergency Group Support Responsibilities
- Annex B: Municipal Emergency Control Group Activation – Procedures
- Annex C: Contact Numbers
- Annex D: Emergency Operations Centre Manual
- Annex E: Emergency Declaration and Termination – Checklists & Forms
- Annex F: Hazard Identification and Risk Assessment
- Annex G: Critical Infrastructure Identification
- Annex H: Alert and Notification Procedures
- Annex I: Mutual Aid and Mutual Assistance Agreements
- Annex J: Township of South Stormont Evacuation Plan
- Annex K: Recovery Planning
- Annex L: Supplementary Plans and Procedures

Note: Annexes contained within this EMP are designated as confidential. These sections include sensitive information. Access to this information is restricted to authorized personnel only to ensure the security and integrity of our emergency response operations.

Unauthorized disclosure of the contents within these annexes is strictly prohibited and may compromise the safety and effectiveness of the Township of South Stormont's emergency response efforts. If you have any questions regarding access to the annexes or the confidentiality requirements, please contact the CEMC.

8.0 Glossary of Terms

The following definitions apply to terms used throughout the Township of South Stormont EMP.

Business Continuity Plan (BCP): Business continuity plans ensure that communities can maintain the continued availability of essential services, operations, programs, and resources. The plans contain strategies that communities can implement to ensure a rapid and cost-effective resumption of critical functions. Business continuity plans are activated during or immediately after an emergency or other disruption.

Chief Administrative Officer (CAO): The CAO is the individual with the administrative management responsibilities for the Township of South Stormont.

Command Group: The Command Group is the team that manages an incident. These individuals include the EOC Director, Liaison Officer, Safety Officer, and Emergency Information Officer.

Command Post: The command post is the central control and communications centre from which the Incident Commander will coordinate on-site activities and communicate with the EOC and other operational communications centres.

Community: In this EMP, the term community refers to the Township of South Stormont, including its residents, businesses, and visitors.

Community Emergency Management Coordinator (CEMC): A CEMC is the individual designated by a town or municipal council who is responsible for developing and implementing the community's emergency management program.

Critical Infrastructure (CI): Critical infrastructure refers to the interdependent, interactive, interconnected networks of institutions, services, systems, and processes in a municipality or region. Critical infrastructure helps meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity and confidence in the government.

Disaster Recovery Assistance for Ontarians: A provincial financial assistance program intended to help individuals, small owner-operated businesses, farms, and not-for-profit organizations cover emergency expenses and repair or replace essential property following a natural disaster.

Emergency: An emergency is a situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial property damage. An emergency can refer to an event caused by the forces of nature, a disease or other health risk, an accident, or a willfully malicious act.

Emergency Information Centre (EIC): A facility that is set up to issue media briefings during an emergency. This location is also referred to as a media centre.

Emergency Information Officer (EIO): An individual who acts as a liaison between the MECG and the public, media, and other agencies. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the information provided to the public to ensure its accuracy.

Emergency Management (EM): Emergency management refers to the organized and comprehensive programs and activities implemented to handle actual or potential emergencies. Emergency management can be mitigation against, preparedness for, response to, and recovery from emergencies.

Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9 (EMCPA): The legislative act that requires all municipalities to have an emergency management program.

Emergency Management Ontario (EMO): An organization within the Treasury Board Secretariat that is a part of the government of the Province of Ontario. EMO monitors, coordinates, and assists with developing and implementing emergency management programs throughout the province.

Emergency Notification: A fan-out procedure used to notify the Township of South Stormont's MECG of an emergency or impending emergency.

Emergency Operations Centre Director: This role is the overall manager of the EOC, its command staff, and its general staff. This individual also supports the site manager.

Emergency Management Plan (EMP): A risk-based plan that is developed and maintained to provide instructions for emergency responses. The EMP outlines steps to guide the response efforts, identifies persons, equipment, and resources for activation in an emergency, and outlines how resources and personnel will be coordinated.

Emergency Management Program: A comprehensive program based on the hazard identification and risk assessment process. An emergency management program is focused on four core components: mitigation and prevention, preparedness, response, and recovery.

Emergency Management Program Committee (EMPC): A committee that oversees the development, implementation, and maintenance of the community emergency management program in conjunction with the CEMC.

Emergency Operations Centre (EOC): The facility wherein the MECG conducts its emergency management functions. Both primary and secondary EOC locations should be identified to ensure operational viability.

Emergency Site: The location where an emergency occurs; this area is also referred to as an incident site or scene.

Evacuation Centre: A facility that is set up to provide emergency shelter, food, recreation, and basic requirements for people who have been evacuated from an area because of an emergency.

Finance and Administration Section: The individual or individuals who are responsible for managing the financial costs and human resource concerns of the incident. The section is led by a Finance and Administration Section Officer.

Hazard: (1) A risk that is a threat. (2) An event or physical condition that can potentially cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, environmental damage, business interruptions, or other types of harm or loss.

Hazard Identification and Risk Assessment (HIRA): Identification of the hazards or risks present to public safety, public health, the environment, property, critical infrastructure, and economic stability from natural, human-caused, and technological sources or activities. The HIRA also evaluates the best way to maintain the continued operation of the community during each identified hazard or risk and identifies how vulnerable the community is to each threat.

Head of Council (HOC): The individual who is responsible for declaring or terminating an emergency. In the absence of the Head of Council, this role can be filled by the Acting Head of Council.

Incident Action Plan (IAP): An oral or written plan that contains general objectives regarding the strategy for managing a specific emergency.

Incident Commander (IC): A public sector official (usually from the fire, police, ambulance, or public works sector) present at an emergency site who is responsible for coordinating resources and formulating actions to resolve the emergency.

Incident Management System (IMS): The operational framework used for emergency responses. The IMS facilitates communication, response activities, and cooperation within and between organizations; it also allows for incidents to be managed in a cohesive manner.

Liaison Officer (LO): The individual who is responsible for maintaining communications between the MECG and other agencies. This role is normally delegated to an individual within the MECG.

Logistics Section: The individual or individuals responsible for facilitating the effective and efficient management of an incident by ordering resources from off-site locations, as well as providing facilities, transportation, supplies, equipment maintenance, fuel, food services, communication and IT support, and medical services for emergency responders. This section is led by a Logistics Section Officer.

Media Centre: The media centre is the location from which information, approved by the MCEG, is provided to the media. The centre will also monitor the emergency's media coverage to provide the MCEG with effective strategies on dealing with media issues. Media emergency site tours, interviews, and photo opportunities are coordinated through the media centre.

Municipal Disaster Recovery Assistance: A provincial financial assistance program intended to reimburse municipalities for the extraordinary costs associated with emergency responses and repairs to essential property and infrastructure following a natural disaster.

Municipal Emergency Control Group (MCEG): The MCEG is responsible for managing an emergency on a community-wide basis. As detailed in the EMP, the group's membership comprises all key decision-makers and officials who have the authority to direct or coordinate human and material resources within the community.

Mutual Aid Agreements: An agreement between two or more emergency services (usually between two fire services) to render aid to the parties of the agreement when needed. These types of agreements can include private-sector emergency services, when appropriate.

Mutual Assistance Agreement: An agreement between two or more jurisdictions to render assistance to the parties of the agreement when needed. Jurisdictions covered under these types of agreements can include neighbouring cities, regions, provinces, or nations.

Operations Section: The individual or individuals responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and implementing steps for restoring normal operations. This section is led by an Operations Section Officer.

Planning Section: The individual or individuals responsible for the collection, evaluation, and dissemination of incident information and intelligence, as well as maintaining the status of resources, preparing status reports, displaying situational information, and developing and documenting the IAP. This section is led by a Planning Section Officer.

Reception Centre: A facility that is set up to receive evacuees, provide refreshments, and provide temporary shelter. The centre's primary purpose is to register evacuees and, if necessary, direct them to an evacuation centre.

Safety Officer (SO): The individual or individuals responsible for monitoring safety conditions and developing safety measures for the overall health and safety of everyone involved with the incident.

Scribe: The individual or individuals responsible for keeping accurate documentation of the MCEG's actions and decisions.

Site Manager/Incident Manager: The individual ultimately responsible for overseeing the emergency site. The site manager coordinates complex incidents, such as a health emergency, which may have multiple sites or no defined site. In these situations, various response organizations will be involved. The site manager will establish high-level objectives, but their primary role may involve managing communication, coordination, and collaboration among multiple incident response organizations.