



TOWN OF CORNWALL

RESOLUTION

DATE: February 28, 2024
DEPARTMENT: Municipal and Emergency Services
MOTION NUMBER: MES-03-2024 Emergency Measures Plan - Approval
MOTION CARRIED ✓ 5-0

MOTION LOST _____

MOTION WITHDRAWN _____

Moved by Councillor  **Corey Frizzell**

Seconded by Councillor  **Elaine Barnes**

Whereas: The Town of Cornwall Municipal Emergency Measures Plan was last thoroughly reviewed and updated in 2017 and was due for an in depth review;

And Whereas: CDA Consulting was engaged to assist with the plan review and worked with the Municipal and Emergency Services Committee and Council to develop a more Cornwall specific plan;

And Whereas: The Provincial Emergency Measures Organization was consulted throughout the review process and have vetted the completed revised Emergency Measures Plan and have given their approval for the plan;

Therefore, be it Resolved: That the Town of Cornwall Formally approve the revised Emergency Measures Plan for the Town of Cornwall, last considered at the Committee of Council meeting held on February 21, 2024 and dated February 28, 2024 and attached to this resolution.



Town of
Cornwall

so much to offer...

EMERGENCY MANAGEMENT PLAN

Authorizing Date: February 28, 2024

CAO:


Kevin Coady

Mayor:


Minerva McCourt

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RECORD OF AMENDMENTS

Amendment No.	Date	Inserted By	Remarks
1	July 23/15	Stephanie C.	Pg. 1 – Updated Mayor information
2	July 23/15	Stephanie C.	Pg. 5 – Updated distribution list
3	July 23/15	Stephanie C.	Pg. 16 – Updated Council
4	July 23/15	Stephanie C.	Pg. 17 – Updated EO Centre Team
5	July 23/15	Stephanie C.	Pg. 34 – Updated Public Works Resources
6	July 23/15	Stephanie C.	Pg. 37 – Updated Health & S. Services
7	Dec. 29/16	Geneen B.	Pg. 5 – Updated Distribution List
8	Dec. 29/16	Geneen B.	Pg. 17 – Updated EO Centre Team
9	Dec. 29/16	Geneen B.	Pg. 20 – Updated Administration people
10.	Jan. 6/17	Geneen B.	Pg. 24 – Updated Alternate
11.	Jan 6/17	Geneen B.	Pg. 36- Updated Restaurants section
12.	Feb. 24/17	Lori B.	Pg. 23- Updated Fire information
13.	Feb. 24/17	Lori B.	Pg. 17- Updated PI Alternate
14.	Nov. 8/17	Geneen B.	Pg. 5- Updated Distribution List
15.	Nov. 8/17	Geneen B.	Pg. 17 - Updated Emergency Operations Centre Team
16.	Nov. 8/17	Geneen B.	Pg. 19 - Updated EO Centre Team
17.	Nov. 8/17	Geneen B.	Pg. 22 – Updated Staff Sergeant
18.	Nov. 8/17	Geneen B.	Pg. 24 – Updated Alternate
19.	Nov. 8/17	Geneen B.	Pg. 30 – Updated Human Resources Management
20.	Nov. 8/17	Geneen B.	Pg. 36 – Updated Restaurant name
21.	Jan/2020	Rick Singer	Reviewed updated whole document
22.	Sept/2020	Tracey MacLean	Updates
23.	June/2021	Paula Griffin	Updates
24.	Dec./2023	Aaron Campbell	Plan redesign and re-write

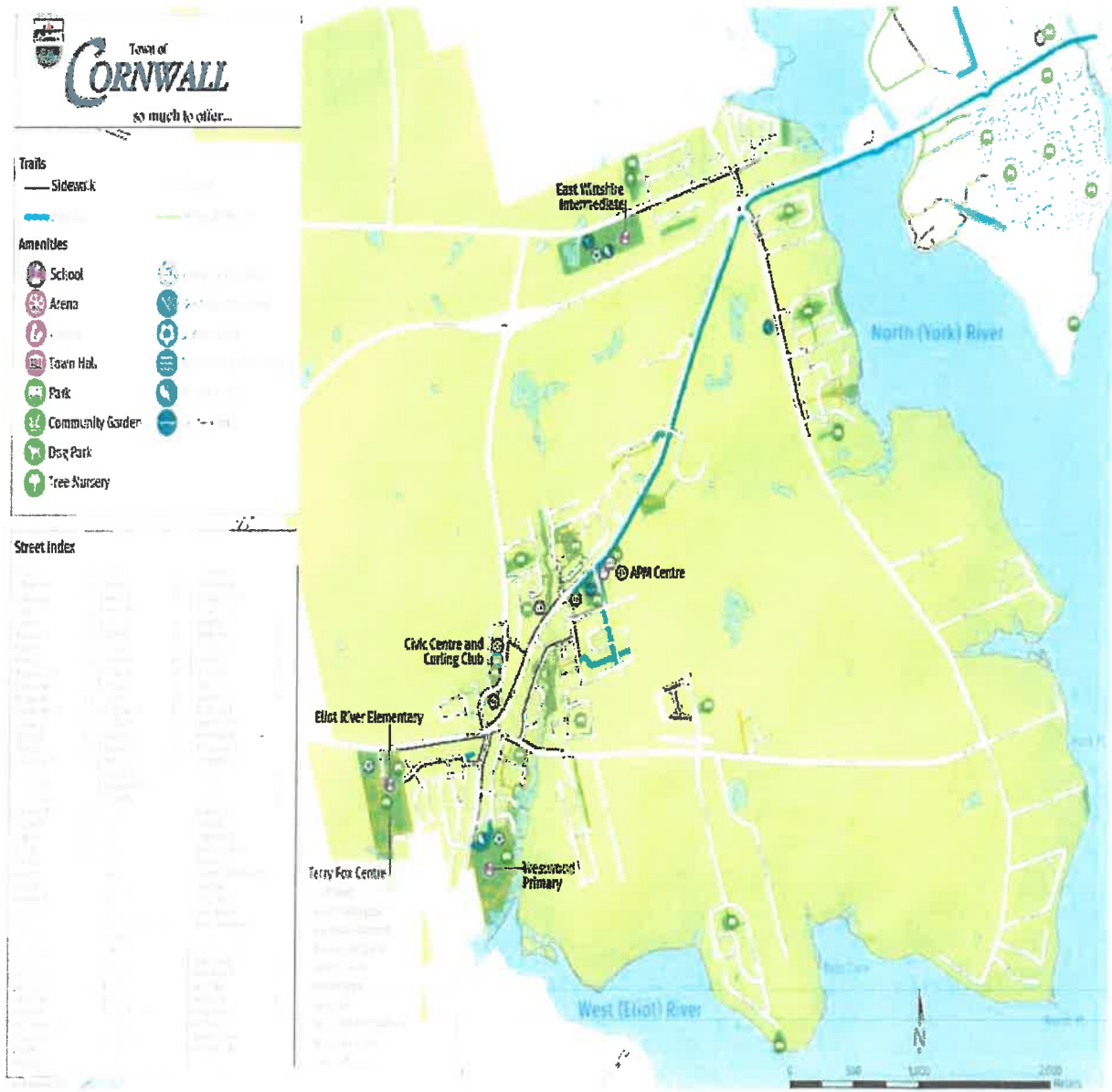
DEFINITIONS

In this municipal emergency management plan:

- a. "Act" means the *Municipal Government Act*.
- b. "Chief Administrative Officer" or "CAO" means the administrative head of a municipality as appointed by Council under clause 86(2)(c) of the *Municipal Government Act*.
- c. "Council" means the Mayor and other members of the Council of the municipality.
- d. "Councillor" means a member of Council.
- e. "Deputy Municipal Emergency Coordinator" means the person appointed by Council as the Deputy Municipal Emergency Coordinator pursuant to this bylaw.
- f. "Emergency" means a present or imminent event in respect of which the Town of Cornwall believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of residents of the Town of Cornwall.
- g. "Emergency Measures Organization (EMO)" means the Prince Edward Island EMO established under section 3 of the *Emergency Measures Act*.
- h. "Emergency Operations Centre (EOC)" means the location where designated members of the EOC team (municipal and external agencies) will work on coordinated decision making and emergency management for the response or recovery from an event.
- i. "Local Authority" means a local authority as defined in the *Emergency Measures Act*.
- j. "Mayor" means the Mayor of the Town of Cornwall or designate.
- k. "Minister" refers to the member of Executive Council charged by the Lieutenant Governor in Council with the administration of the *Emergency Measures Act*.
- l. "Municipal Emergency Coordinator (MEC)" is the individual designated by Council to develop an emergency measures program for the Town of Cornwall. This position receives direction from and reports to the Mayor/Chair and Council. This individual leads the Municipal Emergency Management Planning Committee in producing the plan and manages the Emergency Operations Centre Team (see By-law for MEC planning responsibilities) and is the person appointed by Council as the Municipal Emergency Coordinator pursuant to this bylaw.
- m. "Municipal Emergency Management Planning Committee" is the Municipal and Emergency Services Committee and is established pursuant to this bylaw.
- n. "Municipal Emergency Management Program" means any plan, program or procedure prepared by the municipality that is intended to mitigate the effects of an emergency and to provide for the safety, health and welfare of the civil population and the protection of property and the environment in the event of such occurrence. This includes, but is not limited to, exercising and training and is the program established pursuant to the bylaw.

- o. **“Municipal Emergency Management Standing Committee”** includes the members of Council appointed as per Emergency Management By-law. This committee is responsible for ensuring the completion of a municipal emergency measures program (See By-law for responsibilities of this committee) and is established pursuant to this bylaw.
- p. **“PEI Emergency Measures Organization (EMO)”** means the PEI Emergency Measures Organization established under the section 3 of the *Emergency Measures Act* which has been mandated to provide the Province with an emergency management system for the protection of persons, property and the environment in response to all emergencies and disasters.
- q. **“State of Emergency”** means a state of emergency declared by the Minister pursuant to *Emergency Measures Act* subsection 9(1).
- r. **“State of Local Emergency”** means a state of local emergency declared by a local authority pursuant to *Emergency Measures Act* subsection 9(2) or by the mayor of a municipality pursuant to subsection 9(2.1).

TOWN of CORNWALL AREA MAP



1.0 INTRODUCTION

1.1 Geographical Profile

The Town of Cornwall is situated east of the provincial capital of Charlottetown in Queens County and covers an area of 28.21sq km. Cornwall covers a large geographic area with numerous businesses, residential sub-divisions as well as an industrial park. Traffic flow through the town has lessened somewhat with the opening of the Cornwall bypass highway and the re-routing of most flow through commercial truck traffic. Residents are employed either with small businesses in the town or commute to Charlottetown or other nearby communities.

The town is serviced by three schools – Westwood Elementary, Elliot River Elementary and East Wiltshire Junior High. There are also churches of various religious denominations, children’s day cares and a limited number of provincial government seniors housing units. Cornwall also has an extensive Municipal coastline with many waterfront properties which border the North and West Rivers.

Population figures from the 2021 Statistics Canada profile show Cornwall has 6,574 residents, with a senior population, defined by Stats Canada as being 65 years or over, of 1,110. The total household and dwelling types are 2,640.

The Town provides municipal water and wastewater services while fire services are provided by the North River Fire Department, a private fire company and is policed by the RCMP under a Municipal Policing Services Agreement with the Government of Canada. Cornwall’s streets and roads are managed by the Provincial Department of Transportation and Infrastructure.

1.2 Emergency Management Legislation

1.2.1 Federal

Public Safety Canada is responsible for the national emergency management system and in the event of a nationally declared emergency, the federal government may or will activate its Federal Emergency Response Plan and it will coordinate emergency management activities among federal government institutions and in cooperation with the provinces and territories through their regional offices. Public Safety Canada administers the Disaster Financial Assistance Arrangements (DFAA) program.

1.2.2 Provincial

The Province of Prince Edward Island is responsible for provincial emergency management that ensures the safety of all residents and visitors through the *Emergency Measures Act*. The *Act* provides the Minister responsible for Emergency Measures the authority over all matters respecting emergency planning, preparedness, response, mitigation, recovery for emergencies within the province. The Emergency Measures Organization (EMO) has and shall exercise and perform such powers and duties as are assigned to it by or under this *Act* and those assigned to it by the Minister. EMO may, subject to the approval of the Minister:

- (a) produce a provincial emergency measures plan.
- (b) review and approve or require modification to provincial and municipal emergency measures plans.
- (c) make surveys and studies to identify and record actual and potential hazards which may cause an emergency or disaster.

- (d) make surveys and studies of resources and facilities to provide information for the effective preparation of emergency measures plans.
- (e) conduct public information programs related to the prevention and mitigation of damage by disaster.
- (f) conduct training and training exercises for the effective implementation of emergency measures plans.
- (g) procure food, clothing, medicine, equipment and goods of any nature or kind for the purposes of mitigating emergencies and disasters.

Additionally, the Minister may:

- a) divide the province into areas for the purpose of the Act.
- b) request municipalities to prepare emergency measures plans including mutual assistance programs, and to submit them to the Emergency Measures Organization for review for adequacy and integration with the provincial emergency plan.
- c) establish procedures for the prompt and effective implementation of emergency measures plans.
- d) request any person to develop emergency measures plans in conjunction with the Emergency Measure Organization or the municipalities to remedy or alleviate any hazard to persons, property or the environment that is or might be created
 - by a condition that exists or may exist on that person's property,
 - by that person's use of property,
 - by an operation in which that person is or may be engaged,
 - by a process that that person is or may be utilizing; and
- e) issue directions with respect to any other matter or thing that the Minister considers necessary for the administration of this Act.

1.2.3 Municipal

Under the Provincial *Emergency Measures Act*,

The Municipality may:

- establish and maintain a municipal emergency measures organization by passage of a bylaw.
- appoint a coordinator of the municipal emergency organization and prescribe duties that contain the preparation and co-ordination of emergency measures plans for the municipality.
- appoint a committee to advise it on the development of emergency measures plans.
- prepare and approve emergency measures plans.
- enter into agreements with and make payments to persons and organizations for the provisions of services in the development and implementation of emergency measures plans.
- use employees, property, or equipment of the municipality within or outside the municipality.

Under the *Municipal Government Act* Part 5, Division 4,

The Municipality shall, by way of bylaw, establish an emergency management program for the municipality that, in the opinion of the provincial Emergency Measures Organization, is adequate and properly integrated with the provincial emergency measures plan.

The municipal emergency management program shall contain, at a minimum, a copy of the bylaw, the municipal emergency management plan, and any other component required by the provincial Emergency Measures Organization.

The municipal emergency management program shall include an exercise work plan that, at minimum, provides for an annual discussion-based exercise and an operational-based exercise, which includes participation by the appropriate response agencies to be undertaken once every five years.

The Town of Cornwall Emergency Measures Bylaw No. 212 is dated March 30, 2012.

2.0 OBJECTIVES OF EMERGENCY MANAGEMENT

In establishing and maintaining this Emergency Plan, six core objectives have been identified.



2.1 Objective 1 – Assess Risks

The objective of assessing risks through the Hazard Risk Assessment (HRA) process helps to assess the potential risk of hazards with the capacity to cause a disaster. The HRA helps set priorities for prevention, mitigation, preparedness, response, and recovery, as well as directing the greatest effort to the greatest need.

To determine what resources are critical to the delivery of essential municipal services, it is required that a basic Business Impact Analysis (BIA) be conducted. In the event a piece of infrastructure required for the delivery of critical municipal services is lost due to an emergency, the BIA will provide some guidance in determining the Municipality's response.

2.2 Objective 2 – Mitigate Risks

Mitigation measures are designed to prevent or reduce the consequences of emergencies. Measures include:

- Building codes
- Land use management
- Public education
- Insurance incentives

These measures fall generally under the responsibilities of various legislative bodies and public safety agencies.

2.3 Objective 3 – Plan for Response

In addition to the developing the emergency plans there are other planning tasks that need to be considered:

- Identification of vulnerable populations
- Identifying and designating emergency support facilities

Planning for response includes:

- Establishing an emergency operations center
- Identifying resources
- Preparing to issue warnings
- Planning for evacuation
- Planning for activation of reception centers

Primary measures are the development of emergency plans and resources inventories.

2.4 Objective 4 – Plan for Recovery

Recovery includes the physical restoration and reconstruction following a disaster. Actions may include:

- The re-introduction of displaced persons
- Economic impact estimates
- Counselling
- Disaster financial assistance programs
- Temporary housing
- Health and safety information

2.5 Objective 5 – Ensure Preparedness

Preparedness actions ensure that individuals and both public and private agencies will be ready to react effectively in an emergency utilizing the below measures:

- Gathering equipment required to provide support to the emergency site.
- Individual and collective training
- Exercising members of the Emergency Operations Center team. Actions are wide-ranging with emphasis on coordination and training.

2.6 Objective 6 – Evaluate and Renew the Program

The Municipal Emergency Coordinator will ensure the Municipal Emergency Plan will be evaluated at least annually.

3.0 EMERGENCY PLAN STRUCTURE

3.1 Scope

The goal of the Town of Cornwall Municipal Emergency Plan is to provide the context within which extraordinary measures can be taken to protect the health, safety, and welfare of the residents, prevent or minimize property damage or loss, protect the environment, and minimize economic disruption when faced with an emergency.

For the Plan to be effective, it is necessary for staff to take advantage of emergency management courses to understand the Incident Command System (ICS) and the roles and responsibilities of staff working in the Municipal Emergency Operations Centre. ICS training For the Town of Cornwall staff and select Council members will be coordinated through the provincial Emergency Measures Organization.

3.2 Purpose

The Town of Cornwall Municipal Emergency Plan allows for a comprehensive approach in responding to and lessening the impacts of an emergency. It is intended to increase the emergency response capacity across the Town by establishing a plan of action to deploy required resources effectively and efficiently.

The purpose of this emergency plan is to provide for the needs of our citizens whenever they are threatened or experience a catastrophic severe weather event or an incident resulting from flood, fire, hazardous spill, or other emergency that places our citizens in danger.

4.0 THEORY OF OPERATION

As the complexity of an emergency increases, so will the need for multi-agency support. The Town of Cornwall may call upon the Provincial Emergency Measures Organization (PEI EMO) by contacting the On-Duty Officer, to provide or acquire additional resources, if necessary.

Concept of Operations:

- Normal Communication and reporting channels will be used to the fullest extent possible.
- Day-to-day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency. Efforts that would normally be required of those functions will be redirected to assisting in completing the objectives set forth in the Incident Action Plan (IAP) either at the site or the Emergency Operations Centre (EOC).
- Onsite response will be managed by the onsite Incident Commander. The Municipal Emergency Coordinator (MEC) will collect information from the Incident Commanders and responding agencies, analyze and disseminate it to all members of the Municipal Emergency Operations Center team and Council, as necessary.
- When the EOC is activated, its primary function is to coordinate and support operations while continuing essential services to the Town of Cornwall. The Incident Command System (ICS) methodology will be utilized within the municipal EOC.
- Once the immediate response assignments and lifesaving activities have concluded and the emergency response teams have been demobilized, the emphasis shifts from response to recovery

operations which may continue to be an EOC responsibility.

4.1 Presumptions

The Municipal Emergency Management Plan must make some presumptions to be true for the plan's execution.

4.1.1 Incident Presumptions

- a) An incident that affects the Town of Cornwall is likely to also affect the surrounding communities and the region.
- b) An emergency incident or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- c) Some community members who are directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the provincial Emergency Measures Organization (PEI EMO) and the Town of Cornwall.
- d) The sequence of events in an emergency incident or disaster is unpredictable, therefore, the Plan should be utilized as a guidance document and adapted accordingly for the specific needs of the emergency incident or event.
- e) The fundamental priorities for Town of Cornwall during an emergency incident or disaster are:
 - The preservation of life and the protection of people.
 - The protection and restoration of property and infrastructure.
 - Continued operation of water and wastewater services.
 - Stabilization of the emergency incident or disaster.
 - Recovery fulfilled to pre-incident conditions.
- f) During an emergency incident or disaster, all operations will be coordinated through Town of Cornwall's municipal services or through the municipal Emergency Operations Centre (EOC).
- g) The greater the complexity, impact, and geographic scope of an emergency, the more likely a multi-agency response and further assistance from PEI EMO will be required.
- h) Extended incidents that require 24-hour operation will most likely be divided into two operational periods of shifts of 12 hours each. Staffing should be planned accordingly.

4.1.2 Plan Presumptions

- a) The Town of Cornwall Municipal Departments will be familiar with the Municipal Emergency Management Plan and their specific responsibilities within the plan.
- b) The Town of Cornwall Municipal Emergency Management Plan will be reviewed and updated at least annually. A record of changes will be maintained.
- c) The plan will be tested through a discussion-based exercise at least annually.

4.2 Plan Activation

Accidents that happen on a day-to-day occurrence in the Town of Cornwall are usually handled by the police, fire, EMS, and local hospitals (QEH & PCH). These accidents may seem to be major emergencies to

those individuals involved, but may not affect the safety, property, and environment of the community at large.

Should an incident occur where the size, potential hazard, or seriousness of the emergency appears beyond the capability of the responsibility of the first response agencies, then the senior officer (RCMP) responding (Incident Commander) or North River Fire Department Fire Chief or designate may request the activation of the Municipal Emergency Management Plan.

The Plan may be activated in full or in part by the Municipal Council or in part by the Municipal Emergency Coordinator, when required to address a local emergency or to provide coordinated assistance to mitigate a potential emergency.

There are no firm criteria for the implementation of the Plan, but it could generally be considered when the situation meets one or more the following criteria:

- a) There is a threat of significance to human health, property and/or the environment within the Town of Cornwall.
- b) A Provincial State of Emergency is declared.
- c) Evacuation of all or part of the Town is/may be required.
- d) The Town has an unusual requirement for volunteer, provincial or federal resources/services for emergency response.
- e) There is need to activate any agreement(s) negotiated by Council.
- f) Additional resources are needed to answer public/media inquiries.
- g) Any Provincial or Federal Emergency Response Plans(s) affecting the region have been activated.

The Incident Commander involved with the emergency shall contact the Chief Administrative Officer, who also is the Municipal Emergency Coordinator and inform them of the situation and request the activation of the Municipal Emergency Management Plan.

Declaration Not Required

The municipal EOC may be activated with or without a Declaration of a State of Local Emergency; however, it is recommended that it be activated in the event a Declaration has been made.

4.2.1 Deactivation

The EOC Manager (CAO) is responsible for the EOC deactivation. The Manager considers the requirements of termination from the beginning of the event. Criteria for terminating EOC operations may include:

- Individual EOC functions are no longer required.
- State of Local Emergency is lifted.
- Coordination of response activities and/or resources is no longer required; and
- The incident has been resolved and emergency personnel have returned to regular duties.

5.0 HAZARD RISK ANALYSIS (HRA)

In emergency planning, hazard analysis is the first step in identifying the known and potential impacts a hazard may create. Once the impacts have been assessed, priorities for planning are identified. Effective emergency plans offer mitigation and response solutions to impacts identified during the hazard assessment.

Hazard analysis determines:

- What might occur.
- How often it is likely to occur; and
- How vulnerable the region is to the hazard.

Conducting the HRA process will identify those hazards that are specific to the Town of Cornwall and may require a specific action plan.

Some possible changes within the Town of Cornwall that could cause hazard analysis information to change over time include:

- New mitigation measures (ie. stronger building codes)
- The opening or closing of facilities or structures that pose potential hazards (ie. hazardous materials facilities or transportation routes)
- Local development activities
- Changes in available resources
- Climatic changes
- Mass gatherings
- Civic threats

There may be other long-term changes to examine as well. These changes, such as climatic changes in average temperatures or rainfall/snowfall amounts, are harder to track but could be very important to the hazard analysis.

The most recent Hazard Risk Analysis for the Town of Cornwall was conducted by the PEI Emergency Measures Organization in May 2017 and validated by PEI EMO in June 2023.

Hazard Identification

The identified list of hazards is broken down into the following four categories: Natural Hazards are primarily weather based. Transportation includes airplane crashes or marine accidents. Human Induced or Accidental includes building collapses, HAZMAT spills on land, or public disturbances, while Loss of Critical Infrastructure (CI) covers several types of hazards, such as loss of power, telecommunications, or water systems. A complete list of the hazards is in the following table.

Hazard Identification Table			
Natural Hazards	Transportation	Human Induced or Accidental	Partial or complete loss of Critical Infrastructure
Blizzards Heavy rainfall Hurricanes or tropical storms Forest fires Storm surge Freezing rain	Airplane crash Marine accident	Building collapse Hazmat spill or release Public demonstration/ disturbance	Loss or contamination of water supply Loss of power Loss of wastewater Loss of IT system Loss of electric power Loss of telecommunications (cell and landline) Loss of fuel supply

Risk Evaluation

Risk evaluation is the quantitative analysis of identified hazards done using the following formula:

$$\text{RISK} = \text{Likelihood} \times \text{Vulnerability}$$

$$\text{Vulnerability} = \text{Susceptibility} + \text{Resiliency} + \text{Demographic Factor}$$

The results are arranged from highest ranking to lowest ranking to give a list of prioritized risk incidents. Further research, analysis and mitigation/planning should be conducted for those incidents which ranked highest.

Likelihood

Likelihood simply suggests something, a specific hazard, may occur at some point. Likelihood defines how likely an incident may occur over a specified period of time.

Vulnerability

Vulnerability is a condition or predisposition. It applies to individuals, groups of individuals or communities. If a person or community has limited financial resources, they are more predisposed to suffer damage when a negative event occurs as they have fewer resources to access. Vulnerability is about Susceptibility and Resilience.

Susceptibility

Susceptibility is the fact of being exposed. One can be susceptible yet not vulnerable. Susceptibility is considered in areas such as human, property, and business impacts.

Resilience

The level of resiliency that exists within the municipality is determined by the capacity of a municipality to adjust and recover from a disaster in each of the category's mitigation, preparedness, internal capacity, and external capacity.

HAZARD RISK RESULTS

	HAZARD RISK RESULTS				
	CRITICAL (152-190)	SERIOUS (114-151)	MODERATE (76-113)	LOW (38-75)	N/A – NO IMPACT (0-37)
HAZARDS	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Hurricane or Tropical Storm • Forest Fires • Blizzard • Ice Storm or Freezing Rain 	<ul style="list-style-type: none"> • Marine Spill or Accident • Loss of Wastewater service • Loss of Power • Hazardous Material Spill or Release • Building Collapse • Airplane Crash • Heavy Rainfall • Loss or Contamination of Water Supply • Loss of Municipal Staff • Loss or Shortage of Fuel • Storm Surge • Loss of Primary Road • Public Demonstration or Disturbance • Loss of Telecomm systems • Labour Disruption • Loss of IT Systems

MUNICIPAL HAZARD RISK ASSESSMENT

Facilitated by:

Demographic Factor Identifies elements of a municipality which increase the susceptibility. • Hospitals • Care Homes • Schools/Daycares • Above 15% Senior • Above 35% low income	0 = None 1 = One item 2 = Two items 3 = Three items 4 = Four items 5 = Five or more
	3

Resiliency				TOTAL RESILIENCY
MITIGATION	PREPAREDNESS	INTERNAL CAPACITY	EXTERNAL CAPACITY	
Structural and Non-Structural	Planning, Exercising, Training	Supplies, Systems, Staff	Community Partners, MOUs	
0 = High 1 = Moderate 2 = Low 3 = Very Low/None	0 = High 1 = Moderate 2 = Low 3 = Very Low/None	0 = High 1 = Moderate 2 = Low 3 = Very Low/None	0 = High 1 = Moderate 2 = Low 3 = Very Low/None	0-12
1	1	1	1	4

Hazard	LIKELIHOOD	Susceptibility										Risk Relative Threat	
		Human impacts					Property Impacts						Business Impacts Interruption of services
		Fatalities	Injuries	Displacement	Residential	Critical Facilities	Utilities						
	1 = Very Rare 2 = Unlikely 3 = Occasional 4 = Moderate 5 = Frequent	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0=Very Low/None 1 = Low 2 = Moderate 3 = High	0 - 165		
Hurricane or Tropical Storm	5	2	2	3	3	2	2	2	2	2	2	2	115
Haz Material Spill /Release	5	3	3	3	2	1	0	2	1	2	2	2	105
Blizzard	5	1	2	1	2	2	2	2	2	2	3	3	100
Forest Fires	5	1	2	2	2	2	2	2	2	2	1	1	95
Heavy Rainfall	5	1	2	2	2	2	2	2	2	1	1	1	90

Loss of Power	5	1	1	1	1	1	1	1	2	2	3	90
Ice Storm/ Freezing Rain	5	1	1	1	2	2	0	2	0	2	1	80
Storm Surge	5	0	1	1	1	1	0	1	0	0	1	55
Airplane crash	3	2	3	2	2	2	1	1	1	1	0	54
Building collapse	4	1	1	2	2	1	0	1	0	0	0	48
Loss of Waste Water	4	0	0	1	1	1	1	1	1	0	1	44
Loss of Primary Road(Closure/Washout)	4	0	0	1	1	0	1	1	1	1	0	40
Loss of Communications (Cell and Landline)	2	1	0	0	0	0	1	1	1	3	2	28
Marine Accident or Spill	3	0	0	0	0	0	0	0	0	0	0	21
Public Demonstration/Disturbance	3	0	0	0	0	0	0	0	0	0	0	21
Labour Disruption	3	0	0	0	0	0	0	0	0	0	0	21
Loss or Contamination of Water Supply	3	0	0	0	0	0	0	0	0	0	0	21
Loss of Municipal Staff	1	0	0	0	0	0	1	1	0	0	3	11
Loss of IT System	1	0	0	0	0	0	0	0	0	0	2	9

5.1 Hazard and Risk Mitigation

5.1.1 Severe Weather Notifications and Alerting

The CAO receives weather statements, watches and warnings from PEI EMO as prepared by Environment and Climate Change Canada. Severe weather advisories and statements are issued 5 days before the anticipated event with Watches and Warnings posted 48 hours before a significant weather event is expected to impact the region.

5.1.2 Tropical Storms and Hurricanes

Hurricanes were, until recently, rare in Atlantic Canada. As they approach the province, they are usually downgraded to a tropical or post tropical storm with reduced winds and rains. Historically, they would track up the eastern seaboard of the United States, but typically lose their energy over colder northern waters. However, that is changing with the Canadian Hurricane Centre expecting more hurricanes to reach Atlantic Canada with more regularity as our coastal waters continue to warm.

Canadian Hurricane Centre Tropical Storm and Hurricane Alerting Parameters

Alert Type	Threshold Criteria
Tropical Storm Watch	Public announcement for a specific geographic area that tropical storm conditions pose a possible threat within 36 hours. This includes sustained winds between 63-118 km/h.
Tropical Storm Warning	Public announcement that tropical storm conditions are expected in a specific geographic area within 24 hours. This includes sustained winds between 63-118 km/h. <i>Note: As tropical storms are usually accompanied by heavy rainfall; localized flooding can also be expected.</i>

Alert Type	Threshold Criteria
Hurricane Watch	Public announcement for a specific geographic area that hurricane conditions are a possible threat within 36 hours. These conditions include average sustained winds of at least 119 km/h, dangerously high-water levels, or a combination of high water and waves
Hurricane Warning	Public announcement that one or both of the following dangerous effects of a hurricane are expected in a specific geographic area in 24 hours or less: (1) average sustained winds of at least 119 km/h; (2) dangerously high-water levels, or a combination of dangerously high-water levels and exceptionally high waves. <i>This can happen even if expected winds are less than hurricane force. A hurricane also brings the threat of localized flooding from heavy rainfall.</i>

5.1.3 Blizzards

Living in Atlantic Canada means winter storms and occasional blizzards are likely. We expect them and for the most part consider them to be a nuisance, with expected short-term road closures and power interruptions.

In the context of this plan, only those events that are more intense and deliver large amounts of snow are of concern. The best example is the blizzard of 2003 that was dubbed as “White Juan” which dumped 95 cm of snow within 24 hours to some regions of the province. That storm and others like it anticipated in the future are the interest of this plan. Environment Canada defines a blizzard as follows:

Environment Canada Alerting Parameters for a Blizzard Warning

Alert Type	Location	Threshold Criteria
Warning	National, except North of the 20'	When winds of 40 km/hr or greater are expected to cause widespread reductions in visibility to 400m or less, due to blowing snow or blowing snow in combination with falling snow for at least 4 hours.

Environment Canada Alerting Parameters for a Snowfall Warning

Alert Type	Location	Threshold Criteria
Warning	Newfoundland and Labrador, New Brunswick, Nova Scotia, Prince Edward Island, Magdalene Islands, Quebec	When 15 cm or more of snow falls within 12 hours or less.

5.1.4 Power Failures

There are many situations that might result in the loss of power, including intentional acts. However, severe winds or a winter ice storm are a more likely cause. Power outages can last from several hours to multiple days. In colder weather this would cause considerable hardship to the community and significant property damage caused by freezing pipes, spoiled food and damage to interior building materials that need heat during the fall, winter, and early spring to prevent mold and mildew.

5.1.5 Communication Failures

As the world migrates deeper into technology, the reliance on cellular services and stable internet is becoming more and more apparent. Over the past few years, the region has had some major communication breakdowns and lapses. In August of 2017, all communication and internet east of Montreal was interrupted by a cascading failure due to a fibre optic cable that was severed in Quebec and New Brunswick. When Hurricane Dorian made landfall in August of 2019, it damaged several cellular towers and the extended loss of power shut down others. In July of 2020, when 911 services in the Maritimes was interrupted for nearly two hours due to a switch failure. In September 2023, post-tropical storm Fiona damage impacts and extended power outages disrupted cellular and internet connectivity across the province.

6.0 RESOURCE REQUIREMENTS AND LOGISTICAL SUPPORT

6.1 States of Emergency

The *Emergency Measures Act* allows for 2 types of states of emergency.

A State of Emergency (SOE) may be declared by the minister responsible for the administration of the *Emergency Measures Act* when he is satisfied that an emergency exists or may exist in respect to all or any area of the province. The SOE remains in effect for 14 days from the day it is declared and may be extended or terminated prior to 14 days. The SOE will expire automatically after 14 days.

States of emergency may be declared for a specific geographical portion of the province or province wide.

A State of Local Emergency (SOLE) may be declared by a local authority (Mayor & Council or Mayor, after consulting a majority of Council), when satisfied an emergency exists in the municipality.

When a state of emergency or state of local emergency is declared, details shall be immediately published or communicated to make the contents of the declaration known to the population of the area effected.

Where a State of Local Emergency is declared, the municipality may do everything necessary for the protection of property, the environment and the health or safety of persons including:

- Cause the municipal emergency plan to be implemented.
- Acquire or utilize any personal property by confiscation or any means considered necessary.
- Authorize or require any qualified person to render assistance of such type as that person may be willing and qualified to perform.
- Control or prohibit travel to or from any area or road, street, or highway.

- Provide for the maintenance and restoration of essential facilities, distribution of essential supplies and maintenance and coordination of emergency medical, social, and other essential services.
- Cause the evacuation of persons and the removal of livestock and personal property threatened by a disaster or emergency and make arrangements for their adequate care and protection.
- Authorize any person properly identified by the municipality to enter into any building or on any land without a warrant.
- Prohibit any person from entering any building, structure, premises, land, or area.
- Cause the demolition or removal of any building, structure, tree or crop where the demolition or removal is necessary or advisable for the purposes of reaching the scene of a disaster.
- Procure food, clothing, fuel, equipment, medical or other essential supplies and the use of property, services, resources, or equipment.
- Order assistance with or without remuneration of persons needed to carry out provisions mentioned above.

6.2 Declaration of a State of Local Emergency

The declaration of a State of Local Emergency shall immediately be forwarded to the Minister responsible for the *Emergency Measures Act*.

7.0 Communications

7.1 Emergency Communications Plan

Once the Municipal Emergency Plan is implemented, it will be important to ensure that communications are established between the emergency site and the Municipal Emergency Operations Centre (EOC). At all times open lines of communication are to be established with internal and external organizations. The type and severity of the emergency will determine which stakeholders are involved.

The EOC will be equipped with land line telephones, cellular phones, and portable hand radios, establish the ability to communicate with police, fire, EMS and the PEI EMO. Internet capability will be established.

Communications between the EOC and the other responding agencies can be supported using a runner if radio or cellular communications become overwhelmed. The Communication Unit Leader (Logistics) is responsible for liaising with and coordinating additional emergency communications efforts. A record of all communications is to be recorded on the applicable ICS Form at the EOC.

7.2 Emergency Public Information Plan

Emergency situations can quickly become the center of local, national, and international attention, and often receive significant media attention. It is important that the Town of Cornwall establishes a consistent spokesperson during an emergency that impacts the municipality.

Upon implementation of the Municipal Emergency Management Plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests, for, or reports on, information concerning any aspect of the emergency.

To fulfill these functions during an emergency, the following position will be established within the

municipal Emergency Operations Centre:

- **Public Information Officer (PIO) (ICS Command Staff position)**

The Public Information Officer reports to the EOC Manager and is responsible for:

- **Establishing a communications link with any media coordinator (i.e., provincial, federal, private industry, etc.) involved in the incident, ensuring that all information released to the media and public is timely, complete, and accurate.**
- **Ensuring liaison with the Municipal Emergency Coordinator (MEC) to obtain up to date information for media releases, coordinate individual interviews and organize press conferences as required.**
- **Ensuring any media releases are approved by the MEC prior to distribution.**
- **Monitoring news coverage and correcting inaccurate information.**
- **Maintaining copies of media releases and newspaper articles pertaining to the emergency.**

The Emergency Public Information Plan can be found in the Annex section of the Plan.

Information Mediums

The Public Information Officer (PIO) will consider contacting media sources to coordinate timely information being communicated to the public.

8.0 Emergency Operations Centre (EOC)

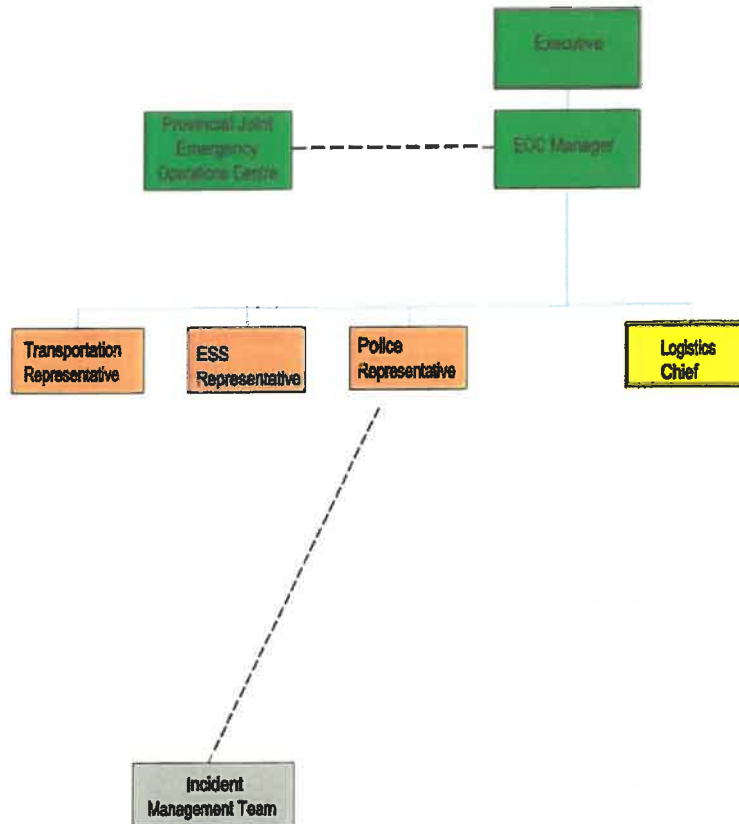
Should the requirement arise to activate the Town of Cornwall Emergency Operations Centre (EOC), the location of the EOC is as follows:

The Primary EOC location	Cornwall Town Hall 15 Mercedes Drive
Alternate EOC location	Cornwall Civic Centre 29 Cornwall Road

The Incident Command System (ICS) assists the Municipal Emergency Coordinator in determining the best staffing levels for the incident. Every incident has certain major management activities or actions that must be performed. Even if the incident is very small, and only one or two people are involved, these activities will still always apply to some degree. The following five primary management functions are the foundation upon which the EOC's organizational structure is based:

- **Command**
- **Planning**
- **Logistics**
- **Operations**
- **Finance/Administration**

Example ICS Organization for an Emergency Operations Centre Supporting a small scale evacuation



Understanding that the EOC is based on the Incident Command System and that it is a modular organization and uses a manageable span of control, the Municipal Emergency Coordinator can activate as many positions as they require.

The term “Go Big Early” describes the initial activation of the emergency response organization to a level that may be more than you eventually need. Get everyone in the EOC and if you do not require certain staff after the first few hours, release them. This is done for two reasons: to provide the work force that will enable the Municipal Emergency Coordinator to ‘get ahead’ of the situation, and secondly, as new information comes into focus, the staff may be required, and they are already there and ready to act.

8.1 EOC Principal Tasks

The EOC has five primary tasks that will be the focus during an emergency once it is activated.

Provide support to the Incident Command Post(s). The EOC receives instructions from the Incident Command Post (ICP) concerning what support is required (such as equipment, information, media relations, coordination with external agencies) and how to provide it (such as access/exit routes, schedules, etc.) The EOC obtains the necessary support and coordinates its provision to the ICP's staging area. These resources may originate from:

- Municipal resources.
- The community.
- Mutual aid sources; or
- Provincial or Federal government resources.

Manage the emergency response for the Town of Cornwall. Some emergency response operations may be required across the entire municipality to mitigate threats from an emergency. For example, reception and/or evacuation centers may be needed, or public safety instructions provided for persons outside the incident site. Traffic flow control may be required to and from the incident site.

Provide information to the public on the emergency and the municipality's response. The public needs timely information so it can protect itself, and, in some cases, play a part in emergency operations, and to minimize fear and anxiety. For these reasons, the Municipal Emergency Operations Centre prepares and disseminates information.

Coordinate with provincial and municipal services. In general, the Municipal Emergency Operations Centre needs to coordinate its activities with municipal services and other organizations affected by the emergency. It does so by establishing links to the following locations:

- Municipal offices.
- Emergency Service Providers (police, fire, EMS, public works etc.);
- Emergency operation centers (Provincial EOC, other municipal EOCs; and
- Emergency facilities locations (reception centers, comfort centers, shelters).

Ensure continued operations in unaffected areas of the municipality. The EOC must ensure that there is no interruption in the provision of emergency services (such as fire protection) and essential services (ie. hospital, water, sewer, electricity, waste management, telephone, etc.) in unaffected areas outside the incident site. In cases where the municipality is not responsible for these services, the EOC works with the appropriate alternative organization(s).

9. Volunteers

Within the region, residents have always had a strong desire to volunteer in their communities. Regardless of where people choose to donate their time, in a crisis, these individuals will "just

appear” as spontaneous volunteers offering to help. The willingness of people who volunteer when needed has been well documented during disasters.

Emergency Management Officials are aware of the benefits that volunteers can bring. The Town of Cornwall should be prepared to accept assistance from the public as a matter of formal agreement, making volunteers an important part of the Emergency Plan.

Finding volunteers can be accomplished in a variety of ways:

- A staff person can be appointed as a Volunteer Coordinator by the CAO to garner interested community members on a central registry for future contact; or
- The Logistics Section Chief, through the EOC Manager and their Information Officer, may issue a media wide call for volunteers to help describe the assistance needed and the locations. Each person wishing to volunteer contacts a dedicated staff person who will then direct them to a central receiving area for transport to the scene where they can receive personal protective equipment, basic instructions on the work needed, and given appropriate safety training in the work they are about to undertake.

The volunteers are then assigned to competent supervisors who escort them directly to the work areas.

If volunteers are to be utilized during emergency situations, keeping track of who is volunteering and where they have been assigned is essential for safety and for liability purposes. The best method for tracking the resource is to compile the information in a Volunteer Registration Form. The form should contain the volunteer’s name, contact information, assigned duties and a signature. The collection of the information will be the responsibility of the Logistics Section Chief and they will apprise the Incident Commander (IC) of the available volunteer resources. The Logistics Chief will also be responsible for scheduling the number of volunteers needed by the IC and maintaining a log of time on scene as well as any logistical supports (food, transportation, rest locations etc.). Each operational period will require a report of the volunteers that are utilized and provide the information to the IC for command and control.

10 Reception Centres / Comfort Centres

Reception Centres or Comfort Centres aid residents who are “sheltering-in-place” and remain in their homes during an emergency. Reception centres / comfort centres provide a place for residents who require additional assistance from a location:

- where warming or cooling is provided.
- to access light refreshments, snacks and in some instances, light meals.
- to charge electronic devices.
- to access washroom facilities.
- To attend a community gathering point.
- to register additional resources required to respond to the emergency.
- to receive updates regarding the emergency event.

Reception centres / comfort centres may operate up to 12 hours per day and hours of operation are dependent upon the nature of the emergency and the level of resources residents may require to remain in their homes

during the emergency event.

Reception centers / comfort centres do not provide overnight accommodations.

Emergency Shelters

Emergency shelters are facilities which are opened at the request of the Municipal Emergency Coordinator by contacting the PEI EMO and/or the Canadian Red Cross. An emergency shelter provides personal services, feeding, clothing, temporary accommodation and can include psycho-social services including mental health supports. Emergency shelters are typically opened in response to widespread evacuations or emergency situations where substantial damage has occurred and numerous persons are displaced, and it is unsafe to remain in their homes.

Presumptions

It is presumed that individuals and families have undertaken personal emergency planning steps for themselves, families, and pets. This includes understanding the local risks, developing an emergency plan for their household to be self-sufficient for up to 72 hours, and have prepared an emergency kit for themselves, families, and pets.

<https://www.princeedwardisland.ca/sites/default/files/publications/ops-preguide.pdf>

The Municipal Emergency Coordinator may direct a reception centre / comfort centre to be opened following an emergency event occurring within the municipality, region, or province. Depending upon the nature of the emergency, the season and weather conditions the emergency occurs within, and the number of residents impacted by the emergency event, the reception centre / comfort centre may be opened within this 72 hour period.

An emergency event requiring the activation of a reception centre / comfort centre is presumed to be utilized by up to 3-5% of residents of the municipality. The nature of the event may have a large number of impacted residents immediately following the emergency event or attendance may cascade over the duration of the emergency event attending a reception centre / comfort centre.

Where the number of impacted residents exceeds the capacity of designated reception centres / comfort centres, the Municipal Emergency Coordinator may make a request to the PEI EMO and/or the Canadian Red Cross to assist. Resources available within the region may be accessed and may be coordinated with neighboring municipalities.

Reception Centres / Comfort Centres:

Primary location	Cornwall Civic Centre 29 Cornwall Road
Alternate location	Terry Fox Complex Clubhouse 79 Hilltop Drive
Regional location	APM Centre 35 Mercedes Drive

11 PLAN REVIEW and MAINTENANCE

Plan Evaluation and Responsibilities

The Municipal Emergency Coordinator (MEC) is responsible for coordinating the annual review of the Municipal Emergency Management Plan. The Plan will be reviewed at least annually, in April of each year.

12 EXERCISE WORKPLAN

Exercises are an essential component of an emergency management program and have 3 main functions:

- **Validation** - To validate plans, protocols, and procedures and demonstrate resolve to prepare for emergencies.
- **Training** - To develop staff competencies, to give staff practice in carrying out their roles in the plans, and to assess and improve performance.
- **Testing** - To test well-established procedures and reveal gaps that may exist.

Exercises enhance teamwork and encourage the interaction and cooperation that is needed when a real emergency occurs. But it is not enough to just “have an exercise”. You need to determine what needs to be tested, in what way, and how often – always keeping in mind that there are time, budget, and other resource constraints. That is why you need an exercise work plan.

A well designed and executed exercise work plan can make you and your emergency management team “ready to go”. At the same time, your emergency plan is tested to see if it works in a full-scale disaster.

The Municipal Emergency Management Program for the municipality shall include an exercise work plan that, at a minimum, provides for:

- An annual discussion-based exercise to be commenced by not later than one year after the approval of the program by the PEI Emergency Measures Organization; and
- An operational-based exercise, which includes participants by the appropriate response agencies referred to in the Municipal Emergency Management Program, to be undertaken by the municipality once every five years, commencing not later than five years after the approval of the Municipal Emergency Management Program by the PEI Emergency Measures Organization. The coordination of the operational-based exercise will be established with the PEI Emergency Measures Organization to ensure necessary participating agencies will be engaged.

ANNEXES

Annex 1

MUNICIPAL CONTACT NUMBERS
EMERGENCY AGENCY NUMBERS

AGENCY	BUSINESS	EMERGENCY	FAX
Fire		911	
Police		911	
Ambulance		911	
Hospital	902-894-2111	902-894-2200	902-894-2146
Cornwall Medical Clinic	902-566-2117	902-566-2117	902-569-1201
Environmental Emergency	1-800-565-1633	1-800-565-1633	
Poison Control	1-800-565-8161	1-800-565-8161	
CANUTEC - Emergency		613-996-6666 Cell: *666 (Canada)	
PEI EMO	902-894-0385 1-877-894-0385	902-892-9365	902-368-6362

COUNCIL CONTACT NUMBERS

TITLE	NAME	RESIDENCE	BUSINESS	CELL
Municipal office			902-566-2354	
Mayor	Minerva McCourt	902-566-3791		902-388-2611
Deputy Mayor	Jill MacIssac		902-566-1905	902-314-9765
Councillor	Steven Campbell			902-388-5670
Councillor	Elaine Barnes		902-368-6710	902-394-2034
Councillor	Cory Stvenson			902-940-0968
Councillor	Corey Frizzell			902-940-2434
Councillor	Judy Herlihy	902-628-2038		902-213-5751

EMERGENCY OPERATIONS CENTRE TEAM

Do not combine functions, however one person can be assigned to more than one function depending on the number of people involved in your plan, i.e., Transportation/Public Works, Health/Social Services.

FUNCTION	NAME	RESIDENCE	BUSINESS	CELL
Emergency Measures Coordinator (EMC)	Kevin Coady	902-367-0380	902-367-5998	902-330-1129
Emergency Measures Coordinator - Alternate	Tracey MacLean	902-367-4602	902-367-5999	902-367-4602
Administration and Finance	Wendy MacKinnon	902-439-1059	902-367-5984	902-439-1059
Admin/Finance Alt	Stephanie Cairns		902-566-2354 Ext. 1	902-218-5505
Admin/Finance Alt	Lori Bingley	902-894-4793	902-367-5983	902-218-6512
Police	Shane Hubley		902-368-9300	
Fire Chief NFRD	Anson Grant	902-394-1803		902-394-1803
Fire Alternate D/Chief	Dean Smith	Message Centre	902-892-1204	902-566-7966
Transportation	Greg Lucas	902-213-0389	902-566-2354	902-213-0389
Transportation Alt				
Public Works & Utility	Doug Longmoore	902-367-6586	902-566-3234	902-628-3083
Public Works & Utilityt	Billy Ramsay	902-626-5132	902-566-3234	902-626-5132
Public Works & Utilities	Peter Brousseau	902-566-1626	902-566-3234	902-393-0775
Public Works & Utilities	John Nordquist	902-628-5575	902-566-3234	902-628-5575
Public Works & Utilities	Clarence Frizzell	902-367-2242	902-894-7636	902-629-4809
Public Works & Utilities	Stephen O'Shea	902-213-3184	902-566-3234	902-213-3184
Social Services	Red Cross Mehrdad (Max) Fayaz Behoozi	1-800-222-9597	902-628-6262 Ext 6264	902-394-6778
Health	Dr. Heather Morrison	902-368-4996	902-368-4996	902-629-9624
Public Information	Tracey MacLean	902-367-4602	902-367-5999	902-367-4602
Public Info Alt	Kim Meunier	902-672-3003	902-628-6260	902-394-5495
Human Resource Management	Tracey MacLean	902-367-4602	902-367-5999	902-367-4602
Human Resource Alt				

EOC TEAM MEMBERS RESPONSIBILITIES

MUNICIPAL COUNCIL

Council is responsible for the management of the emergency for the overall municipality. Responsibilities may include:

implementing municipal emergency management plans;

declaring a state of local emergency, if considered necessary (see Annex D); and

in consultation with the Municipal Emergency Coordinator, requesting assistance from the Provincial Government through the PEI Emergency Measures Organization if the situation requires resources unavailable from local resources.

MUNICIPAL EMERGENCY COORDINATOR (MEC) – KEVIN COADY
(Alternate: Tracey MacLean)

Reports to: Mayor and Council

The Municipal Emergency Coordinator's (MEC) primary responsibility is to coordinate the efficient response in an emergency situation. The MEC will coordinate and manage all resources required for the emergency.

Responsibilities include:

- a. activating the Emergency Operations Centre if required.
- b. initiating the EOC fan-out/notification list.
- c. ensuring key EOC positions are staffed as required.
- d. ensuring an up-to-date contact list is maintained for fan out purposes.
- e. responding to the requirements of the Incident Commander, as required.
- f. reporting major events to PEI Emergency Measures Organization.
- g. ensuring EOC members take prompt and effective action in response to problems.
- h. ensuring action logs are maintained by all EOC staff.
- i. requesting expert assistance as required.
- j. advising Council if there is a need to evacuate a specific area upon advice of the IC.
- k. coordinating evacuation with other EOC staff.
- l. consulting with Social Services Manager on the selection and opening of shelter(s) and or reception centre(s);
- m. monitoring the capacity of the area resources and if overextended, requesting assistance through mutual aid and EMO, upon approval from Council.
- n. informing EOC staff of major events as they arise.
- o. ensuring communications are established.
- p. ensuring a thorough situation briefing is conducted during shift changes and transfer of command.
- q. ensuring that a main event log is maintained and safeguarded; and other duties as required.

ADMINISTRATION AND FINANCE – WENDY MACKINNON
(Alternates: Stephanie Cairns and Lori Bingley)

Reports to: Municipal Emergency Coordinator

Administration is primarily responsible for assisting the Municipal Emergency Coordinator and maintaining the operability of the Emergency Operations Centre.

Responsibilities include:

- a. assisting in setting up the Emergency Operations Centre (EOC).
- b. conducting the EOC fan-out notification.
- c. ensuring the telephone switchboard is staffed; (if applicable)
- d. providing secretarial services to the EOC staff.
- e. providing specific services as requested by EOC staff.
- f. ensuring security is provided for the EOC and only authorized personnel enter.
- g. arrange janitorial services for the EOC and food services for the EOC staff,
- h. ensuring that replacement staff are thoroughly briefed during shift changes.
- i. maintaining records of all purchases and expenditures and overtime hours.
- j. maintaining a log of all actions taken, and
- k. performing other duties as required.

POLICE – OFFICER IN CHARGE-QUEENS DISTRICT RCMP OR DESIGNATE

Police is responsible for coordinating all area emergency police and security services.

Responsibilities include:

- a. maintaining an up-to-date list of all police and security resources in the area.
- b. providing police and security resources when requested by the Incident Commander.
- c. establishing priorities for the use of policing resources in concert with police on site.
- d. determining evacuation routes in concert with policing at the site.
- e. providing advice to the MEC when evacuation appears likely.
- f. providing security for specific facilities as requested.
- g. updating maps and notice boards as necessary.
- h. ensuring that replacements are thoroughly briefed during shift changes.
- i. maintaining a log of all actions taken; and
- j. performing other duties as required.

FIRE- NORTH RIVER FIRE DEPARTMENT CHIEF OR DESIGNATE
(Alternate: Deputy Chief – or designate)

Fire is responsible for coordinating all area fire services and related resources.

Responsibilities include:

- a. maintaining an up-to-date list of all fire and resources in the area.
- b. establishing priorities for the use of fire resources in concert with the fire on site.
- c. providing specialized fire equipment and operators when requested by fire at site.
- d. coordinating requests from fire on site for mutual aid assistance.
- e. providing advice to the MEC when evacuation appears likely.
- f. ensuring that dangerous goods support agencies are contacted if necessary.
- g. updating maps and notice boards as necessary.
- h. ensuring that replacements are thoroughly briefed during shift changes.
- i. maintaining a log of all actions taken; and
- j. performing other duties as required.

TRANSPORTATION - GREG LUCAS
(Alternate:TBD)

Reports to: Municipal Emergency Coordinator

Transportation is responsible for arranging transportation for individuals if they have to evacuate or leave their homes for temporary shelter if they have no personal transportation. A public information number should be listed for those individuals requiring transportation. Pick-up points may have to be designated and disseminated to the public in an evacuation. This should be arranged with the police and fire personnel.

Responsibilities include:

- a. maintaining a list of all transportation resources in the area.
- b. informing the MEC of significant events or requirements.
- c. coordination of transportation arrangement with drivers.
- d. providing transportation services when required for evacuation.
- e. ensuring that replacement is thoroughly briefed during shift changes.
- f. maintaining a log of all actions taken, and
- g. performing other duties as required.

PUBLIC WORKS – DOUG LONGMOORE
(Alternate: Billy Ramsay)

Reports to: Municipal Emergency Coordinator

Public works is responsible for maintaining a list of all public works resources (i.e. generators, portable lighting, heavy equipment, etc.) located in the area including contact names and phone numbers to assist emergency responders. Determining where and how potable water may be obtained and distributed during an emergency is also required.

Responsibilities include:

- a. maintaining a list of all public works resources in the area.
- b. determining where and how potable water may be obtained and distributed.
- c. informing the MEC of significant events or requirements.
- d. establishing priorities for the use of public works resources in concert with public works on site.
- e. coordination of public works resources to site.
- f. ensuring that a replacement is briefed during shift changes.
- g. maintaining a log of all actions taken; and
- h. performing other duties as required.

SOCIAL SERVICES – CANADIAN RED CROSS -CHARLOTTETOWN

Reports to: The Municipal Emergency Coordinator

The emergency situation may warrant families having to evacuate their homes with nowhere to go. A Reception Centre may have to be established to provide these families with immediate temporary shelter and feeding. Social Services primary responsibility is to coordinate and manage the establishment of a Reception Centre.

Responsibilities include:

- a. maintaining a list of all social services related resources in the area:
- b. in consultation with MEC selecting and opening reception centre(s);
- c. monitoring the situation at the reception centre – number of patrons,
- d. coordinating all Reception Centre activities.
- e. procuring food and arranging feeding for people at the reception centre.
- f. selecting cooks and volunteers to assist with the feeding.
- g. ensuring that replacement is thoroughly briefed during shift changes.
- h. maintain a log of all actions taken, and
- i. performing other duties as required.

HEALTH – Health PEI / Dept. of Health & Wellness Designate

The emergency situation may warrant families having to evacuate their homes with nowhere to go. A Reception Centre may have to be established to provide these families with immediate temporary shelter and feeding. Health's primary responsibility is to coordinate and manage the health services of a Reception Centre.

Responsibilities include:

- a. maintaining a list of all health-related resources in the area.
- b. arranging for and ensuring continuity of custodial services for the facility
- c. monitoring the situation at the reception centre – any special health needs
- d. coordinating the continuation of health measures in relation to food handling.
- e. maintain a log of all actions taken; and
- f. performing other duties as required.

PUBLIC INFORMATION – TRACEY MACLEAN
(Alternate: Kim Meunier)

Report to: Municipal Emergency Coordinator (MEC)

Public Information is responsible for managing and coordinating all media relations and information to the public in an emergency.

Responsibilities include:

- a. maintaining an up-to-date list of all media services in the area.
- b. establishing a media-briefing centre if needed.
- c. keeping the public informed of significant developments occurring during the emergency.
- d. briefing the media periodically.
- e. gathering, processing, and disseminating information from other EOC staff.
- f. maintaining a log of all actions taken.
- g. ensuring that replacement is thoroughly briefed during shift changes; and
- h. performing other duties as required.

HUMAN RESOURCES MANAGEMENT – TRACEY MACLEAN

Reports to: Municipal Emergency Management Coordinator

Human resources is responsible for managing and coordinating all requests and offers for volunteer assistance in relation to the emergency.

Responsibilities include:

- a.** maintaining a list of all volunteer clubs/agencies in the area.
- b.** maintaining a list of all volunteers and their contact information including any specialized experience or skills.
- c.** documentation of requests for volunteers' assistance and coordinating placement.
- d.** maintain a log of all actions taken; and
- e.** performing other duties as required.

COMMUNICATIONS – BILLY RAMSAY
(Alternate: Stephen O’Shea)

Reports to: Municipal Emergency Coordinator (MEC)

Communications is responsible for coordinating and maintaining all telecommunications within the EOC and the relationship with the emergency site.

Responsibilities include:

- a. maintaining a list of all tele-communications resources in the area.
- b. providing tele-communications in support of emergency operations.
- c. establishing a message control centre.
- d. providing operators for the radio networks and the message centre.
- e. establishing a back-up network using Amateur Radio systems and assigning frequencies is required.
- f. supporting needs of the site and the Incident Commander (IC).
- g. informing the MEC of major problems.
- h. ensuring that replacement is thoroughly briefed during shift changes.
- i. maintaining a log of all actions taken; and
- j. performing other duties as required.

RESOURCES

To be inserted

EVACUEE MANAGEMENT

Priority Action Checklist - Before Evacuees Arrive

The Reception Centre Manager is responsible for opening, managing, coordinating, the delivery of services to disaster survivors or evacuees, and for closing the Reception Centre.

When the RC Manager receives a request to open a reception centre, his/her first operational priorities are as follows:

First Priorities:

1. Clarify authority and restrictions on expending money with the EOC. Ensure all expenditures are documented.
2. Contact building owner/custodian to secure access.
3. Initiate Reception Centre Services (RCS) staff call-out.
4. Report to the reception centre.

Priorities - As Reception Centre is Opened:

1. Notify PEI EMO via email at emo@gov.pe.ca or use alternate means as directed and required.
2. Establish RC Manager's office and administrative services.
3. Start RC operations log to record decisions, status, activities, and problems. Record date and time of RCS staff arrival.
4. Brief RCS staff, ESS supervisors and Support Agencies on:
 - a) Type of disaster or emergency
 - b) Number of people expected and time of arrival.
 - c) Special requirements or problem areas, if any and
 - d) Unusual resource requirements.
5. Check operational status (personnel, supplies, equipment available or required, space allocation, operational procedures, etc.) of the following services:
 - a) First aid for evacuees that may have injuries.
 - b) Emergency clothing:
 - i) To prevent loss of life due to exposure.
 - ii) To meet clothing needs until normal sources are available.
 - c) Safe, immediate, temporary lodging for evacuees such as:
 - i) Private accommodations. Lodging with persons volunteering their own homes or cottages.
 - ii) Commercial accommodations. Motels, Hotels, Hostels, etc.
 - d) Group lodging facilities. Buildings not normally used for living purposes such as schools, community halls, arenas, etc.
 - e) Provision of food or meals:

- i) For those without food or food preparation facilities, including special food requirements for infants, elderly, and for women who are pregnant or nursing.
 - ii) Possibly for recovery workers and volunteers.
 - f) Registration and inquiry:
 - i) To collect information and answer inquiries on the condition and whereabouts of survivors.
 - ii) To assist in reuniting families.
 - iii) To determine general and special requirements such as medical, feeding, clothing, and lodging.
 - g) Personal services to provide survivors/evacuees with:
 - i) Temporary care for unaccompanied children, dependent elderly persons, residents from special care facilities.
 - ii) Information on financial and material aid available.
 - iii) Emotional support to people with personal problems aggravated by a disaster.
 - h) Public health services including health inspections of reception centres/shelters and public health nurse services.
 - i) Health care services to meet medical needs beyond first aid. Primarily for evacuees who were previously hospitalized or experiencing medical conditions.
 - j) Telecommunication services may include additional telephones. Amateur radio operators will be useful in maintaining contact with the EOC during power outages as cellular telephone systems are easily overwhelmed.
 - k) Maintenance of the facility.
 - l) Sanitation of the facility.
 - m) Security of the facility and people.
 - n) Administration of the facility to include documentation of financial expenditures, borrowed or loaned items, posting of notices, and safekeeping of evacuees/survivors' valuables.
6. Ensure all staff members wear some identification.
 7. Have RCS personnel immediately check readiness of and address any shortcomings of:
 - a) Sanitation facilities – garbage disposal, showers, sinks, toilets, toilet paper, paper towel, soap, etc.
 - b) Fire exits – unlocked, easy to access, and well-marked.
 - c) Emergency generator- ready for operation
 - d) Emergency lighting
 - e) Heating equipment
 - f) Ventilation or air conditioning operation
 - g) Internal communications such as walkie-talkies, public address system
 - h) Source of drinking water
 8. Designate a first aid room or area as soon as possible. The room should have running water.
 9. Post appropriate signs on main streets leading to the RC indicating the location of the RC.
 10. Arrange parking control if not provided.
 11. Post appropriate signs in the RC indicating where and what services are offered, and any rules such as pet restrictions, lights out, quiet hours, and curfews.
 12. Establish telecommunication centre close to RCS Manager's office. Maintain communication with the municipal emergency operations centre and other key contacts.

13. Restrict use of telephone and two-way radio to authorized personnel.
14. Consider measures that may be required to protect evacuees from media intrusion. Liaise with the EOC Public Information Officer for direction regarding staff giving media interviews.
15. Take an inventory of equipment and materials that belong to the facility and assess and record the general condition of the facility. Use a video camera for a visual record of the state of the facility prior to the evacuees' arrival.
16. Establish a fire plan and post it. If the facility is to be used as a shelter, a fire watch/security shift should be conducted overnight.
17. Establish a rest area for workers.

Priority Action Checklist- As Evacuees Arrive

1. RCS personnel posted in the front entrance or foyer of the RC meet and greet the evacuees and inform them of the various services available.
2. Personal Services volunteers may also meet and greet victims or evacuees to offer emotional support or personal care to unaccompanied children, dependent adults or elderly or groups with special needs.
3. Accompany persons requiring First Aid or with any health concerns to the First Aid Room or Health Care Services.
4. Depending on the nature of the disaster event, general well-being or condition of disaster survivors, people are directed to the Service they judge to be the most pressing, e.g., clothing, food, registration and inquiry etc.
5. Emergency Food Service would usually have hot drinks, juices, snacks, sandwiches, and fruits available for evacuees upon arrival.
6. Evacuees would be asked to register as soon as possible after they have arrived **but not until their immediate basic needs have been met.**
7. As soon as the basic needs of evacuees are met, the RC Manager should hold an information meeting to:
 - a) Introduce him/herself and supervisors,
 - b) Reassure evacuees about the safety of the location,
 - c) Bring them up to date regarding the disaster or emergency,
 - d) Inform them of services available, locations of emergency exits, smoking areas, and evacuation procedures.
 - e) Answer questions evacuees may have.
 - f) Request volunteers if the need exists.
8. The RC Manager would let evacuees know when updated information about the event will be next presented. Evacuees should be briefed even if there is no information to report. In some emergencies or disasters, newspapers, radio and television sets are provided so evacuees can follow news reports. In some sensitive circumstances such as a mass casualty incident, it may be beneficial for officials to brief evacuees/survivors within the reception centre prior to conducting conferences with the media.
9. Ensure adequate telephone services are installed for the use of evacuees.

10. RC Manager needs to check with the Municipal EOC to determine how long evacuees are expected to remain in the RC. This information is essential for the Emergency Food Service who will either have to prepare or order food in.
11. If appropriate, request the Municipality's Parks and Recreation department or other organization to organize activities for children.
12. Maintain accurate records of equipment and supplies purchased or borrowed.
13. Maintain a reception centre operations log.

Priority Action Checklists - Continuing Priorities

Once evacuees have settled in and Services are fully operational, the RC Manager is responsible for:

1. Briefing evacuees daily at set times
2. Monitoring the morale of evacuees and staff. Ensure staff has access to copies of the Public Health Agency of Canada Reception Centre Services Manual (*Emergency Workers and Volunteers-Coping with Stress During and After a Disaster*).
3. Monitoring operational status of facility.
4. Maintaining daily schedules for each Service.
5. Briefing the municipal EOC on the needs of evacuees, nature of activities and problems encountered.

Priority Action Checklist - Closing Reception Centre

Plans for closing the RC begin as soon as evacuees return to their home or are transferred to alternate accommodations or other forms of temporary lodging, unless it is used as central information and meeting site. Once the RC Manager is informed of the closing of the RC, he/she would:

1. Ensure that the Reception Centre facility and grounds are cleaned by RCS personnel. Collect volunteer ID cards.
2. Arrange for the inspection of the facility by owner. Conduct a joint inspection with the owner. Resolve any problems and document unresolved issues. If damage is serious, video tape and report to the Emergency Operations Centre.
3. Arrange for inventories of supplies and equipment.
4. Restock equipment and supplies.
5. Return borrowed and rented equipment to suppliers. Obtain final invoices for equipment and supplies purchased or rented.
6. Arrange for disconnection and removal of additional telephone services and for final billing for utilities and disconnections.
7. Turn over Operations Log, receipts and outstanding invoices to the EOC.
8. Post a notice informing disaster survivors or evacuees where further assistance is available.
9. Arrange for letters of appreciation or recognition of staff, donors of goods, services and facilities used during the operation.

10. Prepare final report on the Reception Centre operation for the EOC's Social Services Manager in order to update the reception centre/shelter plan for the next emergency.

EVACUATION PROCEDURES

Warning

1. The Police and Fire Departments are usually the first responders on the scene. If immediate evacuation is necessary, the Incident Commander, usually Police or Fire Department will initiate it.

The Incident Commander at the scene will notify their dispatchers that a large-scale evacuation is necessary and they in turn will relay this information to the Municipal Emergency Coordinator (MEC).

2. The warning shall state:
 - a. the location.
 - b. nature of emergency - fire, gas leak, explosion, etc.; and
 - c. if possible, the extent of area to be evacuated.
3. The MEC receiving the warning will:
 - a. notify other officials;
 - b. recommend the declaration of a state of local emergency, if necessary;
 - c. order evacuation as required.
 - d. issue the warning to the citizens;
 - e. confirm the number of evacuees and arrange for accommodations; and
 - f. notify the PEI Emergency Measures Organization of actions taken.

Transportation

4. It is anticipated that many will provide their own transportation. Radio and TV broadcasts should indicate that those requiring transport would make their request known to the municipality.

Schools

5. In the event that schools need to be evacuated, the school authorities will transport the students to the nearest safe collection point by school buses and any other means of transportation available.

After being evacuated from the danger area the situation will determine where the students will go next. Radio and TV broadcasts and other forms of public alerts should keep parents informed.

Institutions

6. The City/Town Hospital, Manors, Extended Care Nursing Homes, Manor Apartments, etc are individuals and expected to have their own evacuation procedures.
7. In the event that any of the above institutions require assistance during an evacuation:
 - a. the Health Services Manager in conjunction with the facility will ascertain the number of ambulatory and stretcher patients; and
 - b. the Transportation Services Manager will assist the facility in obtaining sufficient vehicles to carry out the evacuation. (Ambulances, Public Works vehicles, School Buses, etc.).

Security

8. Emergency response personnel will check the area involved to ensure that all persons are evacuated. The Municipality is responsible for ensuring that the evacuated area remains secure at all times. This may be provided by police or security companies.

Cornwall Civic Centre Reception Centre Plan

Introduction

This Reception Center plan is designed to meet recommendations by the PEI Emergency Measures Organization (EMO). This annex to the Town of Cornwall Emergency Measures Plan provides the specific tasks/actions that need to be taken to activate a Reception Centre due to an emergency where residents may require access to a location away from their typical place of residence for temporary, short-term assistance.

The facility staff have been informed of the plan and will become the key part of the designated team that will ensure the safety of occupants.

Purpose

A Reception Centre (RC) is a one-stop service site or facility - school gym, church hall, community hall, arena, or other appropriate location - where, in a disaster or emergency, people evacuate to and where their immediate basic needs are met by the five Emergency Social Services (ESS) response teams: Emergency Clothing, Emergency Lodging, Emergency Food Service, Registration and Inquiry Service, and Personal Services.

Objectives

1. To prepare the organization on what is required to open a reception centre and meet the minimum guidelines for establishing a reception centre;
2. To provide clear guidance to effectively support residents at a reception centre; **and**
3. To provide procedures and guidelines to support a response involving the opening and closing of a reception centre.

Emergency Plan Activation Circumstances

Circumstances in a community under which a Reception Centre may be activated:

- Structure Fire impacting multiple residences.
- Forest Fire
- Water Contamination - Loss of potable water
- Flooding
- Explosion
- Power failure
- Hazardous Material Incident
- Severe Weather
- Any other event where residents may be required to vacate their place of residence temporarily.

Note: This list is not exclusive nor in order of probability.

Testing and Training

Exercising the plan and staff training in the activation, operation and deactivation of the reception center will be part of the Municipal Emergency Management Program.

Plan Review

The Municipal Emergency Coordinator will ensure the RC plan is reviewed and updated annually and following any activation of the RC. Changes or updates will be documented on the Record of Amendments of the Municipal Emergency Measures Plan.

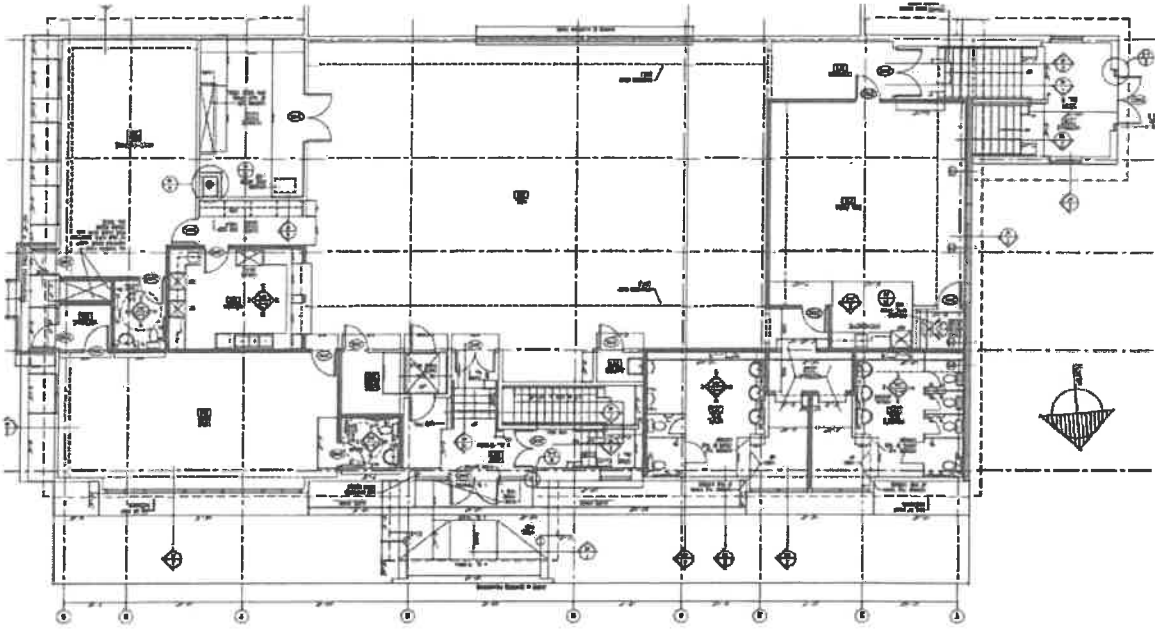
Staff Training

Regular training sessions for all Staff will be conducted. All training records for participating staff will be maintained by the Municipal Emergency Measures Plan Administration and Finance Coordinator. Training may include:

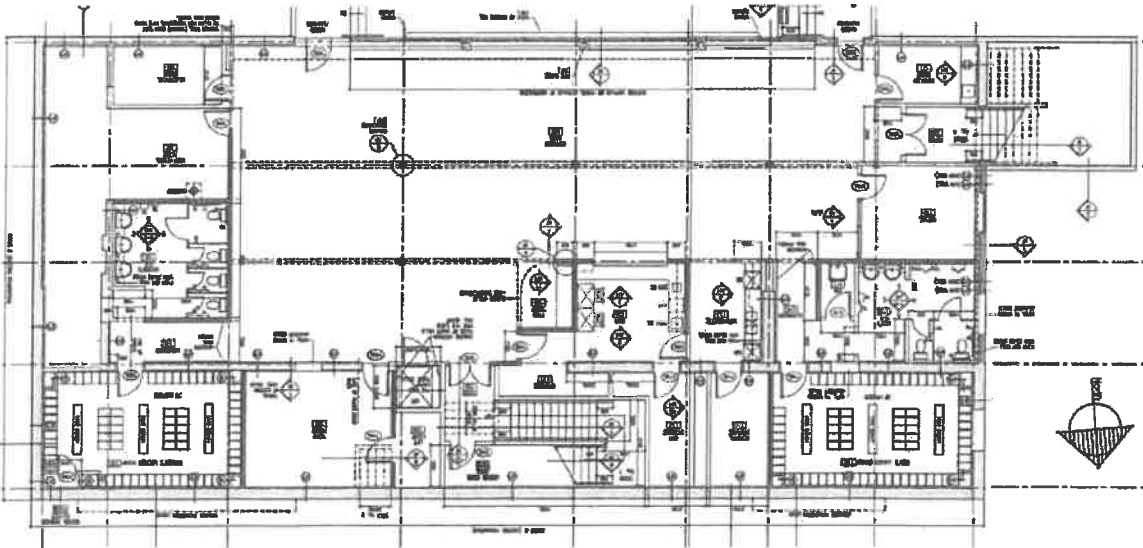
- Fire Safety and Evacuation Procedures
- First Aid/ CPR
- **WHIMIS** Training
- Set up and tear down procedures.

Cornwall Civic Center Floor Plan

Main Level



Lower Level



Delegation of Authority

The Municipal Emergency Coordinator, in consultation with the Municipal Emergency Operations Centre team, shall activate the opening of the Reception Centre. The management of the Reception Centre operations shall be under the Administration and Finance Coordinator.

Communications

The spokesperson for the Reception Center is the Public Information Officer, as indicated in the Town of Cornwall Emergency Management Plan.

The contact list can be found in Annex 1: Municipal Contact Numbers of the Town of Cornwall Emergency Measures Plan.

Emergency Notification

Staff/Board/Volunteer Member Notification & Schedule

When notified and/or requested all staff are to report for duty and will report to the facility.

1. Following the activation of the Cornwall Civic Centre reception center, staff will be contacted by phone, mobile radio or in person to receive instructions on activating the reception center.
2. Reception Centre staffing schedule for 7-day 12-hour operations.

Cornwall Civic Center RC Schedule							
	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
8:00-15:30	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff
9:00-17:00	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff
11:30-19:30	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff	Municipal Staff
10:00-14:00	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer
14:00-20:00	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer	Community Volunteer

Reception Center staff/volunteers will be identifiable to members of the public by wearing Town of Cornwall insignia dress, high visibility vests and nametag lanyards.

Resources

Resources available to support the Reception Center operations are listed in the Town of Cornwall Emergency Management Plan.

RECEPTION / COMFORT CENTRE FACILITY GUIDELINES

The priority is to ensure the safety and comfort of people using the Reception / Comfort Centre.

The following criteria for comfort centres locations should be considered.

- ❑ Following the international standard for emergency preparedness, it is recommended residents prepare personal preparedness kits for their family and pets to Shelter in Place for up to 72 hours. It is further recommended Comfort Centres open after 72 hours have passed. In extenuating circumstances, there may be a need to open a Comfort Centre prior to 72 hours.
 - ❑ There is a generator on site for alternate power.
 - ❑ The physical location is safe and is in a central location, with adequate parking, away from potential hazards.
 - ❑ The Centre is not opened when RCMP or Transportation Authority is requesting residents stay off the roads, unless advised by PEI EMO.
 - ❑ The building and grounds are barrier-free and wheelchair accessible.
 - ❑ Food, if any is provided, is made in a commercial kitchen using safe food handling practices or offers only pre-packaged food.
 - ❑ The building has heating and where possible, air conditioning.
 - ❑ There are adequate power outlets to allow visitors to charge devices.
 - ❑ A first aid kit and an Automated External Defibrillator (AED) are on site.
 - ❑ The facility authorized capacity is monitored to ensure compliance with Occupancy Certificate.
 - ❑ There is enough available seating and tables for the number of expected visitors, as well as facility personnel.
 - ❑ Adequate staff/volunteers are available for at least the first 24 hours.
 - ❑ The Comfort Centre determines its opening and closing times and relays the information to PEI EMO at (902)892-9365, emo@gov.pe.ca for coordinated awareness.
-

Reception Centre / Comfort Centre Response Plan Activation Checklist

Before opening:

- Advise PEI EMO the Centre's opening and closing times by calling (902)892-9365 and emailing emo@gov.pe.ca so info can be shared with media and residents.
- Staff and volunteers to report to the location at least one hour before it is scheduled to open.
- Turn on the heat/air conditioning and other necessary equipment.
- Set up chairs and tables and post signage, if required.
- Set up Registration table.
- Prepare any refreshments (tea, coffee, etc.) that will be offered.
- Check the washrooms to ensure they are clean and have an adequate supply of soap, toilet paper, and paper towels.

After opening:

- Advise the PEI EMO that the centre is open by calling (902) 892-9365 and emailing emo@gov.pe.ca
- Re-stock supplies as required.
- Post closing times in a visible location for residents.
- Advise Manager if you need to leave so your position can be filled.
- Advise the Manager of any security concerns.

Daily closing:

- Advise visitors that the centre will be closing at least 15 minutes in advance.
- Once the doors are closed and locked, check, and clean the facilities, and replenish supplies as required.
- Ensure all equipment has been turned off or unplugged and that the heat/air conditioning is set to the appropriate level for overnight.
- If possible, leave together and be mindful of personal safety when returning to your vehicle or home.

Deactivation:

- The Manager will lead the deactivation process, supported by volunteers.
- Check the facilities, clean and replenish supplies as required.
- Clean up as required and place garbage, compost, and recycling in the appropriate places.
- Ensure all equipment has been turned off or unplugged and that the heat/air conditioning is re-set to the appropriate level.
- The Manager will host a debrief and all volunteers should participate in an after-action report.
- Discuss with your Manager the benefit or requirement of a Critical Incident Stress Management intervention following the reception center deactivation.

EOC Roles and Responsibilities under the Incident Command System

Emergency Operations Centre Team

The primary responsibility of the EOC Team is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. It is the responsibility of the EOC Team to ensure that response priorities are established, and that planning, and response activities are coordinated, both within the ECC (i.e., between sections) and between sites and other EOCs.

The structure of the EOC should follow Incident Command System structure and positions.

The EOC Team consists of the following positions:

- EOC Manager
- Public Information Officer
- Safety Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

EOC Manager (MEC)

This position is filled by the Municipal Emergency Coordinator (MEC), or designate, and has overall authority and responsibility for the activities of the EOC which include:

- Assess the Situation – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of ECC activation.
- Support Site(s) – Provide support to Incident Commanders and Support Agencies and ensure that all actions are coordinated within the established priorities.
- Develop / Approve Action Plans – Prepare EOC action plans with the EOC Team based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas.
- Inform Others – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials.
- Manage the EOC – Establish the appropriate EOC staffing level and continuously monitor organizational effectiveness.
- Liaise with the Incident Commander - Confirm the geographical boundaries of the emergency area.
- Confirming the adequacy of the expenditure limits.

Safety Officer

- Ensures good risk management practices are applied throughout the response and recovery and

that every function within the EOC considers the management of risk.

- Identifies liability and loss exposures to personnel and property.
- Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of the Town of Cornwall during the emergency.
- Provides advice on health and safety issues and if required.

Liaison Officer

- Invites required or requested Support Agencies and stakeholders to the EOC, as identified by the EOC Manager and EOC Team and maintains contact when required.
- Provides input on the strategic direction and advice to the EOC Team regarding emergency management issues.
- Liaises with the neighboring Municipal and Provincial EOCs and other provincial and federal representatives, as required.
- In conjunction with the EOC Manager, facilitates a debriefing with the EOC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency.

Public Information Officer

- Establishes and maintains media contacts.
- Prepares news/social media releases, coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials, providing messaging for use by EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with external Public Information Officers.
- Ensures public safety information is provided in accessible formats.

Operations Section Chief

The EOC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites.

- Maintain Communications – Establish communication links with incident command posts and the EOC if activated.
- Participate in EOC Team Meetings – Prepare section objectives for presentation at EOC Team meetings, at least once in each operational period.
- Coordinate Response – Direct the coordination of operations in cooperation with other Support Agencies.
- Coordinate Resource Requests – Collect and coordinate resource requests from site(s), working with the EOC Logistics Section.
- Share Operational Information – Collect and distribute operational information to the planning section, the EOC Information Officer, and other EOC Sections.
- Manage the Operations Section – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

Branch Directors

Branch Directors oversee the operations of a particular department, division, section, or agency. A Branch Director will be responsible for coordinating the activities of their Department/Support Agency site personnel and dispatch centre (if one exists). Additional branch staff may be needed, depending on the size of the emergency event and the support required. Branch Directors may include, but are not limited to:

- Fire Branch Director
- Police Branch Director
- EMS Branch Director
- Emergency Social Services Branch Director
- Public Works Branch Director
- Public Health Branch Director

Planning Section Chief

The Planning Section is responsible to:

- Assess the Situation – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports.
- Manage the Planning Section – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness.
- Participate in EOC Team Meetings – Prepare section objectives for presentation at EOC Team meetings, at least once in each operational period.
- Managing Display Boards - Ensure that the situation unit maintains current information for the EOC situation report.
- Anticipate Future Events – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the EOC Team.
- Track Resources – Track resources assigned to the ECC and to the Incident Commanders through the EOC and mutual aid.
- Keep Records – Document and maintain paper and electronic files on all EOC activities.
- Plan for EOC Demobilization – Set out a schedule for demobilization and assist Section Chiefs in debriefing EOC personnel as they leave.
- Plan for Recovery – Initiate recovery efforts at the earliest time and develop plans for short-term and long-term recovery appropriate to the needs.
- Coordinate Technical Specialists – Provide technical support services to EOC sections and branches, as required.
- Prepare After Action Report – Coordinate the assembly of EOC lessons learned from contributions from EOC staff and from Support Agency representatives.

Logistics Section Chief

- Manage the Logistics Section – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness.
- Provide Telecommunication and Information Technology Services – Support use of telecommunication and information technology in EOC.

- Support EOC – Provide and maintain EOC facilities, including all utilities, food, water, and office supplies.
- Supply Equipment and Material Resources to Sites – Coordinate all requests for resources from initiation to delivery to support operations section.
- Participate in EOC Team Meetings – Prepare section objectives for presentation at EOC Team meetings, at least once in each operational period.
- Coordinate Personnel – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers.
- Arrange Transportation – Coordinate transportation requests in support of response operations.

Finance and Administration Section Chief

- Record Personnel Time – Collect and process on-duty time for all EOC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payrolls for all employees.
- Coordinate Purchasing – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer.
- Coordinate Compensation and Claims – Process workers’ compensation claims within a reasonable time.
- Participate in EOC Team Meetings – Prepare section objectives for presentation at EOC Team meetings, at least once in each operational period.
- Record Costs – Maintain financial records for response and recovery throughout the event. Keep the EOC Manager, EOC Team, and Council aware of the current fiscal situation.
- Maintain Records – Ensure that all financial records are maintained throughout the event or disaster.

Emergency Public Information Plan

Preamble

During an emergency event, communication with the community becomes critical. Emergency communications may include alerts and warnings, directives about evacuations and other self-protective actions, and information about response status, available assistance, and other matters that impact response and recovery. These essential communications directives are the responsibility of the Public Information Officer (PIO) and the position is tasked with crafting the messages that will inform the community of the on-going status of the response and recovery.

Well-constructed and effectively delivered emergency messages can help public safety, protect property, and instill public confidence. The extent of which people respond to a warning message is influenced by a variety of factors including the individuals' perceptions, if the message is from a credible source, the way the message is delivered and the message itself.

Importance and Functions

Emergency communication is critical information that could mean the difference between life and death. It becomes as vital as food and water to the community. Information can provide reassurance that the response and recovery are occurring.

Emergency public information can serve in many functions:

- Save lives and reduce injury – Knowing the appropriate actions to take enables the population to reduce their risks.
- Protect property and the environment – Mitigating risk to property and the environment may lessen the damage caused by an emergency.
- Facilitate the planned response – Calms fears and attempts to manage expectations. Advising the population of what to expect could ensure that the population may follow instructions and allow emergency responders to perform their duties.
- Educate and inform – When people are educated, they are more likely to be prepared for emergencies and ready when they occur.
- Seek the public's cooperation – If volunteer help is needed, citizen's cooperation or if residents need to evacuate their homes or businesses, emergency public information is the device that makes it happen.
- Instill public confidence – Providing timely, accurate and understandable information will build confidence in the emergency management team's ability to manage the emergency event.
- Provide information to assist the public – Information about emergency facilities will support the public by directing the population to the closest registration centre, comfort centre or shelter.

Challenges

Emergency public information is different than routine communications that are often released by municipal units. The release of emergency public information has a specific purpose and that is to prompt a specific response rather than raising awareness.

This type of communication often encounters challenges and barriers. The barriers can be formed as it can be difficult for people to process the messages during an emergency. The challenges can be from the stress of the event and changes to people's routines. Language and literacy barriers need to be overcome when crafting a message. Some populations may have English as their second language and unfortunately, there are people in the community that may have some obstacles with literacy comprehension.

Emergency communications must be timely and appropriate. If official answers are not available, rumor and speculation quickly fill the void. The void then becomes filled with whomever chooses to provide it and the emergency management team must disseminate correct information and counter any misinformation that has been circulated.

Communication Tools

As the emergency information strategy is being developed, the PIO and their team will evaluate all the available communication options for the message delivery.

In-Person Events. These events such media briefings can be used to provide information to the public and the media. Briefings are a powerful tool to communicate and distribute emergency information.

Print Media. Print media is a communication platform that is experiencing some significant changes as the physical printed page is transitioning to websites. Regardless of the method of how the information is distributed, it is not a good tool if the emergency information is time critical. It can be a good tool if in-depth information needs to be circulated that is not time sensitive.

Broadcast Media. Television and radio can be used to present information quickly through the Alert Ready Emergency Alert System, public service announcements (PSA) and news programming.

Social Media and Internet. These mediums can provide immediate message delivery over a wide range of formats. Websites can deliver many types of media and accessibility features, but the public needs to access the site. Social media includes web-based and mobile technologies that can deliver instantaneous messaging to those who have access.

Best Practices and Pitfalls

As the emergency event develops and unfolds, there are actions that need to be established and avoided.

Best Practices

- Have a designated spokesperson.
- Release only verified information and ensure that the message is approved by the IC for publication.
- Promptly alert of relief and recovery.
- Have a clear understanding of what can and cannot be released.
- Keep accurate records and logs of all inquiries and media coverage.
- Become educated on media's deadlines.
- Provide equal opportunities and facilities for broadcast and social media platforms.
- When conditions permit; escort media to the emergency site.
- Carefully coordinate implementation of emergency public information activities with other

aspects of the developing emergency plan.

Pitfalls

- Refrain from idly speculating on the cause of the emergency.
- Do not speculate on the resumption of normal operations.
- Do not speculate on the outside effects of the emergency.
- Do not speculate on the dollar value of losses.
- Refrain from interfering with the legitimate duties of the media.
- Do not permit unauthorized spokespersons to comment to the media or post on social media.
- Do not attempt to cover up or purposely mislead the media or the public.
- Do not attempt to place blame for the emergency.

How to Format a News Release

- Always double space between each line of text and print on only one side of the paper.
- Put "FOR IMMEDIATE RELEASE" or indicate release time at the top of the first page.
- Drop two lines and write a brief descriptive headline.
- Drop two lines and begin the news release text with a dateline, giving the location where the news originates and the date.
- End all but the last page with the word "more" centred below the last line of text.
- Never end a page in the middle of a paragraph.
- Centre "-30-" below the last line of text;
- Put the name and phone numbers of one or more contact people at the bottom of the last page.

What the Media may ask in an Emergency?

During emergencies, the Public Information Officer should be prepared to respond to questions about the following:

Casualties:

- Number injured.
- Number who escaped.
- Nature of the injuries received.
- Care given to the injured.

Property Damage:

- Estimated value of loss.
- Description (kind of building, etc.)
- Importance of property (historic value, wildlife area, etc.)
- Other property threatened.
- Previous emergencies in the area.

Causes:

- Statement of witnesses, those involved and key first responders (fire, police, medical, etc.)
- How emergency was discovered?
- Who sounded the alarm?

- Who summoned aid?
- Previous indications of dangers.

Rescue and Relief:

- The number engaged in rescue and relief operations.
- Any prominent persons in the relief crew.
- Equipment used.
- Anything that hindered rescue operations.
- Care of destitute and homeless.
- How the emergency was prevented from spreading.
- How was the property saved?

Description of the Crisis or Disaster:

- Spread of the emergency.
- Blasts or explosions.
- Crimes or violence.
- Attempts at escape or rescue.
- Duration.
- Collapse of structures.
- Extent of any spills.

Accompanying incidents:

- Number of spectators
- Spectator attitudes and crowd control
- Unusual happenings
- Anxiety, stress of families, survivors, etc.

Legal Actions:

- Police follow-up.
- Insurance company actions.
- Professional negligence or inaction.
- Lawsuits stemming from the incident.

How the Media can Help

- Assist in pre-emergency education.
- Warn the public of the emergency.
- Reinforce the warning to the public.
- Get your requests out to the public.
- Get information out to the public.
- Get your point of view across to the public.
- Reassure the public.
- Secure needed help for the response.
- Generate needed outside help.

Activation

The Public Information Officer (PIO) will work in conjunction with the Municipal Emergency Coordinator (MEC) at the onset of any potential emergency. The role of the PIO becomes paramount as the emergency unfolds and the Emergency Operations Centre (EOC) activates. The position then will coordinate all public awareness statements and press releases on the emergency response and recovery. The PIO will require all messaging to be vetted and sanctioned by the EOC Manager and will work alongside other agency PIOs.

FORMS

Declaration of a State of Local Emergency form



**Town of Cornwall
Declaration of a State of Local Emergency**

WHEREAS an emergency existed in the _____ due to

(enter a detailed description of the emergency)

THEREFORE, the Local Authority declares a state of local emergency exists in the

(enter a detailed description of the area affected)

Time:

Date:

Signature(s):

Titles:

Fax to: PEI Emergency Measures Organization (PEIEMO)

902-368-6362

Reception Centre - Sign In Form

Date:				Services being Provided (Ex. Food, warming, charging, showers, etc.):	
Name of Reception Center:					
Address of Reception Center:					
#	Full Name (print)	Municipality/Community	Time In	Services Received (ex. food, warming, charging etc.)	Time Out
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					