Ministry of Northern Development and Mines

Emergency Response Plan

Go Medium Sensitivity
2018

FOR ADDITIONAL RELATED INFORMATION PLEASE CONTACT

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If requested, this plan can be provided in an alternate format.

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ERP Annexes

Annexes to this Plan are compiled as separate documents.

Annex 1 – Emergency Management Protocols (Evacuations)

Annex 2 – Emergency Communications Plan

Annex 3 – Ministry Emergency Operations Centre Information Guide

Annex 4 – Provincial Emergency Plan for Abandoned Mines Hazards

Annex 5 – Provincial Emergency Plan for Any emergency that requires the Support of Provincial Emergency Management in Northern Ontario

Annex 6 – Continuity of Operations Plan

Introduction

The Emergency Response Plan (ERP) provides guidance to the Ministry of Northern Development and Mines (MNDM) when responding to an emergency event that may or is affecting the ministry:

- Externally (in the community or within the greater Ontario Public Service (OPS)); or

- Internally (within the MNDM); or

- Both simultaneously.

Response may begin during the warning phase or at the moment of the emergency event's impact.

The following Emergency Event Phases chart illustrates the overlap of the emergency management phases:

EMERGENCY EVENT PHASES (The timeline of each phase is dependent upon the circumstances of the emergency event)		
WARNING of emergency event	**RESPONSE** to emergency event	**RECOVERY** from emergency event Short Term – Long Term
Response activities could begin during the Warning Phase		
Timeline • Months, weeks, days, hours, minutes or seconds	**Timeline** • Minutes, hours, days or weeks	**Timeline** • Minutes, hours, days, weeks or months
Recovery activities could begin during the Response Phase		
MNDM's highest priority during each phase is the safety and well-being of its employees, visitors and/or clients.		

MNDM emergency management activities will:

- Respond to emergency events or threats;

- Prevent and/or mitigate the impacts of emergencies;

- Support the Provincial Emergency Response Plan;

- Ensure the continuity of ministry time-critical services;

- Ensure the continuity of service to the public;

- Restore affected areas and/or ministry operations to a state of normalcy.

The ERP is applicable to the full spectrum of human caused, natural and technological emergencies as identified through a Hazard Identification and Risk Assessment (HIRA) process.

The ERP:

- May require activation with or without warning, at any time of the day;

- Is scalable to the size or complexity of the emergency event.

The ERP consists of a core section and annexes which address specific functional components.

Ministry Action Group (MAG)

Responsibilities

MAG is responsible for responding to emergency events effectively and efficiently, when activated.

MAG will organize and coordinate response operations which are intended to prevent, mitigate and/or resolve an emergency situation quickly, while minimizing injuries/casualties and property/environmental damage.

MAG will organize and coordinate recovery operations which could involve short or long term activities in order to restore time-critical/non-time-critical services and bring affected areas back to their normal operations. Normal operation does not mean restoration to exactly the way things were before, but restoration to a basic, functional level.

MAG may be required to conduct response and recovery operations simultaneously, as activities often overlap in emergency situations.

Depending upon the nature of the emergency and impact that the incident is having on the ministry, additional employees could be utilized to assist MAG.

Note: The activation of MAG may not be necessary if there is limited impact on the ministry continuity of operations and response actions are within the capabilities and/or resources of local or divisional management.

Operational Priorities

MAG priorities when conducting emergency management operations are to:

- Protect lives and safety of employees/clients/visitors;

- Protect property and the environment;

- Provide time-critical services;

- Return MNDM to normal operating status, as soon as possible.

Incident Management System Structure

The Office of the Fire Marshal and Emergency Management (OFMEM) has implemented a standardized Incident Management System (IMS) as the Ontario standard for all response organizations in managing emergencies.

MAG may implement an IMS organizational structure, as may be warranted by the circumstances of the emergency event.

Due to the small size of MAG, the IMS may require MAG members to fulfill more than one role or additional ministry staffing resources may be attached to MAG to assist in performing IMS duties.

The duties described below would be assigned to MAG participants, as required.

The following are based on the IMS Structure:

Command Group

The Director of Emergency Operations, the Ministry's Executive Lead (CAO/ADM Corporate Management Division) or their designate, is responsible for the organizational and operational effectiveness of MAG. The Director of Emergency Operations is also responsible for arranging command group meetings and ensuring the effective implementation of command decisions. Where appropriate, the Director of Emergency Operations would consult with the Director of Emergency Operations at the Provincial Emergency Operations Centre (PEOC), Ministry officials, communities and agencies.

Supporting staff under the command group in the MNDM Emergency Operations Centre would include a safety officer, who is responsible for assuring the health and safety of personnel; a liaison officer who is the point of contact for consulting with other agencies and relaying this information to the Command Group; and an Emergency Information Officer to liaise with the media and directly with other Emergency Information Officers at other emergency operations centres, such as the PEOC.

Operations Group

The Operations Group is responsible for short-term planning (48-72 hours) and is made up of the Chief Operations Group, the Duty Officer, the Information Management Officer, the Document Control Officer, the Master Log Keeper and the Key Events Assistant.
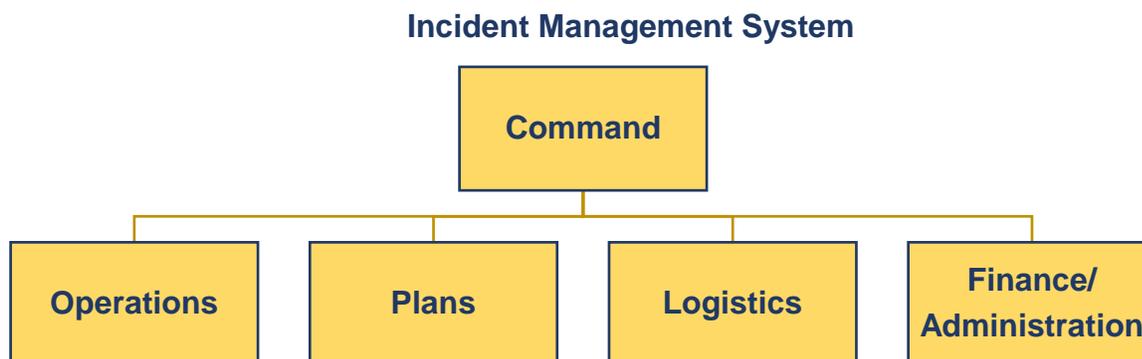
Plans Group

Planning staff are responsible for the development, dissemination and evaluation of the Emergency Response Plans (ERP). These plans are incident-specific and undergo timely analysis for effectiveness. This group would develop modifications to the ERPs, should they be required.

Logistics Group

Logistics staff arranges for and coordinates all material, services, equipment and resources required to manage and resolve the emergency. Staff are responsible for tracking usage and current locations of these items.

Finance and Administration Group

Staff perform administrative, financial and staffing duties specific to the emergency. For example, this will include capturing of incident-related costs, maintaining and scheduling of support personnel, maintaining appropriate support records, administering procurement contracts as necessary, obtaining equipment and supplies for the facility, arranging for security for the facility, as well as coordinating catering requirements.

Incident Management System

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                    ┌─────────────┐
                    │   Command   │
                    └──────┬──────┘
        ┌──────────────┬───┴──────┬──────────────────┐
  ┌──────────┐  ┌──────────┐  ┌──────────┐  ┌────────────────┐
  │Operations│  │  Plans   │  │ Logistics│  │   Finance/     │
  │          │  │          │  │          │  │ Administration │
  └──────────┘  └──────────┘  └──────────┘  └────────────────┘
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Ministry Emergency Operations Centre (MEOC)

The MEOC is the designated location where MAG can convene to manage an emergency event. The MEOC has both a primary and alternate location.

During the notification process, MAG members/alternates will receive direction as to which location they should report to. In an extreme case, the MEOC can operate via teleconference or other virtual means.

The primary and alternate locations are geographically separated so that if one or the other is endangered or rendered non-functional, as a result of the emergency situation, the other should be safe and operational.

Ministry Emergency Communications Plan

MNDM has developed an Emergency Communications Plan which provides guidance to the ministry.

The Director of Communications Services Branch has been designated as the MNDM Emergency Information Officer and is the focal point for the preparation and dissemination of information related to MNDM emergency management actions.

The manner in which the MNDM communications are developed and disseminated is governed by the emergency circumstance and the intended audience.

Health, Safety and Security

Health, safety and security are the first and foremost considerations in any response to an emergency event. MNDM employees involved in emergency management activities shall do so in accordance with the MNDM Emergency Management Plan, and must adhere to all health, safety and security advice, guidance and precautions that may be provided and/or imposed by those with on-site operational authority.

ERP Activation/Deactivation

Procedures

The Executive Lead for the MNDM emergency management program or their designate is responsible for the ERP activation and deactivation.

The level of activation/deactivation will be proportional to the emergency situation and could be complementary to the PEOC activation/deactivation levels.

The full MNDM ERP or any portion may be activated without the declaration of an emergency.

The MNDM ERP could be activated in the following circumstances:

- The emergency impacts the ministry's OIC responsibilities;

- The emergency impacts ministry continuity of services;

- The PEOC has requested ministry plan activation.

Emergency Management Notification Procedures

OFMEM Emergency Notification

Emergencies or potential emergencies are reported to the Duty Officer at the PEOC.

Notification of emergencies within communities is initially received by police, fire and ambulance services that in most cases are able to deal with the emergency. If the emergency escalates, the police or fire chief usually contacts the head of the municipal council. If the head of council declares an emergency, the Minister of Community Safety and Correctional Services must be informed. This is done through the PEOC.

Some emergencies will be of such magnitude that a coordinated provincial response is necessary. In such cases, the Premier may declare an emergency and directly control the commitment and application of provincial resources, and possibly those of affected and unaffected communities.

In either situation, the PEOC will notify the appropriate OIC ministries and other organizations that may become involved in the response to an emergency event.

Similarly, if there is an emergency that is specific to the delivery of government services, the PEOC will notify ministries accordingly.
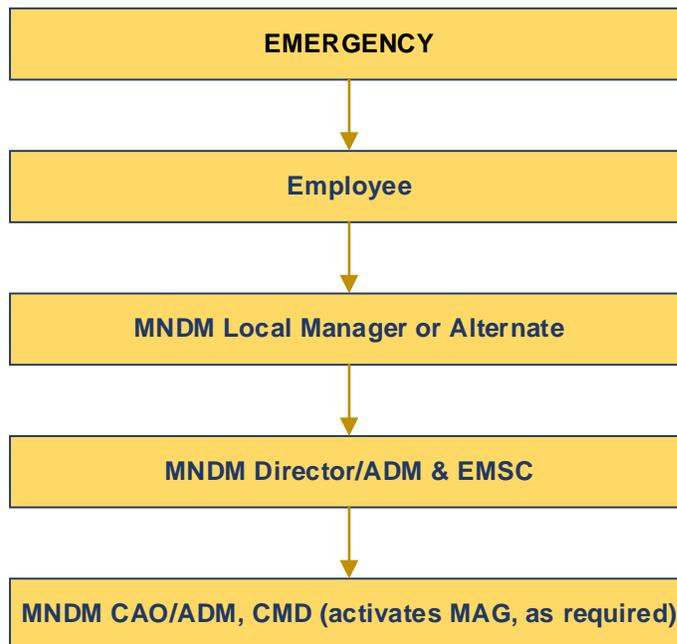
OFMEM has implemented an emergency alert notification system (Send Word Now). MNDM's Emergency Management and Security Coordinator (EMSC) and the Alternate are identified as key contacts for the purpose of this alert notification system.

MNDM Notification Procedures

Notification Flow Chart

The ability of MNDM to notify key emergency responders is critical to the immediacy of the response and the end result. It is the responsibility of all MNDM employees who become aware of a potential or existing emergency to initiate the following notification flow chart.

Notification Flow Chart

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┌─────────────────────────────────────────────┐
│                 EMERGENCY                     │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│                  Employee                     │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│        MNDM Local Manager or Alternate        │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│          MNDM Director/ADM & EMSC             │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  MNDM CAO/ADM, CMD (activates MAG, as required) │
└─────────────────────────────────────────────┘
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Emergency Notification at MNDM Offices

MNDM has developed an Emergency Management Protocol (Evacuations) to clarify the roles and responsibilities of all staff during an emergency evacuation, and communication procedures so staff can stay in contact with management if they are unable to return to their work location.

Managers are responsible for disseminating information to their staff during emergencies as per MNDM's Emergency Management Protocol (Evacuations).

Managers are responsible for notifying the EMSC whenever there is a disruption in ministry service delivery.

Where MNDM is Building Lead for an OPS worksite building, communication protocols have been developed in conjunction with the Building Committee and inserted into the Building Response and Recovery Plan.

MAG Notification Procedures

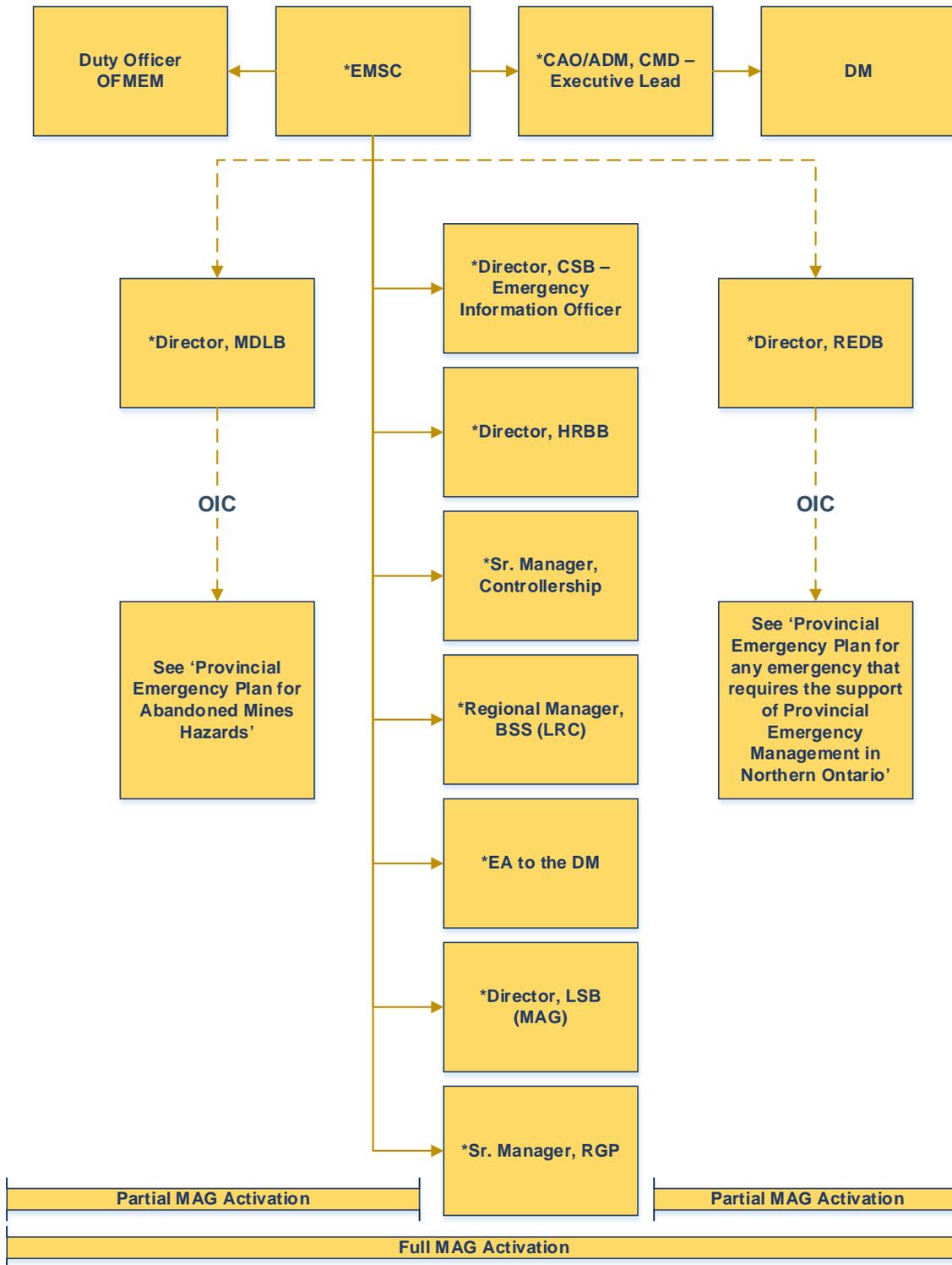MNDM's EMSC or Alternate are available on a 24/7 basis.

- During normal work hours the EMSC or Alternate are available at their work number or by BlackBerry;

- After normal work hours the EMSC or Alternate are available at their home number or by BlackBerry.

The following procedure is in place to initiate a MAG response to an emergency event:

1. EMSC or Alternate becomes aware of a potential or existing emergency;

2. EMSC or Alternate notifies the MAG Executive Lead;

3. MAG Executive Lead will decide which MAG members are required;

4. EMSC or Alternate will notify the MAG members required;

5. The Executive Lead will notify the Deputy Minister;

6. EMSC or Alternate will notify the PEOC.

The notification procedures for MAG are illustrated in the following MAG Emergency Notification Flow chart.

MAG Emergency Notification Flow Chart

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┌──────────────┐      ┌──────────────┐      ┌──────────────────┐      ┌──────────────┐
│ Duty Officer │ <──> │    *EMSC     │ ───> │ *CAO/ADM, CMD –  │ ───> │      DM      │
│    OFMEM     │      │              │      │  Executive Lead  │      │              │
└──────────────┘      └──────────────┘      └──────────────────┘      └──────────────┘
```

*Director, MDLB	*Director, CSB – Emergency Information Officer	*Director, REDB
	*Director, HRBB	
OIC	*Sr. Manager, Controllership	OIC
See 'Provincial Emergency Plan for Abandoned Mines Hazards'	*Regional Manager, BSS (LRC)	See 'Provincial Emergency Plan for any emergency that requires the support of Provincial Emergency Management in Northern Ontario'
	*EA to the DM	
	*Director, LSB (MAG)	
	*Sr. Manager, RGP	

Partial MAG Activation

Partial MAG Activation

Full MAG Activation

*or alternate

Emergency Response Cycle

There can be no guarantee of a perfect emergency response system.

MAG can only attempt to make every reasonable effort to respond to an emergency incident based on the situation, information and resources available.

To help ensure a systematic response, MAG may choose to implement the following steps when activated:

Step 1 – Situational Awareness

Gather and analyze information in a manner that will facilitate:

- Increased situational awareness of the magnitude, complexity and impact of the incident;

- The ability to determine resources required to develop and implement an effective Incident Action Plan (IAP).

Sources of information may vary greatly depending on the event, but may include personal observation, weather reports, maps, media coverage, etc.

Step 2 – Set Objectives

Once the problem(s) associated with the incident are identified, the next step is to establish and prioritize incident objectives.

Incident objectives are statements indicating what must be achieved to correct the problem(s) identified during Step 1.

Incident objectives are measurable and used to monitor the incident progress.

Step 3 - Develop IAP

An IAP breaks down objectives determined in Step 2 into manageable tasks.

The IAP describes what task(s) are required, who will accomplish each task(s), and when the task(s) must be completed. Task(s) are to be achievable within a single operational period.

Subject-matter experts are utilized, as required.

The IAP is developed in a format (oral/written) that is appropriate for the level of complexity of the incident.
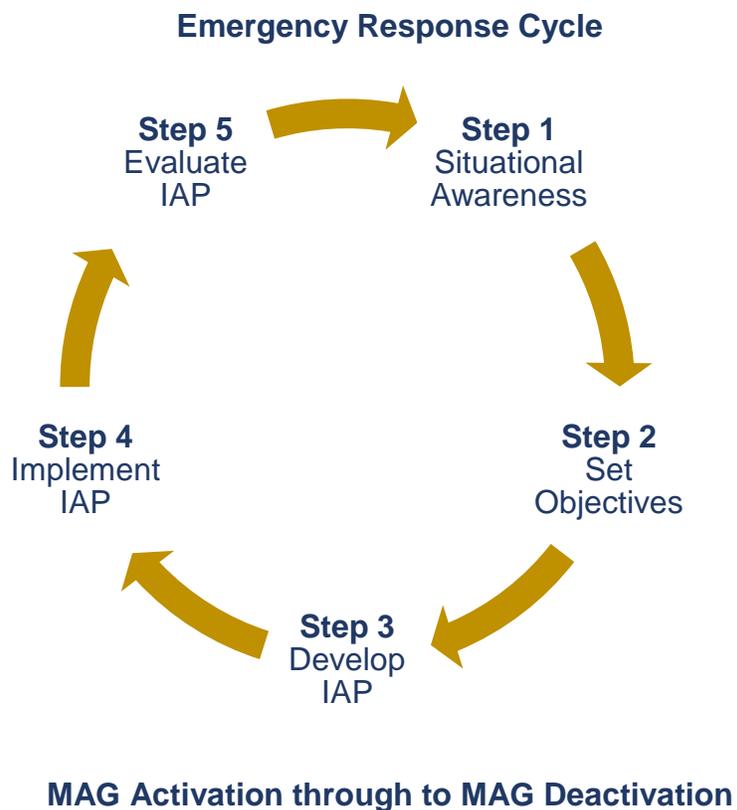
Step 4 – Implement IAP

Once the IAP has been developed, the final stage before action is to issue orders or directives to those responsible for implementing strategies developed in Step 3.

Step 5 - Evaluate

Regularly compare planned progress with actual progress.

The IAP actions identified in Step 3 may only partially resolve the emergency incident.

Repeat Steps 1 through 5 until MAG determines that it is in a position to "stand down".

Emergency Response Cycle

Step 5
Evaluate
IAP

Step 1
Situational
Awareness

Step 4
Implement
IAP

Step 2
Set
Objectives

Step 3
Develop
IAP

MAG Activation through to MAG Deactivation

MNDM Incident Action Plan (IAP)				
1. Incident Name				
2. Operation Period	**Date From:**		**Date To:**	
	Time From:		**Time To:**	
3. Type of IAP				
☐ OIC - Abandoned Mines Hazard				
☐ OIC – Any Emergency that requires the support of the provincial emergency management in Northern Ontario				
☐ Continuity of Operations Plan (COOP)				
4. Current Situation				
5. Mission				
6. Objectives for the Operational Period				
7. Strategies to Achieve Objectives (including tactics/tasks)				
8. Emergency Information and Key Media Messages				
Prepared By/Title/Date/Time (24–hour clock)				
Approved By/Title/Date/Time (24–hour clock)				

Note: Background information pertaining to the current incident may be attached as a separate document.

Item #	Item Title	Instructions
1	Incident Name	Name assigned to incident.
2	Operational Period	Establish how long MAG will work on the objective(s) before it requires stopping and assessing the status and progress. Enter the start date (YYYY/MM/DD) and time (using the 24-hour clock), and end date and time for the operational period, to which the form applies.
3	Type of IAP	Check the appropriate box.
4	Current Situation	Include specific information on the nature of the event and known consequences at time of report. This may include information on: scope, casualties, hazards, current response activities, outstanding issues, identified needs, etc.
5	Mission	Enter a clear, concise statement indicating reason for managing the response (normally does not change during the event).
6	Objectives for this Operational Period	Enter clear, concise statements of the objectives for managing the response. Answers the question of what must be done, are stated in the form of a command, begin with an action verb (but not "continue" or "maintain"), and may identify where action must be accomplished. Ideally, the objectives are listed in priority order. (e.g. → Establish a Provincial Liaison Team in Larder Lake)
7	Strategies to Achieve Objectives (including tactics/tasks)	Enter clear, concise statements of strategies to achieve one or more of the objectives. Should identify what action(s) and resources are required, who will carry out the task(s) and when the task(s) will be completed within this operational period.
8	Emergency Information and Key Media Messages	Enter clear and concise messages to be communicated to employees, stakeholders and/or the media.