

**National Emergencies:
Canada's Fragile Front Lines**

Standing Senate Committee on
National Security and Defence

VOLUME 2

March 2004

Introducing the Questionnaire Responses

This appendix contains the 86 responses that the Committee received to an emergency preparedness questionnaire that it distributed to first responders in 100 Canadian municipalities. This was not supposed to be a scientific survey. Rather, the Committee asked open-ended questions in order to give local officials the opportunity to comment freely on their level of preparedness. We believe that a picture of emergency preparedness across Canada emerged from this broad-brush approach.

The questionnaire responses – along with the answers received to the 2 revised questions – are grouped according to the 4 categorized sizes mentioned at the start of the analysis in Chapter 6. These categories are:

<u>Category</u>	<u>Classification</u>	<u># of replies</u>
<i>A</i>	<i>“Very Small” communities of 20,000 to 49,999 people</i>	<i>32</i>
<i>B</i>	<i>“Small” communities of 50,000 to 99,999 people</i>	<i>23</i>
<i>C</i>	<i>“Medium” communities of 100,000 to 499,999 people</i>	<i>23</i>
<i>D</i>	<i>“Large” communities of more than 500,000</i>	<i>8</i>

This categorization was deliberate. For the analysis, it was done to highlight trends that the Committee found in the responses. The Committee maintained this categorization here in the hope that it would spark a dialogue in and amongst communities by allowing them to compare themselves against communities of similar sizes.

The Committee would like to extend its thanks to all those who responded to its questionnaire.

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Toronto Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

Revised July 8, 2003

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

The response to this questionnaire is in accordance with the request from the Standing Committee on National Security and Defence. It should be noted that, in addition to this response, Toronto has made two previous representations before the Committee. The first was a letter dated January 29, 2002, from Dr. Sheela Basrur, Toronto Medical Officer of Health, and the second was an appearance before the Committee during the afternoon sitting on Monday, May 6, 2002, by Julian Fantino, Chief of Toronto Police Service.

My name is Warren Leonard and I am the Manager of the City of Toronto, Office of Emergency Management, Technical Services Division of the Works & Emergency Services Department. I have been directly involved full-time in emergency management in the City of Toronto (and former Metro) for over 15 years, since 1988. I am one of only a handful of Canadians who has been certified as a Certified Emergency Manager (CEM) through the International Association of Emergency Managers, achieved in 1997, and re-certified in 2002.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Toronto is a highly urbanized area and has a population of 2.5 million people (5 million in the GTA - Greater Toronto Area). Toronto covers 641 sq. km. and stretches 43 km from east to west and 21 km from north to south at its longest points. The perimeter is approximately 180 km. Population density 3869/km². 34.8 per cent of the city's area is residential; 7.8 per cent industrial, 2.3 per cent commercial, 7.3 per cent institutional (schools, universities, churches and cemeteries).

Toronto is home to 90% of Canada's foreign banks and 80% of the largest R&D, law, advertising and high-tech firms. Nearly all Canadian banks and financial sector companies have their head office in Toronto. There are 75,000 businesses employing 1.2 million people, which is one sixth of all Canadian jobs.

There are 90 foreign consulates in Toronto. We are home to the 4th largest airport in North America and we operate the 2nd largest transit system in North America handling 450 million passengers each year.

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

The City of Toronto is faced with a variety of risks that could require a mass casualty response, including major industrial land use, an international airport, 3 smaller airports, a port, major highway 401, miles of railway, subway, trans-Canada pipeline, densely populated, major sporting venues with capacities exceeding 50,000, high-rise residential and office towers, tourist attractions, etc.

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

There are emergencies every day in Toronto. (See 2.3 answered below for the legal definition of an emergency in Ontario) Events that might be considered an emergency in other jurisdictions occur with some frequency in Toronto, however the resource base of a large urban centre enables frequent emergencies to be handles routinely. However, the surge capacity for events that go beyond 'routine' operations can seriously stress our resources, personnel, equipment, and systems.

2) What is your community's risk assessment and response capability?

2.1 *What are the main natural and man-made threats to your community?*

Natural Events - severe weather, floods, blizzards, tornadoes, food or human health emergencies

Human-Caused Events & Accidental Hazards - incidents that accidentally or intentionally do harm to public safety and security, civil disorder, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, biological, radiological and/or nuclear agents may be used on their own, or in combination with these devices.

Technological & Infrastructure Disruptions - incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes,

water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents

Nuclear - Although construction and operation of nuclear power plants are closely monitored and regulated, an accident, though unlikely, is possible at the Pickering Nuclear Generating Station.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

As Canada's largest municipality, Toronto is a potential target for terrorism, over and above the threats outlined above in 2.1. While we recognize the level of professionalism that exists among our first responders, the training and equipment is primarily focused on the routine delivery of emergency services known to be required in a large urban centre. Surge capacity on a variety of levels (personnel, equipment, systems, facilities, etc.) is a serious concern.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A major emergency is determined by its impact on the municipality, and the extent to which existing resources are depleted. The legal definition is found in the Ontario Emergency Management Act ("a situation or impending situation, caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property"). Similar to the question being posed here, the interpretative word in 'major' and needs to be assessed on a per-event basis.

In more practical and concrete terms, a municipal emergency can be identified as an event that is beyond the capacity and/or ability of the municipal resources to respond.

A train tanker-car that bursts and spills a hazardous chemical?

Depending upon the product, the amount and the location, this may be considered a major emergency, however, Toronto experiences daily hazmat calls and we do not declare an emergency, if it does not overtax our resources. The size and scope issue applies here.

The release into the local water supply or airspace of enough infectious biological agents to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

25 illnesses per day due to an act of terrorism would be a major emergency. 100 illnesses per day due to an intentional act of terrorism would be a major emergency. As we have seen with the SARS outbreak, the entire health care system is stressed beyond its surge capacity in such events. Specifically at the

municipal level, the public health resources required to investigate, make patient contact, track the illness, etc. is where our system would be strained.

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

1000 persons displaced from their homes for a long-period of time would pose a major emergency, however whether an emergency is declared would be assessed at the time, based on our ability to provide mass care.

How large a fire and how severe an earthquake?

Criteria, such as being requested for here has not been determined because of the large number of variables that have a direct affect, e.g., time of year, location, number of people affected, economic impact, other resource stresses, etc. etc. The determination can only be made at the time based on the totality of the event.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Toronto has a long history of emergency management activities, including plans, exercises, training, speciality teams, etc. Emergency management is a cyclic process, whereby plans, training, exercises, speciality teams, risks, etc. are continually being reviewed, revised and improved. While there is an element of readiness, we must be vigilant in our efforts to increase our hazard identification, risk assessment, mitigation measures, preparedness activities, response operations and recovery efforts.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

In addition to our locally funded initiative to develop a properly trained and equipped Joint CBRN response team, we support the findings of the January 1999 report of the Special Senate Committee on Security and Intelligence, which recommends that the federal government:

support the training of first responders across Canada to identify and respond appropriately to a nuclear, biological or chemical attack;
ensure that first responders receive the protective and diagnostic equipment they require to respond appropriately to such an attack;

establish a national inventory of equipment and other assets available throughout the country to respond to a nuclear, biological or chemical attack;
conduct regular joint training exercises among staff from the DND, the RCMP and first responders throughout the country; and
encourage the proliferation of training and equipping of first responders on the National Capital model or some enhanced version.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Toronto has money, people and equipment commensurate with our size based on the delivery of services we provide to 2.5 million people on a regular basis. Some backup personnel and equipment is available, depending upon skills required, and equipment needed. There is no 'cache' of personnel kept in reserve for emergencies, and the only 'cache' of equipment kept in reserve for emergencies is related to speciality teams such as HUSAR. All other equipment is operationally deployed.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

It depends upon a variety of variables, such as; nature of the emergency, number of people affected, how they are affected, what their needs are, time of year, number of sites, etc. Surrounding municipal regional assistance could arrive fairly shortly due to the close proximity of our neighbouring regions, dependent upon availability, unless they too are affected by the emergency.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Toronto has recognized the need for, and is moving towards a more unified communications structure within the emergency services. We also recognize that this can always be improved for disaster applications when normal business connections are severely stressed. We constantly strive to strike a balance between the needs required for daily operations vs. costs expended for exclusively disaster related resources.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes, with the request and cooperation of the media, but not unilaterally.

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

YES, particularly at the federal level. Since response to emergencies begins at the local level, it is imperative that the local voice be heard at federal and provincial levels because it is the local resources that deliver the services, and operationalize response plans. This is especially pertinent during disaster response.

Since traditional arrangements call for municipalities to be supported by the provincial government, and provinces are supported by the federal government, a situation has been created whereby there is no direct access between the local and federal level. Reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management challenges and emerging initiatives.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

Building upon existing communications programs already in place (e.g., West Nile Virus, Y2K preparedness, etc), the public is being educated through existing media (pamphlets, Internet) on personal preparedness. These costs are all being borne by the municipality.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

Some, depending upon the emergency and the supplies. Generally, at the local level we don't have the luxury of purchasing equipment for stockpile. Rather, our stores are related to on-going operational needs, with provision to increase supplies as warranted.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

Response to an emergency begins with the local municipal resources, federal support of those resources should be the priority during an emergency.

Streamlining the linkages between the federal and local municipalities will greatly assist this process.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

No. There are 2.5 million Canadians living in the City of Toronto, and over 5 million in the GTA. Training and exercising emergency plans requires the appropriate staff and support resources to coordinate the plans, deliver the training and produce worthwhile exercises.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

As noted above, response to an emergency takes place at the local level. Municipalities are the ones who operationalize plans and deliver the emergency response to the public. We plan for a 72 hour and beyond time period where we will be on our own. Provincial delivery of front-line emergency services is extremely limited. Federal assets are largely unknown at the local level, and, as already noted, we are constrained by the traditional arrangements between federal-provincial-municipal relationships. We have experienced first hand during the SARS response, that an emergency of sufficient magnitude to be considered a disaster is beyond the ability of the local municipality to cover the costs without provincial and federal assistance.

With respect to the federal government:

5.4 *Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?*

Yes. However, we are constrained by standard federal-provincial-municipal arrangements that prevents direct federal-municipal interaction.

5.5 *Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?*

Yes, JEPP is the main funding request process. However, the JEPP process is completely out-of-sync with local budgeting and spending cycles. It is extremely awkward to work within, and hampers our emergency preparedness financing. This problem has been repeatedly expressed to provincial and federal officials over the years.

Several provincial and federal budget announcements for enhanced emergency preparedness have been made over the last 18 months, but for the most part, they pertain to provincial and federal programs. Municipal first responders do not have access to sufficient resources, training, equipment or personnel to ensure they are able to respond appropriately to an emergency or terrorist attack.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

OCIPEP should be developing national standards on emergency management issues, equipment interoperability for speciality teams (e.g., HUSAR, CBRN). In particular, OCIPEP should actively seek local input to their projects. It is at the local level where the services are delivered. It is at the local level that emergency response is first operationalized. Policy and managerial oversight is not what is needed by municipalities during a crisis.

From a local perspective, we look to the federal government to support municipalities in terms of training, equipment and other assets necessary to ensure they are able to identify risks, prepare plans, have sufficient properly trained personnel with necessary equipment to protect the health, safety and welfare of the public we serve, the public that depends on us, the public that expects us to.

Since traditional arrangements call for municipalities to be supported by the provincial government, and provinces are supported by the federal government, a situation has been created whereby there is no direct access between the local and federal level. Reliance on traditional federal-provincial-municipal arrangements to prepare for and respond to emergencies has prevented a national approach to emergency management challenges and emerging initiatives.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Despite local first responders being first on scene, rescuing, evacuating, acting as Incident Commanders, media spokespersons, etc., in short, delivering all emergency response, municipalities tend to be marginalized in federal emergency planning, which occurs in concert with provinces and territories. There is a gap between federal, provincial and municipal emergency management initiatives, resulting in a reduced collective ability to prepare for a major emergency, especially in large urban centres such as Toronto. Information sharing across and between the various governments remains very limited.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given

procedure information regarding the use of these caches? Yes No
Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Not personally, but through Toronto Public Health.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Not directly, but the structure of our plan is such that intelligence and other law enforcement linkages are part of the Toronto Police responsibilities. Recognition that intelligence needs to be more widely shared is clear. Intelligence information should be disseminated through an 'accreditation' process (e.g., Confidential, Secret, Top Secret) extended to the local level, where the impact of the risks are, and more importantly, where the response takes place. Law enforcement is not the only group that needs intelligence information.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

It is necessarily linked through the provincial authorities who have made is very clear, municipalities are not allowed to access federal level resources directly. During an emergency, this process needs to be streamlined, and therefore linkages need to be made earlier during the planning process.

Toronto
Ontario
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Toronto is one of the most media saturated markets in North America. When a major event occurs in Toronto it is well communicated through the media in all forms. There is no single system that will notify all people effectively accounting for the four long-standing, problematic variables of public alerting, i.e., **Inside/Outside, Daytime/Nighttime**. However, multiple systems will increase the likelihood of alerting a greater number of people, and therefore Toronto would benefit from the system described above.

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

The services provided by municipalities are very different than those provided by the provincial government. When we need help in an emergency, it is often in the way of front-line operational assistance. Often this type of support is not readily available from the Province.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

It has been our experience that the City of Toronto is better positioned to provided key services direct to the public. In an emergency, the City needs

assistance in terms of front-line operational support (people, equipment, vehicles, etc.) working under the direction of the municipal responders (emergency services, public health, building inspectors, works, etc.). The size and scope of the event will determine how much help is required. It has been our experience that this kind of resource does not exist at the provincial level in ways we can effectively utilize during an emergency.

Montreal Quebec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I have been the director of the City of Montreal's Emergency Preparedness Centre (EPC) since the January 2002 mergers and I was already director of this same Centre in 1991, under the jurisdiction of the Montreal Urban Community (MUC). In the MUC era, the Centre provided overall coordination for the 28 municipalities composing its territory. These municipalities were in immediate charge of co-ordinating their own emergency measures. The City of Montreal now provides first-line coordination for central services as well as for its 27 boroughs.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The City of Montreal is composed almost entirely of a very dense urban fabric. Its negligible agricultural activities are all located in the west end of the City. The City's 49,600 hectares or 496 kilometres are home to 1.8 million inhabitants. There are 3,629 inhabitants per square kilometre.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City of Montreal's industrial sector counts about 3,000 large, midsized, and small firms. More than 180 of these firms process, produce, or store hazardous materials which, in the event of a major industrial accident, would threaten the health or life of citizens living in their vicinity. Montreal East's industrial sector, with its petrochemical industries, must be a major focus of public security prevention and preparedness.

The City also has an international airport, a major port, and several train yards—one of which is a hub for shipping between east and west Canada and between Canada and the United States.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The torrential rains on July 14, 1987

Storms poured down 59 to 181 mm of rain in four hours, between 1 p.m. and 5 p.m.

The storms were accompanied by strong winds

Two persons lost their life.

Total damages of \$40 M (1987) and damages of \$13.3 paid out to victims.

Numerous local floods, notably in viaducts and sunken streets or roads, including the Décarie expressway.

Numerous trees uprooted; 400 vehicles abandoned on highways; metro shutdowns lasting from 4 hours to 2 days, depending on the lines.

350,000 homes without electricity for several hours and several for up to four days; 40, 000 homes were flooded.

Business activities disrupted or shut down.

The ice storm from the 5th to the 9th of January 1998

The ice storm ravaged an area stretching from Lake Ontario to the Bay of Fundy ; it hit Ontario, Quebec, New York state, New England, and the Maritimes. Almost the whole territory of the then existing Montreal Urban Community (equivalent to the current City of Montreal) was struck by the storm.

The storm struck in three successive episodes of freezing rain, totalling more than 80 mm in Montreal.

At the height of the storm, 300, 000 to 1,400, 000 citizens suffered major power failures.

On the 9th of January, the production of potable water was shut down for more than eight hours.

Major damage to essential infrastructures occurred.

Total shutdown of downtown core: shutdown of all socio-economic activity.

The Canadian armed forces were mobilized in Montreal for a few days.

Shelters to house 30, 000 people were opened and a maximum of 12,000 would be used.

Number of days the Emergency Co-ordination Centre operated; 8 days.

Number of work days lost by firms and institutions: 4 to 5 days.

Lives lost: 5 deaths.

138,000 trees damaged: two-thirds of the City's total.

Total costs of the ice storm in Quebec: \$3 billion.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Here is a brief extract from Montreal's Emergency Preparedness Policy which describes the risks existing on the territory of the City.

"Risk management aims at reducing the City's vulnerability to dangers threatening it. It takes different forms, depending on the categories of risks (...)

2.1.1 There are three categories of natural risks:

Risk of climatic disorders
Risk of earthquake
Risk of major floods

The natural risks most likely to strike the City must be identified, analyzed, evaluated, and managed at three levels: by Quebec, by the Greater Metropolitan Region of Montreal, and by the City of Montreal itself. Risks of natural disasters pose such potentially widespread effects and entail such tremendous research needs that the City cannot assume the responsibility of documenting these risks alone. It can however act as a partner with higher levels of government, universities, or other research bodies. Once the natural risks have been identified and analyzed, the City will be better equipped to mitigate their effects and manage their consequences.

2.1.2 There are four categories of technological risks:

Risk of major industrial accidents at a fixed site
Risks linked to the transportation of hazardous materials
Risks linked to passenger travel (planes, trains, metro, buses)
New risks posed by more recent technologies such as IT, biotechnologies, nuclear power, etc.

The City's interface with high-risk installations will be managed based on the principle of joint city-industry planning. Such planning can either take place on a citywide basis or at the level of one or more boroughs. The model using mixed city-industry committees already has a proven track record at the City level and this model must be applied wherever justified by the location of high-risk installations on the City's territory. The obligation to declare risks stipulated in the Act Respecting the Protection of Persons and Property in the Event of a Disaster can be incorporated in this model or else enforced through by-laws.

2.1.3 Biological risks , such as epidemics, pandemics, highly contagious viruses:

Managing this type of risk is the responsibility of the Public Health Department of the Montreal Centre Régie régionale de la Santé et des services sociaux and of its network of establishments. The Public Health Department is expected to inform the City of any risk whose impact would be catastrophic for the population, so that the appropriate city departments can provide the support required. Public health authorities are also expected to play the leadership role in dialoguing with the relevant external agents.

2.1.4 Risks of social unrest, such as terrorism, sabotage, riots, hostage taking, massacres, widespread looting, etc.:

Terrorism and other such incidents are considered criminal acts and, as such, fall under police jurisdiction. Managing the consequences of such acts is a matter of public security. For this, two parallel command structures come into play.

One of these structures—composed of the City’s police force, the government of Quebec, and even the government of Canada— will handle the criminal aspect of such acts. In parallel, the civil security structure of the City of Montreal and the Quebec government will step in to provide co-ordination between all the levels involved. As concerns the co-ordination of those handling the consequences of such events, the City’s emergency preparedness co-ordinator will assume this task at the City level and will appoint a site manager from the Police Department to co-ordinate those working at the site.

2.1.5 Risks to essential infrastructures (possibly caused by one of the above-mentioned incidents) are:

- Major power failures
- Major failure of water purification system
- Lack of adequate gas and fuel supplies
- Failure of communication systems
- Failure of computer systems
- Major shortages in the food chain
- Disruptions in transportation networks

A consultation group composed of essential-services representatives will be set up to prevent risks to essential services, to reduce their vulnerability, to ensure their best protection, and to manage the interfaces critical to the life and safety of citizens.

2.1.6 Risks to heritage sites (architectural, natural, objects, and archives):

The City must pay special attention to the management of risks to heritage treasures, in collaboration with heritage organizations and with the institutions to which such treasures belong. The City must ensure that the cultural heritage entrusted to its care is adequately protected, especially the archives which record

the history and memory of institutions and ensure the proper management of public and private affairs. This concern will be progressively reflected in the plans drawn up to respond to emergencies and to ensure the continuity of the City's departments and boroughs.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

The City of Montreal has drawn up an Emergency Preparedness Plan which is divided into three parts:

The central module which describes the city's public security structure, its strategic coordination process, and its tactical and operational co-ordination on the ground.

Specific emergency-response plans designed to direct the various operations of central departments.

Emergency-response plans for the 27 boroughs, touching on communications, aid for victims, and public works.

Given the merger of 28 municipalities and of the MUC into the new City of Montreal, the current plan is considered only temporary. It will soon be officially adopted by City Council.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?***
- ***How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people?***
- ***How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

All these examples are more than plausible, if we refer to the response to question 2.1 above.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City of Montreal can call on massive resources should a major disaster occur on its territory. It has a well-structured organization headed by an Emergency Preparedness Committee; it has 31,000 employees at its service, and a third of them could be mobilized in response to a major disaster. Not to mention the resources the City's partners would contribute.

The City has all the equipment it needs and all the agreements required to gain access to any equipment it might lack.

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

The scenario "Hanging on until provincial or federal help arrives" would only arise if there were a catastrophe causing mass destruction, such as a major earthquake. Not that this is impossible. But, in that event, the resources of higher levels of government would plausibly be overwhelmed themselves, since a disaster of such proportions would certainly affect a much larger territory than just that of the City of Montreal.

The future state of preparedness sought by the City should take this eventuality into consideration. In all other cases, the City will be able to hold its own and manage the crisis quite well.

However, some provincial and federal agencies with exclusive powers may be called upon to play back-up roles at the onset of a catastrophe; they would then be treated as the City's partners and not as envoys of higher governments. Examples: Environment Canada, Environment Quebec, Montreal Public Health Department.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The City of Montreal is willing to join in any national or provincial plan designed to co-ordinate any activities in these domains where causes and consequences go beyond the municipal level. This is already the situation in the case of terrorism.

It would be more appropriate to speak of joint planning rather than of ad hoc assistance. Though there is no reason to exclude the eventuality of such ad hoc assistance, it must be only a last resort. This is to avoid the additional confusion unplanned assistance from outside can create in a city as complex as Montreal.

The intervention of the Canadian armed forces during the 1998 ice storm is one

example which, in the sense just described, should not be repeated. In the future, it would be preferable if any help from the armed forces were planned jointly. And it won't do for military leaders to refuse such joint planning by hiding behind their inability to guarantee their services. Such planning is not about guaranteeing services, but it is about guaranteeing that any services provided will be more appropriate and better orchestrated.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Montreal's financial, human, and material resources are impressive; its equipment is in keeping with a budget of \$3.6 billion and human resources numbering 31,000 employees. The City can thus count on abundant reserves and back-up, especially when the resources of its contractual suppliers are taken into account.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

What might force the City to turn to either planned or ad hoc outside resources is not so much a question of timing as a matter of obtaining certain specialized resources it might not have on hand.

In the event of mass destruction, the City would obviously have to call on the government of Quebec which might in turn have to call in the federal government.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The planning and preparedness efforts of the cities in the Greater Montreal Region could be co-ordinated by a regional structure at the level of the Montreal Metropolitan Community (MMC). As things now stand, the MMC does not have the competence to assume this role. By default, this role could be played by the Montreal-Laval-Laurentides-Lanaudière Regional Public Security Department of Quebec's Public Security Ministry, but this would not cover Montreal's South Shore which comes under another regional jurisdiction.

No public security co-ordinating structure has as yet been established for Greater Montreal in response to the Quebec government's municipal reform and

the new Act Respecting the Protection of Persons and of Property in the Event of a Disaster. Judging from the deafness to demands on this subject, it has not been a priority, nor even a concern. That being said, the lack of such a structure is not a recipe for disaster for Montreal, when the impressive resources at its disposal are taken into account.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

The City cannot interrupt television and radio broadcasts in order to transmit alerts and instructions in the event of major disasters. This is regrettable, for it would be an extraordinary, though not perfect, means of reaching the population: people are not always tuned into television or radio and, in the event of power failures, this means would be useless. However, despite such limitations, no means should be overlooked in the all-out effort to protect life and health in the case of a major disaster.

Attempts have already been made to obtain the authorization to set up such a television-radio alert system, but the CRTC did not approve the project presented at the time.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Over the years, the City of Montreal has developed and maintained very tight and fruitful links with several bodies of the Quebec and federal levels of government. We have successfully gotten around administrative red tape to gain access to the resources most relevant to the City's needs.

Reciprocal communication links have been developed with the Canadian armed forces. However, exchange of information does not suffice in itself. There must also be joint planning. The armed forces are not yet willing to accept this, despite a growing openness to "civilians" as they sometimes condescendingly say.

This being said, we keep in mind that, on a human level, the City of Montreal maintains excellent relations with representatives of the armed forces.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

Folders are available at certain strategic locations in the City ; an Internet site gives full information on risks; an information campaign is now underway in

Montreal East's petrochemical industrial sector, in view of warning the population of major risks and of preparing it for a possible siren alert in the event of a major industrial accident.

A three-day preparedness program designed to make citizens self-reliant in an emergency is now being developed and will be introduced in 2004, notably as part of the communications project on risks in Montreal East.

The program meets one of the major objectives of the City of Montreal's Emergency Preparedness Policy.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

Supplies for an intake unit for the wounded (URB: Unité de rassemblement des blessés) are now being warehoused on the City's behalf in the Saint-Laurent borough. This URB is headed by the Montreal-Centre Régie régionale de la Santé et des Services sociaux and supplied by Health Canada.

Approximately 55,000 cots warehoused in the Mont-Royal borough are available for use in the whole of the City and Quebec. The warehouse is run by the Quebec Division of the Canadian Red Cross.

Items of used and reconditioned furniture are warehoused by SOS (Services aux sinistrés: Assistance to Victims); distribution of these items is controlled by an agreement with the Red Cross.

Many of the boroughs' contractual suppliers are capable of supplying necessities to disaster victims.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

The federal government should make its Joint Emergency Preparedness Program (JEPP) more flexible, so that it is more accessible and less encumbered by administrative red tape. This program should notably arrange to pay subsidies a priori rather than as reimbursements on bills submitted by the City.

The distribution of available funds among the provinces should be reviewed so as to ensure greater equity.

The Heavy Urban Search and Rescue (HUSAR) program should have funds to cover not only equipment but also operational costs, in as much as the HUSAR unit is meant to serve all the cities of Quebec and Canada. The federal and provincial governments should cover 75% of equipment and operational costs; the City of Montreal would then assume residual costs.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

How can the City be satisfied, since it has received only indirect credits for training and test exercise? The flexibility advocated for the JEPP in response to question 5.1 should free up funding for training and test exercises.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

The new Act Respecting the Protection of Persons and Property in the Event of Disaster provides a reference framework for financial assistance. In the past, such assistance was the subject of ad hoc decrees adapted to each disaster. As a rule, the federal government reimburses the major part of the funds granted by Quebec.

Quebec has always been quite quick to respond with immediate bail-out but very slow to step in with assistance for major damage. The assistance provided did not adequately cover economic losses, which are the worst damages, given their structural nature. The loss of economic activities is worse than immediate material losses. Yet this loss is the one most often overlooked.

A federal and/or provincial fund should be created out of a tax on insurance to ensure the compensation of victims and cities. This fund should be administered by a government agency that would be free of all political interference and independent of the tax system, so as to ensure the adequate constitution and equitable distribution of its funds.

With respect to the federal government

5.4 *Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?*

In a major emergency, the City will count on receiving federal assistance via the Quebec government. This assistance is not based on any understanding between the City and the federal level, but perhaps the Quebec government has one. Rather than an understanding between governments, it would seem more

relevant to advocate an understanding between an independent federal agency and the provinces, or between an independent provincial agency and the municipalities.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

As already mentioned in 5.1, the Joint Emergency Preparedness Program both helps and hinders the City's efforts to improve its response capacity. It helps because it does ensure a certain degree of funding, but it hinders with its rules which are bewildering enough to discourage the program's use, especially its rules applying to the reimbursement of bills.

The program should not just aim at improving emergency response but also, and above all, at improving the prevention and mitigation of risks along with the City's capacity to inform its citizens about risk and about its general state of preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We can express neither satisfaction nor dissatisfaction with regard to national-level orientation and co-ordination that we do not know well. We are only familiar with the co-ordination that the OCIPEP provides in Quebec, and, while we find it adequate, it seems too dependent on a national orientation which lacks transparency.

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We are confident that the OCIPEP should be able to co-ordinate a national-level response to a major disaster. But what is a national-level disaster? This must be more precisely defined. Would OCIPEP co-ordination subject the province and its municipalities to federal authority? This would not do. No more than would provincial co-ordination subjecting a city to provincial authority—unless the city in question had been declared incapable of co-ordinating its services and partners.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No X Were you given procedure information regarding the use of these caches? Yes No X. Could you find a cache in your community and report on the usefulness of the contents?

No. We have been vaguely informed of the existence of such caches, but our knowledge of them stops there. Given Montreal's densely built-up urban fabric, this resource would not be a priority, unless a disaster involving mass destruction of housing should occur —particularly in winter.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Canadian Security Intelligence Service agent is involved in the Anti-terrorist Advisory Committee (CAAM; Comité aviseur anti-terrorist), but not in the other planning bodies. The Customs and Revenue Agency and Citizenship and Immigration Canada are in contact with the City's Police Department, but not with regard to emergency response.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

As mentioned in our response to question 2.6, there is no link between our Emergency Preparedness Plan and that of the armed forces, if this is what is meant by the DND. As we said, we expect joint planning so as to ensure well-orchestrated response on the ground in a major emergency. Such joint planning must, however, respect the provincial jurisdiction in public security matters.

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Montreal SUMMARY

MUNICIPAL EMERGENCY PREPAREDNESS POLICY

OVERVIEW

The municipal emergency preparedness policy applies to all of the City of Montreal's departments, whether central, decentralized or borough as well as to all of its para-municipal corporations and to all external bodies that will adhere to the City's policy.

The policy identifies the field of emergency preparedness which would cover any disaster striking the City, as defined in the Act Respecting the Protection of Persons and of Property in the Event of a Disaster. Definitions of a major disaster, a minor disaster, and a crisis are provided in the policy.

The municipal emergency preparedness policy is designed to ensure the protection of Montreal's citizens, both individual and corporate, and of their goods and environment. In an emergency, it would ensure the protection of the City's employees and of the installations and systems that play a critical role in maintaining essential services for citizens, before and after a disaster.

The principal objectives the current policy has formulated in pursuit of these goals are as follows: to identify the types of risks existing on the City's territory; to ensure the basic elements needed to set up the Emergency Preparedness Organization and the Municipal Emergency Preparedness Plan and, to this purpose, to determine levels of decision-making and responsibility in the City, while also identifying the city's public security management structures.

To deal with the complex systems which characterize urban life and the catastrophes that may threaten them, two principles are stated.

The ethical principle states that all emergency-response agents, whether employed by the City or external, have the common mission of protecting or maintaining human life, of preventing or reducing the destruction of personal goods and of the collective heritage, and of mitigating impacts on the environment.

The principle of co-ordination states that in every emergency response all agents—both external and internal, each according to his mission—must join forces to restore order. Co-ordination will be guided by the unifying authority of the mayor and his representative, the municipal co-ordinator of public security.

RISK MANAGEMENT

The City of Montreal is situated in the heart of an agglomeration of three (3) million inhabitants, where major risks can produce catastrophic effects requiring a state of well-orchestrated preparedness.

The City is responsible for and dependent on infrastructures essential to the life of its citizens and to the operations of firms which supply critical goods and services to individuals, families, and the population as a whole.

Risk management is aimed at reducing the City's vulnerability to the dangers which threaten it. In the absence of an official Emergency Preparedness Organization but with no intention of restricting its future development, the policy points out and describes the risks known to date:

Natural risks (climatic disorders, earthquakes, major floods

Technological risks (major industrial accidents at a fixed site, transportation of passengers and of hazardous materials, IT, biotechnology, nuclear, etc.)

Biological risks (epidemics, pandemics, highly contagious virus, etc.)

Risks connected with civil disorders (terrorism, sabotage, riots, hostage taking, massacres, widespread looting, etc.)

Risks to essential infrastructures (major power failure, major failure of the supply of potable water, scarcity of fuel and gas, failure of communications and computer systems, major shortages in the food chain and disruptions of transportation networks.)

Risks to heritage sites (architectural, natural), objects, and archives

The best way to prevent risks is to avoid their occurrence. This is why the City's Public Security Departments (Police Department, Fire Department, and Emergency Preparedness Centre) and all other relevant bodies and departments must notify City Council of any decision falling within their sphere of expertise which could have an impact on the security of citizens.

FOUNDATIONS OF THE MUNICIPAL EMERGENCY PREPAREDNESS PLAN

The Municipal Emergency Preparedness Plan calls on the participation of all departments concerned and describes the organization of the operations involved: prevention, preparedness, intervention, or recovery. The emergency preparedness plans of the boroughs and other specific intervention plans form an integral part of the Municipal Emergency Preparedness Plan.

The Act Respecting the Protection of Persons and of Property in the Event of a Disaster urges citizens to assume the responsibility of taking minimal precautions to prevent disasters and to protect themselves should they occur. An international norm urges citizens to plan to survive on their own for three days following a disaster, either as individuals, families or neighbourhood units.

People who are more vulnerable because they live with limited mobility (some 10% of the population) will be identified and located both in private and institutional dwellings (with no invasion of privacy), in order to facilitate contacts with them and to give them priority assistance in an emergency.

The four levels of co-ordination

Political: The mayor and borough presidents are linked; the mayor will set up a mayoral emergency response committee or a crisis management cell

Strategic: The Municipal Emergency Preparedness Co-ordinator will act at this level in the City's Emergency Co-ordination Centre, along with representatives of operational and support services.

Tactical: Two places of local co-ordination:

The disaster-site manager will work out of the on-site Emergency Centre.
The borough president will work out of the Borough Emergency Centre to co-ordinate off-site borough services

The top decision-making process of Montreal's Emergency Preparedness body in an emergency:

City Council can declare a state of emergency lasting for a period of five days and, if the Council is not in a position to act, the Mayor can do so for a period of 48 hours.

The Executive Committee and the Mayor can authorize any extraordinary expenditures required.

The borough president will inform the Mayor about the state of affairs in his borough.

The Director General will make the decisions within his competence and facilitate the Co-ordinator's task.

The Municipal Co-ordinator of Emergency Preparedness will, in addition to his above-described function, recommend to the Mayor and City Council any measures needed which go beyond his competence.

The Co-ordinator of Communications will give whatever strategic advice falls within his competence and execute the decisions of the Mayor and

Co-ordinator in matters of public communications.

The Municipal Emergency Preparedness Committee will participate in the activities of the Emergency Co-ordinating Centre.

The Emergency Preparedness Centre will give strategic advice at all levels of disaster management and support the operations of the Emergency Co-ordinating Centre.

The great majority of the City's administrative units will be called on to play a role in the Municipal Emergency Preparedness Plan. In the appendix to the policy,

you will find the specific roles to be played which fall outside of the administrative unit's normal mandate.

Contributions expected from external organizations

The Quebec Ministry of Public Security is expected to collaborate with the City's Emergency Co-ordinating Centre

The health and social services network is expected to co-ordinate its CLSC services with the boroughs, and ambulance and hospital services are expected to be ready to respond adequately to any massive influx of wounded.

As concerns the education network: Aside from providing research and analysis of risks and public security training, universities, colleges, and public schools are expected to help house the population in an emergency.

The City recognizes the support role community and humanitarian organizations can play in assisting disaster victims and in minor search and rescue operations.

High-risk installations are reserved a place on any Mixed City-Industrial Committee, whether existing or future; installations subject to the by-law ensuing from Chapter III of the Act Respecting the Protection of Persons and of Property in the Event of a Disaster will be obliged to declare their risks.

Heritage organizations are urged to help protect heritage sites (architectural, natural), objects, and archives.

Training and test exercises

For employees involved in the plan, the City will set up a training program to give them the opportunity to take the courses they need to carry out their tasks.

The Municipal Emergency Preparedness Plan must also be tested with regular exercises to make sure that it is functional and with simulations to ensure that it is response-ready at all times.

Financial management measures in an emergency

The Municipal Emergency Preparedness Plan must provide that, in an emergency, a system of accountability will be set up to ensure a rigorous compilation of expenditures, so that accounts can be rendered to City Council and the Ministry of Public Security for reimbursement.

THE MUNICIPAL EMERGENCY PREPAREDNESS COMMITTEE

Mandate

The Committee brings together major internal and external partners to plan and manage the City's emergency preparedness.

The Committee sets orientations for conducting emergency preparedness affairs and checks the results.

In an emergency, the Committee may, if need be, meet to provide guidance and advice to the Emergency Co-ordinator. In that case, any partner useful to the conduct of its activities may be invited to attend.

Composition

Presided over by the municipal co-ordinator or by his representative, the Municipal Emergency Preparedness Committee is composed of 25 members representing elected officials, external and City emergency services, corporate services, the boroughs, firms involved in the operation and maintenance of essential infrastructures, the health milieu, and the educational milieu.

Task forces

There are eight task forces attached to the Municipal Emergency Preparedness Committee; they include: borough directors, those involved in assistance to victims, communicators, public works, essential infrastructures, Heavy Urban Search and Rescue, city-industry relations, and heritage protection.

COMMUNICATIONS WITH CITIZENS, EMPLOYEES AND EXTERNAL ORGANIZATIONS

The policy provides for the development and update of programs to communicate with citizens, employees, departments, external organizations, and the media.

The City invests in informing citizens about the risks they face and about the measures taken by the City and business enterprises to prevent, mitigate or cope with disasters; these measures are formulated at three levels: in the boroughs, in Mixed City-Industry Committees, and as part of the future Emergency Preparedness Organization, as stipulated in the Act Respecting the Protection of Persons and Property in the Event of a Disaster.

In the event of a disaster, well-orchestrated cooperation between the boroughs and communications/ citizen relations services will allow both these levels to play their roles harmoniously.

The communications component of the Municipal Emergency Preparedness Plan must provide mechanisms to facilitate communications with all the City's employees. For this reason, all departments must have an emergency response plan and back-up resources.

THE AUDIT SYSTEM

The City's auditor general must obtain the services of the expert(s) required to audit, once every seven years, the state of emergency preparedness in the departments of the City and its boroughs.

APPENDIX A

REFERENCE FRAMEWORK FOR THE CITY'S RELATIONS WITH INDUSTRY AS CONCERNS INTEGRATED RISK MANAGEMENT

Appendix A of the policy describes the Mixed City-Industry Committee (MCIC) model, which proposes an approach based on dialogue among the three parties in the process: the City, industries, and citizens. To these three parties can be added any other relevant collaborators (bodies belonging to higher levels of government, industrial associations, independent experts, etc.)

An MCIC's three fields of competence

1. Prevention, including the mitigation of consequences for: industrial security, elimination of the causes of disasters, and reduction of the possible consequences of a disaster. Its principal tools are the identification, analysis, and evaluation of risks.
2. Intervention includes preparedness and, more particularly, joint planning for intervention including industries and the City's departments.
3. Development and maintenance of communication with the population and especially vulnerable communities in specific industrial zones, in order to inform them of the risks they face and of the measures being taken to mitigate if not eliminate these risks.

Industries targeted

Clusters of industries storing, handling, using, transforming materials in the same zone

The Dorval airport

The Port of Montreal

The train yards

Industries transporting hazardous materials

Construction industry

Leadership

Under the authority of the Chief of the Fire Department, the Emergency Preparedness Centre will assume leadership of the City's relations with its industrial partners.

APPENDIX B

CONTRIBUTION OF CENTRAL AND BOROUGH DEPARTMENTS TO THE
ORGANIZATION OF MONTREAL'S EMERGENCY PREPAREDNESS

This appendix describes the principal planning and operational missions assigned to the municipal departments. It is to be considered an integral part of the policy and may be modified as the City's structures evolve.

APPENDIX C

PROGRESS OF THE FILE ON EMERGENCY PREPAREDNESS POLICY

This appendix is included for your information and is not an integral part of the policy. It allows a glimpse at the draft policy's one-year progress through consultations with all interested parties within and outside of the City's administrative structure.

JBG/08-11-02

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowner automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehouse the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes — No X Could you elaborate?

4.1	We are still working towards this objective which is one of our priorities for the coming months.
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4.2	N/A
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5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example: education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

No answer to this question.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No answer to this question.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

No answer to this question.

The following questions have to do with the assistance provided by the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No answer to this question.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

N/A

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

N/A

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

N/A

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No X

Were you given procedure information regarding the use of these caches?

Yes No X Could you find a cache of these community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

N/A

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Support from army (Example: 1998 ice storm).

Vancouver British Columbia

Response to the Senate Questionnaire On Emergency Preparedness

Emergency Planning Coordinator – City of Vancouver. Responsible for coordinating emergency management (Planning, mitigation, response and recovery) for the City and for operating the emergency operations centre.

The City of Vancouver proper is 113 square kilometers and has a population of 545,000 based on 2001 census data. The City of Vancouver is an urban environment.

The City of Vancouver is bordered by three major Port Authorities and also has a major international airport on its southern boundary.

The last major emergency in the City of Vancouver was the Stanley Cup riot in 1994.

Q 2.1

The primary natural threat to the City of Vancouver is from earthquake, however the City is vulnerable to a wide range of natural and man made threats.

Q 2.2

The City of Vancouver has a comprehensive emergency management program in place and as such is well prepared to deal with large scale emergencies. The City of Vancouver trains regularly through its emergency operations centre and participates in local, regional and Provincial emergency preparedness exercises.

Q 2.3

A major emergency is one that involves a significant amount of emergency response resources and coordination. A large earthquake with significant damage and casualties would be an example.

Q 2.4

The City of Vancouver is well prepared for any major emergency. Detailed plans, adequate staff levels and resources are in place. However this does not preclude the possibility of a disaster of sufficient size that could overwhelm our capabilities. (Such as a catastrophic earthquake.)

Q 2.5

Resolving the crisis.

Q 2.6

The response to these types of events cannot wait for Federal or Provincial aid. Response would begin immediately with aid being requested from the senior levels of government if required.

Q 3.1

The City of Vancouver has sufficient financial resources, personnel and equipment to meet the immediate needs of a disaster. However, if the disaster is large enough in scope the resources available could be inadequate. We would look to the Provincial and Federal governments for assistance if this were the case.

Q 3.2

The available resources could be depleted very quickly if a catastrophic disaster were to occur. Given the location of assistance at present there will be a delay in the arrival of assistance from the Provincial and Federal levels of government.

Q 3.3

Yes we are satisfied with our local command and communications structure. Further we have put hardened communications infrastructure into place that allows for survivable fully interoperable communication between the first response services.

Q 3.4

Provisions for interrupting television and radio broadcasts to send emergency information to the public is available.

Q 3.5

Improving links with Provincial and Federal government agencies would strengthen our emergency management program in the City of Vancouver.

Q 4.1

The City of Vancouver has a comprehensive educational program in place to ensure that the public are prepared for an emergency.
www.city.vancouver.bc.ca/nepp

Q 4.2

Emergency supplies are being stockpiled at strategic locations in the City for use during an emergency. The ability of the City to cope will again depend on the scale of the emergency.

Q 5.1

Additional training in CBRN and overall emergency management should be a top priority.

Q 5.2

To date the City of Vancouver has received no dedicated funding from the higher levels of government for training or exercising of the City Emergency Plan. This has been undertaken entirely at City cost.

Q 5.3

This would depend on the scope of the emergency.

Q 5.4

The City of Vancouver could potentially require Federal assistance in a disaster. In this case the procedures and protocols are written and empowered through Legislation and Regulation.

Q 5.5

JEPP is an extremely useful tool for emergency preparedness.

Q 5.6

No historical problems to note.

Q 5.7

No information relevant to Vancouver to assess.

Q 5.8

We have seen caches of this nature and do know where they are located in the City. We sought out the procedures for their use and have contacts within the Health organization to activate them if needed. We have looked at one such cache in detail along with a Health representative and we concur that the caches need updating and modernizing.

Q 5.9

The organizations listed in this question all work with our Municipal police department and would be asked to assist in an emergency or disaster if needed.

Q 5.10

Our plan does not rely on the Department of National Defence, however we do have copies of the DND response plan in place for catastrophic disaster in our region. We also maintain a list of contacts within DND if the need arises to seek their assistance with the request being routed through the Province.

Calgary Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

The City of Calgary Disaster Services
2003 July 10

1) Could you describe yourself and your community?

1.1 I am the Coordinator of Disaster Services for The City of Calgary. I have held this position since March 1996. My experience includes emergency management planning activities for The City of Calgary for the following major events:

Year 2000 Conversion (Y2K)
World Petroleum Congress Conference - June 2000
G8 Summit – June 2002

In addition to these events, my office is responsible for coordinating emergency response support during large incidents. Over the past seven years, this responsibility has meant the City of Calgary Emergency Operations Centre has been partially or fully activated five times.

1.2 The population of the City of Calgary (2002 Census) is 904,987. The corporate area of the city is 721.73 square kilometers.

The City of Calgary has several industrial areas, an international airport and is a major rail and roadway transportation hub for southern Alberta.

By statutory definition, the City of Calgary has not experienced a disaster since severe floods in the 1930s.

Each year, the city experiences a number of emergencies. Calls to the 911 system topped 250,000 last year. The Calgary Fire Department responded to more than 30,000 calls for assistance. In a given year, the city faces more than a dozen major fires or emergency events requiring coordination of the emergency services and other civic, provincial and non-government organizations.

2) What is your community's risk assessment and response capability?

The principal natural threat to Calgary is flooding. With two major rivers meeting near the downtown core, the risk of flooding is posed every spring runoff season. The environmental factors related to this risk are monitored closely

The principal man-made threat to Calgary is a hazardous materials release (rail or truck). As the major transportation hub for southern Alberta, large quantities of this material flow through the city daily.

The City of Calgary is prepared. Maintaining our level of preparedness in the face of changing risk profiles and limited funding continue to be a challenge.

A tank car that bursts and spills a hazardous chemical would be a major emergency in Calgary due to the potential impact on residential communities.

Any release of biological agent that causes illness to citizens that was identified publicly would be a major emergency. Public and media sensitivity to water quality issues post-Walkerton would require the mobilization and coordination of a number of civic and provincial agencies.

A flood that causes the evacuation of 100 people would not severely stretch Calgary resources. Flooding that exceeded 1,000 people means that large tracts of the city are likely impacted which, combined with the human impact would constitute a major emergency.

Calgary recently experienced its largest residential fire in history on 2002 May 30. The \$60 million fire caused the evacuation of approximately 2,500 people. For our city, a large fire is one that attracts 25% of on-duty fire fighting resources.

As noted, Calgary has experienced a number of major emergencies over the past several years. Additionally, planning for staged events such as the World Petroleum Congress and the G8 Summit means that emergency plans for business units have been regularly visited and improved. Familiarization and training activities have been reinforced by real emergencies.

The City of Calgary has resolved major emergencies with civic resources working with, where required, provincial (hospital/public health resources and officials; environment resources and officials) and non-government organizations (Canadian Red Cross; Salvation Army). The city would expect to resolve major emergencies in our jurisdiction in the future. If the nature of the emergency meant our civic resources could be overwhelmed, we would expect to invoke the necessary provisions of the *Disaster Services Act (Ch. D-13 RSA)* to access provincial and/or federal assistance.

The City of Calgary currently has been working with provincial and federal officials on CBRN first responder training programs. Additionally, JEPP funding has provided response equipment that is used in our jurisdiction. Having said this, the potential impact of a CBRN incident may overwhelm local resources quickly – particularly if a secondary device is used. Our city may need to call for assistance from senior levels of government.

3) Are your assets sufficient to meet the threats you have?

The City of Calgary has more than 12,000 civic employees that operate thousands of fire trucks, ambulances, police vehicles, buses, and public works units. The City of Calgary has 2003 Operating budget of more that \$1.4 billion.

The City of Calgary's emergency resources have not been depleted by a major emergency. If regional assistance were required, it would likely come from the City of Edmonton and would be 6-8 hours in assembly, transportation and deployment.

The City of Calgary currently has fire and disaster mutual aid response agreements with neighboring rural municipalities. Policing mutual aid agreements exist between the Calgary Police Service and the RCMP. The City of Calgary also operates the 911 system on a regional basis.

Current service agreements and command/communications structures appear to be working well at the current time.

Yes. The City of Calgary has a number of personnel trained in the use of the Emergency Public Warning System of Emergency Management Alberta.

4) Do you have programs in place to help prepare your community for the anticipated threats?

The City of Calgary Disaster Services has an extensive web site that provides information to the general public on preparedness issues. The web site contains links to external sites such as OCIEP and the Canadian Red Cross. Public information campaigns are executed periodically to raise public awareness.

No, presuming this question is intended to address citizen support inventories such as blankets, cots, emergency foodstuffs, etc. Warehousing material generates a number of problems for civic government including:

Cost of purchase – In tight budget times the outlay of funds for supply inventories that may not be used for a period of years is difficult to justify.

Cost of storage – Storage space in Calgary is expensive.

Cost of inventory maintenance – Purchase and storage implies a management system to ensure material remains current and serviceable.

Transportation costs – Once activated, material would need to be transported to appropriate destinations.

5) How much provincial and federal assistance do you expect in an emergency?

Funding of training, equipment and personnel costs for CBRN responders at the local level on a unified basis is very important.

The new risk profile post-September 11 means major centres must create CBRN response capabilities. Unfortunately, no new funding mechanisms have emerged at the local level to meet the new challenges posed by international terrorist events.

Money for equipment purchases without funding for training and personnel costs means municipalities could be put in the position of cannibalizing front-line programs that are already under pressure.

As noted above, increased funding for training and personnel costs would be helpful in managing the CBRN threat. Regarding our emergency plan, no provincial or federal funding for training or exercising has been requested. Training and exercising has been managed with City of Calgary resources. We have used federal funding for national emergency preparedness training at Arnprior and are very satisfied with the level of support received.

As noted, the City of Calgary has resolved all major emergencies in our jurisdiction. We have no expectations of the provincial government. If the event became a disaster and overwhelmed our ability to respond, we would make appropriate requests for assistance of the provincial government. Short of calling on the federal government and the Canadian Forces, however, it is difficult to visualize a situation where the province would be in a position to provide substantive assistance.

The assistance would be about 4-8 hours in arriving and should be paid for under provincial Disaster Recovery Regulation guidelines.

No. Federal assistance would only be requested through provincial authorities in the event that City of Calgary resources were overwhelmed. This expectation is based on current legislative guidelines and does not need to be more formal.

JEPP funding has been very helpful in assisting The City of Calgary; however, it has limitations. Equipment, by itself, does not provide emergency response to citizens. Training and education are important components of emergency preparedness programs.

Yes. The linkage of critical infrastructure with emergency preparedness under one agency is a crucial step.

Yes. OCIEP is in the midst of tackling the largest component of a national level response – ensuring preparedness and coordination of action of federal departments. Recent communications from OCIEP indicate this activity is one of the deliverables for the immediate future. For municipalities, a coordinated

federal response through OCIEP would minimize connection and communication points and assist our response in conjunction with federal departments or agencies.

In order:

Yes, I am aware of the program and have seen a cache.

No, I was given no information on the use of the caches.

No, I was not consulted on the usefulness of the caches.

If I have the right one, the cache dates to the civil defense era of the late 50's/early 60's. Is material that is more than 45 years old still functional?

In order:

Yes, through the Calgary Police Service

Yes to both Canada Customs & Revenue and Citizenship and Immigration. Assistance would be expected in areas of jurisdiction where these agencies operate. An example that comes to mind is a major aircraft incident with an international carrier.

Yes. None in a major emergency. In a disaster or CBRN incident – specialized equipment and specialists would be helpful.

Calgary
Alberta
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

RESPONSE:

3.4 (a) Yes. The Alberta Emergency Public Warning System (EPWS) is maintained by Emergency Management Alberta. User training and access codes are also managed by EMA under their mandate as per the *Disaster Services Act*. (Ch. D13 – RSA 2000)

5.3 (a) Very little. As a large, urban municipality, The City of Calgary has managed with minimal assistance from the province. Our emergency management response is well practiced and we conduct our own training to supplement federal training.

(b) As above. If the impact of the event were so dramatic so as to require provincial or federal responses (e.g. Red River Flood or Ice Storm), we have been advised of potential time frames for response. (hours for the lead elements, 24-48 hours for broad support.) These time frames are reasonable given the impact may involve multiple jurisdictions in our vicinity. We would expect our repayment would be waived under Disaster Financial Assistance programs where federal and provincial jurisdictions would share funding responsibilities.

Edmonton Alberta

CITY OF EDMONTON RESPONSE

TO STANDING SENATE COMMITTEE ON NATIONAL SECURITY AND DEFENCE

QUESTIONNAIRE ON COMMUNITY PREPAREDNESS FOR AN EMERGENCY OR DISASTER

(Questionnaire Distributed June 12, 2003)

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Director, Officer of Emergency Preparedness. 32 Years military experience as an officer, five years experience in emergency management and preparedness, and one year in this position.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Edmonton is predominantly urban, with a population of approximately 670,000 and a size of 700 square kilometers.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Edmonton is crossed by major road, rail and pipeline routes and has an industrial airport located near the city core. Edmonton is the location of the second largest concentration of petro-chemical infrastructure in North America.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Edmonton experiences a major event approximately once every 15 years and a minor event approximately every five years.

2.1 What are the main natural and man-made threats to your community?

The threats to Edmonton are:

- 2.1.1 Dangerous Goods Event including Rail and Road Spills and Industrial Accident
- 2.1.2 Tornado
- 2.1.3 Airplane Crash
- 2.1.4 Interface Wildfires
- 2.1.5 Public Order Event (Riot or Disturbance)
- 2.1.6 Public Health Event (Pandemic Flu, other epidemic)
- 2.1.7 Landslide
- 2.1.8 Water Failure/Shortage
- 2.1.9 Pipeline Event
- 2.1.10 Terrorist Event
- 2.1.11 Flash Flood
- 2.1.12 High Winds
- 2.1.13 Major Highway Accident
- 2.1.14 Power/Gas Failure
- 2.1.15 River Flooding
- 2.1.16 Thunderstorm
- 2.1.17 Dam Failure
- 2.1.18 Urban Fire
- 2.1.19 Winter Storm

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Edmonton is adequately prepared to respond to an emergency or disaster.

2.3 For your community, what is a major emergency?

Major threats are those listed from 2.1.1 to 2.1.8.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Edmonton has the resources and training to respond to a major emergency. It is in the process of rewriting its Emergency Response Plan, has an effective emergency preparedness program and adequate first response equipment and resources to deal with most eventualities

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A successful response would occur when the situation had been resolved to the point event management could be returned to a routine form.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes, although our Information Technology has some capability for cyber-security, and our first response departments have limited CBRN response capability.

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Edmonton has a Fire Rescue Service of approximately 800, a Police Service of approximately 1400, and an Emergency Medical Service of approximately 300. They are equipped with a full suite of emergency response vehicles and equipment. The total budget for the Emergency Response Department (Fire Rescue and EMS) and the Police Service is approximately \$240 million. All emergency response personnel are full-time.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Edmonton is the major community in the region and is unlikely to require significant assistance from neighbouring communities. If required, support would be available within several hours, if not sooner.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The regional emergency response structure is basically non-existent, with the exception of a steering committee that is attempting to rationalize emergency preparedness within the region. Success has been elusive due to non-funding at the municipal, provincial and federal levels.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes.

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Some information is provided on the City of Edmonton Website and brochures are available at City Hall. A major component of the 2004 Business Plan for the Office of Emergency Preparedness will be to expand contact with the public.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

Supplies are not normally stockpiled; however, commercial sources of supplies have been identified

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

The most pressing priority is for the Provincial and Federal Governments to provide sustainment funding for CBRN equipment and training at the local and regional level, and for funding to support regional emergency preparedness coordination.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No. Edmonton has received no money recently from the Federal or Provincial Governments for training and exercising. (For more on the Federal Government, see 5.6 below.)

Emergency Management Alberta (EMA) is the provincial agency responsible for emergency preparedness and management. They are a fairly centralized agency, although they have District Officers assigned to geographical areas. Our relationship with EMA is reasonably good, but we are constantly fighting a battle for recognition. EMA has taken the policy decision that all municipalities are equal, thus Edmonton, with a population of almost 700k receives no different treatment than a small hamlet. In fact, EMA favours smaller communities by limiting financial assistance for training to communities with less than 20k persons. This has the result that larger communities tend to "go their own way" when designing emergency programs, especially training, and this has resulted in poor coordination across the province. For example, most industries and the communities around Edmonton use the Incident Command System for incident management, but EMA is still using the Site Management System, mainly because the Federal Government (OCIPEP) teaches this at their training facility in Ottawa and provides the province free courses.

EMA appears to be shifting more of their emphasis to industry from municipalities, largely in keeping with the provincial government's political philosophy. For example, EMA has recently created a Crisis Management office designed to deal with terrorism. In the planning and implementation of this process, Industry was heavily involved while municipalities were marginalized. Critical infrastructure within the City of Edmonton was identified by EMA without any consultation with the City, resulting in some bizarre, and for the City, politically unacceptable results. (West Edmonton Mall, the world's largest mall, with over 200k patrons on Boxing Day, didn't make the list, the Bee Made Honey factory (?) did). Again the result of this is that the City is now preparing its own list of critical infrastructure, essentially un-coordinated with the province.

There is light on the horizon as the "old guard" within EMA is being gradually replaced with a more flexible staff who are prepared to re-examine the status quo. Nevertheless, it is our feelings (and this reflects the feelings of most communities) that EMA must be more forthcoming in consulting and including major municipalities in their planning process.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Edmonton would expect only limited operational support from the Province. It should arrive quickly and be paid for by the Provincial Government. The City would expect financial support from the Province, per the provisions of the *Disaster Services Act*, to pay for the activities the City has had to undertake as a result of the emergency.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No. Although there is a major military base located near Edmonton, the base's ability to respond and assist in disaster is limited by resources and by Federal Government policy.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Neither. JEPP money is too limited to be of use to a city the size of Edmonton.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OC�PEP)? Can you elaborate?

No. Since they restructured from EPC, they have become weak and unresponsive in providing leadership in an effective manner.

We don't have a lot to do with OCIPEP, as our conduit for external support is through EMA. We have not applied for any JEPP grants because, frankly, the allocated amounts are too small to be of any use on a routine basis, and we haven't pursued any money for "big" projects (such as Calgary's HUSAR Team) because we don't have any.

We have been involved with OCIPEP regarding CBRN equipment purchasing and training. OCIPEP and Alberta provide approximately \$1.8 million for the purchase of CBRN equipment for municipalities. Edmonton administered the purchase on behalf of the province, largely in response to indications that the province would establish CBRN training in Edmonton, creating a provincial centre-of-excellence. While the equipment has been purchased, no funds were provided for training or maintenance, and much of the equipment remains unused as staff lack the necessary training. OCIPEP is supposed to be managing the provision of CBRN training on a national level, but this has been an agonizingly slow process. Following 9/11 I was part of a team convened in BC at the Justice Institute of BC to develop a quick and dirty CBRN training program for first responders. We did that in about a week. OCIPEP is still working on developing a similar package almost two years later. OCIPEP has lost whatever credibility they may have developed after their 9/11 debacle through their slowness to implement CBRN training. Our perspective at the municipal level is that OCIPEP has become a very bureaucratic entity, out of touch with what is going on at the "coal face" - the municipality, where the first responders are found and the emergency battles fought. To make this situation even worse, there are rumours that OCIPEP would like to scrap their regional offices and manage everything from Ottawa. That would be a retrograde step.

How would I remedy this? What we are looking for from both the federal and provincial orders of government are standards and funding. I would like to see Canada-wide standards for emergency preparedness. Coupled with those standards has to be funding. If money is not provided to implement these standards, municipalities will continue to go their own way, spending their money on what they think is the right program, regardless of provincial or federal wishes. At the same time, it would be nice if municipalities were to be consulted when programs and standards are developed. One federal government, thirteen provincial and territorial governments, and representatives from Canada's 20 largest cities would not be an unreasonable group to come to grips with the issues. The United States is way ahead of Canada in this area, and we would do well to look carefully at what they are doing.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No. However, OCIPEP is all we have to do this function, so we will have to rely on them to do their best. Since Y2K OCIPEP's focus has shifted to cyber security at the expense of emergency preparedness

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache?

No.

Were you given procedure information regarding the use of these caches?

No.

Were you consulted on the usefulness of these caches?

No.

Could you find a cache in your community and report on the usefulness of its contents?

No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization?

No, although CSIS has a link to our Police Service.

Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included?

No.

How much help is anticipated from these departments?

None.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. (see answer 5.4)

**Edmonton
Alberta
(Revised)**

Question 3.4 a. Yes. Edmonton has been authorized access to the Alberta Emergency Public Warning System that is operated by the Province of Alberta, Municipal Affairs Department. Specified City officials are given codeword access to the system and can unilaterally generate a warning at any time.

Question 5.3 a. Considering the size and resources available within the City of Edmonton and the support available from our municipal neighbours through mutual aid, it is unlikely that provincial assistance would be requested other than in an extended or extremely severe event. Routinely, the City does not request assistance from the Province. The most likely external support that might be requested is from the Canadian Forces garrison located immediately north of the City. In this case, as the province would be requesting federal support they would be responsible for paying the federal government. If and how these costs would in turn be recovered from the City are not clear as the entire issue of Disaster Financial Assistance in Alberta is poorly defined.

b. Pretty much the same answer as a. above.

Cheers

Bob

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Ottawa Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My name is Harold Murphy and I have held the position of Manager of Emergency Measures for the City of Ottawa since February 1995. I am responsible for emergency planning, 9-1-1 administration and for the management of an 800 MHz trunked radio system that the Police, Fire, Emergency Medical Services and Public Works for the City use.

The City of Ottawa has a population of approximately 800,000 and is expected to grow to over one million residents over the next few years. The City is 2,760 square kilometres in size with 230 square kilometres (8.3%) of urban area and 2,530 square kilometres of rural area.

Ottawa has a number of industrial facilities including a major airport and train station that could require mass casualty response in an emergency.

The City has only declared an emergency once, January 1998 for the Ice Storm. We have, however, activated our Emergency Operations Centre on numerous occasions, i.e. demonstrations.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Ottawa is exposed to a large number of weather related threats, i.e.. tornado, heavy snowfall, ice storms. There is also some potential for earthquake in the Ottawa Region.

There is also the potential to have a large HAZMAT incident as the main east to west highway goes through the middle of the City. In addition, the main access to the City of Gatineau for truck transportation is through the downtown core. The location of a number of embassies and consulates in Ottawa also increases the risk of terrorism in the City.

In the last couple of years we amalgamated twelve municipalities into one and we were not totally satisfied with our ability to respond to an emergency. We have established a Five Year Emergency Response Program that is intended to address the issue. One of the components of this program is a Multi-Agency Training Program.

All of the examples listed could be a major emergency depending on the

circumstances involved. For example, a train tanker that bursts and spills a hazardous chemical might be handled as a HAZMAT incident by our Fire Department. However, if the incident was on the Trans Canada Highway and traffic had to be re-routed or if a major evacuation was required, that would escalate the incident to a major emergency.

We have the ability to respond to major emergencies and there are plans, equipment and personnel in place. We are however, as previously mentioned, in the process of identifying gaps in our ability to respond.

We would like to be in a position to resolve any crisis that we encounter. Provincial or Federal help will be many hours/days materializing.

We currently have a CBRN Team in Ottawa that can respond to incidents in Ottawa as well as to other places in the Province through a Memorandum of Understanding with the Province of Ontario.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 It is difficult to quantify money, people and equipment the City of Ottawa has at its disposal in an emergency. However, as an example, in the last couple of years we have purchased over a million dollars worth of equipment for our CBRN Team.

3.2 Depending on the emergency it would take a number of days before our resources were depleted. Assistance from the Province or Federal Government is hours to days away, again depending on the incident.

- 3.3 Yes, we are satisfied with our communications structure.
- 3.4 There is no legislation in place that authorizes a local community to interrupt television or radio broadcasts. Local radio/television can be used to provide updates/warnings strictly on a voluntary basis.
- 3.5 Yes, I believe more dialogue would be beneficial to all.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

We regularly have articles in the local newspapers advising people how to be better prepared and we annually produce an eight to ten page document with advice and links to other agencies involved in emergency preparedness. We also participate in Emergency Preparedness Week.

Some supplies have been warehoused, i.e. gas masks, detection equipment, but large scale stocking has not taken place. This will be reviewed as part of our 5 Year Action Plan.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Perhaps the number one priority should be to clearly define what Provincial and Federal governments can or can't do in an emergency. Once this is defined, the local municipality can develop their plan accordingly.

5.2 We have not requested any funding specific to training and exercising the plan.

5.3 Difficult to define how much help we would require in a major disaster. However, at a minimum we would expect someone from Emergency Management Ontario to arrive in our Emergency Operations Centre in an emergency. Any cost for assistance could be funded by the Provincial Disaster Relief Fund or other emergency funds.

5.4 If federal support is required, there is a process in place to obtain it.

The City is required to request any Federal assistance through the Province.

5.5 In the last couple of years the JEPP has been very helpful in our approach to being able to respond to a CBRN incident.

5.6 Local municipalities need more information on what the mandate of OCIEPEP is and what level of coordination they can provide.

5.7 I currently don't have enough information to comment on OCIEPEP's ability to coordinate a national level response.

5.8 We are aware of the caches, have seen one, and are familiar with the process of acquiring them. We were never consulted on the usefulness of these caches.

5.9 Federal officials are not part of our planning and preparedness group. Depending on the emergency, significant help might be required from these departments, but we would have to go through the Province to access the assistance.

5.10 We are not linked to DND. Again, significant help from DND might be required, i.e. Ice Storm, but the Province is our link to this response.

Ottawa
Ontario
(Revised)

Mr. Dawson:

Here are the answers from Harold Murphy, Manager, Emergency Measures Unit:

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Answer: No community in Canada has this ability.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Answer: We would count on the cooperation of broadcasters. We are also working on a more comprehensive Public Notification Plan for the City of Ottawa, which includes a wide variety of mechanisms.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Answer: As the fourth largest city in Canada, we are not as dependent on Provincial assistance as many other municipalities because of the resources available to us. Normally help is in the form of a liaison officer coming to our Emergency Operations Centre. The Province pays this person.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Answer: Very difficult to answer this question based on the above. If we required assistance we would be looking for it within several hours. As an example, if there were an earthquake in Ottawa, we would be looking for assistance from the Provincial Heavy Urban Search and Rescue Unit.

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

Ottawa

Regards,

Elizabeth Smallldridge
Emergency Measures Unit
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Winnipeg Manitoba

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Emergency Preparedness Program

The function of emergency preparedness is maintained within the office of the CFO, both because of its critical importance to the City, and the cross-departmental nature of the work involved. The office is responsible for coordinating and supporting overall emergency preparedness activities including research, training and education, disaster exercises, public information and the response to an emergency event. The type of emergency dealt with by this service is one that is major or unusual in nature, and requires the coordination of more than one department and/or outside service. The Emergency Preparedness Coordinator maintains the readiness and operation of the Emergency Operations Center, a facility that serves as a focal point for the coordination of response activities during an emergency situation.

The City has been involved in major emergency response activities since its inception. Perhaps the keystone event was the 1950 flood in the Red River Valley. The impact of that clearly demonstrated the need for developing appropriate plans to coordinate the emergency responses of civic departments as well as different levels of government external aid and volunteer agencies. Over the years, various committees and other planning bodies have been structured to assist in carrying out such activities.

In 1990 the City hired a full-time Emergency Preparedness Coordinator and Assistant to establish, enhance, and maintain emergency preparedness activities in Winnipeg. The "Emergency Preparedness Program" refers collectively to all public and volunteer bodies and organizations engaged in planning and response of emergency management activities for the City of Winnipeg.

Mission

The aim of the City of Winnipeg Emergency Preparedness Program is to provide and support effective planning, disaster management, and education services to enable the citizens of Winnipeg to prepare for, respond to, and recover from a major disaster. In addition, the Office provides advice to City Council on all aspects of planning for and responding to major emergencies or disasters.

The activities of the staff in a major emergency involve the activation of the Emergency Operations Centre (EOC). The EOC is located in the lower level of the Council Building and is a dedicated facility which serves as the focal point for the coordination and management of emergency response activities during large scale (disaster) events.

On a day-to-day basis, the Emergency Preparedness Program undertakes emergency response research, planning, and training and education activities. Staff conduct research into, and preparation of, appropriate and necessary plans and procedures for emergency response. This includes risk analysis to identify and analyze the effects of real or possible hazards in the City; working with appropriate departments on risk mitigation programs; developing inventories of resources; identifying resource deficiencies and recommending corrective actions; establishing and maintaining communications and alerting systems; and developing plans and procedures with the aim of enhancing emergency preparedness. Staff are also involved in the development of, or participation in, the establishment and conduct of emergency preparedness training programs, the development of a public education program, and development of an emergency exercise program.

Integral to the Emergency Preparedness Program is the Emergency Control Committee and the Emergency Preparedness and Coordination Committee (ECC)

The Emergency Control Committee is made up of the Mayor, Members of the Executive Policy Committee (7), the Chief Administrative Officer, the Chief Financial Officer, the Chief Emergency Coordinator and/or the Emergency Preparedness Coordinator, and one department head chosen from each of the Standing Policy Committee (3 total). They are responsible for the direction and control of all phases of a comprehensive emergency management plan

including mitigation, preparedness, response and recovery. The Committee advises Council on all matters pertaining to emergencies or disasters; implements Council direction; recommends matters pertaining to emergencies or disasters; recommends emergency legislation to Council; provides direction and guidance to the Emergency Preparedness and Coordination Committee; obtains outside assistance from the Provincial, Federal, private and commercial sources, as required; and prepares release of approved emergency-related information and instruction to the media.

1.2 & 1.3

Characteristics of Requesting Community/Municipality

Winnipeg is the capital of Manitoba and is the largest city, comprising approximately 55% of the Province's population. It is located at the junction of two major rivers (the Red and Assiniboine) in a natural floodplain. Land use is diverse, ranging from industrial to normal business uses, residential and agricultural, and covers approximately 464 square kilometres. It is at the centre of a cluster of bedroom communities that have limited emergency response capabilities of their own, but it is not located within mutual support range of any other major urban centre. As such, Winnipeg's relative isolation from other major urban areas means that it must be self-sufficient in ways that other major Canadian cities need not be.

Population

2001: Winnipeg – 631,700 Capital Region – 684,800
2002 Projected – Winnipeg – 632,400 Capital Region – 685,900
Economic Base – Industry – Business – Transportation - Recreation

Winnipeg is the economic and governmental centre of Manitoba and is the central transportation hub with one of the few Canadian 24 hour operation airports with direct transpolar routes, and major road and rail connections east, south and west. The economic sector is driven by government, aerospace manufacturing, transportation equipment manufacturing, information and communications technology sectors, health and biotechnology manufacturing and research with a Level 4 Bio-containment lab for animal and human disease study, finance and insurance services operating on the national level, furniture manufacturing, apparel manufacturing, agribusiness, motion picture production, and environmental industries that deal with waste water treatment, bio-remediation of contaminated soil, manure waste management, consulting and testing, hazardous waste handling, and headquarters for a Canadian national media company (CanWest Global).

Because of the varied industrial activities, Winnipeg deals with all categories of hazardous materials either as a result of direct industrial use and production or by their presence while in transit across Canada and into the USA. At present, hazardous materials are transported throughout the City on a daily basis and are of course, subject to all federal and provincial legislation relating to handling and transportation of hazardous materials. However, at present there is no ordinance establishing dangerous goods routes within the City of Winnipeg. In

In addition Winnipeg would potentially be a natural access and distribution point for illicit bio-hazardous, radiological and nuclear materials, due to the close proximity to the US/Canada border and its terminus as the north end of the Mid-Continent Trade Corridor that extends directly into Mexico. Winnipeg functions as a major transportation hub for trucking, air and rail transport. Goods from Winnipeg can reach anywhere in the world in 48 hours. Most major national trucking firms are headquartered here, and both the CN and CP Railway systems maintain their major western marshalling and repair yards here. In addition, the American railway, So Line, directly serves Winnipeg alone amongst Prairie cities, thus Winnipeg is the only Prairie city with inter-modal service to and from the USA. The Winnipeg Airport Authority is also a major international public and military air transportation centre used by all categories of airlines, serving the regional population.

Winnipeg is home to Canada's NORAD Headquarters and Operations Centre, as well as 1 Canadian Air Division. In these times of increased international terrorism, those two headquarters provide an increased potential target risk for bio-terrorism and other forms of terrorist attack, therefore increasing the associated risk for Winnipeg and the need for a fully equipped local and regional hazardous materials response capability.

In 2000, Winnipeg's GDP totalled \$17.3 billion, which amounted to 66% of Manitoba's economy. Winnipeg's labour force totals 372,000 people, which is 64% of Manitoba's labour force.

City operated recreation opportunities include over 7,800 acres of park lands, five municipal golf courses, twelve indoor pools, and eleven outdoor swimming pools. Over 44 miles of riverbank on Winnipeg's three major rivers afford public access to one of the City's greatest natural assets. The Forks, the Museum of Man and Nature, the Planetarium, the Assiniboine Park and Zoo, and Can West Global Baseball Park, are key tourist locations. Winnipeg is home to the Royal Winnipeg Ballet, Contemporary Dancers, Manitoba Opera Association, Manitoba Theatre Centre, the Winnipeg Symphony Orchestra and the Winnipeg Art Gallery.

1.4

Service Statistics(Most recent data)

Presentations	50
Emergency	300
Conference Committee	3
EOC Activation	5
External	7 / 60
Internal	5 / 40

Committees/Meetings	
Exercises	8
Media Contacts	85

Some emergencies or disasters include:

- 2002 Derailment
- 2002 Light Airplane Crash
- 1997 Flooding
- Yearly Severe Storms

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1

Regional Characteristics

As the centre of Manitoba industry and population, Winnipeg is surrounded by rural municipalities and small clusters of population. By virtue of existing commitments, Winnipeg emergency response personnel do respond to specifically defined incidents outside city limits and as such the decontamination trailer will be available to support those incidents. This is done on a contracted basis in some cases and on a cost recovery basis or fee for service basis in others. Surrounding areas experiencing hazardous materials events, that require transportation of injured people, will need to transport to the major urban health care facilities in Winnipeg. In the case of contaminated people, it is preferable to decontaminate at the scene prior to transporting them to hospital. Winnipeg-based trailer-mounted decontamination services could be required to support that environmentally safe on-scene process. In the case of adjacent industrial facilities that are located just outside Winnipeg boundaries, it is in the best interests of Winnipeg to mitigate potential hazards that could affect Winnipeg's facilities and population, therefore the decontamination trailer would be available to service those sites.

<p>2.2 Training Both the Incident Command system developed and utilized by Winnipeg Fire Paramedic Service and its on-scene Personnel Accountability System, have been adopted by other Manitoba communities and the provincial Office of the Fire Commissioner. This means that Winnipeg emergency personnel can work alongside all surrounding area emergency services personnel in a coordinated and safe environment. Search and rescue in fire and hazardous events is a prime responsibility of crews from Fire Paramedic Service. In addition to normal emergency training, all firefighters and paramedics on staff have Level 1 (Awareness) NFPA 472 qualifications as of April 2002. 210 firefighters are trained to Level 2 Operations NFPA 472 and 78 to Level 3 Technician NFPA 472. In addition we have one Training Officer Level 4 Instructor and 1 Operational Officer Level 4 Instructor & HazMat Coordinator. Further related training includes, Water Rescue Level 1 – 517; Level 2 – 238; and Level 3 – 8: Technical Res. Level 1 – 266; Level 2- 136; Level 3-14: Confined Space / Trench Rescue –169; Advanced Extrication – 369; and Vehicle Extrication – 122.</p> <p>Type of Training: MEM (Manitoba Emergency Mgmt) Course – 284 staff BEP Course – 39 staff EOC Course – 68 staff Site Management Course – 53 staff Emergency Public Information Course – 43 staff</p> <p>Emergency Health Social Services – 400 staff</p> <p>2.3 Please see table below</p>
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Winnipeg Hazard Analysis (General Assessment)

Event Description	Cause	Risk Potential Rating	Comments
Flooding	Natural	High	Two major – The Red and the Assiniboine - and two smaller rivers – the Seine and the La Salle- collect within the City.
Blizzards	Natural	High	City often on path of “Colorado Low’s” or “Alberta Clippers”
Train Derailment	Human-caused	High	Both Canadian National and Canadian Pacific main rail lines run through the City centre, passing places of

			large gatherings and residential areas.
Hazardous Materials Spill	Human-caused	High	Large trucking industry with storage and load transfer requirements. Also, lack of dangerous goods routes.
Tornado	Natural	Medium to High	Winnipeg is located in the Canadian prairie tornado belt as identified by Environment Canada
Severe Spring/Summer weather	Natural	Medium to High	Winnipeg has been impacted by six 100-year storms in the last 9 years. Often only a degree or two away from an ice storm.
Airplane Disaster	Human-caused	Medium	Airport facility neighbors on residential areas on two sides. It provides international flights to both passengers and commodities and several hundred flights to Northern Manitoba with various hazardous cargo.
Gas Explosion	Human-caused/ Natural	Medium	Manitoba soil shifts with frost, which could potential damage, the lines. Also, Winnipeg has a large consumer base in natural gas use underground. Just south of Winnipeg is the Trans Canada pipeline for natural gas. Esso petroleum has its main line passing through the east section of Winnipeg en-route to East St. Paul.
Incident at the Canadian Science Centre for Human &	Human-caused	Medium/low	Identified as a national target for terrorism. Bio hazard materials are delivered and stored at the site.

Animal Health			Mechanical malfunction also may cause an accidental contamination release.
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2.4
Resources
Fire Paramedic Service: 1110, Front Line Firefighters: 854, Paramedics: 155, Hospital/Health Services: 27,000 at 7 hospitals plus long term care facilities.
Ambulances: A minimum of 11 at all times plus variable peak to 16, and 2 Multiple Incident Response Vehicles (MIRV).

Fire: Pumpers –21, Pumper/Rescue – 5, Rescue – 3, Ladder – 7, Haz-Mat – 2, Water Rescue – 2, Trench Rescue – 1, plus other specialty support vehicles.
Police: The Winnipeg Police Service consists of approximately 1,139 officers and staff working out of: centralized administration offices, a Police Academy, five District Offices, and numerous community-based offices. Equipment includes 89 patrol cars, 23 – 4 wheel drive vehicles, 101 unmarked patrol cars, 16 community relations vehicles, 12 marked vans, 16 unmarked vans, 12 trucks, 1 mobile crime identification laboratory, nine motorcycles, 1 patrol wagon, 6 boats, 1 support vehicle (converted 17 passenger bus) 1 Command vehicle (converted 17 passenger bus), 4 snowmobiles, 2 all terrain vehicles, 14 trailers, one mobile command vehicle (shared with other City emergency services) one bomb disposal truck and trailer, one underwater search and rescue vehicle, one mobile breathalyzer lab, one truck weight scale, one tow truck and one pick up truck.

City of Winnipeg health care is administered by the Winnipeg Regional Health Authority (WRHA). The WRHA includes the City of Winnipeg as well as the Municipalities of East and West St. Paul, for a total area of 4,077 square kilometers. Approximately 27,000 staff work in health care in Winnipeg. WRHA facilities consist of: four community hospitals, two tertiary hospitals, 3 long-term care health centres, 37 personal care homes, and 16 community health offices.

Plans
City of Winnipeg has up to date:
Emergency Plan
Emergency Information Technology Plan

Emergency Public Information Plan Evacuation Plan Emergency Preparedness Coordination Committee Sector Plans Draft Recovery Plan
2.5 Flood of the Century 1997
2.6 No, City of Winnipeg, Fire Paramedic Services, Winnipeg Police Services are the “First Responders” who will always answer the call. Yet over time Provincial and Federal assistance may be required for recovery and investigation.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community’s emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Co-ordination The City of Winnipeg Emergency Response Organization consists of the Emergency Control Committee and the Emergency Preparedness and Coordination Committee. These committees provide the direction, control and coordination required to respond to a major emergency situation or disaster. The responding organization will be comprised of the various municipal departments, outside utilities and volunteer organizations as required by the magnitude of the incident. Project Co-ordination For the purpose of this project “ Hazardous Materials Decontamination Trailer” the Winnipeg Fire Paramedic Service will be responsible for ongoing coordination and maintenance.

3.2 Because Winnipeg is the capital and has a population 630,000 it is very resource full therefore regional assistance may never be asked for.
3.3 Yes
3.4 Yes / No Depending on the magnitude of the event media would most definitely assist, as was the case in 1997 flooding.
3.5 We have a good relationship with our immediate link, being the Province. We are required to go through the Province of Manitoba to request Federal assistance. Thus that link is <u>not</u> as strong.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 Emergency Preparedness Program has been very active in educating the public and private industry. Emergency Preparedness Program prepare special brochures, mailings, public speaking, trade shows and utilize media opportunities. Emergency Preparedness Program also prepare conferences, posters, school programs, HELP / OK Emergency Signs etc.
4.2 No, not directly. Each sector has contingencies for equipment storage and / or procurement. Private Sectors i.e. Winnipeg Regional Health Authority, Winnipeg Airport Authority, Canadian Pacific Railway, Canadian National Railway, have plans that speak to required resource.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Public Education and Public Alert System.
5.2 Training opportunities have been satisfactory, but monies for exercise

development and practice would be great.
5.3 Next to none.
5.4 Disaster Financial Assistance is an equitable program and works for the City of Winnipeg and its citizens.
5.5 Joint Emergency Preparedness Program has not been very helpful. Typically most Public Education programs do not fit the established criteria.
5.6 Not really! Unsure of when OC�PEP becomes a lead agency and when it just offers support. The September 11, 2001 event was a typical example of OC�PEP's lack of direction. This is still the case today.
5.7 No. August 14, 2003 Eastern US and Canada Electrical Black Out, was an example of just how disorganized they still are.
5.8 Yes, I know of the program, but have not seen the cache. Yes, I have procedure information. Unsure if the City of Winnipeg was consulted on the usefulness of the cache.
5.9 The City of Winnipeg has indirect links to these agencies and departments through our Provincial Emergency Measures Organization and through city departmental contacts with similar mandates.
5.10 We are not linked to DND, but DND – Domestic Operations is very involved in local committees and networking opportunities. Our request for DND would go through Provincial Emergency Measures Organization.

Hamilton Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

1.1 William Pasel, Emergency Management Coordinator (full- time) with an additional 1.5 staff members (1 full time, 0.5 clerical).

1.2 As of 2001, the total population of Hamilton was 490,268. The total land area is 1,117.1 km². The population density is approximately 439 people/km². Hamilton is a mixed urban and rural community.

This community includes major industrial facilities, a port, a major airport and transportation hub and yes it would require a mass casualty response in an emergency.

This community has not experienced an emergency/disaster in a number of years. However, the emergency management team has convened on numerous occasions to mitigate potential emergencies. No statistics can be provided at this time.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The main hazards are hazardous material spills, water contamination, rail accidents, tornadoes and wind storms.

We have a comprehensive emergency management program and training program for the emergency control and support group. That training program includes many of our industrial and community partners.

Yes to points 1-3. Earthquakes are not a serious threat.

We are capable of responding and have the personnel to accommodate a long-term emergency. However, as a community we are always looking to be able to acquire more 'equipment' as we believe that it will assist in mitigating some of our risks.

That the emergency management team worked to the best of their abilities with the available resources at their disposal.

Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We have a limited budget to do what is required. We should have at least 1 more person employed full-time to this department (total of 3) plus one full time clerical support staff.
3.2 No idea.
3.3 We are satisfied with the current structure.
3.4 Yes.
3.5 Yes.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 We use our community partners and emergency services to help promote public awareness.
4.2 NO.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Number one is education, two is equipment and three is money for rapid

intervention teams.

No.

No idea what assistance is coming and how long it will take. The current disaster recovery assistance program spells out how a community is reimbursed but 'theory' and 'practicality' are two different things.

Yes, especially if it involved either the port or airport, both fall under the jurisdiction of the federal government. A formal arrangement should be made and understood by all parties.

JEPP grants should focus on 'mitigation' projects as opposed to preparedness and response.

NO...have no idea what they do in a major emergency. I think they have the opportunity to become a sound educational facility based on best practices. OCIPEP should become more like Emergency Management Australia.

Can not answer that question as I do not have enough information to provide an accurate answer.

Q1. No. Q2. No Q3. No.

Q1. No. Q2. No. Q3. No. Q4. None.

No. Limited but they have the potential to really assist during an emergency (ex. Red River Flood of 1997).

Hamilton
Ontario
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No our community does not have that ability. However we have a close working relationship with many of our news agencies that allows for us to interrupt broadcasting to convey emergency information to the public.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Please see comments above. In addition any community would benefit from having the ability to interrupt broadcasts on demand.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Based solely on past experiences our city does not expect much from the province in terms of material or financial resources during an emergency.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Depending on the nature of the emergency would dictate the involvement of the provincial government. We would expect a response time of no more than four hours to any event that required their assistance. It should be some type of cost sharing involving all three levels of the government.

*****MEDIUM CITIES*****

Kitchener Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

I have been designated CEMC for the City of Kitchener. I am a career fire fighter of 18 years and have the rank of Acting Platoon Chief. As Acting Platoon Chief I have first hand experience in co-ordinating response crews on scene and applying incident Command and Control.

City of Kitchener is a vibrant and cosmopolitan community and is located in the Region of Waterloo, south western , Ontario.

Area of Kitchener: 33,358.00 Acres, 52.18 Sq. Miles, Population of 190,399

Community has major industrial facilities and is located near waterloo wellington flight centre. Largest aircraft currently flying out and in the airport would not exceed 100 passengers.

1.4 City of Kitchener experiences many routine emergencies on a daily bases which the emergency services routinely respond too. City of Kitchener has been fortunate not to have experienced disasters over the past many years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Natural threats to the community are mainly that of severe weather disturbances. (floods, flash floods, tornadoes, etc) Transportation (Rail, Vehicle transport) of hazardous commodities through the community raises concern, as does the possibility of industrial accidents at manufacturing, processing facilities.

I would describe emergency preparedness as adequate at this time. We are diligently trying to achieve our goals and objectives while maintaining fiscal responsibilities.

Major emergencies would include: train tanker-car that bursts and spills a hazardous chemical, facility hazmat release, a flood that causes the

evacuation, large area fire.

Major emergency requires a definition. We have the necessary response capability in place to engage major incidents. Law enforcement, Medical Care, Fire Department response is capable and is supported by Mutual Aid Agreements. A disaster would challenge that same system.

A successful response to a major emergency would involve the approach, securing, identification, assessing of the emergency. Planning and implementing an effective response to mitigate the emergency and to facilitate restoration of the emergency scene.

2.6 As first responders, we are prepared to respond to emergencies of all types to safely take action to protect the community and its residents. The City of Kitchener has a Technician Hazardous Materials Response capability. The mitigation plan may well include the request for Mutual Aid and outside agencies to assist as required.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

To date the assets have met the requirement of the community. However, we are continually looking to advance our programs and to obtain the necessary equipment to meet projected requirements. For example, CBRN monitoring, analyzing devices, trench and collapse rescue equipment. Strategic planning identifies and prioritises needs of the department and this is balanced against available financial resources. I would anticipate all emergency response groups have issues with budget restraint and needs.

We would anticipate the response of available Regional Police, Health Care, and the six fire crews (33-38 Firefighters) within four to fourteen minutes. From this point the response agencies would activate Mutual Aid assistance and initiate call-in of off duty personnel. Mutual-aid may take an additional twenty to thirty minutes.

3.3 Incident command and control is used by the fire services on a daily bases. There is and will always be the need to develop interagency co-operation. Unified and centralized structure are not new terms and can be further developed by interagency training.

With the co-operation of CKCO TV and community radio stations, it is possible interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

City of Kitchener requires a listing of relevant Federal and Provincial resources that may be available. Opinion: Training programs delivered at the provincial and federal levels will have the greatest impact if this knowledge and skill is applied at the municipal level by the first responder.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 Waterloo region emergency services provide ongoing public education programs. Fire Safety village is a full time educational facility to education the youth of our community. Numerous education program are deliver throughout the community to all age groups.

4.2 We have know warehoused supplies for various emergencies. The City Emergency plan does identify resources and equipment available from various sources.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

<p>5.1 There is no such thing as a federal/provincial rapid intervention. At best, assistance offered Federal/Provincial delayed and is a support role</p>
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to those Municipal first responders. Federal/Provincial does and can contribute proactively in providing first responders with the necessary knowledge/skill, and equipment to mitigate emergencies quickly and effectively. This action may very well avoid escalation of an incident to a point that outside assistance is required.

I am unaware of funding provided from higher levels of government for training and exercising its emergency plan? However, I am very much aware of legislation changes to Emergency Management that the communities are mandated to complete.

5.3 With respect to the federal/provincial government: I do not have a high expectation from Emergency Management Ontario on scene representative to accomplish much more than the CCG would be able to accomplish. CANUTEC is a good service to the communities and they are willing and capable of assisting communities in collection of data and contacting appropriate assistance on scene. EMO has a similar communications centre system that I have little experience with. The Provincially funded HUSAR (Toronto) is an initiative that could offer a delayed assistance once declaration of an emergency is determined. Realistically, the first modified response of this type would be several ours at best.

Our understanding is that there are mechanisms to apply for supplementary funding under conditions of "declared emergencies." I am not aware of a federal fund that is dedicated to assisting communities that have experienced a traumatic event. It should be an issue

5.5 The J.E.P.P. application process is cumbersome in light of recent legislative changes. The governments should examine an allocation to each community for emergency management to be utilized to satisfy local needs in expanding its capacity to manage major emergencies.

5.6 It is difficult to comment as we do not interact on a frequent basis with this group.

5.7 see 5.6

5.8 No

No and not sure unless it is a matter of national security

5.10 No and none

**Kitchener
Ontario
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Response: NO

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Response: YES

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency?

Response: WE DO NOT

How long does it take for this help to arrive?

Response: DO NOT KNOW – HOW MUCH TIME IS ACCEPTABLE?

Who pays for it?

Response: WE DO NOT RELY ON OTHERS TO PAY BUT WOULD SEEK WHATEVER ASSISTANCE BECAME AVAILABLE.

(b) In the event of a future major emergency, how much help would your community need from the provincial government?

Response: DEPENDS ON EMERGENCY BUT NOT A LOT OF RELIANCE ON THE PROVINCE.

THE ASSISTANCE PROVIDED FROM THE PROVINCE IS ALL WELL AND NICE, BUT IT IS DELAYED AT BEST AND MAY BE VERY COSMETIC IN THE

BIG PICTURE. THE COMMUNITIES FIRE DEPARTMENT IS A FIRST RESPONSE AND IS ON SCENE WITH SIX MINUTES TOOTAL REFLEX. IT IS WITH THIS FIRST, IMMEDIATE RESPONSE THAT THE MAXIMUN NUMBER OF LIVES WILL BE SAVED AND EMERGENCIES WILL BE MITIGATED BEFOR THEY ESCALATE. WE SHOULD LEARN FROM THE AMERICAN EXPERIENCE, AND REALIZE WE MUST ENSURE THE KNOWLEDGE AND SKILL IS IN THE HANDS OF THOSE PERSONS THAT CAN BEST DELIVER THE SERVICE.

What would be a reasonable time limit for this help to arrive?

Response: IF IT WAS OFFERED, 2 HOURS

Who should pay for it?

Response: THE PROVINCE

NOTE: THE CITY OF KITCHENER FIRE DEPARTMENT HAS BEEN DILIGENT IN PROVIDING OUR COMMUNITY WITH THE BEST POSSIBLE ABILITY TO ADDRESS EMERGENCIES OF ALL TYPES OF EMERGENCIES. WE STRONGLY BELIEVE IN THE HELP YOUR NEIGHBOR CONCEPTS AND HAVE A HISTORY OF PROVIDING RESPONSE OUTSIDE OUR COMMUNITY, WHEN REQUESTED.

I HAVE APPRECIATED THE OPORTUNITY OF PROVIDING IMPUT INTO THIS PROJECT AND AM HOPEFULL THAT CHANGE WILL HAVE SOME IMPACT IN THE FUTURE.

London Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

Bob Hansen, currently Community Emergency Management Coordinator. Fire Fighter since 1976; 5 yrs. as a Captain, 3 as London's Deputy Fire Chief;
EMO Partnerships for Safer Communities Advisory Committee member; Coordinator of planning, training, and implementation of London Fire Services Hazardous Materials Response Team. (60 Qualified to NFPA Technician Level, 340 qualified to Operations Level)
Liaison with major local industries and hospitals in regards to emergency planning issues, developing industrial emergency plans and coordinating response with municipal agencies.
Developed London's Hazardous Materials Management Plan.
Multiple certificates in Emergency Planning, Domestic Preparedness for Terrorism, and EOC Operations from Emergency Management Ontario, Ontario Fire College (Ontario Fire Marshals Office), FEMA (USA) and Canadian Emergency Preparedness College;
Speaker at numerous presentations and seminars regarding Emergency preparedness, industrial hazardous materials management, and Hazardous Materials Response protocols.

NOTE: As discussed with Grant Dawson.

I welcome this Federal initiative as being both timely, in view of our changing social environment, and worthwhile, due to our increased dependency on infrastructure. My background in emergency operations encompass perceptions and experiences obtained from riding the back of a Fire Truck in direct response, through to emergency program planning at senior Municipal Government, and Provincial levels. I would embrace the opportunity to provide further input by participating on a Working Committee.

London is approximately 670 sq. km. with a population of approximately 340,000 citizens.

London has a small international airport and a number of major industries, 3M, GM Diesel, Seimens, and Labatts. Two 400 series hi-ways and both major railways pass through the City.

Our Emergency plan has been activated in the past three decades to deal with tornados, snow storms, a natural gas emergency and power outages. The records are not readily available.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural; Weather events, Flooding
Man-made; Transportation accidents, chemical releases (Fixed site and Transportation), Energy Emergencies.

2.2 We are solidly at the Essential Level with many components at the Enhanced Level (EMO standards)

2.3 A major emergency is defined when it overwhelms our response capabilities and the consequences present unacceptable hardship for our ratepayers. The degree of damage caused by the listed events would most likely trigger activation of our Emergency Control Group. The scope of the event along with our response capabilities would dictate whether or not an Emergency is declared.

(London did not declare an Emergency during the Aug. 03 power outage)

London has emergency plans outlining departmental responses to most emergency situations. Resources have been matched to response protocols. These plans are actively reviewed on an annual basis as per Provincial Legislation (Emergency Management Act).

Acceptable response results in London would be measured by the achieved results in regards to the scope of the event vs. response capabilities.

London has a viable Technical Service Department and a first rate Haz Mat team capable of handling a wide range of chemical, biological and cyber-attacks. We would lean heavily on provincial and federal support to deal with major events involving the above and for most radiological/nuclear releases involving more than minute amounts of radioactive materials.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 London, with a population of 340,000 has a substantial depth in response capabilities; 12 fire stations with 343 firefighters, approx 600 police officers, approximately 500 environmental services staff, an in depth community services department, corporate communications personnel, plus the equipment and resources from many other departments. There are also active emergency response relationships with the EMS provider, hospitals, health unit, major volunteer organizations and private industry.

3.2 London has the capability to respond and accurately assess, determine and request the resources needed to deal with any emergency. In most cases, dependant upon the geographical scope of the event, we would expect Provincial support to be activated and arrive in the Community within hours and certainly within the first 24 hours.

3.3 London has a workable, yet older communications system. Over the next four years, both Police and Fire radio communications systems, now about 10 years old, will be replaced with state of the art equipment. Our Unified Command procedures allow for timely and concise communications amongst the Emergency site Responders and with the EOCG. The Communications plan, triggered by the EOC, partners with local media outlets to get situation reports and direction to the public.

We have this ability through the cooperation of the media.

3.5 The links to the Province, through EMO, are well established. Information, communication and facilitation exchange between the community's emergency planner (CEMC) and EMO area representative is well established.

Federal links are facilitated through the EMO.

There is little direct funding assistance available from the Province to Municipalities. The JEPP program is laudable, however the method of applying for financial assistance could be enhanced in the area of emergency planning initiatives. A JEPP application must be submitted in the fall of year 1. Once submitted, the Municipality must wait until May of year 2 for approval. This method does not support municipal budgetary processes in determining year to year emergency planning activities.

Further funding, necessary to facilitate emergency operations training programs that fall outside of a departments normal core services, is necessary to maintain a level of service delivery consistent with emerging National Standards (Emergency Management Act, NFPA 1600). All

municipal departments have been pared back to the minimum levels necessary to provide core services. After 911, emergency planning/response activities have been recognized as being essential, however municipal budgets, historically developed to accommodate core services and pared to the bone over the last decade, do not have the depth to properly address emerging, standards based, emergency planning initiatives. The JEPP program could be reviewed with a view towards enhancement in this area.

OCIPEP has an excellent program in providing Public information literature to municipalities at no charge. Well done!

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 Our public information program is ongoing. Past public information programs have dealt with providing the public with information to become self sufficient, should critical infrastructure services be interrupted. We are currently developing a 'general hazard' preparation campaign for the fall. Future Programs will align with specific hazard preparations and activities.

4.2 This was completed, on a departmental level, in preparation for Y2K. The information, gathered for Y2K, is currently being updated and centralized in accordance with the mandates outlined in the Emergency Management Act.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 As described in 3.5, the current application process for obtaining funding for emergency response initiatives does not fit well into the municipal planning process. Many emergency planning initiatives have been mandated from the senior Government level, with the financial responsibilities to implement these initiatives resting squarely upon municipal coffers that have been pared to the bone.

5.2 NO!

5.3 If support activities from the Provincial Government are necessary, we would expect this assistance within hours. The amount and nature of this assistance would be dependant upon the nature and severity of the event. Federal Assistance from the Federal Government is accessed through EMO. Due to this extra step, Federal assistance necessary to mitigate the effects of the event may be longer in coming. Initial arrival of assistance from the Federal agencies to deal with the event itself, (e.g. military, CBRN etc.) would be expected within 6-8 hours of our request.

5.4 Should Federal assistance be necessary to deal with issues stemming from a crisis event in Ontario, the request process is formalized through EMO.

5.6 The process of applying for JEPP grants does not fit into the municipal planning and budgetary processes. For example, we cannot schedule a training program to implement equipment obtained through JEPP until we are approved for the grant. This approval is not confirmed until well into the year the equipment will be purchased, creating a Catch 22 situation for planning training programs.

5.7 OCIEP could expend more energy in the area of educating the public about their organizational initiatives and activities. I believe that if one were to canvass people on the street regarding OCIEP, the vast majority of the people would not know what services this Ministry provides.

5.8 Yes to all. The caches are monitored and maintained through our Health Unit. The Medical Officer of Health is an integral member of our EOC and sits on any relevant emergency planning committees.

5.9 No. Any information or assistance from these agencies will normally be received through EMO or the Province's Police community.

5.10 DND assistance to London will be initially activated through the EMO.

Grant,

Please pass our appreciation to the Senate Committee for the opportunity to provide input into this survey. If you have any questions or inquiries, do not hesitate to contact me @ 519-661-4468 or rhansen@london.ca.

St. Catharines Ontario

Community Preparedness Questionnaire

Steve: The following is a very brief synopsis to the questions that were asked. If I have skipped over a question it is because I wasn't sure or wasn't comfortable answering the question.

1.1) Daryl Whiteley-Assistant Chief of Operations -St.Catharines Fire Services
-CEMC
-been with department 24 years mainly in suppression.
- been Ass't Chief for 3 years and CEMC for 1 year.
- have been involved in Emergency Response Planning for past
- year.

1.2) St.Catharines covers 99 square kilometers. It covers approximately 18 kilometers in an east west direction along the shores of Lake Ontario and runs from Lake Ontario to the Niagara Escarpment roughly 6-7 kilometers.
Population approxiately 140,000.

1.3) St.Catharines is mainly an industrial town with 2 General Motors plants several paper mills and 2 auto plant parts makers.
Our community is roughly 9 miles from the United States at the closest points. The Queenston Lewiston Bridge and the Rainbow bridge in Niagara Falls are in close proximity to our community.
Buffalo Interantional Airport is approximately 50 kilometers away and St.Catharines is also on the flight path to Toronto's Pearson International. (50 kilomerters)
Major transportation corridors- Q.E.W./ 405 and 406 series highways.
Major rail lines.
St.Lawrence Seaway/Welland Canal

1.4) Most recent emergency- summer of 2003 Blackout.
Major snowstorms
High winds.
Transportation accidents.
(Statistics not available)

2.1) See above. Also industrial town.

2.2) Currently updating emergency response plan to meet the requirments of the Bill 148. The Emergency Management Act.

2.2) Being on major transportation corridors a major accident is most definitely

possible. Industrial accidents strong possibility. Being close to border could involve international terrorism.

Emergency response plan is currently being updated

Full time fire department (160 firefighters)

Regional Police and EMS.

Currently developing a Regional Hazmat/CBRN team to respond to any incident beyond the scope that the local jurisdiction can handle.

Niagara Region encompasses 12 municipalities. Regional has a E.R.P.

Each of the 12 municipalities has a mutual aid plan.

2.5) Municipality is a two tiered system. If local municipalities cannot mitigate the situation then mutual aid and the regional teams would be activated. If the incident goes beyond this then the province would be notified to activate their team.

2.6) Regional Team would first be deployed and backed up by Provincial team.

3.1) See above answers. Financial resources not available

3.2) Regional assistance should be available within an hour.

3.3) Command and communications are currently in place but are being updated with implementation of Regional with ongoing training.

3.4) _____

3.5)

4.1) Will be publishing emergency info on city's website. Public awareness is part of the Essential level for the Emergency Management Act.

4.2)

5.1) Funding for equipment and personnel should be the governments priorities.

5.2)

5.3) Help is available from the province. Assistance could be 4 hours away. Province would pay for it.

Questions 5.4-5.9.

Not able to respond.

Victoria British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am a former Naval Officer, who was attached to Armed Forces Marine Rescue in C.F.B. Comox, where I commanded a minor Naval Vessel involved in search & rescue duties on the west coast. I am also an instructor with the Justice Institute of B.C., Emergency Management Division. As a private pilot, I fly with CASARA Rescue. My position with the City of Victoria is as the Emergency Coordinator

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The community is 150 years old, mostly urban, with some small rural patches. The core population is approximately 150,000 in an area of approximately 35 sq. km. Greater Victoria serves a population of approximately 350,000.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency.

Victoria is a seaport community, with U.S.A. border accesses leading by ferry and float plane to Port Angeles, Friday Harbour, and Seattle Washington. Shipbuilding, and ship repair is the largest commercial activity within the City's borders.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Rarely anything of significance. Major impacts have been weather related, such as the Blizzard of 1996 which shut down the City for 3 + days due to record snowfalls over a three day period. Although a state of local emergency was not declared, (it was a borderline case) military reservists were deployed to assist

with the transport of many medical cases to hospitals, as regular emergency vehicles found roads impassable.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Weather extremes affecting a normally moderate climate hold the highest risk. There is a potential for devastating fire, as the City has very old heritage type buildings relatively close together. This City is also in an earthquake zone, and has experienced several seismic movements. The most significant of which was in February of 2001. A tsunami is a potential threat, although considered as low risk. Victoria is also home to the Pacific Naval fleet, and does occasionally host visiting nuclear powered warships from other nations. A marine fuel spill presents some risk, and has occurred on a few occasions. The City's harbour has also been declared an airport, with very many float plane landings and takeoffs daily. Conflicts with surface marine traffic, presents some risk elements.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Improving over time as training and awareness increases. The City has adopted the BCERMS model of Incident Command, and is training staff and volunteers to this widely accepted standard. The City's emergency plan is updated and exercised annually. Inter agency emergency exercises are conducted more frequently than they have been in the past. There is heightened inter-municipal co-operation aimed at emergency responses.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

2.3.1 How large a fire and how severe an earthquake?

Rail traffic into the City is very limited. Marine shipping and highway truck transport does bring hazardous materials into the City. The other three examples listed are applicable, with the latter being the highest risks identified in our risk analysis. Fires amongst old, closely placed buildings are a real concern. Being in an active earthquake zone is also an elevated concern. The City's Fire Department is small, with 24 members present during regular shifts, serving the needs of 130,000.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

The City ranges from being moderately, to well prepared to meet most emergencies, and is improving annually. Response plans are in place and are being exercised and refined. Increasing numbers of personnel are being trained in emergency preparedness; volunteers are being recruited and trained in emergency preparedness. Equipment is lacking in some areas, but is being worked on to improve in numbers and types as funding permits. Shared resources are being identified, and mutual aid agreements are being developed and implemented.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A successful response would consist of containing the crisis, managing it with minimal loss of life and property damage, and seeing a speedy recovery process and quick resumption of business. Provincial and Federal help is known to be slow in coming, as has been experienced in the past. This is particularly noted of late due to the removal of the local army units (P.P.C.L.I.) to Northwestern Alberta, and reductions in the size of manpower of what is left in C.F.B. Esquimalt. Recent changes in protocols to dispatch the Naval Dive & Bomb Disposal Unit, the D.N.D. fireboat, and the D.N.D. HazMat team will also contribute to increases affecting a timely response. On the other hand, the offer of personnel from H.R.D.C. to assist in emergencies, is looked upon favourably.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes. A fully equipped and trained Civic team is not in place to deal with such issues. Costs of equipping and training a suitable Team remains a significant challenge, but is being planned for none the less. Funding will be the biggest issue.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Money for emergency response(s) comes as a low priority in a field of intense competition for limited operating budget funds. Ageing infrastructure and economic development programs seem to take precedence. Outside of professionals (f.t.e. police, fire, ambulance) emergency response personnel are recruited on a volunteer basis. This is limited due to time commitments,

transience, and an ageing population. Equipment is very basic and generic; some of it quite old. The City would be hard pressed to manage a prolonged emergency situation with its own personnel and resources.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

The City could be overwhelmed immediately if an earthquake were to strike with severity, and cause a lot of fires. Ageing infrastructure in the way of utility services (underground services of water, sewers, storm drains, communications cabling, and natural gas pipelines,) would be seriously affected. Roadways and bridges would also be severely impacted due to underlying geology. Being as we are on an island, regional assistance arrivals would depend largely on the damage / operational status of 3 ferry terminals and local airport conditions.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

If anything, this is one of the strengths of the Emergency Plan. Commercial radio is backed up by an active Ham Radio network.. The whole Capital Region is in the final stages of activating an \$18 M integrated communications system for police fire and ambulance. Centralized and consolidated dispatch is being considered as an addition to this system. Existing municipal E.O.C.'s exercise annually.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Again, this is one of the strengths of the current emergency plan. We have in place a mutual aid agreement with all local radio stations and television stations for emergency broadcasts and dissemination of information and instructions in the event of an emergency. This will be done without fear of upstaging each other or obtaining "exclusives". It has been agreed that all information will be shared with each other, and disseminated in the same text or context, so that the message is consistent.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

We enjoy a good working relationship with the Provincial Emergency Program and with the Federal Office of Critical Infrastructure, Protection and Emergency Preparedness. However, there is always room for improvements, and they are to be encouraged. There are some disappointments however. Transport Canada, for example, after protracted negotiations, has adamantly refused to contribute to

the funding of what we feel is adequate fire protection of the Victoria Harbour Airport. Victoria has very limited waterborne firefighting capacity. It does not have a fireboat, and relies on borrowed or contracted un-manned watercraft to provide this service. Given that it takes only 90 seconds for a fuel fed fire to burn through the skin of an aircraft, the survivability of a downed aircraft's occupants in a potential harbour crash is minimal. The flight path for landing aircraft is over the civic core. This same agency on the other hand is insisting and is extracting "market value" rents on waterfront property leased by the City.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

The Victoria Emergency Program offers workshops and seminars to businesses and residents alike. It offers emergency awareness and education seminars, and provides basic training in firefighting, light urban search and rescue and first aid.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

A 5 year capital program has been initiated to provide basic emergency supplies to all civic owned buildings and staff for a period of 72 hours. We have also established emergency containers for reception centre setups in 8 of 13 neighbourhoods. Beyond that, there has been no warehousing of materials or supplies, as there are very limited places to store them in quantities deemed necessary for a City of this size.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In our case, concentrations should be in the form of provisions of temporary shelters, feeding, and medical attention of up to 150,00 people. A fully trained and equipped CBRN and HazMat team is also of importance. This would be closely followed by provision of equipment to deal with specific weather related perils and generic emergency survival educational requirements.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

The JEPP Grant program is to be applauded and continued. However, items qualifying for grant approvals should be re-visited, and expanded. Cost sharing of major capital items is to be encouraged, but to date has had limited successes for this City due to tightness of budgets and being required to come up with total funding “up front”. This discourages some Civic politicians from supporting and participating in the process. They don’t see the partners as committed to the application, rightly or wrongly.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

Assistance from the provincial government, through the Provincial Emergency Program can be immediate. Provincial Government offices occupy several buildings in the downtown core. Certain crisis situations are 100% funded under established provincial guidelines, but managed by Civic jurisdictions. Such applications experienced so far have worked well to date. A major emergency may quickly deplete provincial resource deployments however, giving protracted delays in effecting responses.

With respect to the federal government:

5.4 *Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?*

As described earlier, Victoria is home to the Pacific Fleet. Should there be a nuclear release in the harbour, or an accidental munitions explosion, or a major fuel spill from the fuelling facility, it could have long term effects on the community that we are unprepared to deal with. A recent shipboard fire in the federal graving dock has been tied up in the legal system for five years. To date, federal involvement has been minimal in emergency events, and after the fact settlements have been usually tied up with lengthy political and bureaucratic wrangling over responsibilities. Anything to enhance and speed up settlement(s) in a positive, constructive manner would be of benefit to both jurisdictions.

5.5 *Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community’s efforts to improve emergency preparedness?*

Again, continuance of this program is to be strongly encouraged, and if possible expanded to include additional items receiving consideration for funding. We

have successfully received funding for emergency equipment, but have sufficient numbers of equipment that currently meets approval guidelines. We need other types of equipment that is not JEPP Grant applicable.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

We have participated in OCIPEP exercises in a minor capacity (exercise Cascadia Response) with the local office. Future exercises should include and address local issues, which for us are equally as important as national ones, and more likely to occur. Response is all about working relationships with the people involved in leadership capacities.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We certainly hope so. Although we have a good relationship with the local office, it has been very limited in scope and we don't always get exposed to the "big picture". Provided civic leadership is included in the decision making processes early, there should be no problems.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

We host a very old, 200 person crated up field hospital unit. It has not moved in years, and its condition is unknown, other than antiquated.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We have not had any experience with CSIS. CCRC plays a role in our written emergency plan and are being included in recent CBRN planning sessions.. Other than the provision of trained personnel to be deployed into specific roles, not much help is expected from them.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes. D.N.D. could end up playing a major role in a significant event occurring in Victoria. The local army militia was a significant contributor in the Blizzard of '96. The D.N.D. HazMat team was recently deployed to a major hospital chemical spill event, a few months ago.

Halifax Nova Scotia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

My Name is Peter Bigelow with the Halifax Regional Municipality. I am the Manager of Real Property Planning and also the Deputy Co-ordinator of Emergency Measures. I have worked in emergency preparedness since 1997. I have been involved with co-ordinating several major response situations including Swiss Air Crash 111, Kingswood Forest Fire, CN Propane Tanker Derailment in Dartmouth, September 11 Divertment of Flights to Halifax, Eastern Passage Forest Fire, Hurricane Juan as well as a number of smaller emergencies, which required interagency co-ordination. I have been fortunate to be trained at the Emergency Preparedness College in Ottawa, as well as taking Nuclear Emergency Response through DND and various other municipal and provincial training sessions and exercises.

The Halifax Regional Municipality was created in 1996 through the amalgamation of the City of Halifax, city of Dartmouth, Town of Bedford and County of Halifax. It is approximately the size of Prince Edward Island and made up of hundreds of distinct rural, suburban and urban communities. The population is 360,000 persons (2001 census) but has

enjoyed approximately 5% growth since that time

As a strategic Eastern North American Port on the great Circle Route and the home of Canada's East Coast Navy the city is visited by international shipping and foreign naval vessels. The combination of deepwater port and direct rail, truck and plane routes makes HRM a gateway to Western Canada, the Atlantic Seaboard and Midwest United States. Halifax International Airport handles over 77,000 plane movements and almost 3 million passengers annually. Over 700 planes fly over HRM making landfall daily. During the 2003 season 104 cruise ships will visit HRM.

HRM is the centre for provincial and regional federal services in Nova Scotia and Atlantic Canada. It's growing offshore petrochemical and support industries, rating as one of the ten top places to do business in North America and unique and attractive lifestyle further position HRM in North America.

It is well known that the municipality is versed in dealing with crisis and emergencies. As a primary centre for the re-supply of Europe during two world wars, the communities around Halifax Harbour played vital roles in supporting the war efforts and unfortunately came to know the risks through the Halifax Explosion of 1917 and the Magazine Hill Munitions explosion of 1945. More recently HRM has provided emergency response to the following Major Multi Agency Response events.

Liquid Butane Train Derailment - Dartmouth - June 1997
Swissair Flight 111 - Peggy's Cove- Sept 1998
Gasoline Tanker Truck Spill - Spryfield - Oct 1998
Kingswood Forest Fire - Hammonds Plains - June 2000
9/11 Operation Sleep Over - Halifax International Airport - Sept 2001
Propane Train Derailment - Dartmouth - Feb. 2002
Eastern Passage Forest Fire - Eastern Passage - May 2003
Grain Elevator Explosion - Halifax - August 2003
Hurricane Juan - Sept 2003

A number of smaller events (i.e. apartment building fires, smaller evacuations) occur annually which EMO assists with in terms of interagency co-ordination often helping to marry human services agencies with emergency response. This instances might occur 3-4 times per year.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

As mentioned previously HRM does have some major hazard exposures. Its location on major shipping and flight paths means that it is one of the nearest land bases for vessels and flights in distress. An oil refinery, home of the East Coast Navy, DND operations for Atlantic Canada and being a being a major NATO and container port contribute to risk. Natural disasters are relatively common and include, localized flooding, hurricanes, winter and ice storms.

Fortunately HRM stands well prepared for emergency response. An all hazards approach has allowed HRM to successfully deal with and mitigate the major emergencies listed above. HRM regularly exercises its emergency and service departments as well as conducting joint exercises with federal, provincial agencies and departments.

HRM would qualify the following as Major emergency

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?

A flood that causes the evacuation of 1, 000 people and up

A fire which caused the sustained need to evacuate 500 persons. HRM has no experience with Earthquakes.

HRM has an all hazard emergency preparedness plan as well as an evacuation plan. Exercises are carried out often involving a number of agencies. HRM has to acknowledge that because of the strong presence of provincial and federal agencies located within the municipality it is not difficult to get other agencies and NGO's to participate in exercises and real emergencies. This may not be the case in other parts of the province and country.

While we know from experience that every situation is different, HRM generally measures its success in terms of avoidance of events, successful mitigation of an emergency situation (protection of people and property) during an event, reduction of the potential impact of an event and recovery after the event. In situations where the jurisdiction lies with the province or federal government, our measure of success measures lie in how well we assist the lead agencies to meet these goals.

Yes, HRM would rely on significant contributions from the Province and federal government in CBRN situations. More so than in other situations. However, we are designed for joint operations with other levels of governments, agencies and NGO's. The level of participation/dependence upon other agencies is determined by the nature of the event.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

HRM is prepared as it can be in light of the host of other challenges that face a municipality. There is redundancy in our systems to allow us to

ramp up to proper levels and to sustain ourselves for more extended periods of time. This has been proven through experience. However there are limits and there are situations which would require extensive outside assistance. Our nature is to help other people and we expect the same in times when we have need of assistance. Our job is to recognize these limitations and make the request before a situation becomes critical. In these events we would be looking to have additional assistance in place within 24 to 48 hours, again depending upon the emergency.

HRM's system of Joint Operations may be unique in the country. It provides a unified Joint Emergency Operations Centre to manage a host of different situations. Federal, provincial and municipal operations centres are housed under one roof where staff can liaise, meet, problem solve and communicate with relative speed and ease. This system has proven itself since it opened in September of 2001. On site HRM relies on an Emergency Site Management system which co-ordinates responding directly to the emergency and is in constant contact with the Joint Emergency Operations Centre for support. This relationship extends into daily operations as regular offices are also on the same floor. This creates a close relationship. HRM has two police forces for police protection. The Halifax Regional Police in the urban and suburban areas and the RCMP in the rural and some suburban areas. Command and administration for both forces are co-located for better co-operation and resource/information sharing on a daily basis.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

HRM can be doing better in terms of personal emergency preparedness. It is an area that requires a sustained effort in terms of resources and personnel that we currently do not have.

In terms of warehoused supplies we are aware of field hospital and medical supply stocks which can be readily accessed. The necessary relationships and contacts exist to access these stocks. In terms of other supplies HRM is reliant upon local suppliers rather than warehousing.

Warehoused stocks can become dated and of little use if not turned over.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Extensive testimony was given to the Senate Committee on National Security and Defence on September 23, 2003 morning session in Halifax. Please see those minutes as they convey a great deal of detail that will relate to question #5.

Halifax
Nova Scotia
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster—Revised Questions**

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

No the Halifax Regional Municipality does not have the ability to unilaterally interrupt broadcasts to advise the general public of an emergency situation. We rely on issuance of general press releases and notifications to local broadcasters. This system does rely on the cooperation of broadcasters. We believe that HRM and Nova Scotia would benefit from an emergency broadcast system. HRM does participate in a public information FM broadcast station with a local range.

As the major urban centre for the province and the seat of the provincial government, HRM has access to a great deal of provincial assistance. The Joint Emergency Operations Centre which is the permanent home to HRM Emergency Measures, Nova Scotia Emergency Measures and OCPEP offices means that in any emergency municipal, federal and provincial emergency management operations is on the same floor in the same buildings. This aids greatly in overall response to municipal needs. To this date the Province of Nova Scotia has been very good about working with HRM to pay for emergency services. HRM has a

good deal of resources at its disposal. Relationships with the Province, military and a host of other agencies help fill the gaps. Co-location of emergency operations during an event means that decisions on resources can be made face to face and quickly. HRM has come to expect and rely on this level of co-operation and co-ordination from the Province to be successful in emergency response situations.

Windsor Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

I am the community's Fire Chief, County Fire Coordinator and the Community Emergency Management Coordinator (CEMC). I have 36 years experience in public safety; 14 years as a firefighter, 8 years as a fire services advisor with the Office of the Ontario Fire Marshal, 5 years as Deputy Fire Chief for the City of Nepean and 9 years as Fire Chief for the City of Windsor. I have been appointed by the Fire Marshal of Ontario as the Fire Coordinator for Essex County and as such I am responsible for the maintenance and implementation of the County Emergency Mutual Aid Plan and Program. I have been certified by Emergency Management Ontario as a Community Emergency Management Coordinator.

Windsor, Ontario borders Detroit, Michigan and is a highly industrialized centre, 145.7 sq. km. with a population of 207,000 people.

Yes. This urban centre operates an airport, has a fairly active port due to the location of the Detroit River, has a bridge and tunnel for access to and from the U.S. and is Canada's busiest crossing point. On average 16,000 trucks a day pass through the city, to and from the United States. Windsor has a salt mine, underground liquefied petroleum storage and is

the home of Daimler Chrysler Canada Headquarters, 3 Daimler Chrysler Assembly plants, 4 Ford Motor Company of Canada assembly plants and 1 General Motors transmission plant. There is a large sector of tool and die and injection mould facilities servicing the automotive sector. The city has a university and a community college and has partnered with industry to have an engineering school of excellence. Recently a satellite medical school has been established to help foster and attract physicians to this under-serviced area.

The municipality has experienced one declared emergency in the last five years during the 2003 major power outage, however, we have deployed and operated out of the Emergency Operations Centre for large scale events as follows:

2002 – Ice storm – 5 day duration

2001 – September 11th – 7 days in duration due to US border crossing

2000 – Organization of American States symposium in Windsor

2000 – Y2K events

1999 – Major accident on Highway 401 involved 85 vehicles and 4 deaths

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We are in the process of completing our community risk assessment, however, the main areas of concern with a high probability and significant impact involve the following:

Weather – including tornados, major thunderstorms and ice storms.

Nuclear release due to close proximity to Fermi II in Michigan (nuclear power reactor).

Major power outage.

Chemical emergency by transportation, at a fixed site or by marine transportation.

Major transportation accident due to high volume of cross border traffic, congestion and high volume of trucks.

Our local emergency preparedness I would rate at good. Under the guidelines issued by Emergency Management Ontario our community has most of the essential components in place and/or documented as well as a good number of the enhanced components in our preparedness plan.

We have a Community Emergency Coordinator.

We have an emergency plan and by-law passed by Council. Both the plan and by-law have been revised and will be presented to the new council in January 2004.

We have an equipped emergency operations centre with dedicated phone and computer lines, emergency power, audio visual aids, satellite phone and satellite TV as a back up.

We conduct annual exercises and have had to activate all or portions of our plan each year for the last 4 years.

We have a 24-hour fan out notification system through our fire dispatch centre.

We have established citizen inquiry lines and procedures.

We have information coordinators for public information and awareness.

We have a public information program and training to name a few.

A major emergency is anything that taxes all of the day-to-day resources of a community, requiring that community to acquire assistance from neighbours and senior levels of government. In addition, that situation has a potential for injury, loss of life and significant property loss.

Refer to 2.2 – We have the plan and the training in place.

The first priority is to lessen the impact of life safety, the second priority is to contain the incident and aim at mitigation and the third priority is property conservation. Fortunately we have the support of the Provincial Government, however, we lack any assistance from our Federal Government. It doesn't exist.

Windsor has a dedicated Chemical, Biological, Radiological and Nuclear Response Team in the fire department, designated by the Province. We can deploy locally or elsewhere in the province or Michigan. We do need assistance from other levels of government but again there is not much available from the Federal Government. Very much different than the United States.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

All departments in the city budget for normal day-to-day operations. Public safety agencies do try to budget some contingencies for they can predict from past experience that extra ordinary circumstances will

develop from time to time and those resources will be needed. We do have an emergency planning budget but not enough to handle a major emergency. We have a by-law allowing for expenditures during an emergency without Council approval. The fire services maintain a secure cash float of petty cash to help for extra supplies at the outset of an emergency for those items that are required quickly and cash may be needed to make the purchase. Public safety, including fire has automatic call back procedures for additional staff and we have built redundancies into our systems, equipment and human resources for extra ordinary events.

Depending on emergency, resources could get depleted within the first hour. Additional resources from other communities could be minutes to hours away depending on the situation at the time for our mutual aid partners. For example, if a tornado were to touch down and the impact area included our surrounding communities, then help will have to come from a further distance which will take more time. We are vulnerable to the extent that our closest neighbour having the most resources is in another country, making an international agreement a priority.

We hold training sessions with allied agencies during the year including Ambulance and Police. Our emergency plan incorporates a unified command structure for all agencies. It is a training issue. Unified command training requires much cooperation and team building on a day-to-day basis. We have made great progress removing the barriers for communications. City Police is the 9-1-1 server for the City while the County use OPP for County 9-1-1. Windsor Fire has a separate dispatch centre, however, we dispatch for 5 of the 8 fire departments in the City and County. Police dispatching is separate in the County and Ambulance dispatch is still operated by the Province. The ambulances are on a provincial 400 MHz system, all city departments use an 800 MHz simulcast radio system and the County is fragmented on a 150 MHz system. The greatest impediment is the small rural municipalities wanting to do their own thing. Political barriers have been prevalent rather than administrative barriers. Most fire chiefs would prefer a single system, however, the Police like to go their own way. Ambulance should and could be integrated with fire dispatch; however, Provincial Ministry of Health has decided to retain ownership and dictate policy in regards to their priorities.

(a) No. We do get the cooperation from the media to assist us, however, we are not able to have direct access.

(b) Yes, we do depend on and do get the support of local media. The County has a reverse 9-1-1 system for phone fan out and the city is looking at a parallel system. Yes, we could benefit from having authority

to interrupt broadcasting.

We have sufficient regulations from senior governments but not enough advice, assistance and funding.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

- Radio messages

TV ads

Newspaper ads

Special publications for homeowners

Pamphlets

Mall displays

Citizen surveys

On hold services – tips for preparedness on phone while on hold.

Yes/No. We have some stock, however, we know through our prepared partnerships where to acquire the supplies for most prevalent emergencies. The business community is extremely responsive, generous and helpful.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

- The Province should continue to fund the CBRN response teams ie. Ottawa, Toronto, and Windsor. Likewise, urban search and rescue from Toronto team should be maintained and continued.
- More funds for training and exercises are needed.
- More research and development dollars for new technology. The Federal Government needs to help create a market so that new technology can be purchased and older technology can be recycled to low end users. None of us can afford to keep up with new technology without having a way to recoup some residual value from the older

equipment. Thermal imaging is a good example. The camera we bought 5 years ago cannot compare with the size, price and effectiveness of the new model. How do we keep up with the new? Create a market for the old for smaller communities or other countries less advanced. Perhaps Canada could send equipment instead of money. Keep technology flowing.

No. We have received more from the Province than the Federal Government, however, even that has been reduced due to SARS. JEPP money is scarcer and so is OCIEP. Both levels need to increase money available for training, exercises and new technology.

(a) We have been fortunate with help from:
Ontario Provincial Police
Ministry of Transportation
Office of the Fire Marshal
Emergency Management Ontario
Chief Coroners Office
Forensic Services

The above named provincial resources are very active with us both in a planning and response sense. We have acquired their assistance on numerous occasions and help is only a few hours away. All but M.T.O. are in the same Ministry now named Ministry of Community Safety and Correctional Services to date, the province has not charged us for extra services.

(b) In the event of a major emergency we would need additional policing, fire, transportation assistance, public works, coroner's office, emergency management assistance, social services, and EMS. These services would be essential for help. We strive to be sufficient for 72 hours; however, we would truly need the help within a day in order to be sustainable. I believe that the province and/or Federal Government should pay.

Our understanding, except for R.C.M.P. and perhaps limited Coast Guard help, assistance is not available from the Federal Government. The U.S. has FEMA. We do not. We do not count on our Federal Government. I will have assistance from the U.S. before I can get help in my own Country. I think we can be ashamed of that.

I believe the system could be improved. There needs to be more funding, however, the Province can decide not to share it with municipalities in any event. I believe that some discipline needs to be added to ensure that more dollars get to the local municipalities where emergencies start and get handled.

I believe that there could be more dialogue with municipal public safety officials and especially emergency managers. I have enjoyed some limited financial support; approximately \$60,000.00 for assistance with CBRN. It wasn't nearly enough and we still need it today. I had the benefit of attending a meeting in Ottawa and had input on some national research initiatives and networked with other Public Safety agencies and security industry people, however, it didn't continue. Fire needs a person at NRC for technology development.

No. The municipal sector is the first to arrive and begin stabilization. It needs to be supported. I have no idea what resources OCIEPEP have to assist, initiate or coordinate with too little, too late.

Yes I know of the program. No procedures. Equipment and supplies are outdated and relatively useless. No, I do not believe there was consultation locally. We do know where it is located, however it is considered useless. Most of the contents should be replaced and updated.

Canada Customs and Revenue and Citizenship are included and do participate with our emergency planning. They are very helpful and responsive. CSIS, on the other hand, is not. We depend on our local police to provide the intelligence and from the sources they normally communicate with. Again, the Province is more visible, helpful and accessible and so is RCMP.

We have had exercises for CBRN with DND. Through Ottawa Fire and Police we have had some training with DND. The operational people within the CBRN Unit are wonderful and extremely helpful. We should be aware that we all have one goal and that is to preserve and protect lives. We must put our ranks aside and work for the common good for all of our residents.

Oshawa Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Fire Chief-Emergency Coordinator

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

40 sq km. Primarily urban, some Rural

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Major G.M. Factory, between 2 nuclear plants

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Rare – once in last 30-40 years
Blackout Aug, 2003

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Nuclear, Highway/Rail, Transp. Of Dangerous Goods

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Well prepared and trained

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical? Yes
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1,000? How about 10,000?

How large a fire and how severe an earthquake?

Large fire causing mass evac.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Somewhat

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Yes

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Resources well stocked
Regional assist. Avail. Immed.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Satisfied

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

No – sufficient at this time

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Extensive info on website

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

large resource list up to date
<?> well stocked
List of human and physical resources

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Very little received

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Depends on Emerg. Physical and financial assistance

With respect to the federal government:

Same

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

No

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Yes – Good training base but needs to be updated – IE communication and technology

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Yes

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

No

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No – no help anticipated

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No – not familiar with DND assistance

**Oshawa
Ontario
(Revised)**

In answer to question 3.4, we do not have the authority that I know of to take over the broadcasting but rely on very good cooperation from the media. I don't anticipate any problems if we need to transmit information but I suppose if the relationship wasn't good the authority would be necessary.

Question 5.3.

We haven't had a lot of experience with provincial help to date as it hasn't been required. EMO has now provided regional representatives that have provided information as required and would be of assistance in an emergency. Provincial assistance would be dependent upon whoever else was requesting at that time.

Gatineau Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

- 1.1 I am head of emergency preparedness planning for the City of Gatineau. I had occasion to act as co-ordinator of emergency measures during the 1998 ice storm.
- 1.2 The City of Gatineau is an urban municipality of 232,000 inhabitants spread over a territory of 339.37 square kilometres, with a population density of 641.21 persons per square kilometre.
- 1.3 There are four (4) pulp and paper industries and one chemical products plant in the city.
- 1.4 The City of Gatineau has been the theatre of 6 serious disasters since 1978.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agents to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and/or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

- | | |
|-----|--|
| 2.1 | The main threat is the risk of flooding from the three (3) large rivers on the City's territory. |
| 2.2 | The preparedness of our municipality is relatively good. We organize yearly training and preparedness exercises for members of the City's emergency preparedness unit. |
| 2.3 | For our municipality, a major emergency would probably involve a flood forcing the evacuation of 10, 000 people. |
| 2.4 | The City of Gatineau has several specifically targeted emergency plans, including one for flooding. It is therefore ready to handle an emergency. |
| 2.5 | The main response consists in evacuating or confining the population, depending on what type of major emergency takes place. |
| 2.6 | The City of Gatineau must count on assistance from the Quebec government to handle CBRNs, as its resources at that level are quite limited. |

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

- 3.1 The City of Gatineau has an overall annual budget of \$300M, 2000 employees, and various types of equipment and material for response to an emergency.
- 3.2 It is hard to say at exactly what moment the City would call on regional or even provincial resources. That depends on the disaster, its seriousness, the damage caused, etc.
- 3.3
- 3.4 The City of Gatineau does not have the authority and powers required to interrupt local or national television and radio broadcasts.
- 3.5 Very tight links are always desirable.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

- 4.1 The City has an Internet site dedicated to emergency preparedness. Practical advice and information are posted there for the whole population. Articles are sometimes published in local newspapers and municipal publications as well.
- 4.2 We have no supplies warehoused.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OC�PEP)? Can you elaborate?

5.7 Are you confident the OC�PEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1

5.2 The City receives no credits for training or test exercises.

5.3

5.4

5.5 The joint public protection program is relevant. But, the sums allotted are patently inadequate and it takes much too long to receive them.

5.6

5.7

5.8 We are aware of the existence of Health Canada's 1,600 centres caches. Three (3) of these centres are located on our territory. However, we have no information concerning their use.

5.9 We know of no CISIS agent assigned to our municipality, nor do we know of any Customs and Revenue agents.

5.10 There is no link between our emergency preparedness plan and that of the DND.

**Gatineau
(Revised)**

Mr. Dawson,

Please find below the City of Gatineau's answers to questions 3.4 to 5.3.

In the hope that you will find our answers satisfactory and useful, we wish you the best of the season.

3.4 (a) Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate whether this power was granted officially and by what means (provincial legislation).

The City of Gatineau does not have the power to interrupt local television and radio broadcasts.

(b) If your municipality does not have the power to interrupt broadcasts unilaterally to transmit emergency-related updates or instructions, please indicate how you plan to inform the population in an emergency? Would you count on the cooperation of broadcasters? Would it be helpful if your municipality had this power?

Our emergency preparedness plan states that we will issue press releases to inform the population, give instructions or make updates. We must thus count on the good will and collaboration of broadcasters for this. We could also have vehicles equipped with loud speakers drive around the city, especially in the sector affected. It would obviously be an advantage if municipalities did have the legal power to interrupt broadcasts in an emergency.

5.3 (a) Judging from past experience, what assistance does your municipality expect to receive from the provincial government in a major emergency? How long does it take this assistance to reach you? Who pays for it?

In a major emergency or disaster, we expect the provincial government to rely first on its regional resources and then call on provincial resources, if needed. Depending on circumstances, this assistance can be available in a few hours or up to 48 hours later. In major emergencies, the costs of municipal expenditures are shared with the provincial government which also assumes the costs of government assistance.

(b) In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

In a major emergency, our municipality will need all the help necessary to cope with the disaster. Depending on the type of disaster, this assistance could come in the form of expert advisors, specialized teams, or any other useful form. It seems reasonable to hope that this assistance would reach us in 6 hours or less. The costs should be assumed by the provincial and federal governments, given that coping with a major disaster exceeds the City's capacity and it is unthinkable that local citizens could be expected to bear costs that sometimes amount to millions of dollars.

Saskatoon Saskatchewan

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1

My name is Ray Unrau, my work experiences includes 20 of service between firefighting, working as a paramedic and as a Fire Instructor. I have been acting as the EMO coordinator while Alyson Edwards is on a leave and have recently completed the appropriate training for this position through OCIEP. Alyson's background is in media as a television news anchor and reporter.

1.2 Saskatoon is Saskatchewan's largest city with a population of 213,607. The city covers an area of 144 sq. kilometres that includes over 120 hectares of riverbank parklands.

1.3

Saskatchewan grows half of the entire quantity of Canada's major export crops: wheat, oats, barley, rye, flaxseed and canola. Saskatoon is at the heart of this market, providing a variety of services and products to the farm sector. Mining is also an important part of the economy. The Saskatoon region is the world's largest exporter of uranium, and nearly two-thirds of the world's recoverable potash reserves are located in the

Saskatoon region.

1.4

July 4, 1996: The Saskatoon, Maymont and Osler area was struck by a severe weather outbreak that produced an estimated 9 tornadoes, extremely strong plow winds and softball sized hail. Power lines were destroyed in the Maymont area by an F3 tornado, homes and property in the Osler area were damaged by tornadoes, wind and hail, while Saskatoon experienced severe winds which damaged many trees and properties, particularly in the east end. Winds gusts of 120 km/h and 141 km/h were measured by meteorological instruments in the Saskatoon area (Saskatoon airport and Kernan Farms respectively). We have had other weather related emergencies, such as flooding in 1982.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1

Saskatoon's Hazard Analysis has identified 5 major areas of concern.

Severe weather, dangerous goods releases, aircraft crash, utility disruption, public health emergencies.

2.2

Based upon Saskatoon's Hazard Analysis, we feel that our planning preparedness to date will serve us efficiently as a starting point when we need to activate our EOC. However, more needs to be said from a training point of view (BEP, EOC, ESM). In the past 3 years, 3 different individuals, including myself have occupied this position. As an EMO coordinator for our area, it has been difficult to obtain timely training at a federal level in order to deliver needed training at our municipal level. As a result of this, Saskatoon EMO has been unable to offer regular training in BEP or scenario type exercises. We feel that more federal training should be available so as to help the municipal level folks operate efficiently.

2.3

Ex#1 – Yes a release of such a size, given the type of threat, explosion, toxic cloud as well as proximity to vital areas and atmospheric conditions and the time of day could constitute a major emergency.

Ex#2 - All of the examples would be major in our region

Ex#3 – My estimation of a major disaster here would be in the area of 500 – 1000 people that would be considered a major emergency

Ex#4 – Earthquakes are uncommon for the prairies. A fire that threatened a high-rise apartment or one in which the toxic by-products would result in the need for a large evacuation would be considered major

2.4

Again, planning is in place, more frequent practise is needed, see 2.2

2.5

From my exposure to these issues to date, I feel that we would certainly need financial assistance and potentially manpower in terms of clean up and resumption of normal activities, I feel that our municipality would be much more efficient than merely 'hanging on' until outside assistance was available.

2.6

As in 2.5, we have resources, in this case an NFPA rated technician level HAZMAT team to deal with the initial response of CBRN incidents. However, if your use of the word 'handle' in reference to mitigation of such events means from beginning (initial response) to end (cleanup and resumption of normality), funding for this team for training and equipment

would have to be increased.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1

For the technical areas like CBRN, we have no backups other than what can be gained through mutual aid from other major FD's in the region or governmental agencies above the municipality level.

3.2

Manpower for non-technical help would be quickly in place. Prolonged HAZMAT or CBRN type emergencies would rely, as stated from mutual aid. The only other technician level HAZMAT team in our province is in Regina. Such a response, once organized, would take at least 2 hours of travel time. However, if the same type of events simultaneously affected those other municipalities, relief would not be available. In those cases, once our manpower was depleted and the staff needed rehab, we would turn to a provincial or federal sources. We are currently involved in a committee process for refining mutual aid with the other major Fire Departments in Saskatchewan. The committee is called the Saskatchewan major urban disasters mutual aid agreement.

3.3

We feel that our communications channels adequate.

3.4

We have 1 community TV station, 1 local broadcaster affiliated to CTV, 1 local broadcaster affiliated with Global and a CBC office linked to a

Regina CBC affiliated broadcaster. In addition, we have numerous radio stations available for use should the need arise

3.5

While I am unsure as to the politics of answering such a question and certainly don't know the full meaning of your reference to the word 'link', improving partnerships would always be beneficial.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1

We have released shelter in place video's, have messages to that effect in the telephone book and have information on our City of Saskatoon web page informing people of what to do in various emergencies. We have begun preliminary discussions in the department to update the EMO web page with more information

4.2

This is in various states of progress. COS inventories are complete and an inventory of NGO partners is ongoing. Needless to say, this effort is not complete

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1

It appears difficult to effectively dole out federal dollars to municipal emergency response agencies when no method is available to accurately help both the municipalities and the federal government measure the current response and planning abilities.

I believe a series of federally developed, funded and delivered exercises should be held across the country to test municipalities with various plausible events including CBRN with Mass Decontamination issues and Flu pandemics. This would serve as a type of needs assessment to determine the levels of training that currently exist as well as identify training that is needed. This approach would also provide the federal government a baseline from which to measure the equipment/training

needs of the municipalities involved against these types of emergencies. Such a baseline would not only help the feds incorporate consistency and compatibility between the municipalities across the country in terms of training, but also in terms of assessing equipment request priorities. It is important to emphasise that these practical based needs assessments should result in the delivery of money and opportunity to meet the training needs that will be identified. Experts should be available to deliver train-the-trainer program(s) within geographically based regions if that is the only way that municipalities can participate. The programs may last from only a few days to several weeks so the financial impact for small to medium sized municipalities sending staff for these types of programs may be prohibitive for some. So, in addition to paying the experts, funding for the costs associated with seconding employees into this valuable new training, which at this point is well outside the scope of current training dollars, must be addressed. While the other options given are desirable and important, I view a scenario based needs assessment with an eye on emphasising training spending, as top priority.

5.2

No, we could always use more. See 5.1

5.3

The speed of this response is situation dependant; I do not know how to quantify it in terms of a specific time frame. We have military bases within the province and some within the region so travel time would not seem to be an issue. I believe that the province begins paying after we have spent past a certain limit.

5.4

We have an Emergency Act which specifies what level of financial support we will receive and when we can expect to receive that support.

5.5

Yes we have accessed this program several times in the past few years. Thankyou

5.6

I have very little experience with emergency planning and cannot be considered an authority. Please refer back to point 5.1

5.7

I have very little experience with emergency planning and cannot be considered an authority

5.8

Q1 – have I seen a cache = no

Q2 – was I given a procedure on how to access the cache = no

Q3 – was I consulted on the caches usefulness = no

Q4 – could I find a cache = no

5.9

none of the agencies listed here are part of our planning as of now

5.10

Our plan for accessing the military is situation dependant. We have no formal procedure or communications strategy, nor do we have predetermined expectations or agreements with this group.

Regina Saskatchewan

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

My name is Ken Luciak. I am the Director of Regina Qu'Appelle Health Region – EMS. I have been the Co-ordinator of Emergency Planning for Regina EMS for the last ten years and I am currently grooming a replacement EPP co-ordinator that should be ready to act on his own this fall (2003). I am also a co-trainer for the City of Regina ESM, EOC training program.

The entire RQHR is 26,663 sq. km. Our population is 245,800. Note: 220,000 of that population is located within the greater Regina area. The remainder are rural and sparsely located.

We are on the CPR mainline, a major natural gas corridor that feeds eastern Canada and the eastern U.S. seaboard, the Trans-Canada highway, and flight path 4 of the ISS (International Space Station). We also have an international airport, a major farm chemical producer (Bayer/Aventis/Agrevo), and we are the western international telephone switching hub. Regina is also located in Saskatchewan's tornado alley.

The last major emergency or disaster to have occurred in Regina would have been the Regina Riot of 1935 and the Regina Cylone before that

(1912). We did flood quite heavily in 1974 but so did many other communities in southern Saskatchewan. Since that time we have had a number of small Chemical (Hazmat) emergencies but none of which that were serious.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural Gas corridor, CPR mainline, Trans-Canada highway, severe weather.

2.2 We are very well prepared within the confines of Regina. Unfortunately, Rural RQHR (Regina Qu'Appelle Health Region) needs a lot of work with respect to planning.

2.3 Today, a major emergency is any event that requires full use of our resources. A disaster requires resources that are outside of our

immediate jurisdiction. These resources are usually accessible via a mutual aid agreement.

2.4 Yes, the City of Regina is very well prepared.

2.5 Resolving crisis.

2.6 Yes. However, we can handle small scale events that do not tax our resources. Note: some of our biological plans involve the province's department of health.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Within the RQHR we have 120 staff and 360 volunteer medical first responders.

3.2 We have 24 ambulances, one 10-patient multiple casualty transport vehicle, a logistical support unit that carries medical supplies for 150 casualties, and a three channel decontamination tent. We also have mutual aid agreements with 19 ambulance services. Unfortunately, a tornado could wipe out our field medical supplies within 3 to 6 hours. Mutual aid is minimal, but can be onsite within 2 to 5 hours.

3.3 We are satisfied with each agency's Incident Command structure as well as the collaborative ESM and EOC structures (as taught by OCIEP, the province of Saskatchewan and the City of Regina).

3.4 No, to the best of my knowledge, we do have arrangements with local radio stations to get emergency messages out, but we do not have the

ability to interrupt broadcasts. I wish that we did.

3.5 I believe that the links to the province are quite strong. We work with many of these departments on a day-to-day basis.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 We have some folders, handouts and booklets on preparing for an emergency.

4.2 Yes. We have MERV 1 (a logistical support unit) which has supplies on-board for 150 casualties. We do require more supplies for our medical equipment caches though. I would be more comfortable if we had enough supplies for 150 casualties. These supplies include: backboards, triangular bandages, pressure dressings, triage tags, oropharangeal airways, oxygen, medications (esp. for chemical and biological emergencies), and blankets.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 We could use help building 2 teams to serve the province (north and south) on HUSAR and CBRN emergencies.

5.2 We could use more support for HUSAR initiatives. I am pleased with CBRN funding thus far.

5.3 We may want technical expertise for some biological emergencies (provincial lab). This help is usually available within a couple of hours b/c we are in the same city as the lab. I suspect that the municipality and the regional health authority would be expected to pay.

5.4 We will not likely require too much federal support within the first few hours (however, we may approach the RCMP training academy within the city in the event we need perimeter control). If the event becomes quite lengthy, we will likely may a request for relief to the federal government.

5.5 It is helpful.

5.6 Sorry, but I have very little experience with OCIEP beyond training and JEPP funding, therefore I can not answer this question.

5.7 I would hope so. However, I am not sure if they understand the maturity of each region's planning, therefore co-ordination may become delayed during that steep leaning curve.

5.8 I have seen Regina's emergency cache. Our department of health and St. John Ambulance are responsible for maintenance and set up. We have been familiarized with the usefulness of these caches and I know who to call to get a cache made available. Note: much of the equipment in the cache is very dated.

5.9 The local CSIS agent is not part of the EMS planning and preparedness. Neither are the CCRA or Citizenship and Immigration Canada. I could possibly use CSIS to help identify threats but have not.

Barrie Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

– My name is Ron Hickey, Fire Chief and Community Emergency Management Co-ordinator (CEMC) for the City of Barrie Ontario. I have 20+ years in the Fire Service and 10+ years in Ambulance Service in Ontario. I have taken the old Emergency Measures Ontario Emergency Preparedness Program and the new CEMC course offered by Emergency Management Ontario (EMO). I have just rewritten the City's Emergency Response Plan as required for the Essential Level of Emergency Preparedness by EMO.

The Corporation of the City of Barrie occupies 77 Sq. kilometres with a population of 115,000 in 2002 and growing at the rate of 5,000 per year. The City is close to build out and is urban in nature.

The City has a shared Airport 7 mile from the City (c/w point of entry and import duty services). Highway #400 transects the City and highway #407 is planned on the western boundary. Barrie lies on Lake Simcoe at the western end of Kempenfelt Bay. Our industry is mostly small to medium in the high tech. field. One Hazmat disposal Plant, One Cyanide Disposal Plan, One large hospital and many homes for the aged, nursing homes and highrise apartments.

The City of Barrie is located in the north eastern extend of Ontario's tornado alley. We experienced Hurricane Hazel in 1954 and the severe

tornado (causing extreme damage and death) in 1985. Both of these incidents required external assistance. We have also had many large highway accidents (as many as 100+ cars and buses) on Hwy 400 a couple of explosions and hazmat situations but these have been handled with local resources.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Natural – High winds, tornados, severe winter storms, hail and ice storms. The threat of pandemic/epidemic are growing with SARS and West Nile.
Manmade – MVCs, Hazmat spills both industrial and highway. The potential for Terrorism and violent activism are growing as elsewhere. Our downtown core is extremely old and poses a threat of block long fire devastation.

2.2 In my opinion Barrie is reasonable well prepared - training of emergency services is at a high level (police, fire, ambulance) – training of other city responders including the Community Control Group could be improved and is planned in 2003/4. Local support agencies are well organized and trained – Red Cross, St. John, Salvation Army, ARES, District Health Unit etc. Even with all of this a lot of work remains in order to have a truly comprehensive plan which will include mitigation, prevention, response and rehabilitation planning and processes.

2.3– I believe all of those items mentioned would warrant, at their middle or extreme degree, the declaration of a disaster under Provincial Legislation.

– The City has an Emergency Response Plan in place complete with a Community Control Group and Emergency Operations Center. Barrie has just received its award of the Essential Level of Partnerships for Safer Communities and is implementing the Community Emergency Response Volunteer (CERV) program. We have contracted a consultant to bring our Emergency Response Plan and all associated aspects of planning, programming and training in line with the new Emergency Management Act. I believe we are two items, of eleven, away from achieving Essential level of overall Emergency Preparedness Planning. There is always room for improvement and I expect there is need for a full time Emergency Planner position in the not to distant future.

I would like to resolve all crisis but understand that is a physical and economic impossibility and therefore feel that we should be able to contain and hold the situation pending arrival of Provincial and Federal help. Even contain and hold in a costly and time consuming goal to achieve.

Yes we would have to rely on external Provincial and Federal help to resolve such crisis. Both the Province and Feds need to put a lot more money into Municipalities as well as their own programs to achieve a reasonable, reliable and viable interdependent system.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

4.1 This year our commitment to participated in Emergency Preparedness Week was stronger than ever before. The CERV co-ordinating group and their staff put a large display in a local Mall for 5 days. An EMO representative along with myself did a one hour talk and Q&A on local TV and many pamphlets from OCIEP, Red Cross and EMO have been made available. Part of the additional work to complete in our emergency response programming is to formalize a more comprehensive public education and training program.

4.2 We have a response plan, shelters, EOC, CEMC, Community Emergency Response Group and created an emergency equipment resource list of suppliers. This resource list requires more work and we have not yet had the opportunity to consider stockpiling.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

<p>5.1 – Federal and Provincial agencies (jointly) should be providing training, equipment and funding for reasonably expected large scale incidents (This should also include funding emergency services for training on off duty days – O/T. Significant exposures across the Province and Canada include Urban Search and Rescue, Confined Space Operations, Hazmat Operations. Funding training and equipment should be for teams of the contain and hold nature at the Local Level, mitigation teams at the County or Regional Level, Sustained event support and relief team capability at the Provincial and National Level.</p>

5.2 – No. Much more could be done with funded emergency planning personnel and with staff and funding made available for large scale exercises. Much of the problem lies around few if any committed staff locally to prepare plans and exercises.

5.3 – In a large scale event where an emergency has been “declared” I expect major support from the Province from any Ministry that may appropriately be involved. EMO support is necessary through the Provincial Operations Center and EMO Staff. Support from the Province could take from 2 to 8 hours to deploy with various agencies responding at various times throughout that period.
I would expect that under the Emergency Management Act the Province would pay based on after event assessments.

With respect to Federal assistance as stated earlier I believe that DND should play a major role in large scale disasters. They have, or should have, large human, material and financial resources committed disaster mitigation and access to these resources should be formalized and documented. The City of Barrie has Base Borden 15 kms. away and I can only access their help after a disaster is declared and through the Provincial Operations Center.

5.4 – Yes – We should be able to rely on Base Borden DND resources. Only informal arrangements exist implying we can ask but they are not sure they can respond and what costs might be billed afterwards therefore there is significant reluctance to call upon them. Formalized assistance should be established.

5.5 – JEPP is helpful and we have received some assistance in the past and again in 2003. Funds seem to be quite limited based upon percentages that are not adequate, approvals take a very long time to process and funding periods are out of sink with Municipal budget years.

5.6,– I am very unfamiliar with OCIEP, they do not seem to make their presence or services or goals/function well known.

5.7– Due to my unfamiliarity with OCIEP I can not comment.

5.8 – I was not aware and have not seen one. No knowledge of the caches therefore no consultation or information. There has been no consultation in my memory. I wouldn't know where to look without some information. I expect this resource might be at Base Borden?

5.9 – They are not integrated in our Plan and I have no information how they might relate locally or how much help they might be.

5.10 – Our plan is not linked with DND other than perhaps through EMO. I would like to see a lot of help but really don't know how much we might expect locally as no formal information or inter-relationship structure seems to be available.

**Barrie
Ontario
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

In response to your questions:

3.4 (a) – No, to the best of my knowledge, we do not have the unilateral ability, on command to interrupt television or radio programming for emergency messages.

3.4 (b) – We have relied upon and had no problem with local radio or television stations in securing their cooperation for such messages. It would be difficult to imagine a media/news outlet not cooperating with breaking emergency news. We do count on their cooperation and have had no problem. We have had particularly good cooperation with those outlets with emergency power availability.

5.3 (a) – We expect a good deal of help from the Ontario Provincial Government through Emergency Management Ontario and the Provincial Operations Center during a major emergency where the municipality has “declared an emergency” or where our municipality may require support for a CBRN incident through the Provincial Operations Center and the Ontario Fire Marshals Office. Due to our close proximity to Toronto Provincial assistance can be expected within hours. Fortunately the municipality’s last experience was during the Tornado of 1985.

The Provincial Government should pay for this assistance as the municipality will already have exceed its own resource capability.

5.5 (b) – In the event of a “Declared Emergency”, by definition we would require a significant amount of help from the provincial government and the provincial government should be responsible and pay for this type of large scale emergency assistance.

Sherbrooke Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Co-ordinator of emergency preparedness Academic training and 20 years of experience on the ground

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

400 square kilometres
Mixed composition

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Yes.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Floods twice a year
Major fire
Biogas leak

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Floods, hazardous materials [transported] by road and rail

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Annual evaluation with pre-determined scenario

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes.

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Included in the emergency preparedness plan

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Normal resources expected for a municipality of 145, 000 inhabitants.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

When financial, human, and material resources would run out.

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

Yes.

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

No.

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

Yes.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?*

General information for citizens published in local newspapers.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?*

No.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?*

More information needed about credits available and procedure for obtaining them.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

No.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

As rapidly as possible: <30 days

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a majoremergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Yes.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Very helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OC�PEP)? Can you elaborate?

Unknown.

5.7 Are you confident the OC�PEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Yes, to my knowledge.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

Yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No, I don't know what their mission is in a catastrophe.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The Quebec Ministry of Public Security is expected to take care of linkage and requisitions.

St. John's Newfoundland and Labrador

Questionnaire on Community Preparedness for an Emergency or Disaster

1) Could you describe yourself and your community?

The City of St. John's is the capital city for the Province of Newfoundland and Labrador.

St. John's is located on the eastern most point of the Avalon Peninsula and shares borders with a number of smaller towns and the City of Mt. Pearl, forming the St. John's Metropolitan Area (CMA).

The City of St. John's is 480 sq. km. in area with directional dimensions of 31 km east to west and 32 km north to south.

The City is comprised of a densely populated downtown area, expanding into typical urban development, with urban/rural mix and rural on the outskirts of the City.

The most recent census information provides a population base of 99,181 persons for the City of St. John's and 172,918 for the St. John's CMA.

The City of St. John's plays host to the majority of provincial and federal government offices and as well contains international sea and air ports.

The City of St. John's has adopted an Emergency Preparedness Plan which includes as partner members; provincial government offices representing the local Police, Health Care, Human Resources and Employment, and Health and Community Services.

As well, communication links with the Provincial Emergency Measures Organization and the Office of Critical Infrastructure Protection and Emergency Preparedness have been well established.

Fortunately the City of St. John's has not experienced an emergency which would be classified as a disaster in many years.

The City is however subject to threat of natural disasters such as major snow, ice, wind and rain storms. In recent years the City as experienced severe damage due to flooding.

Another likely threat to the City of St. John's is fire, particularly in the downtown area where the majority of structures are of wood frame construction, primarily residential and small commercial circa 1900-1940.

2) What is your community's risk assessment and response capability?

From a training perspective most members holding key positions in the City's Emergency Plan have undergone various levels of training in emergency preparedness, however, this training requires continued updating to ensure consistent application of the plan. Also given the nature of the plan, there are often new members requiring training.

The City of St. John's would classify the following events as major emergencies:

- severe weather related emergency
- fire threatening the downtown core
- a major chemical/biological spill or release of volatile product into the City's densely populated areas or underground infrastructure.
- contamination of the water supply
- a commercial airline crash in a populated area

The City of St. John's is reasonably well prepared to respond to most emergencies with the assistance of its primary partners.

Exercises have been carried out in conjunction with both Federal and Provincial Governments and the City of St. John's coordinated the local response to the September 11th tragedy which resulted in the diversion of several thousand passengers to St. John's.

An emergency requiring the evacuation and housing of large numbers of citizens would certainly provide a challenge especially during winter months, as well, a sustained loss of power throughout the City during poor weather periods would also provide significant challenges.

In all cases the City would follow established protocol whereby City forces would be deployed as first responders to assess and address each challenge. Depending upon the scope, complexity and diversity of the event the City may request Provincial assistance who in turn would determine the need in consultation with the City to involve Federal assistance.

The City of St. John's has trained staff to address matters of a chemical and biological nature, however, radiological and/or nuclear response would be the responsibility of the Federal Government. In all cases however the City of St. John's would provide a supportive role as required.

3) Are your assets sufficient to meet the threats you have?

In response to the series of suggested questions for this category, the City of St. John's is well equipped to handle most likely emergencies and as well play a major role in emergencies considered a disaster.

As previously stated the City and its Provincial counterparts work together to provide a coordinated response to emergencies.

Effectively we have the resources of the largest municipality and the Provincial Government at our disposal.

Further with the established Federal linkages, access to Federal agencies is readily available. I hesitate to comment on Federal response capability in this area.

Communications systems and communications protocol always raise concern.

A coordinated system and communications structure is needed and requires immediate attention. In this area all three major players, Municipal, Provincial and Federal agencies need to work together to identify areas of concern and implement changes where necessary. This would include both hardware issues as well as information sharing between agencies.

With respect to emergency broadcasting the City of St. John's does not have the capability to interrupt local radio or television broadcasts, instead we work with the local providers to get the message out.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Public information is generally provided through printed and electronic media during an event or, where known, preceding an event.

General information and contact information is available through agency web sites and is provided in printed forms from some government offices and community service agencies.

In general the City of St. John's does not stock-pile or warehouse supplies specifically for emergency purposes outside of those required for emergency repair to infrastructure.

Under our emergency plan however, our partner agencies, such as Human Resources and Employment (a provincial department) deal with issues of supplies such as food, clothing, bedding materials, etc.

We would rely on the local supply network to access materials, food and shelter which would be in excess of our current supplies.

5) How much provincial and federal assistance do you expect in an emergency?

For the City of St. John's priority has to be given to education and training for emergency response teams. Equipment must be renewed and kept up to date through continued life cycle replacement programming and should from part of each agency's operating budget.

Additional funding for training and exercise is required to adequately test the plan. We are presently discussing a major training exercise with OCIPEP and the Provincial EMO offices. This exercise will require substantial funding for planning and implementation however at this time it is unknown if Federal assistance will be made available.

In the event of a major emergency it is expected that assistance will be required from both Provincial and Federal Governments, whether it is by direct resource deployment or financial assistance. Again established protocol exists for such assistance.

With respect to JEPP funding, the City of St. John's would be more receptive to direct access to Federal funding as the present process requires Provincial approval yet the process does not provide any assistance from the Province of Newfoundland. All projects have been subject to the Municipality providing the full 50% share of the funding required yet the Province has final say on the approval. It is felt that the needs of the capital region should not be in competition with Provincial demands for Federal funding.

The City of St. John's has a good working relationship with the local office of OCIPEP however it is felt that a greater leadership role should be established through OCIPEP in the areas of education, training and emergency preparedness awareness. Additionally national programs such as critical infrastructure identification and protection should involve the municipality.

With respect to emergency caches , I am aware of their existence and contents in general, however, I have not seen them nor have I been given any information on accessing the contents.

Federal Departments such as Canada Customs, Citizenship and Immigration are identified as agency contacts, however most involvement with these and agencies such as CSIS, Transport Canada, DND would be coordinated through EMO or OCIPEP.

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

St. John's

It is anticipated that the appropriate response would be provided from Federal agencies in the event of an emergency and that this will be carried out in a coordinated manner with direction coming from the Federal Emergency operations Center.

I hope this information will be of assistance.

Should you require additional information please feel free to contact the undersigned by phone: (709) 576-8701; fax: (709) 576-8160 or email: dblackmore@stjohns.ca.

David Blackmore, R.P.A.
Director of Building & Property Management
City of St. John's

Trois Rivières Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Assistant to the Public Security Director and to the co-ordinator of emergency preparedness for the City of Trois Rivières. Thirty-two years with the Sûreté du Québec, twenty-five of these years as a deputy officer and officer and one year as Director of the Public Security Department for Trois-Rivières-Ouest, more than two years as assistant to the director of the new city of Trois-Rivières. Example: October 1970 crisis, Oka crisis, ice storm.

1.2 Population 126,454. 332 square km. of territory. New city of Trois-Rivières: rural-urban—810 km of streets to patrol.

1.3 A port and an airport whose activities are not crucial to the survival of our region: *St. Lawrence River and Saint-Maurice river.*

1.4 No major catastrophe has been brought to my attention in decades.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Gouin dam north of la Tuque and Gentilly nuclear facility.

2.2 In collaboration with Public Security, the Sûreté du Québec as well as a response plan prepared for that purpose.

2.3 Biological agent infecting 100 persons per day for 7 days. Flood forcing the evacuation of 10,000 persons.

2.4 We are currently engaged in identifying all potential risks and an expert hired a year ago is elaborating the new EMERGENCY PREPAREDNESS PLAN.

2.5 Call up its personnel: 174 members of the police and firefighters; 75 volunteer firefighters, more than 600 city employees. Call on assistance of Public Security and the Sûreté du Québec.

2.6 Yes

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Yes, the city has a budget of more than \$127 million and various pieces of equipment for use until any outside help needed could arrive.

3.2 Hard to answer without a definite scenario. However, I can point out that we are working in close collaboration with Public Security and various provincial organizations.

3.3 Yes.

3.4 No. However, existing collaboration is excellent.

3.5 We are always interested in establishing links with the different levels of government, in order to facilitate and improve our city's public security.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No . Could you elaborate?

4.1 Elaboration of a new emergency measures plan following the merger of six villages and elaboration of coverage of the pattern of risks.

4.2 Yes, with regard to nuclear power. We are in the process of distributing iodine tables for citizens to use in case of an alert.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

- 5.1 Meet costs and pay for training required.
- 5.2 Not really, since we have no grant to mention in that respect.
- 5.3 Human resources, material, and financial support
- 5.4 In the current political context, it is premature to count on federal assistance without knowing the nature of the disaster (hypothetical question). There has never been any understanding with regard to such support from the federal government but there should be.
- 5.5 I can't answer this question, because I have never been involved in this procedure.
- 5.6 Unfortunately, I am not familiar with either the orientation or national status of the OCIPEP.
- 5.7 The same as for 5.6
- 5.8 The same as for 5.6. I have no idea where these caches are located and I have never received any information on that subject.
- 5.9 If this agent belongs to the intervention team, I don't know him.
- 5.10 The current plans of the six former cities establish no links with the DND. As already pointed out, a new emergency preparedness plan is being elaborated.

Langley British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Sheena Vivian, fulltime Emergency Planner for the City & Township of Langley. I have been in this position for nearly 8 years and I have a Post Graduate Diploma in Risk Crisis and Disaster Management and I am currently finishing my MSc. in the same.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

There are two jurisdictions with the name Langley. Langley City has a population of 25,000 and the Township of Langley has a population of 90,000 and combined they occupy an area of just over 300 square kilometres. The Township of Langley surrounds the City of Langley on three of four sides, with the City of Surrey bounding the City on the west.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Both communities have major industrial areas with significant chemical hazards such as chlorine & ammonia. The Township of Langley shares a border with the Whatcom County in the US. The Township has a small but active airport with the largest population of helicopters anywhere in BC. The largest aircraft that flies out of Langley Municipal Airport would be a Twin Otter (16 passengers). The CN/CP main rail line runs through the main commercial area of the City & Township and the Township's population is bisected by the Trans-Canada Highway.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The Township of Langley sits on the South bank of the Fraser river, which has a history of freshet related flooding every 50 years or so with major historic events occurring in 1898 and 1949 respectively. Much work has been done in the past 50 years to mitigate against the flood threat however the potential though diminished, still exists. Other threats are less easily quantified. Our communities have responded to two major storms, in the past seven years. The first was the heavy snowfall experienced by the all of south-west British Columbia during Christmas of 1996. The second was a major windstorm which left 40,000 residents of Langley without power for up to five days in December of 1998. The two Langleys have experienced four apartment fires in the past two years and a major train derailment just prior to Christmas 2002. In December of 1998 the Township dealt with a transportation accident involving methane, as well as a number of small static or plant based incidents in the past few years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

The primary environmental hazard is likely spring flooding, with our main technological hazard being transportation or static hazardous material incident.

What is your organization's assessment of local emergency preparedness and training at the present time?

The City & Township of Langley have been steadily progressing in the area of emergency planning for nearly eight years. We have an emergency plan and emergency management bylaws for both communities, and as well we have identified our primary and back up sites for our Emergency Operations Centre (EOC). The EOC is equipped with permanent phone lines, a satellite phone, fax capability and computers with access to the major software programs (e.g. GIS) and information sources to better manage an emergency incident. Having determined who has what responsibilities in the EOC and how many need to be trained in order to sustain a long term event (24/7, for three weeks), we have an ongoing training and exercise program for those staff.

We have several active & trained volunteer emergency teams: Emergency Social Services (ESS) nearly 100 in number, responsible for human services delivery (food, clothing & shelter) in disaster. In addition agreements are in place with more than twenty facilities which could act as Reception Centres for the public, ten of which are equipped with the necessary supplies and forms; Emergency Call Centre (ECC) volunteers, which currently number 60 +, have the responsibility for staffing a pre-established phone bank to communicate with the public; Amateur Radio (a component of our ESS team) specialize in two way radio communications on the amateur bands; Emergency Building Inspection, a team of 30 responsible for the post seismic inspection of public and private buildings required for response, after a major earthquake. These volunteers also take part in regular exercises in conjunction with other responders and an

ongoing training program that ensures they have the knowledge and skills to respond in support of a population at risk.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Beyond what would be called a routine emergency (or day to day emergency response) Langley would class a major emergency as one, to which we would still be capable of responding with our own resources and the mutual aid assistance of our immediate neighbouring communities, as opposed to a disaster which would see us exhausting or overloading our own resources and requiring outside assistance. Clearly the assessment of capability would vary based on the incident. Virtually any incident requiring the evacuation of large numbers of people (in excess of 3000) where life safety and property were at risk for a long period of time, would tax our community beyond it's own immediate resource and require us to seek additional assistance. We would however always expect to be responsible for the management of our own incident, based on our current plans and emergency management structure regardless of the support received by other levels of government.

In February 2001 the Township experienced vandalism to one of the water reservoirs serving 8,000 residents. The reservoir hood security was breached and we were unable to determine without testing whether the water system had been contaminated. This led us to undertake a major public information response to ensure that residents and businesses in the affected area were aware of the concern. The response was to issue a 'do not use' order to the residents and supply them with bottled water for a period of 5 days until test results returned (nothing ever showed up) and the supply system had been drained and thoroughly flushed and cleaned. The event demonstrated that while our response to the crisis was effective, we clearly needed work in the area of media relations. Lessons were learned, the plan was modified to reflect the learning and the necessary training was undertaken by all senior managers.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

As discussed in 2.2 both Langley's have had an emergency plan in place since 1996. The plan is revised annually with the appendices review at least every six months and more often if needed when personnel or resource changes occur. The communities also just completed revising their emergency bylaws in the past year. All staff with emergency response functions are listed to an emergency callout list which can be activated at the direction of the Incident Commander, Emergency Planner or CAO. The watch commander for the Langley RCMP detachment is responsible for facilitating the call-out. Aside from those resources directly owned by the City and Township, the Emergency Program relies on current vendor agreements which are created within the purchasing department as part of their emergency role. Some agreements have also be established for scares or special resources by the Emergency Program, e.g Helicopter for reconnaissance.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Our planning and training call for an effective response which minimizes the potential for injury and where possible prevents or mitigates the potential for loss of life, as well as socio-economic losses to our communities by utilizing all available resources. It would then be our goal to assist the affected area of our community in moving toward long term recovery as early as possible.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

As discussed earlier Langley Township shares a border crossing with Whatcom County it is at this location we feel there may be the greatest potential for a CBRN incident to occur. Though not directly related to CBRN our shared border crossing has experienced a number of small hazardous materials incidents, and as a result we are signatory partners to the Cross Border HazMat Plan signed in 1997. Langley does not have a dedicated hazardous materials unit and thus we contract with Surrey for mutual aid assistance. Because our Fire Departments is trained to a limited operational response for containment and confinement, our role would be in planning, logistics and public information areas of a response not operations.

Particularly because of our location, the confirmed release of a chemical or biological agent into our airspace or water supply would be complicate, requiring a multi-jurisdictional, multi-agency response, and would likely be coordinated by the feds. Langley, the same as the majority of other North American communities, would be ill equipped to respond as we have little training in the area of CBRN as we perceive our risk is minimal (if this isn't the case, then someone isn't sharing their information). Our response would be to limit access and limit exposure and communicate with those who have the expertise. It is our

feeling that even if funds were to be made available, those funds should be directed to the communities and organizations (Surrey, Vancouver) who maintain hazardous material response units and with whom we contract for spill response. To attempt anything more than awareness and limit operational response with organizations like ours would require massive funding, not only for specialized response equipment but also to support an ongoing long term commitment for training and exercises.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

In the event of a localized event the Langleys would have sufficient resources, human and equipment to respond and recover. The Emergency Program has an annual budget of just over \$120,000. for the management of the program, but would submit its response and recovery cost after an incident to the province for reimbursement, as we do not budgeted funds for major emergency or disaster response and recovery.

Langley has undertaken to identify emergency roles for most senior and middle management. We are also in the process of training a minimum of three alternates for all those emergency positions. We would also be inclined to bring back retired staff with emergency management experience if the situation warrants. As mention earlier, mutual aid agreements would be activated as required and have been demonstrated to be an effective way of amassing resources, human and material when necessary.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

As discussed earlier, for the purpose of a major emergency we are confident in the depth of staff identified and trained for response, as well as our ability to call on mutual aid and we would not expect to require anything other than specialized assistance from the province or feds. Our concern would result from a wide scale disaster, e.g. major earthquake, flooding or wildland interface fire where there may be a scarcity of resources and the event cycle is much longer, and we are unable to access mutual aid as the communities around us are also dealing with the same problems.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Though the province of B.C. has mandated the use of the British Columbia Emergency Response Management System (BCERMS) a form of Incident

Command, there is no regional command and communications structure, as the primary responsibility for emergency planning and response lies with the municipalities (Provincial Emergency Program Act 1996). There have been only limited attempts at plan coordination and certainly we are no where near the ideal of integrated emergency management. In the event of a major disaster incident it will be difficult for the 20+ local authorities in the Vancouver area to coordinate their responses effectively, we see this as a major short coming in our efforts to date. However this is unlikely to change in the immediate future as integrated emergency management requires a complete change in how politicians and senior bureaucrats at all levels of government view emergency management. Currently emergency management is under funded at all levels, and until the mind set moves from that of emergency management being an 'insurance policy' to sustainable activities directed at developing disaster resistant communities, this will not change.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

We don't have the ability to interrupt programming, but we have an agreement with our local cable company to activate emergency information crawlers (24 hours) along the bottom of the screen on all channels, directing the public to the cable channel where information can be made available.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

As a municipal emergency planner I already have links with relevant provincial and federal agencies. We (myself and other municipal emergency planners) meet monthly with emergency planners from PEP, other provincial ministries, OCIEPEP, the Greater Vancouver Regional District, the Health Board, and emergency management personnel from transportation and utilities. What we lack, as mentioned in 3.3 is the political support and the resources to take our individual emergency plans and fully integrate them with the necessary stakeholders.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Langley has an ongoing and active public education speakers program, but we have not yet started with a comprehensive neighbourhood preparedness model. We provide businesses with information on what they can expect from the community's response as well as what we expect of them. In addition, on a fee for service basis we will conduct seminars for local businesses in general

preparedness. For business continuity planning we recommend they contact someone from that discipline directly.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

Yes to a certain extent. We have agreements in place with grocery chains as well as with a company whose food distribution warehouses is located in our community. As mention earlier, we have agreements in place for some specialized resources, but in general with 'Just-in-Time' manufacturing and distribution it will depend greatly on the nature of the event. If the event has cut off supply routes (e.g. snow storm) then resources will dwindle quickly and additional resources may be difficult to access.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

We would like to see an end to cuts of the already thin emergency management program at the provincial level. We would like the province to expand its emergency management training programs and promise to continue to provide the 72 hour emergency support for victims of major emergency or disaster. We would like to see the federal government support all of its ministries and departments in developing solid emergency response and recovery plans which establish clear areas of responsibility. It would also be of value to have those plans communicated by the ministry or department responsible, directly to the province and municipalities.

We do not wish to see Canada take 10 paces backwards the way the US has done by channelling the majority of its resources to deal with one single type of threat. Emergency Management must remain as an all hazard program based on best practices, arrived at through research and not knee jerk responses.

We would like antiquated programs such as the Health Canada emergency supplies program to be reviewed, allowing us input into better ways of achieving the end goal.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The City & Township of Langley receive no funding (except for special projects under JEPP) from other levels of government. Where the province currently

funds some training, current fiscal constraints have the province considering cuts to emergency management in BC, when they should be doing more, not less. Case in point, this years fire season in BC has clearly indicated the serious lack of depth in trained personnel at the provincial and municipal levels. After six weeks, staff are exhausted and personnel untrained in emergency management have had to be used to sustain the response and recovery effort.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

In a major emergency or disaster we will look to the province and feds to assist us in obtaining and coordinating outside resources. How much time is needed for them to respond will have to do with the nature and scope of the incident.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Langley would not expect federal support in a major emergency but would certainly expect federal support in a disaster. Our expectations would come from a formal agreement between the province and federal governments on Disaster Financial Assistance (DFA). Based on a pre-existing funding agreement the province must incur costs totalling \$3.5 million (per capita dollars) in any given disaster before the federal government steps in to support the response and recovery costs on a sliding scale.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We have participated twice in JEPP funding grants and yes they have been helpful but they are far from the serious funding required to move emergency management forward in Canada.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIEP)? Can you elaborate?

We are not satisfied with national leadership and coordination provided by OCIEP. One only need look at the two major national disasters this year being SARS and the BSE crisis to see the conspicuous absence of leadership from OCIEP or Health Canada. Again this indicates that there is not a mindset for sustained emergency management at any level.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We are not confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency, as it has never been adequately tested and it's doubtful whether other federal agencies have the confidence in OCIPEP to follow any lead they may try to provide.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes. Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Our emergency management community is well aware of the location and contents of all the different types of kits located in our region. We are also aware that the majority of these kits contain outdated supplies. Where contents are still in tact, their value is questionable as they require special training to unload and set up, and few if any medical staff have received this training in the past eight years. Langley has two kits in our area: 1 each, 200 bed hospital stored at the Sig/Comms CFB Aldergrove and 1 each, Casualty Collecting Unit in the basement of the Langley Memorial Hospital. Neither is of any value to us in its current state and we would be happy to submit a proposal to Health Canada for an equipment exchange that would better serve our needs.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We are unaware that we have a local Canadian Security Intelligence Service agent, so it's safe to say they do not appear in our plan. Canada Customs and Revenue Agency and Citizenship and Immigration Canada have been involved in some of our cross border planning and we would expect their assistance and cooperation, but to what degree is unclear and may again be incident dependent.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

We have done exercises with DND in the past and have participated in their discussion, but there isn't a base in our area and currently reservists who do live in our area have been directed that they must report to their HQ (in New Westminster) in the event of a disaster, not local municipalities. Clearly this will delay any assistance they may be able to provide us with.

**Langley
British Columbia
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

The City and Township of Langley do not have the unilateral authority to interrupt programming on command on their radio or television.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? We have recently started discussions locally with the cable service provider Shaw Cable who has been very cooperative. As well at the regional level committee is being developed to look at a number of issues related to public information. From our preliminary discussions there are only two ways to interrupt programming on command. The first would see the cable apply a static text display over top of all programming and would effectively block access to any channels. This option is less than desirable in that it blocks the media as potentially valuable sources of information to the public. The second option entails the use of a device called a Crawl Generator (cost of \$7,500 each) a device already employed for news purposes by most TV stations. The crawl generator permits a station to put a crawler along the bottom of each channel directing them to the cable channel for immediate emergency instructions. This method would allow us to provide the public with emergency direction but would also allow programming to continue and news provided to both the affected and non-affected populations. It is conceivable that the Province of BC and the Provincial Emergency program could order broadcasters to comply and carry this information but the order must be issued in the preparedness phase of disaster because without advanced coordination the effort would be time consuming and cumbersome when time is of the essence.

I think this power should be located at the provincial level. If an event is regional in nature (severe weather, earthquake, flooding etc.) then the Province already has the coordination function and the thought of having twenty-one local authorities attempting to exercise programming interruption on command with nine local TV stations and at least six major market radio stations would likely

result in a worst case scenario involving chaos and confusion. If an event is localized such as a hazardous materials incident then as a local authority we may still request the province to activate this function on our behalf. The key will be all players being familiar with the resource how to access it and its limitations.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

The Langleys' will, in a major emergency expect to manage the incident on our own with any necessary assistance coming from the adjacent local authorities. We may ask for coordination assistance from the Province, likely that would be all that would be needed. We would request that the province support both our response and recovery costs over and above our day to day operational costs for resources both human and material.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

The arrangements are adequate for the management of a major emergency now or in the future as discussed in part 'A' of this question. However I think the question should be directed at the Province's role in a 'Disaster' as opposed to a 'Major Emergency' the difference relates to scope of the incident and a disaster by our most widely accepted definition overwhelms a communities resources, in which case additional support and coordination would be required. With the BC's worst fire season in our immediate hindsight the province lacked the depth to support response and recovery efforts with qualified, trained staff. By the end of the nearly six week response provincial staff were exhausted. The province must gear up to provide more depth in order to fulfill it's obligation during a major disaster event.

As for who should pay, local authorities are a creation of the Provincial government which has the responsibility for emergency planning and response. That responsibility is delegated through legislation (in BC) which requires local authorities to develop plans relating to all phases of disaster at their expense. When disaster does strike and liability is not a factor then the cost for response and recovery should be born by the tax base as a whole as opposed to an individual or group of local authorities. Thus the current arrangement between the province and feds for a shared funding formula based on per capita dollar allocations for major disasters would seem reasonable way to ensure that funding is available for response and recovery to disaster.

Unsolicited Comment Regarding the Announcement of the new Ministry for Public Safety and Emergency Preparedness

While I am happy that emergency planning will receive higher priority and visibility when connected to the deputy Prime Minister, I am concerned that there are some striking similarities between this new ministry and the US Department of Homeland Security. The evolution of emergency management recognizes all

phases of disaster (preparedness, mitigation, response and recovery) as well as that emergency planning is an 'all hazard' discipline and that all emergency planning must be integrated across all levels from the individual homeowner and private business to each level of government. If we follow the US's lead, our emergency management planning will lean toward terrorism as the predominant and overriding hazard (which it is not) and set back the gains we've made in emergency management to date in Canada, which has been the very unfortunate result in the US.

Chicoutimi Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.1 Director of fire department and public security advisor for the City of Saguenay. Responsible for the emergency preparedness plan and the emergency operations centre.

Director of public security for the City of Chicoutimi for 14 years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.2 6,276 square km 150,854 urban and rural inhabitants

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.3 All the items enumerated above.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.4 Landslides at St-Jean Vianney in 1970
Earthquake in 1988
Flood in 1996
Plane crashes near the Bagotville military base and a plane in the Saguenay River.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.1 Dams and seaports.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.2 Real expertise based on experience and training scheduled in February 2004 for all the agents in the emergency operations centre + emergency plan in place + transportation of hazardous materials in our cities.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.4 Yes, with various organizations and industries; with response plans ready; with the 1,500 employee of our city + the Bagotville military base.

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.5 Use the emergency plans already set up; call on regional public protection, the Red Cross, and all agents directly or indirectly involved in the event.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.6 Yes.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.1 The municipality's existing resources and support from regional public protection + the Bagotville military base.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.2 From the outset of operations there is follow-up with regional public security.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.3 The city's existing structure is suitable and communication is immediately established with the province's regional public security services, since this agency is part of our emergency preparedness plan.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.4 Yes, through collaboration now being negotiated with the media.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.5 Yes, rapid delivery of needed information and support speeds up the resolution of problems.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.1 Our department disseminates information through school boards; local industries have hired outside experts to fill in their emergency plan; and we were called in when this plan was unveiled by these experts.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.2 Understanding with the City of Sherbrooke concerning equipment and personnel available for use in an emergency + the Bagotville base.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example ,education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.1 Closer training link with public security and information on the equipment available at the regional, provincial, and federal levels.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.2 No, we have to pay for this training and these test exercises. There should be federal and provincial assistance for all the emergency equipment we need.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

5.3 Assistance should come as rapidly as possible. The provincial government should supply this assistance in equipment and money.

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a majoremergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.4 Yes, experience with various catastrophes has proven that federal assistance was very important.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.5 Does not apply to us.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.6 Does not apply to us.

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.7 I don't know

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No x Were you given procedure information regarding the use of these caches? Yes No x. Could you find a cache in your community and report on the usefulness of the contents?

5.8 No.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.9 No to first question. No to second question. Don't know in response to third question.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.10 No, but by mutual aid, considering the 1996 flood when the DND gave the region adequate assistance in equipment and personnel.

Kelowna British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am an Assistant Fire Chief with the City of Kelowna Fire Department. I have been in the Fire Department for 29 years and an Assistant Chief for 12 years. I have been responsible for the Regional District of Central Okanagan's Disaster program since 1995.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Our Regional District consists of 3 municipalities (Kelowna, Peachland and Lake Country) totalling 150,000 people. We have urban, mixed and rural areas (mainly electoral areas of the Regional District) and some area with virtually no population. The largest centre is Kelowna with 100,000 people. The Regional District of Central Okanagan (including the three municipalities) is 2950.6 square kilometres; it is roughly 65 kilometres by 45 kilometres wide.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We have the Kelowna International Airport within our Regional District.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

The only times we have opened our Emergency Operations Centre (EOC) were for flooding and interface forest fires. Flooding seems to occur once every five years and interface fires can occur yearly.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Floods, interface fires, earthquake, aircraft accident, hazardous materials incident, landslide, storms and civil disturbance.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We are currently adapting to the ICS modelling of the British Columbia emergency response management system. We have so far trained the main staff of the emergency plan and next will be the alternates. We appear to have a lot of apathy within our population when it comes to disaster planning but we meet with our volunteer response groups often and they are well trained and ready to respond. On the whole I think we are well trained and well organized to meet most disasters although some would be beyond our response capabilities.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

The infectious biological agent would be severe until we got a handle on it and the public notified also depends which of the many reservoirs are attacked. Floods are usually slow and give us ample time to plan but evacuation over 100 would be a major task. A forest fire that consumes houses and causes the destruction of other family items and the evacuation of residents is a horror story to those it affects and we will be drawn into the scenario which will cause the activation of our EOC. We have had and felt earthquakes in the past within our Region but none have caused damage. I think that any earthquake within our area that causes destruction of buildings, bridges or death would be severe.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We are prepared and do have plans, personnel and equipment ready fro a short term disaster that is not above our resource level.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Containing the crisis would be a successful response.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Provincial assistance will be necessary and in turn they (the province) would request federal assistance.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Our financial aid would come from the Province; our people involved with our plan are from many agencies and organizations and would be enough for most scenarios. Our equipment would be provided by the agencies or private business if we require more (there seems to be enough).

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

It would take a widespread disaster to reduce our resources to the point that the Province would send other resources from other Regional Districts. What is more likely is in the fringe areas of our Regional District other assistance would come from outside to the close proximity of the equipment and provided the Province would approve requesting the (other region's) equipment.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

I am satisfied that the new structure we are working on will fit our needs for any disaster.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Only the local television and radio broadcasts could be interrupted.

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

We have a tight link with the Provincial Emergency Program (PEP British Columbia) and we cannot ask for federal aid from federal agencies without going through the PEP Provincial Regional Emergency Operations Centre (PREOC in Kamloops).

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

We have gone to malls, given public talks, set up a group within our Emergency Social Services Volunteers to provide Neighbourhood Emergency planning. We have posted notices in the paper and delivered door to door in the past and gone on talk shows at the radio and TV stations.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

No, we have not warehoused any supplies but we know where supplies can be found. We do have a mobile kitchen facility for about 100 people stored at one of our fire stations.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

Education modelled after the ICS program would be first. Supplies for response to major disasters would be second.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

We apply for funding through the Joint Emergency Preparedness Program (JEPP) and have been fairly successful with this funding although most funding comes from within our Region.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

I expect the Province would be the major provider of assistance to us in both equipment and backup personnel. Costs for assistance from the Province will be borne by the Province and would be available anywhere from shortly after a disaster to within 72 hours of the disaster occurring.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

As stated before, any assistance from the Federal Government will come as a request from the Province through our requests to them depleting their available resources.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Very helpful but more dollars, if available should be spent and a higher level of funding instead of 50-50 on some items would be helpful.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No, I do not know anything about this office.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I cannot answer this question because I do not have any dealing with this office and do not know its' response capabilities.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Yes I know of the mobile kitchen cache and that Vernon has a mobile (outdated supposedly) hospital but I have not seen any procedure information and have not been consulted on the use of the caches. Yes I could find the mobile kitchen cache in our community and know it would be useful but may require some updating.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Personnel Plan within our Emergency Plan lists use of the Human resources Control Centre during a disaster. This office would basically screen and assign volunteer workers to perform emergency response duties as needed and may provide a liaison officer to assess certain situations that are occurring.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Our Emergency plan is not linked to DND at this time; currently use of the local DND must be requested through the Province.

**Kelowna
British Columbia
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No, we do not have a unilateral ability to interrupt.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We have an excellent working relationship with our local broadcasters and would expect them to comply with a request. Some locations in Canada may require authority which, I imagine, could be done through parliament or the CRTC.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Whenever our Emergency Operations Centre is opened the Province opens a Provincial Regional Emergency Operations Centre (PREOC) in Kamloops and opens the Emergency Coordination Centre in Victoria. The centre in Kamloops is set up to support our centre and we are setup to support site operations among other things. Victoria supports the PREOC. We do require and expect the support we receive from the Province. A request for help and when the help arrives depends on the type of help requested. Most things we require in the way of equipment or special knowledge are available locally and can be attained quickly while other items may take 2 to 5 hours to arrive if they must come from Kamloops or the coast. If the request is part of the emergency response and we have a PEP task number the Province usually pays (within the DFA guidelines, which in my opinion require revisions).

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

I think the Province did well assisting us with the wildfires this summer and if that is an example then the assistance with any disaster will be needed in the future. The assistance from the other fire departments in the Province or from the Military can take from hours to days to assemble. The cost should be covered within the DFA guidelines and through the support from the PREOC.

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

Kelowna

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Kingston Ontario

City of Kingston – Response to the Standing Committee on National Security and Defence

Q 1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

My name is John Cross and I am the Community Emergency Management Coordinator (C.E.M.C.) for the City of Kingston, Ontario. I have been in this capacity for 30 months and have completed emergency management training sessions conducted by the Office of Critical Infrastructure Planning & Emergency Preparedness, Office of the Fire Marshall, and Emergency Management Ontario. During my tenure as the C.E.M.C., the City of Kingston declared an official emergency during the provincial blackout in August 2003 and has been impacted by SARS, 9/11, white powder incidents, extreme temperatures, etc.

I work in the Office of the Commissioner in the Department of Community Services. My primary responsibilities as Manager of Policy & Support Services include managing the City's emergency management program, leading major project teams, researching, preparing and presenting Reports to Council on public policy issues, and representing the Corporation on internal and external committees. These skills are very transferable to working with diverse groups and individuals in the emergency planning, prevention, response and recovery phases.

Q 1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The total area of the City of Kingston is 528 square kms. Approx. 22% of the land base (9,559 hectares) is urban and approx. 78% is rural. The total population is 114,195 based on 2001 Census data.

Q 1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The City of Kingston has many major transportation routes (City airport, Highway 401, rail lines, pipelines, and waterways – Rideau Canal, Lake Ontario and the St. Lawrence River) within our boundaries. We are in close proximity to international border crossings just beyond our municipal boundaries and have considerable potential mass casualty sites – CFB Kingston/DND, Queen's University, Royal Military College, St. Lawrence College, large hospitals and

regional institutions that service South-eastern Ontario, major industrial sites, and many Corrections Canada facilities, etc.

Q 1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

National research confirms the frequency and severity of emergencies are increasing across Canada. Kingston declared an official emergency during the provincial power blackout in August 2003 and the major ice storm in January 1998. The City has dealt with “white powder incidents post 9-11, SARS, winter power outages, extreme temperatures, etc. – that while not official declared emergencies have nevertheless required a local coordinated response.

Q2.1 What are the main natural and man-made threats to your community?

The major natural threats are weather related extreme temperature events. In such cases, the local and/or provincial power supply may be significantly affected thereby creating the potential for a declared emergency. Major man-made threats include risks due to a major accident or intentional act involving the transport of dangerous goods and/or hazardous materials. As noted in response to Question 1.3 above, there are many man-made risks in our community. Dangerous goods are routinely transported on our roads, rail lines, and pipelines.

Q2.2 What is your organization’s assessment of local emergency preparedness and training at the present time?

The new Corporation of the City of Kingston was created in January 1998 and is in its formative stages. A major reorganization was undertaken in 2000 and many departments/divisions are in transition and are slowly and steadily enhancing their emergency response capacity within time and budget constraints. Although there has been much progress to date, there is considerable work to be completed as threats to the community and the public’s expectations continue to increase over time. Progress will continue at a pace driven directly by funding and resource availability.

In 2003, approximately fifty City staff received training in evacuation centre management and family reunification and a comprehensive training program is being developed and will be implemented in late 2004 and 2005 subject to available resources.

Significant resources beyond current allocations are required if the City is to achieve and sustain the comprehensive level standards mandated under the new provincial Emergency Management Act (Bill 148).

Q2.3 For your community, what is a major emergency?

All of the examples listed in your question are potential major emergencies. Whether or not the incident requires a full or partial activation of the municipal emergency plan depends upon the scope and severity of the threat(s) and the real or potential impacts on our citizens, local infrastructure, and the environment and the ability of our local responders to respond effectively.

Q2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

City Council approved the new Emergency Response Plan dated November 4, 2003. This plan is a standard all hazards response plan which identifies the key individuals and their roles and responsibilities during a real or impending emergency. Incremental steps are being taken to enhance the emergency response capacity and procure essential equipment and supplies. Major gaps exist in the community's ability to respond effectively to large scale hazardous materials incidents, CBRN incidents, prolonged widespread power blackouts, and other events affecting large numbers of people. There is a definite lack of surge capacity and a shortage of trained staff and equipment to sustain a long-term response to an increased demand for emergency and medical services during a major emergency.

Q 2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

A response is successful if the impacts are appropriately mitigated to the greatest extent possible under the circumstances.

Q2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The City of Kingston, Kingston Fire & Rescue Services, Kingston Police Services, local hospitals and emergency services do not have the necessary equipment and training to handle CBRN incidents and, thus, will rely heavily upon the provincial and federal government and CBRN response teams.

3) Are your assets sufficient to meet the threats you have?

Q3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The City of Kingston has a very modest emergency management budget of approximately \$100,000 per year including salary & benefits. External funding sources, such as JEPP, are being utilized along with municipal reserve funds to retrofit and equip a stand alone primary Emergency Operations Centre. The City has recently purchased evacuation centre kits, child care kits, cots, and other

essential supplies towards the creation of a basic emergency inventory. This is an important first step towards developing a minimal or basic emergency response capacity.

Q3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

As noted previously, there are serious surge capacity issues and major gaps in emergency response capabilities, especially in dealing with CBRN incidents and prolonged power outages. Resources would likely be quickly depleted. Depending on the emergency and weather conditions, etc., there may be multiple requests for resources and/or delays in obtaining resources from the federal and provincial governments. For example, CBRN and HUSAR teams may already be deployed or directed to remain in major centres – Windsor, Toronto, and Ottawa.

During the declared emergency in August 2003, the City of Kingston received very timely and professional assistance from CFB Kingston and Emergency Management Ontario.

Q3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

The City of Kingston is a single tier separated municipality and therefore is not part of a regional communications structure.

In 2004/2005, the City will be purchasing a new Police & Fire radio system that will include an emergency management tactical channel to enable Kingston Police, Kingston Fire & Rescue, and the City of Kingston's Department of Operations to communicate during emergency situations. Provincial common radio channels also enable communications across Frontenac, Lennox & Addington and the balance of the province.

It is recommended that an upper tier mutual aid coordination planning process be developed to centralize the emergency planning process in counties, districts and regions. A municipally owned and operated emergency operations centre has been established in the Kingston Fire & Rescue Headquarters and it has the potential over time to possibly become a regional EOC facility.

Q3.4 Does your community have the unilateral ability to interrupt on command local and national television and radio broadcasts in order to transmit emergency-related updates or instructions? If not, would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency updates or instructions?

The City of Kingston does not have the unilateral authority to interrupt on command local and national television and radio broadcasts. Local media are supportive in transmitting messages, but are often significantly impacted during prolonged power outage emergencies. Reduced staffing schedules after hours and on weekends, especially at local radio stations, impact the ability to deliver emergency updates. The City of Kingston's Communications Division is working with the local media to develop emergency communications plans and the City of Kingston can directly input emergency messages on the local cable channel broadcasts.

All communities would benefit from having the unilateral authority to interrupt local and national radio and television broadcasts for emergency messaging purposes.

Q3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes. There needs to be more sharing of information, plans, protocols, procedures, resources and a stronger commitment by all levels of government to develop the appropriate plans and obtain the resources necessary to establish a legitimate emergency response capacity. To do otherwise encourages "fantasy planning" which only leaves communities vulnerable to all types of disasters and legal liabilities.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Q 4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Emergency Management tips, contacts and general information are available on the City of Kingston's website www.cityofkingston.ca. and information brochures are available at City Hall and some other municipal sites. As time and resources permit, there will be a greater emphasis placed on public awareness and education.

Q4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

As indicated in question 3.1, the City of Kingston is slowly acquiring some basic equipment and supplies. These supplies, for example, enable us to open an evacuation centre but by no means are sufficient enough to continuously operate a centre for several days, weeks or months.

5) How much provincial and federal assistance do you expect in an emergency?

Q 5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

In 2003, the Province of Ontario passed a new Emergency Management Act requiring all municipalities to achieve comprehensive emergency standards. Unfortunately, the province has not provided any direct funding to help municipalities to achieve these standards.

The senior levels of government need to make emergency management a major priority within the provincial ministries and federal departments. Training and resources to deal with CBRN incidents should be a top priority. Municipalities cannot realistically be expected to fund these programs off the local tax base.

Q 5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Although the City of Kingston has received some modest funding under the JEPP (Joint Emergency Preparedness Program), the funding currently available from the senior levels of government is insufficient to address the identified gaps in training and equipment.

Q 5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The type and scope of the emergency often dictates the level of help and financial support required from the provincial government. Only the province can provide accurate data on estimated response times for provincial help to arrive.

Financial assistance parameters are less certain. For example, the Ontario government advised municipalities in August 2003 to record expenses incurred as a result of the blackout for potential reimbursement by the province. To date, municipalities have received no claim forms or directions on how to claim expenses.

With respect to the federal government:

Q.5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Federal support may be required, especially in areas of federal jurisdiction. For example, there are numerous federal penitentiaries, federal buildings, and a military base that may be impacted by or be the site of a major emergency. It is anticipated that over time more formal arrangements will be developed.

Q 5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

It is recommended that the JEPP funding limits be re-examined. The upper funding limits are insufficient and do not adequately support the costs of purchasing vehicles such as mobile command centres. The \$10,000 maximum for generators, for example, does not come close to covering the 45% federal share of the cost of purchasing a large generator to power up evacuation and emergency operations centres.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

I attended emergency training at the former Emergency Preparedness Canada site in Arnprior, Ontario and was very impressed by the calibre of the staff and training. I do not have any direct experience with other OCIPEP endeavours and cannot comment on its national leadership strengths and weaknesses.

Q 5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

I am not able to assess this fairly. Articles published recently in the media suggest OCIPEP may be challenged given its existing resources to effectively coordinate a national response.

Q 5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Health Canada has not consulted nor provided me with any information to date regarding emergency caches. I have not seen a cache nor been consulted on the usefulness of these caches. It is my understanding that our local Medical Officer of Health has discussed these issues with Health Canada.

Q 5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada

Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

The Chief of the Kingston Police is a member of the City of Kingston's Municipal Control Group and is responsible under the City of Kingston's emergency plan to liaise with the RCMP, CSIS, OPP, etc. as required. Depending on the emergency, representatives from CSIS, Canada Customs and Revenue, Canadian Coast Guard, Corrections Canada, etc. may be required to perform lead and/or supporting roles.

Q 5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The City of Kingston has an excellent relationship with the staff and employees of the Department of National Defence/Canadian Forces Base Kingston, Canadian Land Forces College, Royal Military College, and is very well served by their presence in our community.

All requests for military assistance must follow the protocols established by Emergency Management Ontario. Depending on the scope of the emergency, requests may be made for the purpose of aid to civil powers or aid to civil authority.

Guelph Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

– My name is Harry Dunning and I am the City of Guelph's designated Community Emergency Management Coordinator (CEMC). I am a retired Guelph Police Service S/Sgt. and have been involved in emergency response and management for thirty years. I have attended courses relating to emergency management at the Canadian Police College, Canadian Emergency Preparedness College and Emergency Management Ontario. While a police officer I managed actual emergencies and was involved in community planning efforts. In the past two years I have done the community planning, education and training.

– The population of our community is approximately 109,000. It is primarily urban with a small number of farms. The community takes up approximately 88.27 square kilometres.

– We do have major industries, a busy rail line and busy roads, any of which could cause a major casualty situation.

– We have had two in the last five years (a tornado and a chemical fire).

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 – Under our 2002 emergency plan we list flood, hazardous material incident, storm, transportation incidents, civil unrest, tornado, drought, fire, earthquake and terrorist incident. We are currently doing a Hazard Identification and Risk Assessment under Emergency Management Ontario (EMO) guidelines and I expect some of these hazards to drop off the list.

2.2 – As compared to many communities in our sector we are in good shape. We are constantly improving and as CEMC I can see many activities still to be done.

2.3 – Any of your list could cause the Emergency Operations Control Group (EOCG) to assemble and be briefed on the issue. The group may then determine that the situation is being adequately handled by a particular group (e.g. – Fire, Police) or it may decide to manage the issue. The EOCG has managed a chemical plant fire, met and come up with a protocol to deal with the anthrax situation, met and discussed only,

the SARS situation. The EOCG would not normally be called out for a fire or other situation that could be adequately handled on a day to day basis by an individual emergency service.

2.4 – We believe we are well prepared. We do have plans, equipment and personnel. In a major emergency we may not have enough resources and would seek assistance from volunteers, neighbouring communities and other levels of government. During the 9/11 event it was obvious that even a community as large as New York City could not conceive of every emergency and needed to seek assistance.

2.5 – A successful response would be returning the community to its pre-emergency condition. Having said that I think we realize that depending on the size of the emergency we may have to manage it and seek additional assistance.

2.6 – We are well placed to deal with a cyber-attack. We have a dedicated data service business continuity plan. We encourage the same within any entity we deal with.

For a CBRN issue we would request assistance through Emergency Management Ontario (EMO) and expect to see one of the newly formed CBRN teams. In the interim our emergency responders and EOCG would manage the situation to the best of their ability hoping to minimize any threat to our community.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 – We have a budget in place for myself (CEMC), training, public

education and business continuity planning. Other City departments are expected to budget adequately to fully cover their responsibilities.

We have a primary and secondary Emergency Operations Centre (EOC), properly equipped. We have a mobile emergency operations command post for the use of our site manager. We are prepared to use land line and cellular telephones, radio (and amateur radio) and computer networks to communicate.

We have identified our emergency management personnel and their back-ups to allow continuous coverage of staff. Having said that can you ever have enough personnel?

3.2 – A major emergency would deplete our on duty and called out staff very quickly. We have some mutual aid/assistance agreements in place and our goal would be to augment staff prior to the end of the first shift if necessary.

3.3 – I think we have a good command and communication structure. We have been striving to enhance information flow within our EOC and to that end are in the process of installing a new dedicated computer system.

3.4 – Local radio and the local cable T.V. stations can assist us. Rogers Cable T.V. will not run banners for us on all their active stations. They indicate they have contracts which prohibit them from adding content. *This is an area that the Federal government could assist with (some type of enabling legislation empowering Cable T.V. networks to assist us).* Notifying the public in the early stages of an emergency is always a major concern.

3.5 – Better links would be great! They have been improving with EMO. We hear nothing from the Federal government except what we seek out ourselves or what EMO chooses to tell us. I have learned at least one thing I didn't know just by doing this questionnaire.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 – We have placed self-help information in our libraries and have created an emergency preparedness section on our website (www.city.guelph.on.ca). We hold an annual emergency preparedness day which is attended by students from our school boards. We do lectures for groups that request them.

4.2 – We have regular meetings with volunteer groups such as Red Cross, Salvation Army, Mennonite Disaster Relief, etc. and know what they have to offer. We have canvassed industry and developed a resource list for everything from bulldozers to first aid kits. In conjunction with our EMO program requirements we are currently developing a new resource list.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OC�PEP)? Can you elaborate?

5.7 Are you confident that OC�PEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given

procedure information regarding the use of these caches? Yes No
Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 *Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?*

5.10 *Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?*

5.1 – I believe training should be a priority. It would be a huge benefit if some of the current CEPC courses could be done locally so our people would still be available to the community during training.

JEPP should be doing a better job. We were supposed to hear on our 2003 requests by April 1st (the joke was on us!). We still haven't heard and nobody will give us any answers. It's ridiculous!

JEPP should make HazMat teams a priority. A lot of communities rely on private contractors with unknown abilities and indeterminate response times for this service.

We should be able to utilize our local Military reserves in certain agreed upon circumstances without having to wait long periods of time for permission. They live in the community also and want to help.

5.2 – This is adequate.

5.3 – We would hope that any applicable ministries would assist (e.g. – Ministry of Environment) to the extent of their ability as their mandate requires. We would access CBRN and HUSAR teams if needed. Hopefully assistance could arrive starting as little as 1-2 hours after notification. We would pay what we were required to pay and they would pay what they are required to.

5.4 – CEPC (through OCIEPEP) and EMO have always taught that Federal assistance is available in a declared emergency by having the EOCG make a request through EMO. I can see us requesting assisting for use of the Military reserve unit in our community, Military CBRN team, environmental personnel, CANUTEC, transport safety board, etc. Is it not in their mandate to provide this assistance?

5.5 – Answered in 5.1. Needs improvement. Valuable program.

5.6 – At a local level we don't see leadership and coordination from OCIEP. My only contacts are through EMO and the OCIEP website. The website (unlike FEMA's) is not made to assist local CEMC's.

Perhaps a secure portion of the OCIEP website could be made available to designated CEMC's (info provided to OCIEP by the Provinces) which would allow them access to tools and information which would assist them to do their jobs.

In this country planning is driven to the lowest level and there is much repetitive work being done in Municipalities. For instance every community in Ontario is currently required to re-do their Hazard Identification and Risk Assessment. While everyone has certain similar risks (e.g. – water plant, waste water treatment) every community has to research these items, gather histories and write plans. We all are required to do a new resource list. Why am I searching the Web for information on Federal and Provincial ministries? Why could this not be supplied to all communities and help us to not squander our valuable resources?

Everything we are doing is valuable. Surely some of the common issues could be addressed at a Federal and Provincial level in a manner that would benefit everyone with a little fine tuning. We in the larger communities are much better placed than the small ones. Some of them are staggering under the weight of new emergency management responsibilities.

5.7 – I hope so. I haven't the exposure to OCIEP to know. I'm sure everyone will do their best.

I have doubts when I see things like federally driven Pandemic plans circulating through local health units for years without being completed. These could be easily expanded to be beneficial during events like the SARS situation. Whatever happened to diary dating projects?

5.8 – Didn't know there were cache's. Wasn't told anything about them. Now that I have been told I will try to find out. (Sent a message to our Health Unit and they weren't aware of them either.) Another example of how we could be better informed!

5.9 – We have all Provincial and Federal ministries listed in our resource list. Don't specifically have CSIS listed but I will. Hopefully any agency we contact will be helpful. Some are limited in what they will tell us.

5.10 – Our plan is filed with EMO and that is it (Perhaps they share with DND, I don't know). As we can only access the Military through channels we don't have much contact. We do involve our local reserves in our educational activities and would love to have a closer relationship.

Guelph
Ontario
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We depend on our local media outlets, primarily radio. It would be great if we had official authority to interrupt broadcasts and to have the local cable TV outlet run emergency banners on all station signals they broadcast. Cable TV has indicated they cannot do this due to contractual arrangements with TV stations.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

We of course notify the Province if we activate our EOC. We haven't needed assistance from the Province yet. What we do often need from them is information and sometimes this is difficult to receive. (e.g. – During the Provincial electrical emergency in August of this year the Premier requested the Municipalities do certain things. We picked these requests up through the media. Nobody informed us of the Provincial emergency declaration, etc.)

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

It's hard to say how much help we would need. It depends on the situation. It is quite conceivable that we would need assistance from entities such as the Heavy Urban Search and Rescue team or the Provincial Emergency Response Team. Hopefully the Province would assist financially with extraordinary resources as

we have helped other communities in the past. Time is often of the essence when dealing with an emergency. We are near to Toronto and as such would expect aid in a timely fashion.

Cape Breton Nova Scotia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

My name is John Dilny, Emergency Measures Coordinator for the Cape Breton Regional Municipality. I have been the coordinator for the municipality since 1997 and prior to that Emergency Planner for the municipality police service since 1993. I have been trained in Basic Emergency Preparedness, Emergency Operations Center Course, Emergency Site Management, Exercise Design and Emergency Public Information at the Canadian Emergency Preparedness College, Arnprior, Ontario.

The Cape Breton Regional Municipality (CBRM) was created on August 1, 1995, through the amalgamation of eight former municipal units (the City of Sydney, the Towns of Glace Bay, New Waterford, North Sydney, Sydney Mines, Louisbourg, Dominion and the County of Cape Breton). The Municipality is located on the Island of Cape Breton. Cape Breton Island is perched at the north-eastern tip of Nova Scotia on Canada's eastern seaboard.

CBRM is one of five municipal units on Cape Breton Island and has an area of 2,473 km². It is second to Halifax as the largest municipality in terms of land area in Atlantic Canada. There are 1,967 km of public streets and roads within the CBRM. The CBRM has approximately 835 km of coastline on the Atlantic Ocean and 415 km of shoreline on the salt water Bras d'Or Lakes. Two First

Nation Communities form part of the 110,000 population.

Cape Breton's harbour system is located at the centre of Atlantic coast trade routes and on the Great Circle Route. The harbour system offers a deep, Y-shaped area that caters to year-round shipping activities and can accommodate panamax size vessels. Docking facilities are available at the Sydney Government Wharf, Sydport Industrial Park, North Sydney, DEVCO International Pier, and the Sysco dock. The International Pier is one of the most advanced bulk-loading facilities in the world. The Sydney Government Wharf accepts approximately 40 cruise ships during the tourist season. The best harbour on the rugged south coast of the region is at Louisbourg. Louisbourg is considered an ice-free port whereas Sydney requires ice-breaking service most winters.

For over 100 years Marine Atlantic with a terminal in North Sydney operates 3 spacious passenger ferries along two routes - the traditional, year-round North Sydney to Port aux Basques, NL route and the additional summer season North Sydney to Argentina route.

Commercial air services are available at the Sydney Airport, which is currently served by Air Canada, Jetsgo, Air Saint Pierre and Royal Air Charters. The airport is centrally located and offers flights and connections to major centres in Atlantic Canada, central Canada and the northeastern U.S. with connections to other North American and international destinations.

The municipality has experienced such incidents as a chemical release from a tractor trailer at Marine Atlantic, an ammonia release from a fish plant in Glace Bay, assist the cruise ship industry with a vessel that needed to be towed into the harbour, as well answer several calls with an unknown powder incidents (suspected anthrax) as well as weather events that have affected the area over the last several years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

The most likely types of emergencies that may occur in the Cape Breton Regional Municipality include:

Natural disasters: flash floods, communicable diseases, major snowstorm, ice storm,

Man-induced disasters: transportation or on-site accidents involving hazardous materials, vehicles, air or rail crashes, toxic or flammable gas leaks, electrical power blackouts, uncontrollable fires, offshore marine incidents, international acts, terrorists acts, or any combination thereof.

All municipal planning committee members are trained in Basic Emergency Preparedness with eleven of the fifteen members trained in Emergency Operations Center Course as well. Fire and police have personnel trained to be Emergency Site Managers.

A major emergency for the Cape Breton Regional Municipality would be in the event of an incident, or threat of an incident, direction, control and coordination of emergency operations would continue to be the responsibility of the Local First Response Department. A major emergency exists when:

The response is for an incident of moderate to high community impact.

Citizens' protection is threatened.

The response is for an incident expected to be long in duration.

There is area wide impact crossing the boundaries of (or impacts a large part of) two or more former municipalities.

Requires extraordinary actions or expenditures of money by one or more Regional Services.

Events or incidents that would be classified as major emergencies would include Blizzard/Major Snowstorm, Rural Forest Fire, Freezing Ice Storm and/or Dangerous Goods Incident.

The Cape Breton Regional Municipality has an Emergency Plan, which is a

multi-hazard emergency plan that outlines the framework for the management of an emergency response management system and to ensure that the objectives of that system are met. Through actual events and testing of the plan shows the municipality Emergency Plan structure works and that all key positions are filled and have designated alternates as well. Organizations and agencies have equipment ready to respond and/or agreements with other organizations to obtain equipment.

An emergency may be considered over when the threat to life and property no longer exists, and the Municipality has returned to a pre-emergency state. This means that residents evacuated have returned to their homes, or if their homes were badly damaged or destroyed, that temporary shelter has been found.

If services provided to residents, e.g., sewer, water, hydro, etc., were damaged, the emergency is not over until services are restored either on an improvised short-term or a permanent basis.

Incidents regarding the ability to handle cyber-attacks or a chemical, biological, radiological, nuclear disasters usually have National/International connections. Therefore, we need to know what are the clear lines of governance responsibilities. Governments think inherently and decisions are made independently. This causes faulty assumptions to be made in that other governments are responsible for certain roles and responsibilities and that they will appropriately put the resources into that. We need to know clearly what are government's roles and responsibilities; and we need to be included in those discussions, not just small meetings making assumptions.

Although our community has a Hazmat Team, a question needs to be answered by all levels of government as to what the role of other levels of governments are to ensure each community is prepared for CBRN incidents. A big question in relation to Hazmat Teams in this province is sustainability?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

The Cape Breton Regional Municipality does not allocate funds to departments specifically for emergency preparedness and response. Departments are expected to absorb those costs from within their operational budgets. Should a Disaster Financial Assistance Program be approved following the emergency or disaster, the program may reimburse departmental costs beyond normal operating costs.

The Cape Breton Regional Municipality has developed an appreciation of the emergency supplies available in the community. All municipal agencies have designated a representative and there is an alternate for each representative. Specialized equipment necessary to deal with identified hazards is available within the municipality or is available in a reasonable time by mutual aid agreement or service contract. Given the worst-case scenario, the municipality could be sustainable for four to seven days before additional resources outside of the community are needed.

The Emergency Plan for the municipality has a unified command structure for both the Emergency Site and the Emergency Operations Center. Part of the municipal Emergency Plan is a Telecommunications Plan that has been exercised involving many stakeholders. The regional municipality's Public Service Answering Point Center, Mobile Command Post, and telecommunications room in the Emergency Operations Center assists with the coordination of communications and unified command. A problem that does exist would be our limited ability to keep up with the new Information Technology that would enable us to improve Communication, Command and Control over our Resources.

The community has three AM and one FM radio broadcast stations and one television sub-station and two cable TV companies. Part of our Public Information Plan is the contact names for these stations during operations and after hours.

The community would like to have tighter links with relevant provincial and federal government agencies to understand the common operational policies, plans and procedures and to understand respective operational roles and capabilities of the various government departments and agencies. A development of a Regional/Provincial/ Federal Emergency Management Organization and an all-hazards emergency management plan and support procedures would help facilitate a better understanding of various governments.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

The public have been advised on how to prepare for an emergency mostly through the distribution of Emergency Preparedness Canada pamphlets at public displays. These displays are held through out the year by our first responders and the Canadian Red Cross. Our municipal web site is to be updated with the appropriate information on how to prepare for an emergency as well.

As stated earlier the municipality has developed an appreciation of the emergency supplies available in the community. Specialized equipment necessary to deal with identified hazards is available within the municipality and is available in a reasonable time by mutual aid agreements or service contracts. Some small items like portable generators, emergency lighting, sandbags, blankets, cots, etc. are stockpiled.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Although the municipality conducts routine emergency management training and bi-annual exercises, more joint training exercises among various governments is encouraged. With respect to rapid intervention teams, if the community and surrounding communities lack a certain resources (i.e. Hazmat Team) and other specialized teams there is a need for money from higher levels of government in order to maintain it's sustainability.

Money is not received from the Province for training and exercising of the community Emergency Plan. The Federal Government makes money available through the Joint Emergency Preparedness Program however, the Provincial Polices does not allow for this.

In a Major Emergency, the community expects the Provincial and Federal Government to provide support planning and operational coordination. The municipal Emergency Plan is written so that we can survive the first 72 hours before we need Provincial and/or Federal support. Depending on the type of Major Emergency, the emergency may fall under the jurisdiction of a Provincial/Federal Department or the Municipality and

therefore the response cost fall under that jurisdiction as well. The Disaster Financial Assistance Program should be maintained to offset costs in Major Emergencies. Any sharing of resources and costs associated with that resource should be formalized in a written agreement.

The main funding process for Joint Emergency Preparedness Program is hampered by the fact requests must be made at the beginning of each fiscal year as opposed to maybe two times a year. The Provincial Policies also limits what can be applied for under the program, such as the \$10,000 cap on a generator for the emergency operations center this impedes the community's emergency preparedness.

The Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) in relation to defining the roles and responsibilities of individuals and governments in the Canadian Emergency Management System, the administration of financial assistance programs to enhance the level of response and recovery capabilities and the self help advice brochures show national leadership and co-ordination. However, the provincial polices on the financial assistance programs limited the ability to enhance the level of response and recovery.

The Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) ability to co-ordinate the national-level response to a major disaster or emergency needs to formalize a federal regional emergency management organization. This organization should include an Executive Group with operational linkages with all federal departments and provincial authorities. The Executive Group should meet early during emergency situations to select/confirm a lead federal department and to develop joint response objectives and priorities with the provincial partners, and to establish a joint communication strategy.

Health Canada does have an emergency cache located in this community. The cache is located at our Public Works main warehouse. The community was not consulted on its usefulness and the cache needs to be updated, as it has not been taken care of over the last number of decades.

The Cape Breton Regional Municipality has a formalized agreement with Human Resource Department Canada. The agreement clearly outlines what can be anticipated from this department. The Canadian Security Intelligence Service forms part of the police service Emergency Sub-Plan. No other agreements exist with other federal departments and what is expected from these departments would be at best a guess.

The municipality has a Department of National Defence Armoury located in its community. We have had talks with DND and based on the conversation we cannot link our plan with DND due to the fact that their resources maybe deployed elsewhere. The community understands that DND service both National and International interest and therefore the resources may not be available locally. It is also understood that the request for federal resources may be made through the Provincial Emergency Measures Organization.

**Cape Breton
Nova Scotia
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Answer: Question 3

Our community does not have the unilateral ability to interrupt on command local television and radio broadcasts in order to transmit emergency-related updates or instructions. Our plan to inform the public in the event of an emergency is mainly through the use of radio broadcasting and we also count on the cooperation of the broadcasters to do so. However the same cannot be said for television broadcast. I am not aware of any legislation, which gives the community the authority to interrupt local television, and radio broadcasts in order to transmit emergency-related updates or instructions. Some type of legislation would certainly help along with the responsible by the local television and radio stations to inform the community of contact inform 24/7. Local television and radio stations are not man after certain hours and therefore they should keep the community informed of the contact information.

Answer: Question 5

Based on past experience, the community views the role of the Provincial Government to support the municipalities, the use of specialized resources and

expertise, and enforcement and investigation. The provincial resources that are located in our community form part of our emergency plan and are therefore deployed relatively quick as they are part of our fanout system. Resources that are not in our community but are located elsewhere within the province are deployed within a reasonable amount of time. The province has covered the costs for these services in the past. The municipality would cover any extraordinary costs associated with the emergency.

An importation question here is what resources can the province make available during emergency situations. I have asked this question but failed to get a proper answer.

Sudbury Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Acting Community Emergency Management Co-Ordinator for the City of Greater Sudbury. I have been working in this temporary position since August, 2002. I took the Emergency Management Program Essential Level course in January of 2003.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

The City of Greater Sudbury has a geographic area encompassing some 3,627 square kilometres & was formed on January 1st, 2001 with the amalgamation of the former Region of Sudbury and seven lower-tier municipalities, including the City of Sudbury, the City of Valley East, the Town of Walden, the Town of Rayside-Balfour, the Town of Nickel Centre, the Town of Capreol and the Town of Onaping Falls.

Sudbury is the second largest City in Canada and the largest municipality in Ontario based on land mass. The community is a mix of urban and rural.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Community includes an airport, Inco Limited and Falconbridge Limited, two major mining industrial facilities.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

INCO sulphur dioxide leak in 1995.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Windstorms; floods; explosions/fires; hazardous material transportation incident

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Police/Fire/EMS provide core emergency services for the municipality & are capable of responding to a wide range of emergencies. However, inadequate funding is available to train personnel on CBRN and terrorist attacks.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about How large a fire and how severe an earthquake?

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We are approaching completion of the essential level standards to deal with emergencies. Emergency Plan is being updated and staff training will be held.

2.5 For your community, what would be a successful response to a major emergency - resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Depends on the magnitude of the emergency; however, the focus would be to contain and resolve the crises.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes, we would require their assistance as we have no training or equipment to handle this type of emergency.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment?

Full-time/part-time personnel and equipment. No funding set aside for specific disaster response.

Do you have back-up equipment and personnel?

Yes, this equipment is minimal. Emergency Services maintains a CCCU (Casualty Care Collection Unit) as well as a three-month equipment supply in our EMS Division.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Magnitude of emergency would dictate depletion of resources.

3.3 Is your community satisfied with its local and regional command and communications structure?

No.

Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes. No funding available to put this in place.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes. EMO and OCIEP provides regulation assistance, but financial assistance to complete the Emergency Management Program at all levels is required.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

During Emergency Preparedness Week, we stressed the importance of personal preparedness before an emergency happens. Display booths, set up throughout the week at local venues, gave citizens the opportunity to speak with emergency service providers and view various emergency survival kits.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes ? No ? Could you elaborate?

Yes. We have a 3 month stock of emergency medical supplies for EMS; a 3 month stock of personal protective equipment (masks/gloves/gowns) for communicable diseases and we maintain and house a Casualty Care Collection unit. In addition, a 200-bed emergency hospital unit is maintained within the community that could be accessed through the provincial government contact.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

First Priority	-	Money
Second Priority	-	Equipment
Third Priority	-	Training

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

We have not received any funding and are not aware of monies forthcoming.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Magnitude of emergency dictates what assistance would be required and what funding the Province would need to provide.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Any specialized assistance from the Federal Government is co-ordinated through Emergency Management Ontario.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

No previous experience in this area. However, we will be applying for funding this year. The JEPP program is grossly underfunded in order to support Emergency Management initiatives that are required to improve municipal response capabilities.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Not familiar with what OCIPEP does.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Unknown.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes ? No ? Were you given procedure information regarding the use of these caches? Yes ? No ? Were you consulted on the usefulness of these caches? Yes ? No ? Could you find a cache in your community and report on the usefulness of its contents?

Yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? No. Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? No. How much help is anticipated from these departments?

None

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

DND is listed in our Emergency Response Capability resource list, but our Plan is not linked with them in any other way.

Canadian Armed Forces Recruiting Centre in Sudbury can provide us with tents, personnel and a couple of medics.

2nd Irish Regiment of Canada can provide us with generators, fire equipment, trucks, cots and bunk beds.

**Sudbury
Ontario
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation). – No, The City of Greater Sudbury would currently counts on local media to broadcast important information.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? Yes, Our community would benefit from the unilateral ability. However, there should be designated radio frequencies for emergency broadcasts that municipalities could access to deliver messages directly to the community.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? The only recent experience was the August 2003 Black Out. Costs associated with that were filed the same month and the city has yet to receive any funding for this emergency. How long does it take for this help to arrive? During the Black out the City contacted the Provincial Operations Centre the information they were provided was not as accurate or timely as the news media. E.g. The POC could not confirm that the Premier had declared a Provincial Emergency. Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? The is a hypothetical question that cannot be answered. It would depend on the event and severity. However, in a CBRN type of event currently we may require provincial assistance. What would be a reasonable time limit for this help to arrive? One hour or less. The reality is in certain events time is crucial therefore it is imperative that municipalities be provided the financial support to develop local response capabilities than to rely on a couple of provincial teams that are a day away. Who should pay for it? The Federal and Provincial Governments should provide the adequate funding and standards for training of local emergency response teams.

Thunder Bay Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

My name is Terry Douglas and I have spent 30 years with the Thunder Bay Fire/Rescue Service, the last 3 as Director of Administration for the Fire Dept. January of this year I took on the added duties as Emergency Management Co-ordinator for the City of Thunder Bay. The City has a population of 120,000 and also provides mutual aid to surrounding municipalities and First Nation communities, an area of over 200 square miles. The City of Thunder Bay is an international port and has an international airport facility as well. Major industries include pulp and paper, grain handling facilities and major manufacturing enterprises. Thunder Bay is located a 45 minute drive to the U.S. border. We have experienced minor emergencies such as flooding and small chemical spills. We are also an evacuation centre for Northern Ontario when forest fires threaten outlying communities, and have had First Nation peoples in our city the past 3 summers staying at the University and College dorms.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Major emergencies at this time are for the most part naturally occurring, flood , forest fire, snow and ice storms and major power outages relating to same. We have joined hands with local industry and their CAER group that will in the future provide needed resources and expertise to handle most man made emergencies such as chemical spills within the community.

The city has a full time fire dept and similar police force. Our EMS service is somewhat smaller but fully trained in most aspects and have had emergency planning and preparedness training, all services.

Because of our location within the province of Ontario, we are somewhat isolated by time and distance from a similar sized community that might be of assistance in a time of emergency.

We cannot expect help from the province for a very long time and therefore we

are somewhat self-sustaining in our response to emergencies. We would be able to handle most emergencies successfully without help, but would rely on the province and federal governments for specific types such as

bio-terrorism and cyber-attack. To this end we are in negotiations with the province to establish a CBRN first response team here in Thunder Bay. This would give us the capability not only to mitigate emergencies here in the city but in the whole of Northern Ontario as well.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Most questions asked in this regard I believe have been answered in the previous question. With regard to communications and media broadcasts, yes we can interrupt the local media for disaster reporting and yes, our command structure is in place with our emergency plan, but, as usual inter-departmental communications are somewhat stressed due to age of equipment and cost of replacement of same. What is required from Provincial and Federal agencies is a updated list of capabilities and equipment that can be accessed by our municipality in case of an emergency. This would go a long way in speeding up our response to an emergency if we knew where we could go to access this equipment and a time frame for delivery of same to the city.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

The City has a web site with all of the emergency information on it with regard to snowstorms, flooding and most natural occurring emergencies. In the event of a man made emergency such as a chemical spill and an evacuation of a certain area of the city is required, this also is in place. Civil disorder, terrorist threats, nuclear and other disasters although mentioned, have not received the necessary attention that they should have. All disasters depend on their scope and how they impact the cities ability to cope with same. In our city, we have great co-operation between the municipality and business to come together in the event of an emergency (CAER Group). As to specific warehousing of items the answer is no. INAC has a number of sleeping bags, fans and cots available in the region, but nowhere near the number required for a large scale evacuation of a portion of the city.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

The city's most pressing need would be the training and equipping of emergency responders to be able to at least contain an emergency and prevent it from becoming even larger. The training and funding from the higher levels of government has been somewhat lethargic in appearing. In a major emergency, because of our geographic location, we cannot expect any help for some time.

If an emergency is declared by the city, this gives us an opportunity to back bill the provincial government for certain costs associated with the emergency. The establishment of a Northern training facility for emergency responders would go a long way to giving the people a means by which to mitigate their own problems, prior to intervention from both Provincial and Federal governments.

JEPP funding has been difficult to access with a minimum 1 year wait to see if we receive funding. Guidelines seem to be very rigid and there may be easier ways to access this type of funding for emergency responders.

We have had very limited contact with OCIPEP and are not quite sure of their capabilities in the case of an emergency. Health Canada has not been

forthcoming with the whereabouts of any caches in our area and I have not seen any. I have contacted local reps and am in the process of visiting a possible mobile hospital.. CSIS, Canada Customs, Citizenship and DND have had a very limited impact on our Emergency Planning for our area. With the amount of expertise these departments have, it would be very beneficial for them, to share some of it, to make us, here in the North, better prepared for an emergency.

Saint John New Brunswick

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Answer: My name is Robert Simonds. I am the Fire Chief of the City of Saint John and the Assistant Director of the Saint John Emergency Management Organization. I have had occasion to serve as an emergency site manager, incident commander and Emergency Operations Centre coordinator during various types of emergencies. I have been with the fire service for approximately 24½ years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Answer: The City of Saint John covers approximately 126 square miles. It is considered to be an urban area; however, in the case of the peripheral areas of our city, I would consider them to be suburban and in a few instances rural in nature.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Answer: Our city has been categorized as the most industrial city in eastern Canada. We are home to the largest oil refinery in the country; the pulp and paper industry, a variety of processing, refining and manufacturing operations. We are a port city with an airport and a nuclear power facility adjacent to our community. The Saint John Fire Department provides initial emergency fire response to the Point Lepreau Nuclear facility.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Answer: Our community has experienced at least one significant emergency every 3-5 years. Examples include: Reversing Falls Explosion, January 1974; Ground Hog Gale, February 1976; City Jail Fire, June 1977; Glen Falls Flooding, February, 1981; Uptown Explosions, April, 1986; Ice Storm, January, 1998; IOL Refinery Explosion, June 1998; Expansion Avenue Fire, December, 1999; Y2K, January, 2000; Blizzards/Severe Weather Events, annually.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Answer: Significant changes in the climate and weather conditions pose natural threats to our community. As a port city with the world's highest tides, we are prone to flooding and substantial precipitation. As referenced, as a highly industrialized city, there are many industrial operations within our community that have the potential to impact public safety and quality of life.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Answer: Currently, our organization has completed a variety of contingency plans with respect to local emergency preparedness. By comparison to other municipal units within our province, our staff is well trained and well organized; however, limited resources (human) and other challenges continue to limit our ability to make further advances in this area. More planning is required and better integration of our emergency plans with local industry continues to be a primary objective.

2.3 For your community, what is a major emergency?

Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

Answer: Examples that were provided in the questionnaire serve to reflect some of the types of incidences that our community would categorize as a major emergency.

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Answer: Through experience, we know that our community can respond to a major emergency; however, as noted, we need to enhance our response plans, develop Standard Operating Guidelines for responding personnel, broaden our emergency preparedness training initiatives and conduct further inventory of our equipment and resources.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Answer: We would consider a successful response to a major emergency as one in terms of appropriate response, mitigation and recovery. We would anticipate that the Provincial EMO would serve to support in this initiative.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Answer: Clearly, there is an expectation on our part that federal and provincial authorities would provide support in responding to the emergencies as described herein.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Answer: Most recently, we have acquired one full-time director for Saint John EMO and the resources available to her are shared resources among the various municipal departments.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Answer: We believe we can adequately respond to a significant emergency for a period of seven days. (depending upon the nature of the emergency) We would anticipate that it would take 48 hours for regional assistance to arrive and become acquainted with the situation at hand.

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

Answer: We are not satisfied with the communications structure that currently exists. Currently, there are a variety of radio communications systems being utilized in the region and as such, inoperability continues to exist. If we were to participate in a unified command model, that would be problematic. Currently, we resolve these challenges in an ad hoc fashion.

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

Answer: We do not have this capability.

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

Answer: It would be most desirable to have better links with our federal and provincial counterparts.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

Answer: We have most recently conducted some research in this area. A team of corporate public information officials within our community are reviewing the manner in which this type of initiative can be carried out and it is anticipated that we will become more proactive in this regard.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

Answer: No. We have not identified warehoused supplies required to handle various emergencies and disasters. Although this would be desirable, it has not been completed to date.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Answer: It would be desirable to have equipment and funding available from the senior levels of government to enable us to meet our operational objectives. Secondly, it is also desirable that the senior level of government have access to specialized trained teams that carry out jobs, specific functions that would be beyond the normal response of most municipal units, i.e. SARS, etc..

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Answer: Although we have received some JEPP funding, we would suggest that more financial support is needed. As a highly industrialized community, we would argue that we are more vulnerable than other municipal units and as such, enhanced funding and more financial resources would enable us to ensure that our response capabilities meet our community risk assessment.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it? With respect to the federal government:

Answer: In a major emergency, we would hope that the provincial government would take a lead role. We would *hope* that assistance would arrive within 24 hours and that the provincial government would provide funding to support us through this endeavour.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Answer: This question is very vague; however, I would clearly suggest that if our community experienced a Swiss Air 111 type of disaster, that federal support would be expected. This would be categorized as an *unwritten understanding*. If an opportunity did exist to formalize such an agreement prior to such an event, it would be very advantageous.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Answer: As referenced, JEPP funding has enabled us to achieve some of our organizational objectives; however, the scope of the program and the process by which one submits their applications can be improved.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Answer: I would suggest that the leadership and coordination provided by OCIPEP is much more focused today than perhaps it was during the days of the Canadian Emergency Preparedness College. OCIPEP needs to better communicate their roles, responsibilities and capabilities to the emergency preparedness agencies across this country.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Answer: I am not overly conversant with OCIPEP's capabilities in this area.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Answer: I am not aware of where the emergency caches are located within this region. Many years ago, I had heard that there were a variety of materials stored in the region; however, no specific location was ever provided. This information would be useful and appropriate for local emergency management agencies.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Answer: As a municipal emergency preparedness agency, we have not incorporated the involvement of the Canadian CSIS or Customs and Immigration in our plans. I could not categorically say that there is no need for them to be involved in emergencies; however, given the nature of the emergency, it is possible.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Answer: DND is not part of our emergency plan. It would be expected that if DND were involved, it would no longer be a local state of emergency, but a provincially designated emergency.

**Saint John
New Brunswick
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Answer: Our community does not have unilateral ability to interrupt on command programming.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

Answer: We are counting on the co-operation of local broadcasters to assist us in this endeavour. We have developed contingency plans with respect to contacting the broadcasters after hours; however, it would be advantageous to interrupt programs to notify of an emergency.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? Answer: Fortunately, we have not had occasion to require substantial support from the provincial government during a major emergency. Traditionally, they monitor our activities and provide us with advice.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? Answer: In the event of a major emergency, we may require support from the provincial government. We would hope that they would be deployed within 24 hours and it is our understanding that monies would only be provided should it become a provincially designated emergency rather than a local state of emergency.

Moncton New Brunswick

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

John R. Allain is Director of Emergency Planning for the City of Moncton. He is the Commissioner of Public Transit for the Metro area of Moncton and serves as a member of the Canadian Forces Reserves as a Lt. Colonel. Allain has been fully accredited by the Emergency Preparedness College at Arnprior and has held the post of Director, Emergency Planning for the City of Moncton for 21 years.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Metro Moncton is a tri-community area comprising of the City of Moncton, City of Dieppe, Town of Riverview and the Local Service District of Lakeside. Population is 117,000 people.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

The Moncton International Airport is Transport Canada's latest addition to the National Strategic Airport System and the largest air cargo hub in Atlantic Canada. Moreover, Moncton is the rail hub for Atlantic Canada with all rail and road cargo, including hazardous commodities passing through its jurisdiction. The Navcan Centre handles all flights crossing into Canadian airspace on the Eastern Seaboard.

Moncton is New Brunswick's largest urban center and is the regional commercial center for south-eastern New Brunswick which includes two regional hospitals, two universities and two colleges.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Moncton has implemented its emergency response plan 6 times in the last 5 years:

- 1999 – Flood (Evacuations only 3 days)
- 2000 – Francophone Summit
- 2000 – Flood (Evacuations only 2 days)
- 2001 – 9/11 (2300 people + 12 aircraft for 4 days)
- 2002 – Flood (2 days)
- 2003 – Ice Storm (5 days)

Moncton played a pivotal role during the 9/11 response and subsequent Anthrax alert. During the 2003 Ice Storm, power was severed for 96 hours during the peak of winter in –15 degree temperatures.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Natural

Atmospheric

Floods – Moncton is home to the Petitcodiac River, the only tidal bore in the western hemisphere where tides can rise 45 feet in 30 minutes.

Any rainfall accumulation in excess of 50mm in 4 hours will cause flooding in the City's core. Frequency is about every 24 months.

Snowfall – Moncton experienced a 5 ½ foot snowstorm in 1992. The emergency response was in support of 2 regional hospitals.

Hurricanes – One in 1995 and 2002; both threatened extensive damage.

Ice Storm – as stated earlier.

Environmental

As the Eastern Canadian hub for rail and road transportation, all transport trucks and trains pass directly through Moncton from Central Canada and the Halifax Port Authority.

Man Made

Moncton has taken part in a number of incidents and events in the last 3 years. In 1999, the Francophone Summit provided the opportunity for police and fire personnel to undergo advance training in chemical, biological and nuclear threats. This training provided the only response capability in New Brunswick during the anthrax incident with 21 responses (50% involving air cargo traffic through the FedEx and Purolator hubs at the Moncton International Airport.

9/11

Moncton provided logistical and relief assistance to 2,300 foreign visitors during the 9/11 crisis. This included diplomats, hazardous cargo and escorted prisoners. A support staff of 470 workers were able to provide all services in 6 languages, accommodations and 10,000 meals per day.

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Training is conducted on a routine basis; however, specialized on-going training and equipment is needed.

With as many responses in a short period of time, readiness in the Moncton area is high.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.3

Train tanker car (Small)

Water supply

Flood

- 25 people/day (Small)
- 100 people/day (Intermediate)
- 100 people (Small)
- 1,000 people (Intermediate – but doable)
- 10,000 people (Large – but doable)

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Moncton is prepared for an emerging response with the necessary plans and personnel.

Equipment and training at the advance level is needed. Priorities include:

- Hazardous Response
- Pandemic & Health Related
- Communications & Equipment
- Biological Response

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Success – the ability to contain and mitigate the emergency without additional support.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We would like to handle a cyber-attack, chemical and biological threat. We would require assistance for radiological and nuclear disasters.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Resources

All personnel are assigned duties as a secondary requirement of their job. Resources for basic training is provided and courses available through Provincial and Federal agencies.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

A major response would be depleted in terms of human resources in 5 – 6 days. Regional assistance would require a 3 – 4 day work-up.

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

Yes, we are satisfied.

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

Yes

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

Yes. Absolutely. This is extremely important.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

Communication and outreach is regular and routine.

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

No. The crucial are equipment related and expensive.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

In both major events, 9/11 and the Francophone Summit, Provincial and Federal assistance in dealing with the immediate needs were very good. After-action, especially claims and reimbursements, were extremely poor, especially in flood and ice storm related incidents.

Governmental Priorities should include equipment and specialized training incentives and financial assistance in procuring specialized equipment. Policy, in terms of area of responsibilities and capability standards, are extremely important.

The ability to 'expedite' finance recovery is absolute. Communities will be reluctant to act if they feel they will be stuck with the bill.

In the case of the anthrax incidents, the City of Moncton had little help and guidance from health and government. All was very clear there was no protocol. The City was receiving requests from all other urban centers in New Brunswick.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No we are clearly not satisfied.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government

Full support. We assume 3 – 4 days.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Full support. It should be formalized.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

J.E.P.P. has impeded are ability to improve emergency preparedness.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

No. I've never heard of them.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No. It is policy driven.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No

Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

No. Not aware.

No. No info given.

This is a real surprise.

No. No consultation.

No. Could not Locate.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

We are not permitted to have federal personnel in our E.O.C.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No, it is not linked.

The assistance received in the past was excellent.

Sarnia Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Cal Gardner Sarnia Emergency Management Coordinator. Federal Courses Emergency Operations Centre Management Course, Emergency Site Management Course, The Canadian Land Force Command & Staff Course on Domestic Operations. Provincial Courses include Emergency Preparedness and Response Course, Exercise Design, Community Emergency Management Course, CN Incident Command Course Etc.

Our community is both rural and urban. The rural area makes up one third of the City's land use.

The City of Sarnia produces or ships 40% of all the chemical production in Canada, which represents 80% of the chemicals produced in Ontario. We have over 32 industries in the area of which 22 are major industrial plants. The City of Sarnia is a border city and is the largest border crossing in Ontario of dangerous goods using two international bridges. Our international rail way yard is the second largest in Canada next to Vancouver. We could require a massive casualty response in an emergency, which could become an international response because of our close proximity to the U.S. and their public.

This year we have had three code 6 calls from the Chemical Valley in which the public was ordered to "shelter-in-place" because of a toxic

release. This occurred as recently as April 14th because of a massive power failure to the Chemical Valley. The latest incident occurred on April 20th with an H2S release. We have approx. 300 code 8 each year in the Valley.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Chemical release or transportation involving a chemical release would be our biggest man made threat to our community. The largest natural threat to our community would be tornado or high winds. We have aprox. 15 tornado cells in the area each year coming up from the U.S. mid west area. A tornado in the Chemical Valley would be a disaster.

2.2 We have probably one of the best local notification systems in Canada. Currently we have municipal sirens (new in 2002) the ability to interrupt local cable TV. And radio. We currently have a trial going on

with industry Canada and Bell Canada on a rapid Emergency Notification dialer that Washington is looking at. We also have a Chemical Valley Emergency Radio system that Emergency responders, Industry and Hospitals are all connected to. We also have four industrial hazmat response teams in the area and one of the largest supplies of fire foam in North America.

A release into the local water supply of a present chemical that would cause illness to down river drinking supplies could be a major concern for larger communities down river like Detroit or Windsor. The City of Sarnia could look after approx. 500 to 1000 people in our first reception centre but top open additional Emergency Reception Centres would have a great impact on our community. If we had to take 100 people or even 50 people to our Emergency Rooms it would bring our hospitals to its knees. We have a current Municipal Emergency Plan, A mutual Aid Plan with local Industries and with Port Huron U.S. We have reception Centre Plans and Shelter-in-place plans. Our current Evacuation Plans need additional Plans because are geographical lay out hampers any Emergency Evacuations. To the west of our community we have the St. Clair River, which borders the U.S. To the north of the City we have Lake Huron and to the south of the City we have the Chemical Valley. That leaves only 5 major roads heading east out of the City. Any Evacuation would take time and would be difficult to do. Mutual Aid of personnel and equipment is readily available.

Our community would most likely be able to contain a chemical crises based on past experience federal or Provincial assistance would not be immediately available to us. The need would be there if the crisis was to continue for any length of time.

Unfortunately the Federal Government supplied a CBRN unit in Windsor, Toronto and in Ottawa yet Sarnia Represents 80% of all the chemicals in Ontario and dangerous goods which are shipped to the U.S. go through Sarnia and not through Windsor??? We are also the supplier of fuel for NASA yet we would have to rely on the Province or Federal Government to respond to a cyber-attack or a chemical, biological, radiological, nuclear disaster as are hazmat teams are privately owned and not capable of these responses.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 We have one E.O.C. and funding is very limited. Industry at one time was a source of money and people but industry has been backing away from this responsibility because of a lack of both federal and provincial support.

3.2 Any form of regional assistance to arrive in Sarnia would take one hour. Experienced help and equipment to handle our routine incidents would take at least 3 to 4 hours to arrive and not in any huge quantity.

3.3 Our Communications structure is one of the best in communications equipment from between the emergency first responders and between the municipality and the public.

3.4 Yes we can interrupt local and national television and Radio from the local level. We can also sound in whole, group or individually municipal sirens (2002) We are currently working on a project with Industry Canada and Bell Canada on a rapid telephone dialer that can send numerous messages out by way of phone, e-mail, pager, cell phone and by text message/audio/visual/and loud voice announcements right into the home with confirmation to the sender. It will also shake a bed or activate strobe lights for the hearing impaired. We are also about to invest in an Emergency local FM radio station for continuous broadcasting.

3.5 We are always looking for stronger links with the relevant provincial and federal government agencies. We currently have a very good relationship with the federal department of Oceans and Fisheries, which has its central Arctic headquarters in Sarnia and with the Canada Customs and Immigration.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 We have an Emergency Management Website, which provides various self-help guidelines on Chemical Releases, Winter Driving, Tornado Warnings, Power outages Etc. We also provide a quarterly Community Report on Emergencies through CAER on public safety and personal Action Guides as well as a Video Training tape on what to do during and emergency. There is also an educational package for the schools.

4.2 No we do not house in warehouses the supplies needed tom handle various emergencies except for the Emergency Reception kits with registration and inquiry forms and vests for the volunteers.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No

Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 We expect the federal and Provincial governments to place rapid intervention teams in locations which have the greatest potential to not only affect themselves but other municipalities (drinking Water) The potential for Chemical releases is greatest in Sarnia than any where else in Ontario and so is the training for a team. But the teams that respond are nowhere around here. Why ???

5.2 No not at all. JEPP funding is nearly imposable to get with out the local support of the regional Emergency Management Ontario Regional Officers Support. I believe that the Province wants to see the local community have financial support from Industry. Industry has reduced its financial support to the Community. The Community is left funding all the projects on going costs like sirens and Command Centre etc that there is no money left to pay our share of JEPP training / Projects. The Federal JEPP funding fiscal year does not work with the Municipal Fiscal year so no one can really count on the money being there when you need it. When it does appear for some smaller communities that are seen to be in greater need you only have two weeks to spend the money.

In a major emergency the City would only declare if all our resources where gone and we had depleted our finances. It would take some time to get federal resources out unless the local armouries could help us but that would have to go up the chain of command. If we had something like the national guard or a large FEMMA organization it might be a different story.

5.4 Mutual aid from the Province or from the Federal Government should be in the form of a mutual aid document. Municipalities are required to have fire mutual aid agreement why not between government bodies.

5.5 I really believe that Joint Emergency Preparedness Program funding may help smaller communities but larger municipalities are not benefiting from this. Municipal Councils some times use it, as a way of not funding needed emergency equipment. If the JEPP does not come through than the local municipal council has a way out.

I believe the Office of Critical Infrastructure Protection and Emergency Preparedness (OC�PEP) is not funded enough and has too few people to be of any help to any major incident in Canada. It is no FEMMA but the expectations of this department by the general population would be high in a real emergency. Example S.A.R.S and the Mad Cow incident. How much will this cost Canada. Would it not be better to fund this department better? The title is far to long and needs to be shorten. Why not "Emergency Management Canada" or even Federal Emergency Management Canada"

No I do not think it could cope for too long I believe that there just isn't enough staff to cope with a long-term incident especially if there were more than one.

I do not know of any Health Canada cache unless they are referring to Emergency Reception Centre Kits for which the instructions are not included.

The Canadian Security Intelligence Service is included in our Municipal Emergency Plan. They have also been briefed on security issues with our Chemical Valley because of the potentials. Customs and Immigration are included in our plans, as well but will do not meet with many federal departments that often. These departments should be included in our Emergency Management meets.

Our involvement with DND is limited. That are included in our Municipal Plan but once again they are often forgotten and not included in local Emergency Management Issues. This needs to be addressed. There help could have been used a number of times for domestic issues related around setting up emergency Road blocks during a chemical release or emergency security around a plant?

Nanaimo British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

City of Nanaimo, BC (East coast of Vancouver island)

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Pop. 77,000 in 51 Sq Km., 12km long x 4km wide (+/-), mixed zoning

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Duke Point Industrial area
Nanaimo Port
Nanaimo Airport (YCD)
BC Ferries terminals

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Experience an emergency or disaster? Level one - Daily (i.e. over 4,000 calls to NFR yearly add RCMP etc.) Level two - Emergency Coordination Center activated 4 times in 2 yrs Level three – No multi-jurisdictional activations in past 5 years
--

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

1. Aircraft Crashes	12. Marine Accidents
2. Atmospheric Hazards	13. Motor Vehicle Crashes
3. Dam Failures	Power Outage
4. Disease and Epidemics	Rail Crashes
5. Drought	Seismic Hazards
6. Explosions	Social Disturbances
7. Fires - Urban and Rural	Structural Collapse
8. Flooding	Telecommunications Failure
Hazardous Spills	Terrorism
Landslide / Debris Flows	Volcanic Ash Fallout
Lost Person(s)	Wildfire

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Currently we feel comfortable with the ongoing preparation of emergency response and recovery in Nanaimo and Central Vancouver Island.

We have an Emergency Program Guide in place (an 5 year plan) and an Emergency Response and Recovery plan to current BC standards (BCERMS) based on our 22 identified risks.

WE have Emergency Management agreements in place with neighbouring communities and regional districts.

We have trained and educated hundreds with our identified training plans for Personal, Neighbourhood /Business and Community organizations, and Career agencies within our area.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

All and we are in a recognized Sub-diction zone and urban interface is a likely scenario.

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Ongoing and improving

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We are planning for and working towards self-reliance. Common myth: thinking the government will take care of me right away.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Under our community policies we will, depending on the level of the threat expect the responsible parties to perform their prescribed duties.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Principals of Business continuity (i.e. access to manual systems cash etc.) are built-in to the response and recovery plans
Training and functional redundancy is on going
Capital plans are in place for upgrade and new equipment purchases

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We have adopted and trained regionally to common standards and current estimates determine we could sustain government infrastructure for 24/7 for 1 to 2 weeks dependent on the incident/hazard.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Currently reviewing existing protocols and updating
Are planning SOG's designed and based on ICS and unified command structures

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Local television and radio discussions have taken place but nothing at the provincial or national level

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

Current communications are adequate with relevant Provincial levels
Process is for Local authorities to access Federal involvement through Provincial level and at current time there is limited contact with Federal gov.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

We have trained and educated hundreds with our identified training plans for Personal, Neighbourhood /Business and Community organizations, and Career agencies within our area.

Personal preparedness – water, food, shelter and special needs for loved one (pets included) for minimum 72 hours

Neighbourhood preparedness – six disaster teams

Rapid Damage Assessment

Rapid Search & Rescue

Rapid first Aid

Safety and Security

Shelter and Special needs

Communications

Community Preparedness

Emergency Program Guide

Emergency Response and Recovery Plan

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

Local Supplier agreements are in place for some of the required logistics
Back up and emergency water supply is in place
External resource supplies are in place for some of the required logistics

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Education, equipment and money
Hazardous materials response capabilities
Neighbourhood training

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

With respect to the federal government: JEPP is nice but not enough

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

As in the forest fires this year
Up to one week and Provincial and Federal funds

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Under our community policies we will, depending on the level of the threat expect the responsible parties to perform their prescribed duties.
Unwritten understanding

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Yes JEPP is helpful but very uncertain

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Never satisfied but the brochures, handouts, web information is helpfull

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

As good as they can, dependant on the current levels of cooperation and coordination.
Without a common management system (like ICS) this task will be formidable.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes Were you given procedure information regarding the use of these caches? No Were you consulted on the usefulness of these caches? No Could you find a cache in your community and report on the usefulness of its contents?

YES

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

CSIS through RCMP

No for customs

Limited assistance is expected (not including local RCMP, good relations)

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes, good communications and involvement in planning
DND locally will be a participating partner

**Nanaimo
British Columbia
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

We have agreements with local media corporations to interrupt local broadcasts and advise the public. No higher level of governmental authority has been officially granted.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?
YES, for national media

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

As in the forest fires this year

Up to one week and Provincial and Federal funds

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

Please understand that one of the barriers from a BC municipalities point of view is that the Provincial and Federal governments offer very little to the communities on a day to day basis so it is hard to trust that during a wide spread major or catastrophic event that these levels will come through in a timely manner and with the required logistics or financial support.

Example: BC is at risk of subduction earthquakes and there is one heavy urban rescue team that never gets deployed.

Peterborough Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

I am the Emergency Planner CEMC for the City of Peterborough. Have done this for 11 years. My experience is at County, City, Municipal levels. Attended Arnprior for courses.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

City of Peterborough is 75,000 population.

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Have small airport, small industry and is a great retirement tourist area.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Had two activation of the ECG, once nuclear standby and once flood situations

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Transport of dangerous good, storms, flood....

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We have very proactive program.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

yes

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days?

How about 100 people a day for 7 days?

yes

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

yes

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Yes, plans and train and exercise annually

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We will address the situation ourselves and ask for rescues if we need them.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We handle first response, and protect our city. If the prov or feds have rescues we can use, we will work with them

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Our emerg plan address our resources and depending on the situation

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational

plan took place? How long would it take for regional assistance to arrive, if available?

Depends on the situation, but work with other communities to address support

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Emergency services are working together to address all speaking the same language

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Locals stations provide us the needs

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Prov is doing well, need feds to understand us better. And we need to understand feds better. Two way street

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Limited, as in not enough hours in the day. Emerg prepare week helps get some message out...

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

No, and I do not feel budget and space would ever allow for that. Instead we have agreement to open stores on emerg basis.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Support for training of emergency control group members, and support of EOC. Education would be great, but need to get our house in order and then to share responsibility.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No, not at all... JEPP is very limited and the only source...

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Prov will help when we need certain needs. I feel we all have responsibilities, and communities ability to pay is an issue, and we need to share the debt of any situations

With respect to the federal government: same

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalised?

No... only when prov support runs out..

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

JEPP is great, not enough... if we are serious then we must get ready to pay ..

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

After 11 years little or no support

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Not sure

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No nope Were you

given procedure information regarding the use of these caches? No, not at all Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

No to all the above

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

none

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Not at all, told not appropriate

Saint Jean sur Richelieu Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 I am the assistant co-ordinator of emergency preparedness and daily co-ordinator of economic development. I was co-ordinator of emergency measures during the ice storm and, for several years, I have been the main person in charge during the recurrent floods along the Richelieu River. I have attended several training sessions.

1.2 The new municipality of Saint-Jean-sur-Richelieu has a population of 82,000 inhabitants. Mainly urban but with a rural fringe.

1.3 We are situated 35 kilometres from the American border. We have an airport. The CN and CP railroads go through our City as does highway 35.

1.4 The Richelieu River floods yearly. We have serious flooding about 5 times in every 20 years .

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

- 2.1
- Spring flooding
 - A seaplane accident
 - A fire involving hazardous products

These are the three major risks identified in our plan.

2.2 The annual implementation of our emergency preparedness plan for them period of floods is our guide for all other possible emergencies.

2.3 All the examples cited seem to be serious risks to us. Spills and floods are the two most applicable to our situation.

2.4 We have a plan, personnel and material.

2.5 Our plan indicates the measures to be taken

2.6 If the need arises, the governments would be called in for large scale disasters.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 The City has an annual budget of \$85 million and counts more than 700 permanent or temporary employees.

3.2 If the disaster should exceed our means of response.

3.3 There is a regional Public Security office (agency of the Ministry of Public Security) right in front of our co-ordination centre.

3.4 a. Our municipality has no power to interrupt broadcasts.
b. Understandings have been made with local media (radio and newspapers)

3.5 We find the current links satisfactory.

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?

4.1 We have sent out forms adapted to all citizens and we communicate with them on various occasions during the year.

4.2 We have service agreements with various suppliers, including the Red Cross.

5. How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The following questions have to do with assistance from the federal government.

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 *Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?*

5.10 *Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?*

5.1 The new legislation, act 173, adopted by Quebec responds perfectly to the needs of municipalities. It is still a matter of adopting some by-laws and identifying the accredited training programs needed.

5.2 Yes.

5.3 The provincial government must back us up and meet our specific demands. Funding must come from this government.

5.4 The federal government has a support role to play, especially in the domains included within its competence.

5.5 The assistance program must be maintained.

5.6 As an organization depending of the provincial government, we are poorly informed concerning broad national orientations.

5.7 I don't know anything about this.

5.8 I have no knowledge of these caches.

5.9 No.

5.10 As we have the Saint-Jean barracks on our territory, our plan does include interactions with the army.

Longueuil Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip over any statement that does not apply.

1. Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Director of Fire Department
As I have worked in the field for 27 years, I have acquired training and experience over those years.

1.2 Urban municipality: 1,408 citizens/ square km (273 square km)

1.3 The Saint-Hubert airport is located on our territory and our municipality faces the Port of Montreal. Several large industrial plants are also located on our territory.

1.4 We do a test run of the emergency preparedness plan once or twice a year.

2. What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- **A train tanker-car that bursts and spills a hazardous chemical?**
- **The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?**
- **A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?**
- **How large a fire and how severe an earthquake?**

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency: Resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 The greatest disaster we have experienced to date was the 1998 ice storm

2.2 We are a municipality resulting from a merger carried out 2 years ago. Despite our short existence, I feel that our level of preparedness is improving from month to month. For the moment, I would say that it is acceptable. Our administrative modifications have changed the jobs of several employees and certain training adjustments will be necessary.

2.3 Each of the examples describes a major disaster: those involving a biological agent (100 persons/7 days) and flooding are not likely. But if we had to evacuate 1,000 people it would pose a major problem. An earthquake and fire—obviously, fires like those in the World Trade Center would call for help.

2.4 I feel that we are capable of dealing with a disaster, but our resources are limited. As to emergency preparedness plans, there are some in place but they need more work.

2.5 We have at our disposal several resources, but we would no doubt need the help of organizations such as the Red Cross to back up our procedures.

2.6 For CBRNs we would call on the provincial plans which have equipped the City of Montreal's Fire Department to deal with just such cases.

3. Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 I would think so. The City has more than 2,500 employees, more than 300 firefighters, and more than 500 police officers. As concerns equipment, we believe we have the necessary back-ups.

3.2 Unable to answer this question.

3.3 N/A

3.4 N/A

3.5 Yes, why not?

4. Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e. homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No. Could you elaborate?*

4.1 We have not yet reached this point, but this objective will be one of our priorities in the months to come.

4.2 N/A

5. How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal governments most immediate priorities?*

No answer to this question.

5.2 *Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?*

No answer to this question.

5.3 *In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?*

No answer to this question.

The following questions have to do with assistance from the federal government.

5.4 *Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?*

No answer to this question.

5.5 *Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?*

N/A

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

N/A

5.7 Are you confident the OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

N/A

5.8 Health Canada informed the Committee that there are about 1,600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No. Could you find a cache in your community and report on the usefulness of the contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

N/A

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Support from army (Example: 1998 ice storm)

Kamloops British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

David Marcotte, Deputy Chief of Kamloops Fire & Rescue. I am also the Emergency Coordinator for the City of Kamloops

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Our city covers 362 sq Kilometres (includes the First Nation Land which we cover) Our community is mixed. The population of Kamloops is 81,000

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

We have 2 major railways 2 major highways that go right through our city .We also have 2 large rivers that meet at our city .The highways are the TCH and the Yellowhead.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

We are effected by flooding potential every Spring, depending on the winter snow pack. We have had some serious floods over the last 50 years.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Flood, drought, transportation, interface fire (we are in a high risk area for interface fires)

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

We feel that we are well prepared at this time . This does not mean that we are totally comfortable in all disaster management. We rewrote our emergency plan in 2002. The Prov.Em .Program ,has an office in our city,so we have good support. Training is always a need. I feel that some disaster management training would be a great asset.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?
The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?
A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?
How large a fire and how severe an earthquake? Yes all of the above would be a major emergency. Whenever our resources are taxed we then consider it as a major event.

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

We have a plan and we have personal that understand the process.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

It depends on the event and the jurisdictional responsibility. We hope we can hold things in check,and maybe even bring our city back to recovery.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes we are not trained to handle such an event without assistance.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

It once again depends on the event. We have access to whatever equipment the city owns. If the event has a declaration of a state of local emergency, then we have extra powers to obtain more equipment. As for \$ we never have enough.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

We would only be able to handle 1 major and then our resources would be taxed

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes we use the "Incident Command System" in the Prov.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Yes we have a good relationship with our media

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes it always is comforting to have those links. The provincial government is quite good.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

We have done a number of community talks and have a good ESS program.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur?

Yes No Could you elaborate? We have some supplies but could use more.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

I think all of the above are needs here, our teams are not specified for just major disasters but also do the small things as well. Education ,equipment & \$ for responders could be well used here

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

Somewhat, we have had some Provincial money for our flooding.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

The Province supplies help at their cost.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

I need to understand this process better, A training session sure would help.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

We used a JEPP grant in the past , but year round access would make things easier. We do not always budget for our 50%.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

I need more training as to what their mandate is

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

No I need more training

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of

this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

Need training

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Need more knowledge

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No

Red Deer Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

Jim Pendergast Deputy Chief Operations City of Red Deer Emergency Services. 25+ years in the Fire/EMS field. jimp@city.red-deer.ab.ca 403-346-5511

RDES is a fully integrated Fire/Rescue/EMS/E911/Dispatch Service. 71,000 population (2001), urban, 11.43 people per square kilometre, 62.08 km²

near (15Kms) to 2 large petro-chemical plants, 12 Kms to an industrial airport, and adjacent to highway 2 (the major north/south corridor for Alberta). Both CNR and CPR have their main tracks in or adjacent to the city.

1 or more a year for the last 3 years, including a tornado, NH3 derailment, and highway closure due to snow.

2) What is your community's risk assessment and response capability?

2.1 *What are the main natural and man-made threats to your community?*

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 tornado, flood, and severe snow/ice/cold. Transportation incidents.

2.2 All except earthquake (unlikely)

2.3 a plan that has been used 5 times in the last 3 years

2.5 Resolving and in very large incidents containing until Provincial help.

2.6 We are a CBRN response team-equipped but not trained yet.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

<p>3.1 we have a fully equipped CBRN team through a JEPP grant. Not trained yet.</p> <p>3.2 One would use up all of our resources plus mutual aid.</p> <p>3.3 satisfied</p> <p>3.4 yes</p> <p>3.5 no Provincial links are great—no direct federal links.</p>
--

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

<p>4.1 Public service announcements and web site information re—the public must be able to be self sufficient for the first 72 hours.</p> <p>4.2 yes except medical supplies such as pandemic influenza vaccines— atropine is soon to be stock piled.</p>

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 should provide user friendly CBRN training and ongoing maintenance costs. 5.2 yes 5.3 yes 5.4 no

5.5 somewhat helpful

5.6 very unsatisfied—not responsive to our needs at all—need to replace top level management (CPEC)

5.7 not confident at all—I am convinced that it will be a bureaucratic nightmare.

5.8 No to all.

5.9 No to all—none.

**Red Deer
Alberta
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Yes we can access all local electronic media to broadcast an emergency tone and announcement.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

The provincial gov has been very helpful in a support role in major emergencies. It takes from 30 minutes to 2 hours for personnel to arrive. No cost to the city.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

We use them for support such as air monitoring, EOC support etc.

Sault Ste. Marie Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 Community Emergency Mgmt. Coordinator (Legislated by Province)
23 years as Police officer/Courses related to Emergency Preparedness

1.2 Population 2001 Census 74,500
Square Kilometre 223.45 mixed rural and urban

1.3 Yes, all of the above

1.4 "declared" emergencies as per legislation" - none that I am aware of

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Power outages/severe weather/illness /international bridge

2.2 Sufficiently prepared plan wise/equipment facilities lacking/

2.3 First two/floods/ fire involving major disruption of services /effecting significant number of people.

2.4 plan in effect ...will depend on duration and severity

2.5 handling, resolving, and return to normal

2.6 Do the Feds not have responsibility for CBRN disaster/cyber disaster would probably not originate here or be limited to here

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 *Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?*

3.4 *Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?*

3.5 *Would your community like tighter links with the relevant provincial and federal government agencies?*

3.1 Limited people and resources dependent on the duration and type of disaster. Access to other equipment but may be constricted by how widespread the issues are

3.2 Probably one day anyway...

3.3 Adequate/limited resources

3.4 Local radio...we do not have local television other than non live cable

3.5 Feds and Prov. need to synchronize their requirements / Legislation / demands on communities

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 *What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?*

4.2 *Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?*

4.1 General information pamphlets

4.2 No we have some supplies however we have to obtain from private and other public organizations

5) How much provincial and federal assistance do you expect in an emergency?

5.1 *Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?*

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Equipment and teams within a reasonable distance

5.2 Not known

5.3 Financial aid...I have no idea how long the govt would take to find this! I would expect the government to cover a large portion of costs and

recovery.

5.4 The community will not be in a position to pay for disaster.

5.5 I don't find the JEPP process particularly user friendly and it is quite restrictive in what it can cover.

Not known

Not known

Not familiar with this

CSIS no/advisory capacity Canada Customs/only issues involving them

5.10 Technically not linked--- severe local limitations ----any major support would have to come from elsewhere in the military-would depend on emergency type

**Sault Ste. Marie
Ontario
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

3.4 a) NO

3.4 b) Private industry – informal agreement- official agreement –we would still be requiring radio station staff (Is this or was this not on CRTC licences- an obligation to provide this service????)

5.3 Do not recall incident where province was asked for assistance....if it were required the province should foot the bill or provide the money to pay others who are already trained in disaster for example Red Cross

Lethbridge Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

Lethbridge occupies 124.32* square kilometres.
Total population: 72,717* (2002) an increase of 5.83% in 1999.
584.91* people / sq. km
Located approximately 97 Kilometres from the nearest US/Canada border crossing (Coutts, AB)
In 2001, the airport located just outside of city limits saw a total of 38,996 aircraft movements, and serviced 63,954 passengers.
Lethbridge is located along a major route of the Canadian Pacific Railway (official rail traffic figures in progress)

*Information taken from the 2002 City of Lethbridge Census

2) What is your community's risk assessment and response capability?

2.1 *What are the main natural and man-made threats to your community?*

2.2 *What is your organization's assessment of local emergency preparedness and training at the present time?*

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

<p>Major threats to the City of Lethbridge: flood, severe winter storm, fire, train derailment</p> <p>Major re-write and update of the City of Lethbridge Emergency/Disaster Plan in conjunction with Emergency Management Alberta representative completed in the Summer of 2003.</p> <p>Major exercise planned for January 2004</p> <p>Mutual Aid agreements with at least six surrounding communities (including emergency responders and equipment)</p>

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

City of Lethbridge By-law allows for the expenditure of any amount of money deemed necessary (by the Disaster Services Committee) to facilitate an effective disaster/emergency response.
The City of Lethbridge has mutual aid agreements with numerous communities in the surrounding area, as close as 5 km from Coalhurst, who are able to provide disaster relief assistance, if necessary.
Among other methods, the City of Lethbridge is able to use 3 local radio stations, and 2 local television stations to broadcast emergency-related messages.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

In 2001, the City of Lethbridge had the CARE (Community Action in Response to Emergencies) program that encouraged individual households and neighbourhoods to be prepared to be self-sufficient for a minimum of 2 days in an emergency situation. Interest has been expressed by the Disaster Social Services sector in updating and regularly maintaining this program.
The City of Lethbridge maintains an Emergency Operations Centre. The EOC stocked with sufficient supplies to allow those in charge of emergency operations to manage emergency/disaster response effectively, while ensuring rest, nutrition and hydration are readily available.
An up-to-date equipment listing is available (both publicly- and privately-owned) to emergency operations personnel

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

<p>Provincial government assistance would be initiated with a phone call to the Emergency Management Alberta emergency report line The only link to the Department of National Defence is a reference to the organizations emergency number under the Federal Disaster Aid contacts. Funding for emergency preparedness continues to be an issue. Monies</p>
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from government sources go to smaller centres when in the event of a disaster they would be reliant on us for assistance. It would appear to make more sense to fund larger centres and have us invite those smaller communities to attend training from us.

Prince George British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

<p>Jeff Rowland, Fire Chief & Manager of Municipal Emergency Plan. I have had training in Emergency Site Management and EOC Operations. We have other people within the Fire Department who have training in emergency response.</p> <p>Prince George is 216 square miles – population 80,000. The community is a mix of rural and urban</p> <p>Our community has a number of major industrial facilities; 3 pulp mills, 2 chemical plants, several sawmills. We have a regional airport and sit at the intersection of two major BC highways. We also have two railroads, with rail yards in the city limits. All of these are facilities have the potential for mass casualty response.</p> <p>Our risk level for emergency disaster is low. In the past ten years we have had one rail car accident that could have escalated in a major problem. We have had two incidents where wild land fires threatened parts of the community. We have had three incidents of flooding. Flooding only affects limited areas of the city.</p>

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of

this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 *Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?*

5.10 *Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?*

Prince George
British Columbia
(Revised)

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

PLEASE INDICATE RESPONSES HERE

(a) Our community does not have the unilateral ability to interrupt on command, programming for urgent special announcements.

(b) We work in cooperation with the local broadcasters to provide urgent public information to our community.

We could benefit from legislation or authority to order this service in the event of a local state of emergency being declared.

(a) Our community relies on the provincial government for expertise resources and funding during a major emergency that exceeds our local resources.

(b) Should a major emergency occur the city would call upon the provincial government to activate their PREOC in support of our local resources? We expect this response to be immediate.

The activation of the provincial government PREOC is paid by the provincial government. The provincial government would pay any decisions with cost associated to them, made by the PREOC.

White Rock British Columbia

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 *Who are you, and what work experience do you have that relates to emergency response co-ordination?*

1.2 *How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?*

1.3 *Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?*

1.4 *How often does your community experience an emergency or disaster? Can you provide some statistics?*

R. B. McMurdo, Fire Chief & Emergency Co-ordinator 29 years FC and 14 years EC, 18,250 population in 3.5 Numerous courses in Emergency operations and Incident command, planning, response etc. Developed with consultant 1994 City of White Rock Emergency Response plan coordinated revisions to date. Private consultant on Em. Prep. 1998 to date.

City of White Rock is 3 sq mi. (7.76 sq. km) 2 sq mi (5 Sq km) Habitated with 18,250 population 2002, 9125 persons/sq mi (3,650 persons / sq km)

A densely populated sub urban sea side community with no heavy industry, a commercial and mid rise residential core and primarily single family with suite accommodations throughout city. The Burlington northern rail transports considerable amounts of Dangerous Goods along water front beach area any incident with DG on waterfront would impact population.

The City of White Rock is located on the south to North landing flight path to Vancouver International Airport and BNR Santa Fe rail transports approximately 1/3 of all dangerous goods moved in the greater Vancouver Region along the beach front through White Rock there is no

other heavy industry or major road transportation. Either air or rail incident in this densely populated area could require major mass casualty response.

The City of White Rock has experienced one weather related, subsequent flooding and land subsidence, and one Dangerous Goods events within the last 10 years where the EOC has been activated evacuations and personal displacements occurred and in the weather event 1999 considerable property damage occurred. The dangerous goods event 1996 was ruptured primary service gas line (4") and required evacuation of .5 mile radius in the city core with business closures and residential apartment evacuations. No property damage resulted from this event.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Main threats are EQ with steep terrain and water courses land movement is expected in significant earth quake. Dangerous Goods

route along water front is significant risk. Air crash has been determined a low but significant risk. Limited City resources would be augmented by Greater Vancouver regional resources through mutual aid response protocols which are in place provided other jurisdictions are not impacted by the same event.

2.2 Local Em Prep is at a moderate state and periodic reviews of plan are initiated. Local Administration and politicians have a good understanding of requirements for declarations of emergency and protocols. Provision for disaster mitigation works are made annual budget in past two years and Council is committed to continuing this process. As with any emergency plan exercises and updates are desirable.

2.3 All of the incidents indicated would constitute an activation of the EOC and Em plan. Any fire that threatens dislocates persons activates current Emergency Social services Plan. Local Fire Department is equipped to deal with one fire emergency incident and at Max two simultaneous incidents.

City of White Rock has proven it's plan does work. Response to Em Prep and ESS incidents have indicated success. Limitations to resources available by the size of the City workforce, Fire etc.

Obviously the resolve of any emergency crisis is the desired result. major emergency response capabilities are limited by size of workforce. Response protocols for mutual aid regional assistance and declarations of emergency and provincial assistance are in place.

Local RCMP, Fire will be first responders, Regional resources, and Provincial PREOC will be notified and required for any CBRN incident.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 As with most small jurisdictions Emergency operations equipment is

limited to response equipment for day to day types of emergencies. Some limited response and mitigation equipment and resources have been accumulated and are available such as sand bagging equipment, salt water pump apparatus,
3.2 Local resources would be rapidly depleted in any major incident regional resources are readily available if disaster does not effect other jurisdictions. Provincial Regional Emergency Operations Center has been permanently established in region.
3.3 No there is no Emergency governance structure for emergency operations in The Greater Vancouver Region. Each jurisdiction relies on it's own response and capabilities and the Mutual Aid agreements.
3.4 No
3.5 Uncertain. General relation with Provincial Emergency Program and response is good.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 On-going Em Prep and Life safety program. Distribution of literature and personal planning information on a continuous basis. Lectures and information sessions held by request.
4.2 Limited resources are available for response. EOC is prepared with food and water for operatives but no provision for public is made.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Immediate identification and funding of regional Haz Mat (Dangerous Goods) response agencies, Heavy urban search and rescue, Proper development of individual response protocols and localized warning system (radio TV) along with sufficient advertising information so the general public is aware where to get information and how to react to specific warnings.

5.2 Original plan 1994 was funded through JEPP grant at 50% JEPP process is cumbersome and has not been fully utilized by City of White Rock.

5.3 Under British Columbia legislation the declaration of an emergency and the provincial recognition of the emergency provide for response cost reimbursement and some recovery cost reimbursement. the province has been fast to respond when required.

5.4 Federal support will be required on a regional basis if Provincial resources are exhausted and where capabilities are available on federal level. ie CBRN .

5.5 JEPP is an obvious resource source but has been found time consuming and somewhat cumbersome for this small community. The timelines for grant application and processing have limited the City of white Rock's ability to take full advantage of these resources.

5.6 OCIPEP has a reputation of being divorced from the reality on the streets in emergency response. The recent expenditure of funds that were earmarked for improvement in levels of local protection on protection from Cyber threat is typical. While this may have been a needed expenditure the information provided regarding this funding suggested that it would be available in different areas.

5.7 OCIPEP like Municipal & Provincial Em Prep agencies is underfunded with very broad expectations. I am not confident that OCIPEP could provide the necessary overall co-ordination and response required in a major emergency at this time.

5.8 I am unaware of these Caches and the product or resource they could provide.

5.9 Non of these agencies are currently involved in plan. However plan is based on Unified Incident Command procedures which should allow integration of these agencies should the need arise. Local police agencies are in close liaison with CCR and Immigration due to Boarder proximity.

5.10 No Plan is not directly linked, however protocols for DND request for response are established through provincial and federal requests.

**White Rock
British Columbia
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation). No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions? Yes. Communication with the resident population is an issue under current review our Emergency plan relies on Broadcast cooperation and personal contact.

(a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it? Significant help through Provincial Emergency Program arrival time would depend on extent of Emergency. Funding for all extraordinary response costs is born by Provincial Emergency program if State of Emergency declared and task # assigned.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it? Provincial Emergency Program has designated Provincial Regional Emergency Operations Center which would be activated as soon as a state of emergency is declared by a local jurisdiction. BC Temporary Emergency Assignment Management System would supply required Provincial level personnel as required. Provincial Emergency Program covers all extraordinary response costs in a declared major event.

Belleville Ontario

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Gordon Gazley, Director Fire & Emergency Services, Belleville – (42 Years service-31 as Chief-18 as Mutual Aid Co-ordinator-16 as municipal emergency planning coordinator)

Of the 42 years, 25 were with the military fire service where I was Chief of three major airbases, worked NDHQ, and was Command Fire Marshal for Training Command).

Coordinated all site fire and rescue services for leaders of the world at the Montebello Summit Conference.

Assigned by Emergency Measures Ontario to coordinate provincial assistance for Hawksbury and four surrounding Townships during the ice storm emergency (a number of weeks).

Have dealt with a number of large emergencies including large loss of life emergencies.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

Dense in urban core – light in rural area

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

Industry, major rail & road links, 12 miles from major military airbase.

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

Emergencies – daily (includes major and large loss of life fires)

Mutual Aid for fire assistance – once every one or two years

Disaster necessitation formal implementation of provincial assistance – not in last 18 years at least

Partial internal activation of the plan to deal with unique emergencies – once every two or three years

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

As per any urban centre in Canada plus major road, rail, air links and river.

What is your organization's assessment of local emergency preparedness and training at the present time?

Deals effectively with major emergencies.

Needs more work and tune up with disaster planning to meet new mandated requirements of Ontario government.

2.2 For your community, what is a major emergency? Would any of these examples qualify?

Too general, depends on many variables and your definition of emergency vs. disaster.

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.3 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

Prepared to deal with most day to day major emergencies – again it depends on many variables and your definition of emergency vs. disaster.

Assistance for fire/rescue emergencies available through established Mutual Aid system.

Limited capability re: Nuclear, Chemical, Biological response – personnel are trained to Operational Level but we do not have Encapsulated suits for example.

Note: We did have the suits for a number of years but found that it was an expensive venture for the provision of suits with short shelf life that were never needed. With the continual downloading of cost from both senior levels of government and the need to control costs at the local level they were not replaced.

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

We resolve major emergencies on a regular basis - Again it depends on many variables and your definition of emergency vs. disaster.

For disasters involving NBC agents we would contain to the greatest degree possible consistent with personnel safety, save life is possible without needlessly sacrificing rescue personnel, secure the area, and await assistance.

Assistance is available from private industry and organizations, in addition senior levels of government.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

We will formally declare an emergency through the provincial EMO.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

Budget is 5-6 million. 65 full time, 40 volunteers, 11 suppression/rescue vehicles, 3 rescues boats, 8 support vehicles. We are well equipped for day to day emergencies.

We do not have specialized NCB equipment.

Back up equipment and personnel are available internally from off duty personnel and externally through Mutual Aid

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

Depletion depends on nature and circumstances of emergency.

Mutual Aid assistance – 30 minutes.

Provincial Advisory Assistance – 1.5 to two hours

Provincial hard assistance (HUSSAR for example) – 2.5 to 5 hours

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Inter-agency unified command structures require work.

Reason not in place – personnel/money/time constraints resulting from years of federal downloading to provinces resulting in provincial downloading to municipalities. The bottom line is that unlike senior levels on government, municipalities must manage the use of the taxpayers money responsibly.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

Local radio on request – we cannot do it arbitrarily.

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Have good links with provincial EMO re emergency management.

Almost never hear from Federal re emergency management. Should sponsor and fund disaster planning seminars – ensure dies not conflict with provincial approach.

4) Do you have programs in place to help prepare your community for the anticipated threats?

Minor.

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

Press releases and availability throughout the community of federal emergency pamphlets at fire departments and community policing locations.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

Identified – yes to a large degree – have extensive resource location list.

Warehoused - no (other than some spills control substances) – cost constraints.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Stop downloading requirements without funding.

Provide 100% funding a set number of years for local disaster management requirements to meet a defined standard – the standard can be the provincial standard or whatever.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

No

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

If plan formally declared provincial advisory 1.5 hours, provincial hard 2.5 – 5 hours.

Money spent is recoverable to a large degree if provincial plan implemented.

With respect to the federal government:

Expect little if any during initial hours.

Cost recovery process ????

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Not for major emergency.

Depends for disaster. Formal agreements required.

Note: Was Command Fire Marshall for Canadian Armed Forces Training Command and Chief of a number of Canada's Largest Airbases – fact is that

initial assistance is always subject to base operational requirements. This fact make agreements somewhat meaningless. Important thing is that providers on emergency services be made aware of the limitations of assistance from federal level.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Increase the percentage covered, and make it so that it is not limited to once a year submission.

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Not really – they are fairly invisible at the municipal level.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

Again – remain to be convinced.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

In fairness the Red Cross does have a cache in the municipality for international aid and they have offered to shown me and try and make available locally in case of extreme emergency.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

Canadian Security Intelligence Service agent - no – no idea who he is.

Canada Customs and Revenue Agency – no.

Citizenship and Immigration Canada – no.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

Yes – as discussed, assistance depends on DND priorities.

**Belleville
Ontario
(Revised)**

Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

(b) PA from mobile vehicles (if not tied up at emergency)

Depend on co-op of Broadcasters - Yes

Benefit from ... – yes

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Yes if disaster declared

Arrives reasonably fast

Government if disaster declared

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

Depends on severity

Already arrives reasonably fast

Government if disaster declared

Gord Gazley
Director Fire & Emergency Services
Belleville

Drummondville Québec

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

Director General and Emergency Measures Coordinator. I trained in emergency arrangements with the Emergency Preparedness College and Protection civile du Québec.

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.2 660,84 persons/km² - 71,64 km² - urban

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.3 Yes, the railway is the transport hub

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.4 Twice: Ice storm 1998
 mini-tornado 1999
 flood 1989 (and others)

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

Hazardous materials threat

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

Depending on the type of disaster, human and material resources from the municipality are supported by members of the Service d'intervention d'urgence du centre du Québec and could provide adequate response. For example, during the mini-tornado in the summer of 1999, as well as with the ice storm in 1998, these resources were proven. Several simulation exercises have allowed us since 1972 to react well within the first 72 hours of a disaster.

2.3 For your community, what is a major emergency? Would any of these examples qualify?

- ***A train tanker-car that bursts and spills a hazardous chemical?***
- ***The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?***
- ***A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?***
- ***How large a fire and how severe an earthquake?***

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

A major emergency is considered to be one where the disaster surpasses the capacity of the municipality's services to intervene.

All 4 examples apply.

The city has an emergency preparedness plan and has the necessary equipment to respond to certain types of disasters. However, emergency situations such as a major earthquake, dam burst, railway car spilling hazardous chemicals, biological air or water contamination would require external intervention (federal and provincial governments).

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

Depending on the major emergency, the city would activate its emergency preparedness plan, deploy available human and material resources to maximize protection of persons and property, while awaiting outside assistance.

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

Yes.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

The city does not have a specific budget for municipal emergency arrangements except for an amount of approximately \$50,000 that has been sent to the Service d'intervention d'urgence du Centre du Québec. The city has regular staff from the the city and the Service d'intervention d'urgence du Centre du Québec (approximately 300 individuals in all). As for equipment, we have what is available from Travaux publics and the service de Prévention des incendies (Public Works and Fire Protection Services). In certain cases we would call upon private enterprises and other municipalities.

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

This always depends on the type of disaster, the period after which our services would be depleted varies from within 0 to 72 hours.

During the period of 0 to 72 heures.

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

Yes - No - It will be completed within two years following the risk management framework that will be established by the MRC Drummond.

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

No

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

Yes

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

As part of the emergency arrangements plan, instructions on this are provided in the Communications section.

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

Yes - Protection civile has already offered us emergency equipment and an adequate storage area has already been identified.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

Training: due to the many dangers worldwide, training should address these new threats, such as anthrax, biological contamination, etc., while during the years 1960 to 1975, the nuclear threat was the primary concern, between 1975 and 2000 we have paid more attention to natural disasters (ice storms, floods, etc.). As for equipment and funding for rapid intervention teams, the Government should provide these regular teams with what they need following a more technical consultation.

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

The city does not receive any funding for training and exercises. It covers these costs entirely.

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

Logistics for specialized human and material resources that are not available within our municipality.

Between 0 and 72 heures.

With respect to the federal government:

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

Depending on the type of emergency, human resources and the equipment required to handle the disaster. We are working with the Government of Quebec and other municipalities.

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

Pertinent

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

Yes. All the information material necessary to inform the population is adequate.

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

We have not had any experience with OCIPEP. Disasters have been coordinated with the BPCQ.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

No - no - no - Possibly yes.

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

No - no - Undetermined. The personnel at Drummond Penitentiary (federal prison) have been involved at the human resources level with the Service d'intervention d'urgence du centre du Québec, which in turn has joined the municipal emergency preparedness plan.

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

No. Depending on the type of disaster, and availability of specialized human and material resources.

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**Drummondville
(Revised)**

**Questionnaire on Community
Preparedness for an Emergency or Disaster**

Replies

(a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

No

If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

We can count on the collaboration of two local radio broadcasters.

5.3 a) Taking into account the way things have evolved to date, what assistance would your municipality expect from the provincial government in a major emergency? How much time would this assistance take to arrive? Who would pay the costs?

Sûreté du Québec: immediately

Health: 24 hours

Costs would be covered by the Gouvernement du Québec

b) In the case of a major emergency, how much assistance would your municipality require from the provincial government? Within what reasonable timeframe would this assistance arrive? Who would cover the costs?

Sûreté du Québec: immediately

Health: worst case scenario, assistance could take up to 72 hours to arrive.

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Medicine Hat Alberta

Questionnaire on Community Preparedness for an Emergency or Disaster

There are five questions in this questionnaire. The questions are underlined. The numbered statements do not have to be dealt with directly, but they should help structure your responses. Please skip-over any statement that does not apply.

1) Could you describe yourself and your community?

1.1 Who are you, and what work experience do you have that relates to emergency response co-ordination?

1.2 How densely populated is your community (in square kilometres) and what are its dimensions? Is your community rural, urban, or mixed?

1.3 Is your community near or does it include a major industrial facility, border crossing, port / airport, or transportation hub that could require a mass casualty response in an emergency?

1.4 How often does your community experience an emergency or disaster? Can you provide some statistics?

1.1 My name is Garry Mauch, General Manager of Protective Services with the City of Medicine Hat. My responsibilities include Disaster Services, Fire and Ambulance Services. Previous employment – senior military officer with DND specializing in fire protection. Total experience in emergency response coordination is 35 years.

1.2 The City of Medicine Hat has a population of 51,249 encompassing a 120 sq km area. Close coordination is routine with the Municipal District of Cypress (rural) which covers 8500 sq kms of southeast Alberta. The City provides Regional Disaster Services to the area, capturing an additional population of 10,000.

1.3 The Community is located on the Trans Canada Highway and has the CPR mainline through the core of the City. Medicine Hat has a municipal airport with daily air service as well as two air ambulances for air ambulance transfers to larger centres. Several major industries are located here including Canadian Fertilizers, CanCarb, Methanex, and Goodyear.

1.4 Depending on the definition of a “disaster”, the most salient threat

to Medicine Hat has been high stream conditions resulting in floods. The last significant flood was in 1995 with subsequent threats since then.

2) What is your community's risk assessment and response capability?

2.1 What are the main natural and man-made threats to your community?

2.2 What is your organization's assessment of local emergency preparedness and training at the present time?

2.3 For your community, what is a major emergency? Would any of these examples qualify?

A train tanker-car that bursts and spills a hazardous chemical?

The release into the local water supply or airspace of enough infectious biological agent to cause illness to 25 people a day for 7 days? How about 100 people a day for 7 days?

A flood that causes the evacuation of 100 people? How about 1, 000? How about 10, 000?

How large a fire and how severe an earthquake?

2.4 How prepared is your community to respond to a major emergency? Does it have the necessary plans, personnel and equipment ready?

2.5 For your community, what would be a successful response to a major emergency – resolving the crisis? Containing the crisis? Hanging on until provincial or federal help arrives?

2.6 Will your community rely on the provincial and / or federal governments to handle a cyber-attack or a chemical, biological, radiological, nuclear disaster?

2.1 Potential natural disaster conditions for the area are floods and severe weather conditions such as tornadoes, snow, ice storms and hail. The most significant manmade threats are from the transportation of dangerous goods via railway and highway traffic. Several large industries also pose a threat associated with the production and transportation of dangerous goods.

2.2 The disaster response structure for the region is considered good to excellent. Disaster planning and preparedness is very much a salient component within the municipal structure, and it includes the involvement of all levels of staff including City Council. Training is routine and

ongoing.

2.3 A major emergency would include a large fire or catastrophic failure at one of the industrial sites prompting the evacuation of thousands. A train derailment or highway transport accident involving dangerous goods within City limits is also a threat, as is a major flood necessitating the evacuation of more than 1000 citizens. Further, a pandemic influenza attack or severe storm is also probable.

2.4 The City has well-trained and equipped emergency response services coordinated through a disaster plan. The plan captures resources from the entire southeast Alberta region, and the plan can be implemented within 15 minutes. Emergency operations centres are established as well as mobile command facilities. Plans are detailed and amended routinely. Immediate response disaster directors are on call 24/7 as are key staff/department representatives. The disaster structure is tied to a system of escalating response layers leading to quick notification of Provincial Disaster authorities.

2.5 Successful response would be: 5-minute response by on-duty emergency services, 15-minute response by the disaster director, 40-minute response by key support agencies, 2-hour response by secondary support agencies and 5-hour response by external agencies and Provincial authorities. Any crisis should be contained within 2 hours, and sustainment by local resources could be possible for up to 12 hours.

2.6 The community is currently developing, in concert with Provincial authorities, a first response Chemical, Biological, Radiological and Nuclear (CBRN) capability. Also, an interface initiative is underway that involves all three levels of Government. CBRN equipment is now in place within the community for first response, and the City of Calgary and the Province are crafting secondary response plans. Adequate training from Federal and Provincial government sources is still lacking.

Medicine Hat, located in Southeast Alberta, is somewhat remote to assistance from other larger municipalities. The cities of Lethbridge and Calgary are 150 and 300 kilometres away respectively, so we must rely on our own resources for the initial response to any emergency. Our community has a well-developed regional emergency response plan. A regional Disaster Services working group meets on a regular basis and conducts exercises to test various components of the plan.

We would not normally call on the Province for assistance unless a state of emergency was declared. CFB Suffield may be called to assist with certain types of incidents. The aforementioned CBRN response capability should be managed within the Provincial resources available.

3) Are your assets sufficient to meet the threats you have?

3.1 What do you have in terms of money, people and equipment? Do you have back-up equipment and personnel?

3.2 How rapidly would your community's emergency resources be depleted if one of the major emergencies anticipated in your operational plan took place? How long would it take for regional assistance to arrive, if available?

3.3 Is your community satisfied with its local and regional command and communications structure? Does it require a more unified and centralized structure, and if so, why is this not in place?

3.4 Can your community interrupt local and national television and radio broadcasts in order to transmit emergency-related updates or instructions?

3.5 Would your community like tighter links with the relevant provincial and federal government agencies?

3.1 Securing funding for "possible" events is always extremely limited. As with all municipalities, there are few resources dedicated to disaster preparedness. Medicine Hat has developed plans that identify the reassignment of resources and people in the event of a disaster. Back-up equipment is marginal and depending on the nature of the emergency, back-up equipment may have to be acquired from external sources that could be as distant as 300 kilometres. Medicine Hat has some back-up or reserve equipment but must rely on off-duty personnel to supplement the incident response and to provide coverage to our response for simultaneous incidents

3.2 Depending on the nature, severity and intensity of the major emergency, resources could be depleted within minutes or within days. A catastrophic fire or failure at one of the major industries or in the rail yards could deplete resources within 15 minutes, whereas a major storm or flood could be managed for days without external support. Generally, however, the City may be able to manage the initial incident but would have limited resources to deal with any subsequent incidents.

3.3 Regional command is not problematic, however, communications is a challenge. Due to the vast area of the region, radio communication is not reliable and in many areas is nonexistent. More communication towers are needed throughout the area, and radio systems need to be upgraded to digital trunking. Without communications improvements, the region will continue to be frustrated by the inability to effectively communicate. Adequate communications have not been implemented

due to a lack of funding.

3.4 Radio and television transmissions cannot be interrupted by the community without the Public Information Officer making contact with media representatives and requesting their assistance in delivering a broadcast. Such capability is limited.

3.5 Yes, a more comprehensive linkage should be promoted between municipal, provincial and federal agencies responsible for emergency response. Currently, it is poorly defined, understood and cumbersome to employ.

4) Do you have programs in place to help prepare your community for the anticipated threats?

4.1 What advice have you provided to the public (i.e., homeowners, automobile operators and businesses) to help them prepare for an emergency?

4.2 Have you identified and warehoused the supplies needed to handle the various emergencies and disasters that could reasonably be expected to occur? Yes No Could you elaborate?

4.1 Disaster Services presentations have been given to various community groups, plus an array of information pamphlets and brochures have been disseminated and are made available at various public outlets.

4.2 Yes, to some degree. Dedicated emergency response supplies are limited to blankets and stretchers. A resource directory of various supplies, commodities and services throughout the community is maintained by disaster services; the purpose of which is to acquire or commandeer in the event of a major incident occurring.

5) How much provincial and federal assistance do you expect in an emergency?

5.1 Which community emergency response improvements (for example, education, equipment, or money for rapid intervention teams) should be the provincial and federal government's most immediate priorities?

5.2 Is your community satisfied with the funding it has received from the higher levels of government for training and exercising its emergency plan?

5.3 In a major emergency, how much help will your community expect from the provincial government? How long would it take for this assistance to arrive and who would pay for it?

5.4 Will your community have to rely on federal support if a major emergency happens? Is this expectation based on an unwritten understanding and should this arrangement be formalized?

5.5 Is the main funding request process (the Joint Emergency Preparedness Program) helpful, or is it impeding your community's efforts to improve emergency preparedness?

5.6 Are you satisfied with the national leadership and co-ordination provided by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)? Can you elaborate?

5.7 Are you confident that OCIPEP will be able to co-ordinate the national-level response to a major disaster or emergency? Please explain.

5.8 Health Canada informed the Committee that there are about 1, 600 emergency caches strategically located across Canada. Do you know of this program and have you seen a cache? Yes No Were you given procedure information regarding the use of these caches? Yes No Were you consulted on the usefulness of these caches? Yes No Could you find a cache in your community and report on the usefulness of its contents?

5.9 Is the local Canadian Security Intelligence Service agent included in your emergency planning and preparedness organization? Are Canada Customs and Revenue Agency and Citizenship and Immigration Canada officials included? How much help is anticipated from these departments?

5.10 Is your emergency plan linked with the Department of National Defence (DND)? How much help is expected from DND in a major emergency?

5.1 Improved communications systems, national program for educating public and succinct mobilization plans involving all levels of government are crucial and should be priorities.

5.2 Absolutely not. With the exception of the CBRN equipment delivery, there has been no funding from higher levels of government (odd RIPP/JEPP grant the exception).

5.3 Considerable assistance is expected from the provincial government and federal if the situation warrants. It is expected that assistance from provincial sources would take at least 5 to 6 hours to arrive. If a state of local emergency is declared, it is anticipated that reimbursement of costs would be applied for through the provincial disaster funding program.

5.4 Depending on the nature of the emergency, federal support may be called upon. There is no commitment or statement from federal authorities related to local assistance other than some information related to accessing DND support. Without question, inter-governmental plans and procedures would add a significant dimension to disaster planning and response. Pooled resources, added levels of expertise and communications improvements are only a few examples of the potential benefits that could accrue from more concerted inter-governmental planning.

5.5 The JEPP has been of some assistance, however, it is too restrictive and allows little latitude for funding of training, plans preparation etc. It appears that the grant is limited to equipment acquisitions.

5.6 Am aware of the organization but to date it has had no impact or influence locally. They have made presentations at various conferences but to date its visible involvement has been in acquiring CBRN equipment. It is understood that training for CBRN is a focus of OC�PEP as well as other initiatives, however, there has not been any substantial visibility regarding the organization.

5.7 Cannot respond since information regarding their plans and capabilities are elusive and vague.

5.8 Am aware of the mobile hospital kits since one was pre-positioned in the post office building in Medicine Hat. Its presence was learned by accident and when inquiries were made regarding its purpose, local training, maintenance of the equipment, etc, I, as the Director of Disaster Services, was basically asked how I was able to acquire a key and instructed to return the key ASAP. I was told (by Health Canada) that I was to have no access or interest in the equipment. I have since learned it has been moved but have not been informed what the final disposition of the equipment was. The message from Health Canada was made clear: hands off, it is none of the community's business and do not concern yourselves with any aspect of the cache.

5.9 None of the agencies are included since they have not been envisioned to be of value to disaster planning or disaster response capability.

5.10 No. It would be beneficial if the local militia could be strongly identified in the local plan as an immediate call-out element. How much assistance is expected from DND is difficult to succinctly answer. The need would be predicated on the nature and intensity of the emergency/disaster.

**Medicine Hat
Alberta
(Revised)**

To your questions:

3.4 (a) Does your community have the unilateral ability to interrupt on command (i.e., interrupting programming for urgent special announcements) local television and radio broadcasts in order to transmit emergency-related updates or instructions? If yes, please indicate if the authority to interrupt is officially granted to your community and through which mechanism (e.g., provincial legislation).

Under the umbrella of the Disaster Services Plan, Medicine Hat has an unwritten agreement with the local broadcasting media to interrupt broadcasts to deliver priority information should an emergency of scale occur. The arrangement is framed more as a gentlemen's agreement and has been instituted on a few occasions. There is no legislation that compels the broadcasters to give priority to Disaster Services.

(b) If your community does not have the unilateral ability to interrupt on command, please indicate how you plan to inform the population in the event of an emergency. Are you counting on the cooperation of broadcasters to do so? Would your community benefit from officially having the authority to interrupt broadcasts on command to transmit emergency-related updates or instructions?

The understanding and cooperation that currently exists between municipal government and the local broadcasters is based on personalities therefore, it would be prudent to have legislation in place that compels broadcasters to interrupt programming in the event of a situation that may or does affect significant numbers of the local population. Further, it would be beneficial to have a positive media link to Disaster Services that enables the Director to capture TV and radio broadcasts immediately.

5.3 (a) Based on past experience, how much help has your community come to expect from the provincial government during a major emergency? How long does it take for this help to arrive? Who pays for it?

Fortunately, Medicine Hat and region has not been in a situation that prompted the need to initiate Provincial support. The Province has a system in place that enables communities to immediately access the Provincial Emergency Operations Centre 24/7. The system is quick to react and it is understood that the Centre has the authority to deploy any and all resources to assist a community in the event of a disaster. Response to Medicine Hat would be within

a window of between 8 and 10 hours. The municipality will initially incur all costs and make application for senior government financial support through the Disaster Relief Fund. Depending on the circumstances, it is anticipated that either a cost share solution would be determined or, a full funding settlement arranged.

(b) In the event of a future major emergency, how much help would your community need from the provincial government? What would be a reasonable time limit for this help to arrive? Who should pay for it?

The degree of assistance from the province would depend entirely on the nature and scope of the emergency. There is confidence that an immediate measured response would occur and that under the direction and authority of provincial authorities, assistance would arrive within the 8 to 10 hour period. Should an event of such scale impact the City and region that warrants the request for provincial support and resources there would be an expectation that the province and or the Federal government would acknowledge the majority, if not all costs.

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