

# 2013 Southern Ontario Ice Storm Ontario After Action Report

Office of the Fire Marshal and Emergency Management



---

## Table of Contents

Opening Letter from the Ontario Fire Marshal and Chief, Emergency Management.....	2
Introduction .....	3
1.0 Report Overview.....	5
Report Purpose.....	5
Thematic Areas of Review .....	5
Methodology .....	5
Findings and Opportunities for Improvement .....	6
2.0 Background - Emergency Management in Ontario.....	7
Emergency Management and Civil Protection Act R.S.O 1990, Chapter E.9 .....	7
The Five Pillars of Emergency Management .....	8
3.0 Observations, Findings and Opportunities for Improvement.....	9
3.1 Theme I - Provincial Interaction.....	9
3.2 Theme II - External Communications with Partners and Stakeholders .....	11
3.3 Theme III - The Role of Senior Provincial Officials.....	13
3.4 Theme IV - Public Communications .....	13
3.5 Theme V - Internal Communications and Information Sharing.....	15
3.6 Theme VI - Critical Infrastructure .....	17
3.7 Theme VII - Emergency Management Programs – Municipal and Provincial Perspectives .....	19
Annex A - Order in Council 1157/2009 – Ministry Responsibilities.....	27

## **Opening Letter from the Ontario Fire Marshal and Chief, Emergency Management**

The 2013 southern Ontario ice storm was a significant event that took place during the holiday season. The impacts of the storm were widely felt across southern Ontario, and affected persons directly, and in some cases for a prolonged period of time.

This event highlighted the need for a review of current provincial, municipal and stakeholder emergency management programs and plans, to learn what gaps exist currently and to identify how they can be addressed. The opportunities for improvement developed in this report address identified gaps and provide a framework to enhance emergency management programs in order to better address the consequences of emergencies and disasters in the future.

The findings of this report were the direct result of the participation of persons and organizations in the Debriefing Sessions, a Stakeholder Survey and Policy Roundtable Discussion. The information provided was invaluable, contributed in large part to this report and has served to make Ontario safer.

The Office of the Fire Marshal and Emergency Management, in cooperation with internal ministry partners and external stakeholders, will develop an implementation schedule and assign staff to be responsible for tracking progress and ensuring the implementation of the opportunities for improvement identified in this report. A report will be provided to me, on the status of the actions one year following the public release of this document.

Signed at Toronto on

Tadeusz (Ted) Wieclawek  
Ontario Fire Marshal and Chief, Emergency Management

## Introduction

During the night of December 21-22, 2013 a significant portion of southern Ontario and to a lesser degree several areas in the eastern part of the province experienced a major ice storm as freezing rain swept through the region towards Quebec.

Throughout the night and into the following day, the weight of increased layers of ice strained tree branches and hydro lines, many to the point of collapse. As a result, widespread power outages left approximately 830,000 hydro customers without electricity. In the days that followed, municipal, regional and provincial resources as well those belonging to organizations within the electrical, health and non-governmental sectors were engaged in collaborative and coordinated response and recovery activities.

The 2013 southern Ontario ice storm was not only a freezing rain event. From an emergency management perspective, it was primarily an energy supply failure (electrical distribution) that was the result of a severe weather (freezing rain) incident. The primary consequence of the freezing rain was widespread and prolonged power outages throughout many communities in southern Ontario. Concurrently, several other types of emergencies were present, both during and in the aftermath of the storm.

**Chart 1 – Types of Emergencies during the 2013 southern Ontario ice storm**

<b>Types of Emergencies present during the 2013 southern Ontario ice storm<sup>1</sup></b>
An emergency that requires emergency shelter, clothing and food
An emergency that requires the coordination of provincial emergency management
Severe weather
Energy supply
Health services during an emergency
Any emergency that requires the continuity of provincial government services
Transportation

Notwithstanding the existence of the seven types of emergencies, it is important to note that only one impacted municipal government made a declaration of emergency, and there was no declaration of a provincial emergency<sup>2</sup>.

This severe weather event impacted a number of communities, hydro utilities, provincial ministries and, most importantly, residents. Information and feedback for this report was solicited from a cross section of impacted organizations, in order to benefit from as many perspectives as possible. Overall, participants shared positive responses through Debriefing

<sup>1</sup> Order in Council 1157/2009 identifies types of emergencies for which designated provincial ministers are responsible for formulating emergency plans.

<sup>2</sup> In the case of municipalities, a decision to declare an emergency pursuant to the Emergency Management and Civil Protection Act (EMCPA) is made by the Head of Council to address circumstances which cannot be handled under normal authorities or legislation. The Head of Council may in this case take such action and make such orders as they consider necessary and are not contrary to law to protect property and the health, safety and welfare of the inhabitants of the emergency area.

Sessions, a Stakeholder Survey and Policy Roundtable Discussion concerning the provincial role in this emergency. Although the high-level results were positive, there are always opportunities to improve performance and enhance the strength of both provincial and municipal emergency management programs.

This report, developed for the Premier of Ontario, evaluated the information, made findings and identified opportunities for improvement, both systemic and procedural, in a number of areas. The intent is that these opportunities for improvement would, when implemented, ensure that Ontario is better prepared for, and able to mitigate the consequences of future emergencies by:

- Strengthening communications and information sharing within the Ontario Public Service (OPS), between provincial ministries and external stakeholders, and between provincial and municipal governments and members of the public;
- Enhancing coordination between Ontario's emergency management community and the province's critical infrastructure sector;
- Updating the Provincial Emergency Response Plan (PERP) to distinguish it as the provincial master plan, with a balanced focus on five pillars of emergency management, (see page seven) , to ensure enhanced alignment between the PERP and all other Order in Council (OIC) plans;
- Reviewing the provincial Hazard Identification and Risk Assessment (HIRA) with a view towards developing an integrated and systems-wide emergency management program for each hazard and strengthening the integration of the HIRA with the five pillars of emergency management; and
- Identifying a provincial lead to address the needs of vulnerable persons during significant incidents or emergency events.

This report contains 24 opportunities for improvement. However, a number of enhancements are currently underway. For example, the MCSCS Communications Branch has worked to strengthen protocols for deploying Emergency Information Liaison Officers to municipalities impacted by disasters upon requests from local leaders or other levels of government. Further, the Communications Branch offers expert advice on emergency information to Ontario municipal officials on an ongoing basis, and uses government channels to amplify the reach of local emergency information messaging. In addition the Office of the Fire Marshal, Emergency Management (OFMEM) has begun to reach out to administrative authorities such as the Electrical Safety Authority and the Technical Standards and Safety Authority in order to better integrate these organizations into the Provincial Emergency Operations Centre (PEOC). Finally, in 2014 Emergency Preparedness Week activities were undertaken to increase awareness of individual and family preparedness with a focus on vulnerable populations.

---

## 1.0 Report Overview

### Report Purpose

In January 2014 the Fire Marshal and Chief, Emergency Management, was asked to prepare an After Action Report to consolidate lessons learned from within the Ministry of Community Safety and Correctional Services (MCSCS) and across the broader OPS, including the provincial emergency management community, as well as impacted municipalities and stakeholders. The After Action Report will ensure that Ontario:

- Continues to demonstrate support to impacted communities and organizations in the aftermath of the 2013 southern Ontario ice storm;
- Demonstrates a commitment to addressing all lessons learned and recommendations that may apply to future events that will improve policies, programs and systems;
- Improves its ability to respond to declared emergencies and significant incidents in a rapid, coordinated and effective manner; and
- Responds to concerns and opportunities for improvement brought forward by stakeholders.

### Thematic Areas of Review

This report has made findings and has identified opportunities for improvement in the following seven thematic areas:

- i. Provincial Interaction;
- ii. External Communications with Partners and Stakeholders;
- iii. The Role of Senior Provincial Officials;
- iv. Public Communications;
- v. Internal Communications and Information Sharing;
- vi. Critical Infrastructure; and
- vii. Emergency Management Programs - Municipal and Provincial Perspectives.

### Methodology

This report utilized information acquired by the OFMEM through the following methods in conjunction with provincial, municipal and affected stakeholder organizations:

#### Research

- Primary source analytical research undertaken by OFMEM staff encompassing an extensive review of applicable legislation, regulations, OIC, plans and programs.

#### Debriefing Sessions

- Initial discussion held shortly after the completion of the response efforts to identify top of mind issues from municipal and provincial staff;

- Participants in these discussion sessions included staff from the OFMEM, MCSCS Communications Branch, Community Emergency Management Coordinators (CEMCs), and staff from Ministry Emergency Management Program Offices (MEMPOs); and
- The results of these discussions served to assist the OFMEM team in the design of the Stakeholder Survey and Policy Roundtable questions, and contributed to the development of this report's findings and opportunities for improvement.

### Stakeholder Survey

- Developed by a working group composed of staff from the MCSCS Policy and Strategic Planning Division, MCSCS Communications Branch, MCSCS Legal Services Branch and OFMEM;
- The survey was sent to stakeholders from municipalities and provincial ministries, municipal and provincial police services, municipal fire services, CEMCs, MEMPOs, other government entities and power utilities; and
- The qualitative results of the survey informed the development of the questions for the Policy Roundtable Discussion.

### Policy Roundtable Discussion

- A one day forum with senior leaders selected from municipalities and provincial ministries, the Ontario Provincial Police, municipal fire services, CEMCs, MEMPOs, power utilities, associations and non-governmental organizations; and
- The roundtable participants were divided into groups, each of which featured a moderator and a scribe, and asked a series of questions on each of the report's thematic areas of focus.

## **Findings and Opportunities for Improvement**

The results of OFMEM's analysis of the primary source documents, combined with the observations and information taken from the Debriefing Sessions, quantitative and qualitative results of the Stakeholder Survey and the results of the Policy Roundtable Discussion provided the basis for the report's findings and the development of the opportunities for improvement identified herein.

The report's findings represent detailed observations made by OFMEM staff based on the following:

- The results of the extensive review of applicable legislation, regulations, OIC, plans and programs;
- Observations that were shared with OFMEM staff during the Debriefing Sessions and/or Policy Roundtable Discussion concerning aspects of provincial and municipal emergency management programs that could be enhanced or improved based on their experience during the 2013 southern Ontario ice storm; and
- The qualitative and quantitative results of the Stakeholder Survey.

The opportunities for improvement represent the OFMEM's proposals to address the issues raised or to close the gaps identified by the report's findings. In many cases, there were a number of similar or related observations around a given area of focus. Where this occurred, OFMEM staff combined and/or blended these together in order to ensure that they were thematically aligned, and able to have the greatest possible impact.

---

## 2.0 Background - Emergency Management in Ontario

### **Emergency Management and Civil Protection Act R.S.O 1990, Chapter E.9<sup>3</sup>**

The Emergency Management and Civil Protection Act (EMCPA), along with other provincial legislation, establishes a framework for municipal and provincial governments to prepare for and respond to emergencies that occur in Ontario, regardless of whether an emergency declaration has been made. The EMCPA defines an emergency as “a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise”. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.

---

<sup>3</sup> The EMCPA confers powers and responsibilities on provincial ministers, municipalities, and specific individuals with designated appointments under the EMCPA, including the Chief, Emergency Management Ontario. The EMCPA includes powers designed to assist in preventing, reducing or mitigating serious harm to persons or substantial damage to property in the event of an emergency. Under the EMCPA provincial and municipal governments have each been given respective roles in emergency management within their areas of jurisdiction. This includes the requirement for each to develop emergency management programs, which are to include, among other things, emergency plans, training and public education, and to identify and assess hazards and risks to public safety that could give rise to emergencies. These emergency management programs are operative at all times and are not dependent upon an emergency declaration under the EMCPA. The emergency management programs, roles and responsibilities established by the EMCPA for municipalities and provincial ministers, complement services that are provided on a day to day basis by police, fire and emergency medical services and others (e.g. forest fire fighters, medical officers of health) under other legislative authorities. These other authorities continue to exist and operate in concurrence with and not to the exclusion of the EMCPA.



---

In Ontario, emergency management is organized through a loosely linked, vertical structure of individuals and organizations with emergency management roles and responsibilities including<sup>4</sup>:

**Individuals** – Individuals are responsible for the safety, preparedness and well-being of themselves and their family. At a minimum, everyone should possess an awareness of the hazards that might affect him or her and be sufficiently prepared to deal with them.

**Municipalities** – In order to protect the lives and property of their citizens, each municipality, along with its private sector and volunteer organization partners, develops and implements an emergency management program tailored to local needs. In many cases, the response capability of the municipality (i.e. fire, police, emergency medical services, public works, etc.) will be sufficient to deal with routine incidents.

**Province** – Designated provincial ministries develop, implement, and maintain emergency management programs for specific hazards and risks and/or emergency services that are complementary to the programs implemented by communities. In response to an emergency, a provincial ministry may implement its emergency response plan. The OFMEM is the overall provincial emergency management coordinator and provides advice and assistance for all on-going Emergency Management and Civil Protection Act requirements, maintains the PEOC on a continuous basis, and maintains a number of emergency plans.

### **The Five Pillars of Emergency Management**

Emergency management consists of organized programs and activities to deal with actual or potential emergencies or disasters. It is based on a risk management approach and includes the following five pillars:

**Prevention:** Actions taken to prevent the emergency itself and can greatly diminish the response and recovery activities required for certain emergencies.

**Mitigation:** Actions taken to reduce or eliminate the effects of an emergency. Similar to prevention, mitigation measures are broadly classified as either structural or non-structural and include capital improvements, regulations, building codes and public education programs.

**Preparedness:** Measures taken prior to the emergency or disaster to ensure an effective response, including plans, training, exercises, public education, alerting and notification systems, procedures, organization, infrastructure protection and standards.

**Response:** Measures taken to respond to an emergency. The aim of these measures is to ensure that a controlled, coordinated and effective response is quickly undertaken at the

---

<sup>4</sup> There is no statutory requirement for volunteer organizations and generally for private sector organizations to participate in municipal emergency management programs.

---

outset of the emergency to minimize its impact on public safety. As response activities begin to taper off, the operational focus begins to shift from response to recovery.

**Recovery:** Measures taken to recover from an emergency or disaster. The aim of these measures is to assist individuals, businesses and communities to return to a state of normalcy. Recovery measures include environmental clean-up, return of evacuees, emergency financial assistance and critical incident stress counseling.

---

## 3.0 Observations, Findings and Opportunities for Improvement

### 3.1 Theme I - Provincial Interaction

This part of the review examined the interaction of municipal emergency operations centres and impacted stakeholders with the province. The focus was on the effectiveness of the province in supporting municipal response and recovery initiatives. In this context the “province” includes political and civil service representatives from any provincial ministry or provincial agency that were involved in the response.

#### Highlights

Overall, interaction between the province and municipal emergency operations centres and impacted stakeholders was effective. PEOC interaction and support for assistance worked well and there was adequate information exchanges and notifications. Conference calls and correspondence worked well, and there was adequate information exchanges and notifications.

#### Areas for Enhancement

- Need for better documentation and information sharing;
- Within the OFMEM, the ability to undertake a 24/7 operation at the enhanced response level was manageable. The on-call system for the PEOC worked well and staff were available. However, the sustainability of the PEOC response during the holiday period would have been challenged in the event that the PEOC was activated and additional resources were required. In that case, human resource planning within the OFMEM would have been necessary to ensure sufficient staffing levels;
- Lack of awareness/knowledge of OFMEM products, teleconference cycles and how to access information;
- Indications from some stakeholders that they did not receive relevant updates, whereas others were able to provide timely and accurate information;
- A few stakeholders received conflicting information/messages;
- Greater consideration around which participants from municipal and provincial governments should be engaged on teleconferences, and steps taken to ensure that both upper and lower tier municipalities receive relevant information;
- Better information sharing between participants at all levels, and efforts to reduce duplicated lines of communication;

- Steps should be taken to improve situational awareness among all parties and stakeholders; and
- Some participants indicated that they were not certain as to the level of activation that the PEOC implemented.

### **Findings and Opportunities for Improvement**

Overall, interaction(s) between the province and municipal emergency operations centres and impacted stakeholders were effective. However it is noted that the PEOC was brought up to an enhanced operational response level, but was not brought up to an activation operational response level.

The PEOC, in circumstances such as the 2013 southern Ontario ice storm should have been brought up to an activation level of operational response. Activation of the PEOC would enable greater cross ministry coordination and communication. Within the PEOC, currently there is no formalized criteria to trigger the move from routine monitoring to enhanced monitoring to activation.

In addition to the operational response level of the PEOC, a number of enhancements may be made to facilitate greater interaction and information sharing between stakeholders and the province during an emergency or significant incident. These enhancements may include:

- Greater inclusion of stakeholders in communications and teleconferences from the outset of the event (i.e., lower tier municipalities and first responders);
- Establishment and sharing of an information/briefing cycle (e.g., teleconference cycle and incident briefing reports) that take into account municipal briefing cycles;
- Clarification of roles, responsibilities and expectations of participants and the purpose of the briefing (strategic vs. operational);
- Development of additional tools including a community situational report template, and event and provincial assistance summaries that are compliant with the Incident Management System (IMS); and
- Establishment and/or greater use of multiple different communication modes (e.g., alert e-mail services).

Through analysis it has been determined that there is no central repository through which all participating organizations (municipal, ministry, stakeholders) can share information on response and recovery activities and/or surplus logistical resources that are available for use by other municipalities. The ability to share and access information in real time and electronically is fundamental to an effective response effort, and would improve the interaction between the province and municipal emergency operations centres. This system would require the establishment of protocols to validate users in advance of an emergency situation, and would require that users post only confirmed reliable and valid data to the site.

---

The OFMEM utilizes an Incident Briefing Form (PEOC IMS 201) that provides the incoming incident/emergency operations centre commander and incident management team with the basic information regarding the status of the incident and the resources allocated to the incident. The form is intended to be distributed to all activated sections. The IMS 201 form was provided to some but not to all municipal organizations. During emergencies/incidents, the form should be distributed to all municipalities as it contains the most current information.

#### **Opportunity for Improvement #1**

The OFMEM to review the PEOC levels of operational response as articulated in the PERP 2008 in conjunction with other government ministries and formalize specific criteria for operational responses adopted by the PEOC from routine monitoring through to activation. Once established, the level of operational response of the PEOC should be communicated to all stakeholders.

#### **Opportunity for Improvement #2**

OFMEM to consider the creation of an information system within the PEOC where access may be granted to all validated participating organizations in order to facilitate real time information sharing and updated resource lists.

#### **Opportunity for Improvement #3**

The OFMEM in collaboration with other ministries enhance the methodologies and tools utilized by the province to communicate with partners and stakeholders, including the IMS201 form and ensure that all situational awareness products are shared directly with all parties engaged in a response or recovery operation, regardless of whether they are upper tier or lower tier municipalities.

### **3.2 Theme II - External Communications with Partners and Stakeholders**

In this section the effectiveness of the province's external communications with organizations that participated in the response and recovery operations was evaluated.

#### **Highlights**

External communications with partners and stakeholders was largely satisfactory. A variety of communication methods were required as a result of widespread power outages. These were, for the most part, positively received. Provincial government website and social media updates, for example, were timely and effective. There was satisfaction with the quality and usefulness of communications materials such as up-to-date situation reports, incident briefings and information bulletins. CEMCs and other ministries were able to respond quickly to PEOC requests.

Partners and stakeholders were kept up-to-date through conference calls with the PEOC, direct contact and consultations with OFMEM Field Officers, and through provincial media interviews.

---

### **Areas for Enhancement**

- In situations where the province is taking action/communicating publicly and where it will have an impact on municipalities, greater coordination with municipalities on the development of these communication products is necessary;
- Greater synchronization between provincial and municipal communications is required with the PEOC as the preferred forum;
- The distribution of additional geographic information system (GIS) materials would be of assistance. It is important to note that municipal geographic boundaries may vary from those used by other stakeholders, including the power and health sectors;
- The IMS 201 was an effective tool for sharing information. However, some municipal stakeholders may have been left off the distribution list for this information product. The form could be expanded to include updates from other ministries;
- It was not clear to some participants who was speaking on behalf of the province and coordinating information sharing;
- It would be beneficial to develop a provincial dashboard that all municipalities/ministries could access. It would provide a common platform for communications, information sharing and resource sharing; and
- A variety of communication methods were required as a result of the widespread power outages. There is a need to use multiple methods and to ensure that information is both timely and inclusive of all affected areas.

### **Findings and Opportunities for Improvement**

The findings and opportunities from Theme II build upon those identified in Theme I. It is clear and evident that all government communications provided to partners and stakeholders must be reliable, valid, and consistent with communications being provided at the local level. Further, enhancements to OFMEM communications with stakeholders are recommended in order to support response efforts.

The PEOC currently has limited GIS mapping capability, and does not allow for real-time updates, simultaneous overlaying or multiple data sources. In addition, the PEOC's current GIS mapping capability is not hosted online and cannot be viewed electronically outside of the OFMEM. The OFMEM is in the process of constructing a new PEOC that will include enhanced mapping capability. It will be necessary to provide permission to representatives from outside organizations so that those persons authorized can make real-time updates to the system.

A common operating picture would have enhanced information sharing and communications. As noted in the policy roundtable, a provincial dashboard accessible to municipalities and ministries would have provided a common platform for communications, information sharing and resource sharing.

---

#### **Opportunity for Improvement #4**

The OFMEM, in implementing an enhanced GIS capability, develop a strategy that is inclusive of municipalities and other stakeholders on the utilization of the system.

### **3.3 Theme III - The Role of Senior Provincial Officials**

This section addresses the role performed by the senior provincial officials in support of response and recovery efforts.

#### **Highlights**

Having senior provincial officials playing a key role as spokespersons during the response to the 2013 southern Ontario ice storm was well received. Senior officials bring credence to messages that are being delivered and can enhance credibility and have a reassuring effect. The response in this situation was compared favourably to positive communications experiences during the 2003 SARs event and 2003 Blackout. Engagement with senior provincial officials was seen to help some organization's response efforts and help with recovery efforts.

#### **Findings and Opportunities for Improvement**

Overall, based on the analysis of the survey, debriefings and roundtable discussion, there is not a shared understanding of the role that senior provincial officials are expected to undertake during emergency events or significant incidents.

Greater clarity is necessary to codify the roles and responsibilities of senior provincial officials in setting strategic level direction, determining communication priorities, and speaking as a provincial level spokesperson during such events.

Senior provincial officials need to be engaged; however the separation between strategic direction and operational decision-making should be clearly defined to provide greater clarity on how and when to engage them. The current PERP does not address this matter directly.

#### **Opportunity for Improvement #5**

The PERP, as part of an update discussed further in this report, define the roles and responsibilities of senior provincial officials and those engaged provincially and municipally at the operational level.

### **3.4 Theme IV - Public Communications**

In this section the effectiveness of provincial public communications during the response and recovery efforts was assessed.

#### **Highlights**

The Provincial Emergency Information Plan (PEIP) has been developed by the MCSCS Communications Branch to ensure that during an emergency, prompt and coordinated information from the Province of Ontario is disseminated to the public, media, members of the Provincial Legislature, partners and stakeholders. During an emergency, the province

will release information needed to protect the health, well-being, safety and property of Ontarians.

The MCSCS communications process worked well. There was good coordination between Emergency Information Officers (EIO) and OFMEM web and social media coordinators. Web updates were frequent and included most relevant links, while information and twitter outreach was sustained during and after the ice storm. Good efforts were made by Communications Branch to liaise with the Premier's Office and senior ministry officials which allowed EIOs to coordinate the work required.

### **Areas for Enhancement**

- Making certain that communications makes the most effective use of all media channels;
- The creation of additional pre-approved information products that can be quickly posted to websites and disseminated to partners and stakeholders would be beneficial;
- Information should flow from the local level to the provincial level, respecting the principles of the IMS. In turn, the province should be supporting local messaging, and provincial messaging should be in alignment; and
- Greater coordination with other ministries, municipalities and key stakeholders is needed to ensure consistency in emergency information at the provincial level and how information is presented.

### **Findings and Opportunities for Improvement**

An effective communications capability is imperative when responding to events such as the ice storm, given the impacts on the public and the need to provide them with both reassurance and progress reports on the status of activities to return impacted communities to normal. There is an identified need to enhance the delivery of public information during emergency events or significant incidents.

During the ice storm, in some instances the public received conflicting information or information applicable to one municipality but not another. Further, social media use was prevalent throughout the ice storm event and represents an evolving capability for emergency management practitioners to both utilize and to understand. In a situation that is widespread such as the ice storm the potential for inconsistent messaging increases. In order to maintain public confidence it is imperative that steps be taken to enhance the current public communication processes.

Coordinating communications is complex, and requires planning and the involvement of senior communications officials. During the 2013 southern Ontario ice storm there was not a central entity responsible for creating public communications messages on behalf of multiple parties (municipal, ministry, electricity sector). A central coordinating body would achieve greater consistency in communication products. Further, there is no formal body wherein

---

communications directors from municipalities, ministries and stakeholders can meet to share issues of common concern or engage in pre-planning.

In some cases municipal governments may not have the expertise or sufficient resources to coordinate public communications in the event of large-scale emergency events. This can become problematic both for the municipality and for the public.

**Opportunity for Improvement #6**

MCSCS (as the administrator of the PEIP) and other provincial ministries enhance the delivery of public information during emergency events or significant incidents.

**Opportunity for Improvement #7**

Communications plans and procedures at both provincial and municipal levels, including the PEIP, should be updated and where applicable consistent and complementary to each other to reflect the prevalence and reach of social media and its utility as a tool during emergency events.

**Opportunity for Improvement #8**

The provincial government to ensure that emergency information is mobile accessible.

**Opportunity for Improvement #9**

The MCSCS Communications Branch consider creating a Joint Information Centre (JIC) for use during wide-area or complex emergencies to act as the central coordinating body for public communications

**Opportunity for Improvement #10**

The MCSCS Communications Branch signal its intention to engage municipalities, ministries and stakeholders to explore ways to better coordinate emergency communications.

**Opportunity for Improvement #11**

The MCSCS Communications Branch and those municipalities, ministries and stakeholders explore ways to reach Ontario's diverse communities.

**Opportunity for Improvement #12**

The MCSCS Communications Branch and those municipalities, ministries and stakeholders engaged in the development of ways to better coordinate emergency communications consider the development of a surge capacity initiative to enable the deployment of trained communications professionals to assist impacted municipalities if requested.

### **3.5 Theme V - Internal Communications and Information Sharing**

This section assesses the effectiveness of internal communications and information sharing, including through the PEOC and MEMPOs, whose responsibility it is to support response and recovery operations.



---

## Highlights

Communication and information sharing activities of the PEOC were effective. Reporting processes and structures for government continuity of operations incidents (workplaces closed due to lack of power) from field offices into the PEOC and within provincial ministries worked well and were successful. Alternative service delivery locations were activated and staff re-directed to work at those locations with minimal service disruptions. Pre-recorded updates for staff via an internal 24/7 emergency information telephone line were completed and in place in a timely manner. And, Ministry and Community Emergency Management Coordinators were quick to respond to PEOC requests.

## Areas for Enhancement

- Concerns about the ability of the PEOC to successfully realize commitments made by senior levels of government;
- A lack of understanding concerning the use of third party resources contracted to provincial ministries for general maintenance in support of municipal recovery operations on municipal property, and the fact that provincial liability coverage would not extend to activities undertaken on municipal property by third party contractors;
- There was a technical delay in distributing messaging to OPS staff via government e-mail system; and
- Capacity for some organizations was a challenge, as websites were overwhelmed, and some stakeholders lost their internet connections, which compromised access to information. There is a need to use a variety of communications methods (wireless, land-based telephones, websites, automated phone messaging systems) and to ensure that back-ups for the different methods of communication are available

## Findings and Opportunity for Improvement

On the whole, internal communications and information sharing was successful. Opportunities for improvement aimed at creating streamlined and structured briefing and planning cycles identified in Theme I are also applicable to this section.

Some OPS ministries identified opportunities to enhance their continuity of operations programs through the development of awareness materials and tools (wallet sized emergency information cards; BlackBerry Messenger groups) to assist management and staff with the re-establishment of time critical services.

Emergency response exercises should test an organization's ability to operate using reduced staffing in order to identify any deficiencies that could negatively impact an organization's ability to respond in the event of an emergency. These exercises should also test alternate or secondary contacts, who would be called upon in the event that a primary contact is unavailable.

---

### **Opportunity for Improvement #13**

Emergency exercises undertaken by ministries, municipalities and stakeholders should test their ability to operate using reduced staffing with a view to identifying any deficiencies that could negatively impact their ability to respond in the event of an emergency. These exercises should also test alternate or secondary contacts, who would be called upon in the event that a primary contact is unavailable.

## **3.6 Theme VI - Critical Infrastructure**

This section reviews the manner in which impacted critical infrastructure was assessed and the manner in which its restoration was prioritized.

### **Background - Ontario Critical Infrastructure Assurance Program Strategy – May 2011**

The Province of Ontario has developed the Ontario Critical Infrastructure Assurance Program (OCIAP), a province-wide program that identifies and assesses Ontario's key facilities, systems and networks and their interdependencies, and provides a strategy to assure their continuance during threats from all hazards.

The aim of the OCIAP is to increase the resiliency of the province's critical infrastructure, so that it is more sustainable during an adverse event. The OCIAP is intended to identify and assess Ontario's key facilities, systems and networks and their interdependencies, and provides a strategy to assure their continuance during threats from all hazards.

There are nine critical infrastructure sectors in Ontario:

- Continuity of government;
- Electrical power system;
- Financial services;
- Food and water;
- Health system;
- Oil and gas;
- Public safety and security;
- Telecommunications systems; and
- Transportation networks.

Outside of the electricity sector, all pieces of critical infrastructure were impacted in some way during and in the aftermath of the 2013 Southern Ontario ice storm. In addition, the energy supply failure had a cascading effect on other critical infrastructure sectors in some communities.

### **Highlight**

In the survey, all of the power utilities that participated indicated that their organizations were aware of the municipal priorities in their area and of these 91% indicated that municipal priorities were jointly established with their organization. The remaining 9% were not sure.

---

## Areas for Enhancement

- The current approach to reporting power outages were ad-hoc, and updated contacts for the hydro sector are required. Further, challenges in obtaining information on power outages at the local level were reported;
- There is a need for organizations in the critical infrastructure sector to collaborate and engage in pre-planning activities to identify their mutual dependencies and to ensure that arrangements are made in advance to minimize service disruptions across linked sectors;
- Communities need to pre-establish working relationships with critical infrastructure partners. In some case municipalities were not aware of who their hydro contact was;
- The level of public understanding of how the electrical restoration prioritization process works is low and a public education program is required;
- During a large-scale electrical outage, electrical utilities should be involved and included in the municipal emergency operations centre;
- Increased resilience is necessary to ensure the continued operation of critical infrastructure. For example, water treatment plants, transit signals, financial services (bank machines) all require back-up power; and
- There was a lack of a formal outage reporting structure for local electricity distribution companies and that the coordination of response efforts and delivery of information (concerning restoration timelines) to the public could be improved.

## Findings and Opportunities for Improvement

Within Ontario's HIRA there is a category for 'Critical Infrastructure Failure', but this hazard is not assigned a stand-alone OIC emergency plan. The current OIC 1157/2009 should be reviewed, updated and provided for approval to Cabinet based on the latest version of the HIRA.

The OCIAP has identified and created sector working groups responsible for the nine critical infrastructure sectors. However, this review identifies that there is no lead ministry assigned responsibility for preparing an emergency plan to address the financial services and telecommunications sectors; rather responsibility would fall to MCSCS by default. Further, the MCSCS does not have a standalone emergency plan in place to address these sectors.

During the 2013 southern Ontario ice storm OFMEM representatives from the OCIAP were not called into the PEOC. Given the impact of the ice storm on Ontario's critical infrastructure sector, it would have been beneficial to have had OCIAP staff involvement during the ice storm.

This review finds that the coordination of emergency plans belonging to organizations within Ontario's critical infrastructure sector is not complete. Furthermore, municipal emergency plans, exercises and emergency operations centres are not all linked with local critical infrastructure sector partners. In some locations infrastructure assets (municipal emergency operations centres, hospitals, and long-term care facilities) were either without electrical

power or running on generator power and facing a potential shortage of diesel fuel, highlighting the risk.

#### **Opportunity for Improvement #14**

OFMEM to prepare for approval an updated OIC based on the latest version of the HIRA and the current list of provincial ministries. As part the update of the OIC a lead ministry(s) should be assigned to prepare an emergency plan to address the financial services and telecommunications sectors.

#### **Opportunity for Improvement #15**

The OFMEM should strengthen the OCIAP to ensure that the program and its sector working groups are able to enhance the coordination of emergency plans within the critical infrastructure sector and strengthen linkages among partners at all levels. Further, the OFMEM should identify criteria for staffing the PEOC with representatives of the OCIAP in a similar type, of wide-area emergency with a critical infrastructure impact.

#### **Opportunity for Improvement #16**

Municipal governments and critical infrastructure sector organizations should take appropriate steps to ensure:

- The involvement of local critical infrastructure partners in the design, testing (via emergency exercises) and revision of their emergency plans;
- That emergency plans are shared to coordinate and integrate programming for emergencies and significant incidents;
- That critical infrastructure stakeholders have space in municipal emergency operations centres in the event of significant incidents or emergencies that impact critical infrastructure; and
- That steps are taken in advance of future emergencies to identify mutual dependencies and that plans are developed to address them.

#### **Opportunity for Improvement #17**

Business continuity (continuity of operations) plans of organizations at all levels and across all sectors should be reviewed and enhanced to ensure that critical infrastructure and care/care and treatment occupancies have a reliable and accessible source of backup power.

### **3.7 Theme VII - Emergency Management Programs – Municipal and Provincial Perspectives**

In this section a review of municipal and provincial emergency management programs was undertaken to determine what is working effectively, and to identify potential opportunities for improvement. It is beneficial for this section to provide background on a number of programs.

---

### **Background - Emergency Management and Civil Protection Act**

The EMCPA establishes a requirement for both municipalities and provincial ministers to establish emergency management programs, including emergency response plans. The EMCPA requires all ministers to prepare emergency plans in respect of any emergency that affects the continuity of operations and services. The EMCPA is supported by Ontario Regulation 380/04 and OIC 1157/2009, which provide the requirements for emergency management programs to be developed by municipalities and provincial government bodies.<sup>5</sup>

### **Background - Provincial Emergency Response Plan 2008**

The PERP is the umbrella response plan for the coordination of provincial response to any emergency. The aim of the PERP is to establish a framework for a systematic, coordinated and effective emergency response by the Province of Ontario to safeguard the health and safety, welfare and property of its citizens as well as to protect the environment and economy of the area affected by an emergency, excluding nuclear emergencies.

### **Background - Hazard Identification and Risk Assessment 2012**

The HIRA provides guidance for risk assessment for natural, technological and human-caused hazards in accordance with the definition of an emergency in the EMCPA. The HIRA has been generated for use at the provincial level; however, the process contained within can be adopted at a ministry, municipal or private sector level. The provincial HIRA defines human-caused, natural and technological hazards as follows:

**Human-caused hazards** are hazards which result from direct human action or inaction, either intentional or unintentional. This includes hazards that arise from problems within the organizational structure of a company, government, etc.

**Natural hazards** are those which are caused by forces of nature (sometimes referred to as 'Acts of God'). Human activity may trigger or worsen the hazard; (for example deforestation may increase the chance of a landslide) but the hazard ultimately is viewed as a force of nature.

**Technological hazards** are hazards which arise from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, modern technology and critical infrastructure.

### **Background - Emergency Response Plan for Severe Weather December 2005**

The Emergency Response Plan for Severe Weather (ERPSW) defines how the Province of Ontario will coordinate the provincial response to a severe weather emergency. Depending on the nature and scope of the severe weather emergency, Ontario's response to severe weather may range from monitoring weather conditions to declaring a provincial emergency.

---

<sup>5</sup> Ontario Regulation 380/04 established the standards for ministry and municipal emergency management programs and plans. OIC 1157/2009 makes 13 ministers responsible for the formulation of emergency plans in respect of a specific type of emergency assigned by the Cabinet – See Annex A for an overview and a copy of this OIC.

The response described in the plan may follow a graduated approach, with increasing involvement as the impact of a severe weather emergency increases in severity and scope (i.e. extreme heat), or it may be immediate, as a result of the sudden onset of a severe weather emergency (i.e. a tornado). A severe weather emergency may trigger other emergencies in a “cascading” effect.

### **Background – Electricity Act, 1998 and the Ministry of Energy - Energy Supply Emergency Response Plan Electricity, Oil and Natural Gas December 2013**

Reliability of electricity services in Ontario and protection of public health and safety during significant emergencies in the electricity sector are important priorities of government. In addition to those plans required under the EMCPA, the *Electricity Act*, 1998 also establishes the requirement for the Independent Electricity System Operator (IESO) to prepare and file with the Minister of Energy such emergency plans as the minister considers necessary. Under the *Electricity Act*, 1998 and the market rules, market participants are required to have emergency plans in place to ensure that, during a major electricity emergency, power can be restored as quickly as possible.

The purpose of the Energy Supply Emergency Response Plan Electricity, Oil and Natural Gas is to enable an efficient, effective and coordinated response to a significant energy supply shortage emergency in keeping with the legislated requirements of the EMCPA.

### **Background – Emergency Preparedness Guide for People with Disabilities/Special Needs 2007 and Provincial HIRA 2012**

The Province of Ontario has developed an Emergency Preparedness Guide for People with Disabilities/Special Needs (2007). According to this guide it is estimated that there are 1.5 million Ontarians with disabilities and/or special needs, including persons with visible and/or non-visible disabilities and seniors with special needs. Appendix 1 of the 2012 Provincial HIRA identifies vulnerable populations for each of the province’s 39 hazards.

### **Highlights**

Overall, municipal survey respondents indicated that they were able to obtain necessary resources (i.e., personnel services, equipment and materials). They also indicated that their municipal emergency management program includes the five pillars of emergency management. Similarly, the majority of ministries that participated in the survey agreed that their ministry’s emergency management program and emergency response actions are coordinated within their ministry in accordance with the PERP.

### **Areas of Improvement**

- There needs to be greater understanding of the role of the OFMEM/PEOC in coordinating the provincial response to emergencies; the authorities or powers that accompany a declaration of emergency; and, the relationship between a municipal declaration of an emergency under the EMCPA and eligibility for provincial funding under the Ontario Disaster Relief Assistance Program (ODRAP);

- There is a need to further emphasize the HIRA and mitigation and preparedness, especially as they relate to climate change;
- Greater clarification of which agency has jurisdiction over the emergency response and the respective roles and responsibilities of ministries, municipalities and stakeholders is required;
- Government understanding of the operational capabilities of the PEOC needs to be strengthened to ensure that the PEOC is not assigned a role or task for which it lacks the capability or authority to undertake and complete successfully;
- Additional focus is required on administrative and operational planning to capture and identify logistic processes, staffing, application and use of the IMS and the operational effectiveness of the PEOC and as applicable, any deployed resources;
- Within the PEOC the threat assessor position was not activated. This person could have collected statistics on affected areas, and calculated the number and location of persons without power for different periods of time; and
- Emergency plans currently do not include vulnerable populations even though there were stresses placed on emergency medical services and hospitals by vulnerable populations.

### **Findings and Opportunities for Improvement**

The PERP is focused on emergency response and it does not provide a balanced application of the five pillars of emergency management. Furthermore, the PERP does not adequately differentiate between emergency response activities undertaken by first responders and activities undertaken to address the consequences of an emergency event (emergency consequence management). Therefore, the PERP should be updated to address these findings.

This review has determined that while Ontario's provincial emergency plans are intended to be interdependent, they are not maintained as constituent parts of a single, overall master document, with annexes developed as required. The move to a master plan, with integrated and supporting annexes would be more in keeping with the vision of the current PERP, which is defined as the provincial master plan and is to be coordinated with the emergency response plans maintained by provincial ministries.<sup>6</sup> Further, the development of a common planning architecture and template to be used by all ministries across government should also be undertaken.

Provincial OIC 1157/2009 assigns MCSCS the responsibility for the formulation of an emergency plan for "any emergency that requires the coordination of provincial emergency management". It was indicated by some provincial and municipal emergency management practitioners that they lacked clarity concerning the role of the PEOC and OFMEM in coordinating the provincial response to emergencies. The term coordination was also noted as not being well understood among stakeholders.

---

<sup>6</sup> Provincial Emergency Response Plan 2008. Section 1.6, Page 9 and Section 2.6.5, Page 21.

The 2012 Provincial HIRA identifies 39 hazards in Ontario. The EMCPA requires that in developing its emergency management program every municipality and minister shall identify and assess the various hazards and risks to public safety that could give rise to emergencies, and identify the facilities and other elements of their infrastructure that are at risk of being affected by emergencies. As was identified earlier in this report, OIC 1157/2009 does not address every hazard contained in the HIRA.

The HIRA provides for the identification of a hazard and its associated risk, but does not from a systems/program level functionally integrate the five pillars of emergency management at either the provincial or municipal level, nor from a critical infrastructure sector perspective. An occurrence such as the 2013 southern Ontario ice storm has a number of consequences (emergencies). This review has determined that current programming does not systemically provide for an integrated risk management process. Therefore there is the need for a review of the current HIRA and to ensure that a system-wide emergency management program is in place to provide for additional coordination and collaboration among all partners. Such a systems-based approach would:

1. Identify and assess all hazards and rank them by probability and consequence;
2. Identify based on all five pillars of emergency management the programming in place by either a municipality and/or the province for each hazard, thereby establishing the actual risk, and identify those gaps that could be addressed to reduce risk overall;
3. Identify the linkages that exist among the variety of affected authorities that would be expected to address an occurrence (hazard) in a coordinated and functional structure that was predetermined and pre-planned; and
4. Ensure that training and exercises are conducted both locally and in conjunction with provincial ministries that address the highest risk hazards.

This review has also identified that there is an opportunity to formalize the policies and procedures used to activate Ontario's emergency response plans and to establish triggers setting out when to enhance levels of activation for the PEOC. These criteria should be consistent and be communicated to all stakeholders involved in the response to an emergency event.

The OFMEM has developed a number of guidelines for municipalities and made these available on its website. These include:

- Guideline for the Development of a Municipal Severe Weather Emergency Plan; and
- Guideline for the Development of a Municipal Power Outage Emergency Plan.

Currently municipalities are required to develop an emergency plan. The development of a municipal severe weather emergency plan and a municipal power outage emergency plan is voluntary. Both of these plans are intended to allow for a more coordinated response to an emergency situation arising from either a severe weather or a power outage event.



Survey respondents and roundtable and debrief participants each suggested that there is room to enhance current municipal and provincial emergency management programs. The development and implementation of additional tools, templates and guidance for ministries and municipalities, similar to the guidelines identified above would be warranted.

This review has also determined that some provincial administrative authorities are not integrated into Ontario's emergency management structure as established by the EMCPA. To address this gap, the OFMEM should identify the lead ministry responsible for each of the province's administrative authorities and ensure that these entities are integrated, as applicable, into Ontario's emergency management structure.

While not set out as a theme requiring review in the Terms of Reference, discussions during the roundtable session and debrief illustrated that the needs of vulnerable populations are not well addressed by current emergency management programs. It was indicated by policy roundtable participants that there is no clear definition for vulnerable populations and the term vulnerable populations was used broadly during the response. Policy roundtable participants also raised questions concerning the role of municipalities in the provision of health services and how this relates to vulnerable populations.

From an emergency management perspective this review finds that:

- There is no lead ministry with overall responsibility for vulnerable populations in the event of an emergency or significant event;
- There is not a universal and shared understanding of what constitutes a 'vulnerable population'; and
- There are many service agencies and government entities at both the provincial and municipal levels that deal in a variety of ways with vulnerable populations.

Discussions at the policy roundtable session indicated that there is not a universal understanding of the authorities or powers that accompany a declaration of emergency under the EMCPA. In addition, there is also not a universal understanding of the relationship between a municipal declaration of emergency under the EMCPA and eligibility for provincial funding under ODRAP.

#### **Opportunity for Improvement #18**

The PERP be reviewed and updated to distinguish it as the provincial master plan, to ensure enhanced alignment between the PERP and all other OIC plans; to ensure a balanced focus on all five pillars of emergency management; and to clarify the roles of the province, municipalities and first responders during an emergency event.

#### **Opportunity for Improvement #19**

The OFMEM undertake a comprehensive review of the HIRA with the view towards developing an integrated and systems-based emergency management program for each

hazard. This system should calculate actual risk based on the initial hazard risk and identify measures to lessen the impact through the application of the five pillars of emergency management. This system would require the development of metrics that can be applied to both the probability and consequences, thereby identifying enhancements that can be made across both provincial and municipal emergency management programs.

**Opportunity for Improvement #20**

OFMEM and representatives of provincial ministries and municipalities to develop criteria for the activation of emergency plans. This criteria should be consistent with the criteria delineating the PEOC's level of operational response from routine monitoring through to activation to support coordinated efforts.

**Opportunity for Improvement #21**

OFMEM to undertake a comprehensive evaluation and update of all emergency plans held by the MCSCS Emergency Management Program and in concert with ministry representatives, develop a common planning architecture and template to be used by all provincial ministries. Further the OFMEM, working in conjunction with municipal and ministry stakeholders, should develop additional tools, templates and guidance to enhance the current provincial and municipal emergency management plans and programs.

**Opportunity for Improvement #22**

The OFMEM to identify the lead ministry responsible for each of the province's administrative authorities and ensure that these entities are integrated, as applicable, into Ontario's emergency management structure.

**Opportunity for Improvement #23**

The Province should consider assigning lead responsibility for planning for the needs of vulnerable populations to a ministry in the updated OIC. The assigned ministry should lead the revision of the Emergency Preparedness Guide for People with Disabilities/Special Needs and develop tools, templates, policies and procedures that municipal emergency management programs can use to create a voluntary registry of vulnerable persons and embed wellness checks as part of their emergency management program.

**Opportunity for Improvement #24**

OFMEM to create and make available to ministries and municipalities a publication/guideline that clearly sets out the following information with regards to the EMCPA:

- The scope of the act, including:
- Provincial powers, duties and authorities;
- Municipal powers, duties and authorities; and
- Processes for declaring an emergency.
- That a declaration of an emergency under the EMCPA is not required for a municipal government to receive provincial resources or supports; and
- That a declaration of an emergency under the EMCPA is not required for a municipality to be eligible to receive funding under ODRAP.

## **Annex A - Order in Council 1157/2009 – Ministry Responsibilities**

In accordance with Order in Council 1157/2009 made under the EMCPA, 13 ministers have been assigned responsibility for the preparation of emergency plans for specific types of emergencies. Ministers assigned responsibility to formulate emergency plans in respect of a specific type of emergency (and hence their ministries) must put in place an emergency plan(s) for the designated types of emergencies that address the provision of necessary services during an emergency.

A copy of Order in Council 1157/2009 follows.

OIC Ministry Emergency Responsibilities

**Executive Order in Council — Ministry Responsibilities**



**Order in Council  
Décret**

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

Sur la recommandation du sous-signé, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil des ministres, décrète ce qui suit :

**PURSUANT** to Subsection 6(1) of the *Emergency Management and Civil Protection Act* R.S.O. 1990 c.E9, as amended, all ministers are responsible for the formulation of emergency plans in respect of any emergency that affects the continuity of operations and services in their respective ministries.

**In addition to the above, the following ministers are responsible for the formulation of emergency plans in respect of the type of emergency assigned.**

<b>Minister</b>	<b>Type of Emergency</b>
Agriculture, Food and Rural Affairs	Farm animal disease; food contamination; agricultural plant disease and pest infestation
Attorney General	Any emergency related to the administration of justice including the operation of the courts; and provision of legal services to government in any emergency
Community and Social Services	Any emergency that requires emergency shelter, clothing and food; victim registration and inquiry services; personal services

O.C./Décret 1157/2009

OIC Ministry Emergency Responsibilities

Community Safety and Correctional Services	<p>Any emergency that requires the coordination of provincial emergency management</p> <p>Nuclear and radiological</p> <p>Severe weather</p> <p>War and international</p> <p>Any other peacetime emergency not listed herein</p> <p>Building structural collapse</p> <p>Explosion and structural fire</p> <p>Space object crash</p> <p>Terrorism</p> <p>Civil disorder</p> <p>Any emergency that requires the continuity of provincial government services</p>
Energy and Infrastructure	Energy supply
Environment	<p>Spills of pollutants to the natural environment including fixed site and transportation spills</p> <p>Drinking water</p>
Health and Long-Term Care	<p>Human health, disease and epidemics; health services during an emergency</p>
Labour	<p>Any emergency that affects worker health and safety</p>
Government Services	<p>Any emergency that affects labour relations and human resource management in the provincial government</p>
Municipal Affairs and Housing	<p>Any emergency that requires the coordination of extraordinary provincial expenditures</p>

OIC Ministry Emergency Responsibilities

Natural Resources	Forest fires Floods Drought/low water Dam failures Crude oil and natural gas exploration and production, natural gas and hydrocarbon underground storage and salt solution mining emergencies Erosion Soil and bedrock instability
Northern Development, Mines and Forestry	Abandoned mine hazards Any emergency that requires the support of provincial emergency management in Northern Ontario
Transportation	Transportation

AND THAT Order in Council number 777/2009 dated May 13, 2009 be revoked.

Recommended <u><i>Pick Bevelin</i></u> Minister of Community Safety and Correctional Services	Concurred <u><i>Greg Kelly</i></u> Chair of Cabinet
Approved and Ordered <u>    MAY 15 2009    </u> Date	<u><i>[Signature]</i></u> Lieutenant Governor