

2021 Flooding and Wildfire Far North First Nation Community Evacuation Contingency Planning in a COVID-19 Context

DRAFT V1.1

An Evergreen Document

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Acknowledgements

The Government of Ontario acknowledges its presence on lands traditionally occupied by Indigenous Peoples. You can search the specific treaty area for addresses across Ontario on the [digital map of Ontario treaties and reserves](#).

Introduction

Objective

This document provides an overview of contingency planning efforts for the management of any emergency evacuation due to flooding and/or wildfires affecting First Nation communities in the Far North. As such, it provides a guide for all functions within an incident management system (IMS), particularly management and coordination, planning, logistics and operations. These planning efforts take into account the COVID-19 context throughout the province.

This is an evergreen document that will be updated as needed.

Purpose

Contingency planning to develop an evacuation plan and hosting models is undertaken each year for the flooding and wildfire seasons due to:

1. The risk of flooding and wildfires in Ontario, as well as the geography of the far north which may complicate evacuations or efforts to manage or suppress the hazard;
2. A lack of dedicated on-demand hosting facilities, resulting in decentralized hosting with host municipalities typically being located throughout the province;
3. The federal and provincial governments' priority to support First Nation communities and ensure the health and safety of evacuees through an effective evacuation plan; and
4. An agreement between the federal and provincial governments that the province supports evacuation planning for First Nation communities and provides immediate response support if requested.

Background

Spring flooding (most often from spring break-up along the James Bay Coast) and wildfires are two types of emergencies that have previously resulted in the need for evacuations of First Nation communities in the Far North. As a result, flooding and wildfire evacuation contingency planning is undertaken on an annual basis by the First Nation communities located in this area, with support from a variety of partners, including the provincial and federal governments.

As part of the annual planning effort, Emergency Management Ontario (EMO) engages municipal and First Nation partners to identify host capacity (including for transportation hubs)

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for potential evacuations. Once a host community and/or transportation hub is identified, the municipality is encouraged to enter into a hosting agreement with Indigenous Services Canada (ISC) (if such an agreement does not already exist) for reimbursable costs. Once a host community is confirmed, the host community secures facilities and associated support services as outlined in the *Joint Emergency Management Steering Committee (JEMS) Service Level Evacuation Standards*. In collaboration with key federal and provincial partners, the PEOC also performs a management and coordination function in support of the host community and the evacuating communities.

Throughout the planning and response phases of the flooding and wildfire season, collaboration and partnership with First Nation communities and organizations is crucial in ensuring the safety and well-being of evacuating communities. Additional key partners include host municipalities, federal departments, provincial ministries, non-governmental organizations, and others.

Evacuation Contingency Planning in a COVID-19 Context

In 2020, as a result of COVID-19, many typical host communities faced uncertainty about their ability to host and/or could only commit to a certain level of resourcing as a result of the strain of their own COVID-19 response. Based on this, the PEOC undertook an enhanced coordination role compared to prior years, completing some responsibilities that normally fall to host communities. This involved, for example, independently identifying suitable host facilities and associated services and supports.

Many First Nation communities also indicated concern about the potential impacts of being evacuated in a COVID-19 context, such as worries about potentially bringing the virus back into their community. As a result, partners undertook additional planning and coordination activities, such as planning for COVID-19-specific transportation requirements, implementation of infection prevention and control (IPAC) measures, implementing required COVID-19 health and wellness guidance throughout the evacuation, and others.

COVID-19 will continue to present significant challenges in evacuation planning for the 2021 flooding and wildfire season, and a need remains to undertake contingency planning for First Nation evacuations within the COVID-19 context. It is anticipated that the PEOC will continue to take on an enhanced coordination role as it did in 2020. This role will be informed by lessons learned from the approach undertaken last year. For example, the PEOC will engage earlier with potential host communities and potentially impacted First Nation communities to enhance collaboration with these partners in the planning stages. Any efforts to independently secure hosting facilities, if deemed necessary, will be undertaken with the impacted municipalities' awareness and, ideally, support, collaboration, and coordination. As well, in 2020, many First

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Nation communities established pandemic response teams, which will continue to be vital to the success of evacuations in 2021.

In parallel to contingency planning efforts, the Province is currently undertaking a widespread COVID-19 vaccination program, including Operation Remote Immunity (ORI) and ORI 2.0 (vaccination of youth between the ages of 12 to 17) in all 31 fly-in northern communities and Moosonee. Making COVID-19 vaccinations readily available in First Nation communities minimizes potential for COVID-19 spread during an evacuation for both an evacuating community and a host community.

Planning with First Nation, Municipal, Provincial and Federal Partners

Engagement and planning activities with all partners is central to ensuring the effectiveness of the contingency planning process. The PEOC coordinates regular and ad hoc engagement with partners through a series of working groups, including groups on planning coordination, logistics/facilities and host communities, transportation, health services, and site and evacuee safety. See Appendix B for an overview of this working group structure.

Lessons learned from the 2020 flood and wildfire season and the impact of COVID-19 on contingency planning highlight the importance of early, regular, and comprehensive engagement with all stakeholders, particularly First Nation communities and organizations and municipalities. As a result, in 2021, the PEOC has increased its efforts to engage and collaborate more broadly with First Nation and municipal stakeholders, including working with government partners in support of these engagements. These planning and engagement efforts will ensure that community preferences, cultural safety, health, and well-being are appropriately taken into account. This includes working with First Nations communities and organizations in the contingency planning process and development of this plan through a variety of groups and forums.

This contingency plan for potential First Nation community evacuations is a culmination of the discussions at these various working groups and forums to-date. As partners continue to engage and plan for potential evacuations, this document will be updated to reflect decisions made and the current status.

Role of the Provincial Emergency Operations Centre (PEOC)

The Ministry of the Solicitor General, through EMO, plays a key coordination role during emergencies in Ontario. EMO maintains the Provincial Emergency Operations Centre (PEOC) as a key facility to monitor evolving situations inside and outside of Ontario and to facilitate provincial coordination. This involves establishing a common understanding of roles and responsibilities as they relate to a particular response; facilitating the activities of all relevant

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stakeholders to work towards common or complementary objectives; and sharing information in a timely and structured manner so that all stakeholders have a common understanding of the situation. This role ensures key decision makers and provincial resources are able to respond to evolving situations as quickly as possible. The PEOC's coordination roles vary and are multi-dimensional (e.g., responsibilities range from all-hazards to nuclear emergency management). The PEOC is now able to fulfill this coordination function electronically, via the province's emergency management software DisasterLan (DLAN), as well as in a virtual or remote environment.

In a flooding and wildfire context, the PEOC's coordination capabilities are applied to First Nation evacuations while maintaining its other responsibilities. The PEOC offers a central point of contact for all partners involved in a First Nations evacuation. The PEOC will manage and coordinate the evacuation of communities threatened by flooding and wildfires with the support of federal and provincial partners. During flood and wildfire contingency planning, key activities undertaken by the PEOC include, but are not limited to:

- Working with First Nations communities and organizations, provincial ministries and federal departments on evacuation planning and response; and
- Hosting coordination teleconference calls with key partners to maintain situational awareness and information sharing, and coordinate key activities as required.

Concept of Operations

This plan is applicable to northern First Nations communities during the 2021 flooding and wildfire season. Planning considerations will incorporate the potential for evacuating First Nation communities throughout the entire flooding and wildfire season. Evacuations resulting from flooding and wildfires may occur preemptively or in a life safety situation. The decision to evacuate is at the request of Chief and Council and informed by threat and risk assessments conducted by the First Nation community and the province. Depending on the COVID-19 situation in any potential host communities at the time of need for evacuation, their available capacity and supports may fluctuate. In these cases, the hosting model in each community, the level of coordination and responsibilities of the PEOC and provincial partners, and PEOC decision-making to activate any contingency efforts in collaboration with impacted First Nation communities may be impacted.

Note: based on the evolving COVID-19 situation across the province during the flooding and wildfire season, details of this contingency plan are subject to change.

Guiding Principles for Evacuations in a COVID-19 Context:

This plan is in alignment with the guiding principles for evacuations in a COVID-19 context developed by the Independent First Nations Alliance (IFNA), Nishnawbe Aski Nation (NAN), Grand Council Treaty #3 and Nokiiwin Tribal Council.

1. Host community to share information about COVID-19 infection prevention and control (IPAC) measures to be in place at facility and, if possible, to provide a plan for control of COVID-19 at host site.
2. Host sites require appropriate indoor and outdoor space (i.e. enough room for recreational activities).¹
3. Prior to standing up a host community to accept evacuees, the ongoing level of COVID-19 cases, health system capacity, and risk of infection in the host community should be considered.
4. Any personnel entering a First Nations community, including Incident Management Team members and MNR fire crews, should follow COVID-19 protocols (i.e., vaccination, isolation, PPE, etc.) set out by each First Nations community. Furthermore, any EMC or other support staff who will travel to hosting sites should be vaccinated as per community protocols.
5. Provincial Orders to stop the spread of COVID-19 must be respected in the host communities. Host communities shall facilitate the provision of information from the local public health unit related to COVID-19 public health measures to the evacuating community to ensure they are aware of rules that should be followed.
6. Host sites with exclusivity for evacuees are preferred. Sites that can offer full exclusivity should be prioritized above sites without full exclusivity
7. Host community and provincial partners must engage respective Tribal Council EM coordinators.²
8. Medical supports specific to community evacuees should be provided at host site if available in order to limit non-essential visits to outside facilities.
9. Private transportation should be available³ to evacuees for essential trips to avoid the risk of COVID-19 infection associated with using public transit. Community liaisons should be available to assist with arranging essential trips and to advocate for evacuee needs.
10. Hosting sites should have a reception centre and ensure adequate referral services to existing community social services are available for individual and family needs.
11. City safety information should be provided to evacuees to raise awareness of road safety and other urban safety concerns.

¹ JEMS guidelines on this subject can be found on page 31, under “Recreation and Other Non-Standard Items”.

² JEMS supports this point with a recommendation on page 26, under “Host Community Operations”.

³ JEMS provides for 1 vehicle rental per 100 people, see page 29.

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12. Where possible, agreements should be established in advance with Indigenous organizations such as friendship centers, child and family services, and traditional food and medicine providers.
13. Community liaisons should work with the evacuating community and host community / site managers to establish forums for communication, both on social media (Facebook) and also with physical bulletin boards at host sites bulletin board for evacuees to remain in contact and receive information on the situation in the evacuated community to relieve evacuees concerns.⁴
14. Host community will consult with community liaisons on culturally appropriate food and recreation.
15. Where possible, accommodation to include kitchenettes or a public kitchen for community use.
16. Where possible, efforts should be made to accommodate pets.⁵

All parties will make every effort to ensure that the above principles are followed when planning for evacuations and establishing hosting arrangements with sufficient capacity. In the event that there is a pressing risk to the lives and safety of an evacuating community and hosting options that meet all of the above criteria are not available in sufficient capacity, none of these principles should prevent expedited actions to secure immediate accommodations.

Key References

The following documents have been used to inform the development of the contingency plan:

1. Guiding Principles for Evacuations in a COVID-19 Context
2. [Ontario Mass Evacuation Plan \(OMEP\)](#)
3. Joint Emergency Management Steering Committee (JEMS) Service Level Evacuation Standards (Last revision date March 29, 2021)
4. [Provincial Emergency Response Plan \(PERP\) 2019](#)
5. [Incident Management System \(IMS\) Guidance Version 2.0](#)
6. [Ontario's COVID-19 Response Framework](#)
7. Ministry of Health (MOH) [COVID-19 Guidance for the Health Sector](#), particularly [Guidance on Community Emergency Evacuations](#)
8. [COVID-19 measures, updates, and guidance issued by Transport Canada](#)

⁴ The establishment of closed community groups on social media is included in the Community Liaison job description, in Appendix T to JEMS (page 92).

⁵ JEMS refers to the potential evacuation of animals and the arrangements that may be made for their accommodation and care on page 32-33 under "Animals".

Planning Assumptions

- The First Nation Chief and Council make the determination of whether to evacuate and their preferences regarding where to evacuate (in consultation with the PEOC, ISC, the Ministry of Natural Resources and Forestry (MNR), and any municipalities identified as preferable by the First Nation).
- The PEOC will engage host communities that are preferred by the evacuating First Nation to determine if the host community agrees to host at that time.
- The PEOC will make best efforts to coordinate between the evacuating community and preferred host communities. If the preferred host community is unable to host, First Nations will be presented hosting options according to the contingency plan.
- First Nation communities may prefer on-the-land initiatives over a community evacuation.
 - ISC is responsible for approval of funding for any on-the-land initiatives.
 - Even where on-the-land initiatives occur, there will be a need to develop contingency plans to evacuate those individuals who remain in the community.
 - Information sharing by First Nations and/or ISC with the PEOC regarding any on-the-land initiatives being considered is critical to contingency planning efforts.

COVID-19 Related Assumptions:

- Public health protocols and rules within the province's *COVID-19 Response Framework: Keeping Ontario Safe and Open* could impact the operations of an evacuation and aspects of this contingency plan.
- In the event an evacuation is required, all evacuees and supporting personnel will be required to follow the relevant public health protocols, including, but not limited to infection prevention and control (IPAC) measures and applicable air and ground transportation guidelines.
 - Due to the evolving COVID-19 situation, these public health protocols may change throughout the flooding and wildfire season. Partners should remain aware of the public health protocols applicable in their jurisdictions. The PEOC, in collaboration with relevant partners, will provide updates to all partners on provincial rules as required.
- Some key resources to assist in remaining up-to-date on relevant public health protocols and guidance include:
 - Ontario's COVID-19 Response Framework
 - Ministry of Health (MOH) COVID-19 Guidance for the Health Sector, particularly Guidance on Community Emergency Evacuations
 - Canada's Coronavirus disease (COVID-19): Guidance documents

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- [Interim Public Health Guidance \(Chief Medical Officer of Public Health, Indigenous Services Canada\): The use of medical masks during emergency evacuations for First Nations living on-reserve](#)
- The Province of Ontario is running a three-phased COVID-19 vaccination program, in which increasing portions of the population will become eligible for the vaccine over course of this year's flood and wildfire season.
- Partners will make efforts to obtain necessary PPE to undertake evacuations safely and host evacuees. Contingencies will be put in place for situations of low PPE supply.

Evacuation Logistics:

- In case of life safety evacuations, evacuation would take priority over any health checks.
- Evacuation timeframes (on civilian and military aircraft) are based on estimates by transportation partners in collaboration with the PEOC and First Nation communities.

Hosting Models and Transportation Hubs

This section describes the two hosting models and transportation hubs.

Host Community Model ("traditional" model):

Planning and response efforts within the municipality are led by the host community. The PEOC coordinates efforts across all partners. This model represents the roles and responsibilities as outlined in JEMS. See [Annex C](#) for an overview of roles and responsibilities within this model.

Contingency Hybrid Model:

This model has been developed as a contingency during COVID-19 when a community is unable to stand up as a host community as defined in JEMS. Under these unique circumstances, many of the efforts undertaken by host communities under the "traditional" model are led by EMO on behalf of the Province, in addition to coordination and contingency planning as per the "traditional" model. While the contingency hybrid model has been developed due to the extenuating circumstances presented by COVID-19, the traditional host model remains the preferred option if feasible for host communities.

Upon agreement from the host community to receive evacuees, the planning and execution of the evacuation of affected First Nation communities to a pre-identified supporting host community in this model would be coordinated by the province via the PEOC and the respective host community, with support from the affected First Nation community, ministries, nongovernmental organizations, the federal government, and others where required. See [Annex D](#) for an overview of roles and responsibilities within this model.

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In this model the host community:

- has agreed to have evacuees hosted in their community and provide certain supports (fire, police, paramedic services);
- will continue to coordinate with, and provide liaison support to, the province;
- may take on certain specific roles in support of the hosting operations;
- may or may not have a direct funding agreement with ISC;
- has requested specific provincial supports in identifying and securing services needed for evacuation, as well as leading the coordination of the plan and implementation of the model (including facility identification and assessment, site supports at all facilities, coordination of services needed for evacuees, etc.).

Transportation Hubs

Transportation hubs are locations where evacuees can be staged en route to their eventual destination. Support for evacuees who are in transit within a transportation hub will in most cases be provided by the local municipality, but in some circumstances, may be coordinated wholly or partially by the PEOC.

See [Annex E](#) for an overview of roles and responsibilities within transportation hubs.

Evacuation Planning and Response

Prior to the flooding and wildfire seasons, key federal, provincial and First Nations partners began evacuation contingency planning to prepare for potential evacuations. Examples of planning and logistics activities include First Nations community and regional organization planning efforts, outreach to potential host communities, EMO's annual Flood and Wildfire Symposium, federal/provincial and function-specific teleconference calls. Municipalities that are able to serve as a host community also undertake proactive planning for the potential to receive evacuees and provincial/municipal teleconference calls are held to support this process. A working group with First Nations partners and the province has also been formed to determine site assessment criteria for any viable/actionable facilities being considered for use in the contingency hosting model. Discussions are also underway with ISC to confirm funding arrangements for any contingency facilities considered.

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The chart below outlines the stages of evacuation planning and operations.

Stages	Overview	Key Tasks
Stage 0: Pre-Evacuation Planning	<ul style="list-style-type: none"> Prior to the flooding season, key federal, provincial, municipal and First Nation partners begin evacuation contingency planning to prepare for potential evacuations during the upcoming season. 	<ul style="list-style-type: none"> First Nation community and regional organization planning efforts EMO's annual Flood and Wildfire Symposium Federal/provincial planning meetings and function-specific meetings Outreach to municipalities/potential host communities
Stage 1: Site Preparation	<ul style="list-style-type: none"> Flooding/wildfire assessments (by MNRF and the First Nations community) indicate that the risk is increasing Current trends are heading towards the potential for an evacuation 	<ul style="list-style-type: none"> Maintaining situational awareness across all partners MNRF conducts aerial surveillance flights to monitor the situation and provide updates to the PEOC and the First Nations communities Potentially impacted First Nations communities develop medical and primary evacuee lists to assist with the prioritization of evacuees if an evacuation becomes necessary PEOC provides notification to pre-identified host communities/facilities of the potential to receive evacuees PEOC provides notification to provincial, federal and NGO partners of the potential for an evacuation
Stage 2: Site Set-up⁶	<ul style="list-style-type: none"> Flooding/wildfire assessments (by MNRF and the First Nations community) indicate that the risk is HIGH Chief and Council in the First Nation community decides that an evacuation is required, in consultation with the PEOC, ISC and MNRF 	<ul style="list-style-type: none"> Maintaining situational awareness across all partners PEOC works with the First Nation community to confirm evacuation location(s)/order PEOC provides notification to pre-identified host communities/facilities to initiate site set-up PEOC provides a notification to provincial, federal and NGO partners of the imminent evacuation Facility site leads create and implement site/facility plans, with support from the PEOC
Stage 3:	<ul style="list-style-type: none"> Activities undertaken to facilitate the safe movement of evacuees In a life safety situation (48 hours or less required for an 	<ul style="list-style-type: none"> Maintaining situational awareness across all partners MNRF contracts air carriers and confirms flight schedule

⁶ The initiation of site set up will be decided upon jointly by the PEOC and municipalities/sites, with input from MCCSS, MOH, and ISC.

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Stages	Overview	Key Tasks
Evacuation⁷	evacuation), military airlift support may be requested	<ul style="list-style-type: none"> • If a life safety situation, the PEOC may submit a Request for Federal Assistance (RFA) for military airlift support • First Nation community completes flight manifests with order of evacuees identified • Evacuees undergo pre-boarding health screening • Pre-identified services and supports carry out their assigned roles and responsibilities
Stage 4: Hosting Operations	<ul style="list-style-type: none"> • Evacuees arrive at the host facility and are supported throughout the duration of their stay 	<ul style="list-style-type: none"> • Maintaining situational awareness across all partners • Registration at the host sites • Facility site lead ensures safe operation of site • Services are provided by appropriate leads (e.g., emergency social services, health, security, etc.)
Stage 5: Return⁸	<ul style="list-style-type: none"> • Flooding/wildfire assessments (by MNRF and the First Nations community) indicate that the risk has decreased • Conditions for safe return are discussed with Chief and Council of the First Nation community 	<ul style="list-style-type: none"> • Maintaining situational awareness across all partners • Chief and Council confirm decision to return • PEOC coordinates with Chief and Council to ensure that all necessary supports and resources are available in their community to support the return of evacuees (e.g. food, water, etc.) • MNRF contracts air carriers and confirms flight schedule • Pre-identified services and supports carry out their assigned roles and responsibilities for return operations • Evacuees safely arrive in home community

⁷ Evacuations will be decided by the First Nations communities, in consultation with the PEOC, ISC and MNRF.

⁸ Return to the home community will be decided by the First Nation Communities, with advice from the PEOC, ISC, and MNRF.

Hierarchy of Prioritization

The chart below outlines the options for evacuation and the planning assumptions and escalatory conditions under each option.

Option	Description	Planning Assumptions	COVID-19 Considerations	When escalation is required
Shelter on-the-land Initiatives	<ul style="list-style-type: none"> A First Nation focuses on sheltering on the land (either their own traditional territory or through arrangements they make with other First Nations communities) 			
Primary	Little effort required (e.g., viable, actionable and acceptable)	<ul style="list-style-type: none"> Municipality agrees to host in a precautionary evacuation with viable facility(ies) identified The province may take on the response role with variable host community involvement (contingency hybrid model) Supports and services are available Minimal time required (7 days or less) for set-up 	<p>All host municipalities are evaluated with respect to the impact of COVID-19 outbreaks and their impact on health and other resources.</p> <p>Facilities are required to observe COVID-19 constraints and observe all protocols required by local public health.</p>	<ul style="list-style-type: none"> Facilities/supports under this option are not available or exceeding their capacity
Secondary	Increased effort/decisions required (e.g., somewhat viable, actionable and acceptable)	<ul style="list-style-type: none"> Some of the host communities have indicated that they can be available in a life-safety situation; further discussions required to assess capacity and capability and supports required Requires considerable work to become viable Considerable time required for set-up (7 to 14 days or more) 		<ul style="list-style-type: none"> Facilities/supports under this option are not available or exceeding their capacity Threat to life safety with limited to no arrangements in place
Tertiary	Significant effort/decisions required (e.g., barely viable, actionable and acceptable)	<ul style="list-style-type: none"> Other options explored but are not recommended to pursue further; otherwise known as an option of last resort Includes non-urban settings and temporary structures (e.g., 		<ul style="list-style-type: none"> Threat to life safety with limited to no arrangements in place

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		<p>soft/hard shelled tent options)</p> <ul style="list-style-type: none"> • Host communities with little or no previous experience or those that are unable to host • May require a commitment of funding to support site set-up • Out-of-province evacuations may be considered under this option • Significant time required for set-up (14 days or more) 		
<p>Quaternary Federal sites/Out of Province</p>	<ul style="list-style-type: none"> • If necessary, EMO may engage federal, provincial, territorial partners to request support in hosting evacuees 			<ul style="list-style-type: none"> • Threat to life safety with limited to no arrangements in place

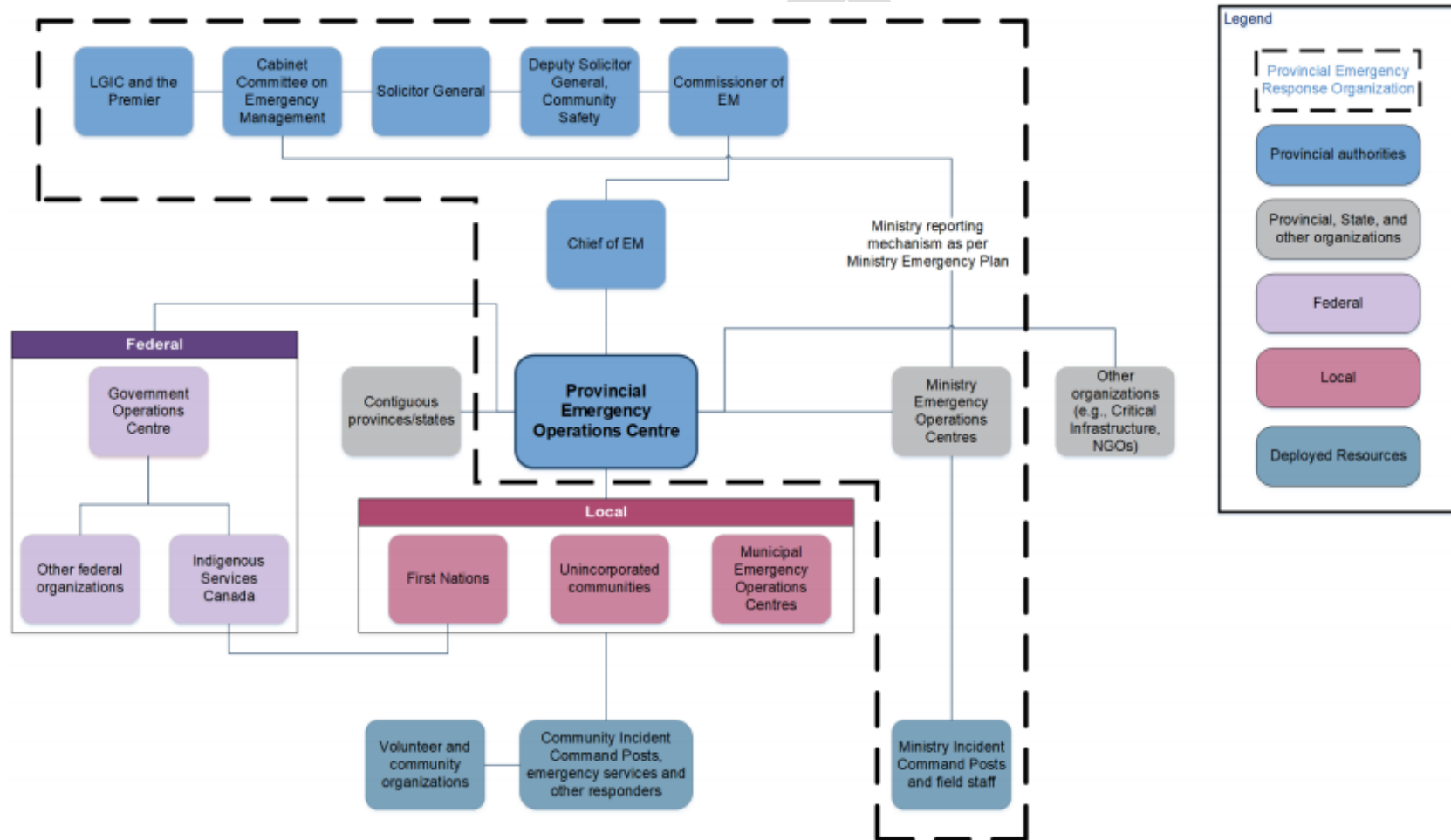
Demobilization

As soon as fewer resources are required, the process to return or demobilize some resources will begin. Part of demobilization includes an after-action review process where debriefing and lessons learned activities take place. Findings are then shared with partners in an After-Action Report (AAR) as well as workshops and meetings (e.g., EMO’s annual Flooding and Wildfire Symposium) or through other means.

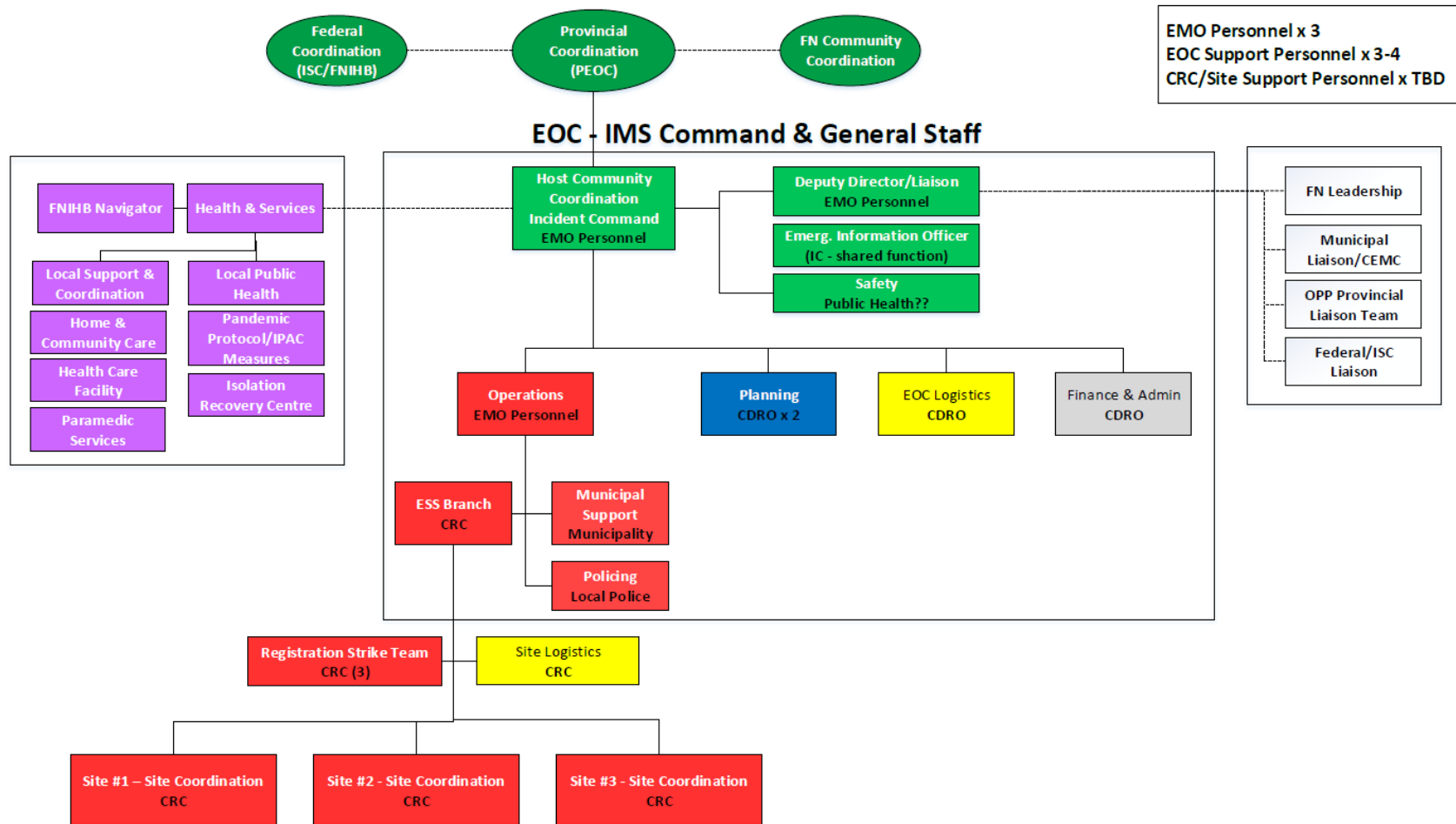
Annexes

Annex A – Evacuation Response Structures

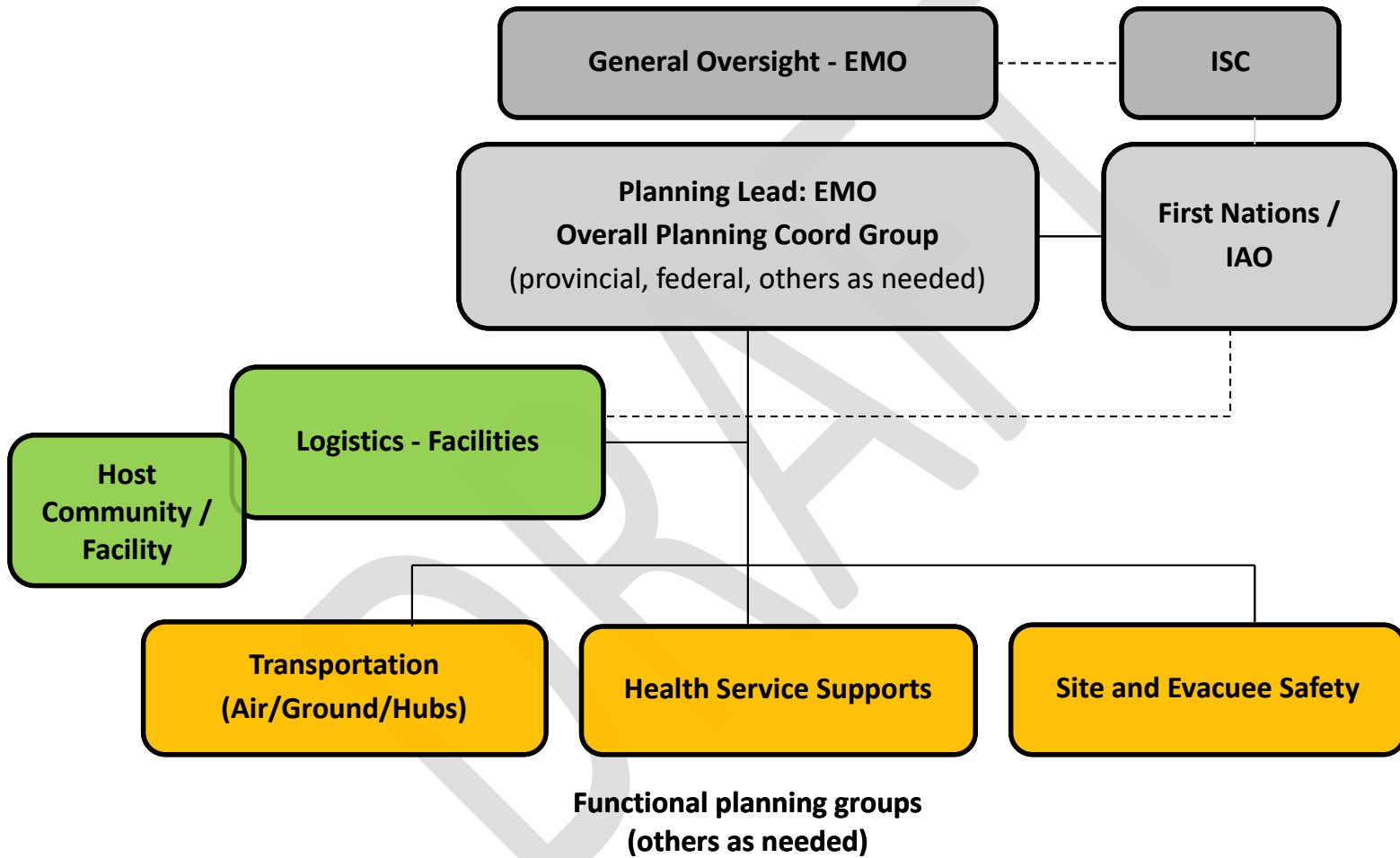
Provincial Emergency Response Organizational Chart (as per the Provincial Emergency Response Plan)



Evacuation Site Response Structure (Contingency Hybrid Model)



Annex B – Evacuation Contingency Planning Structure



Annex C - Roles and Responsibilities: Host Community Model

This annex is a tool for host municipalities to use to assist them in planning which highlights in details all the functions that may be needed. This aligns with JEMS.

Function may be filled by outside organization (such as Tribal Council, NGO, private co., etc.)		
Note: Multiple functions may be coordinated by the same individual, based on capacity.		
HOST COMMUNITY COORDINATION:		
Function	Organization / Position	Name
Command		
EOC Director		
Municipal Liaison	CEMC	
First Nation Leadership	First Nation Community	
Federal / ISC Liaison	Indigenous Services Canada	
Provincial Liaison	EMO Field Officer	
Policing Liaison	Police of jurisdiction OPP Provincial Liaison Team (PLT)	
Emergency Information		
Specialist – Cultural Sensitivity	e.g. First Nation Friendship Centres	
Operations Section		
Policing	Local police service	
Registration Strike Team		
Emergency Social Services (ESS) Task Force		
Municipal Support		
Social Service Support		

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Function may be filled by outside organization (such as Tribal Council, NGO, private co., etc.)		
Note: Multiple functions may be coordinated by the same individual, based on capacity.		
HOST COMMUNITY COORDINATION:		
Function	Organization / Position	Name
Planning Section		
Scribing		
Situation Unit		
Resource Management		
Logistics Section		
Service Branch – EOC Support		
Ground Support – Transportation		
Service Branch – EOC Support		
Supply Unit		
Ground Support – Baggage		
Ground Support –Transfers		
Facilities – Feeding		
Facilities – Personal Care		
Facilities – Clothing / Laundry		
Facilities – Security		
Facilities – Recreation		
Fin/Admin		

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Function may be filled by outside organization (such as Tribal Council, NGO, private co., etc.)		
Note: Multiple functions may be coordinated by the same individual, based on capacity.		
HOST COMMUNITY COORDINATION:		
Function	Organization / Position	Name
Cost/ Time/ Procurement Unit		
Health Services Section (recommend adding as an IMS section)		
Health Services – Federal Support & Coordination	FNIHB	
FNIHB Navigator	FNIHB	
Health Services – Local Support & Coordination	Lead agency TBD by local health partners and as per local arrangements.	
Health Service – Local Public Health	Local Public Health Unit	
Health Services – Home and Community Care	Ontario Hospital Association or other as assigned by Host Community representative	
Health Service – Paramedic Services	Paramedic Services in Host Community or other as assigned by Host Community	
Health Services – Health Care Facility	Relevant health care facility(ies) (e.g., acute care hospitals, chronic care hospitals, long-term care homes, etc.)	
Health Services – Pandemic Protocols	e.g. Host Community, evacuation centre, local health partners, First Nation	
Isolation Recovery		

Annex D - Roles and Responsibilities: Contingency Hybrid Model

The purpose of this Annex is to highlight the functions needed to support the contingency hybrid model, specifically as a tool to be able to identify who would be providing the supports needed for the function.

Functions that can be done by a private or non-governmental organization

Note: Multiple functions may be coordinated by the same individual, based on capacity.

HOST COMMUNITY COORDINATION:		
Function	Organization	Name
Command		
EOC Director	EMO Field Operations	
Municipal Liaison	CEMC	
FN Leadership	FN Community	
Federal / ISC Liaison	Indigenous Services Canada	
Provincial Liaison	EMO Field Officer	
OPP Liaison	OPP Provincial Liaison Team (PLT), or other OPP representative	
Emergency Information	TBD	
Safety Officer		
Specialist – Cultural Sensitivity	e.g. First Nation Friendship Centres	
Operations Section		
Operations Section Chief		
Community Social Services	Local social services providers	
Municipal Support	TBD	
Policing	Local police service	
ESS Branch		
Registration Strike Team		
Area Site Manager (as required)		
Planning Section		
Scribing		

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Note: Multiple functions may be coordinated by the same individual, based on capacity.

HOST COMMUNITY COORDINATION:		
Function	Organization	Name
Situation Unit		
Resource Management		
Logistics Section		
Logistics Section Chief		
Service Branch / EOC Support		
Supply Unit		
Ground Support Coordination		
Transportation – Local		
Transportation – Transfers		
Baggage Handlers		
Drivers (2)		
Facilities Coordination		
Feeding		
Personal Care		
Clothing / Laundry		
Security		
Recreation		
Fin/Admin		
Fin/Admin Section Chief		
Cost/Time/Procurement Unit		

SITE MANAGEMENT – Site #1:		
Function	Organization	Name
Site Management		
Personal Services Support		
FN Liaisons	FN community members	
Evacuation Centre Monitors	FN community members	

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Facility Maintenance	e.g. Hotel/motel	
Security	e.g. Private security company	

Annex E – Roles and Responsibilities – Transportation Hubs

TRANSPORTATION HUB:		
Function	Roles & Responsibilities	Organization
Command / Operations	e.g. Local municipality; ISC; or participating aerodrome authority.	

Annex F – List of Acronyms

CAF	Canadian Armed Forces
CEMC	Community Emergency Management Coordinator
CRC	Canadian Red Cross
EMO	Emergency Management Ontario
EOC	Emergency Operations Centre
ESS	Emergency Social Services
FNIHB	First Nations and Inuit Health Branch
FO	Field Officer (EMO)
IAO	Ministry of Indigenous Affairs
IAP	Incident Action Plan
IFNA	Independent First Nations Alliance
IMS	Incident Management System
IPAC	Infection Prevention and Control
ISC	Indigenous Services Canada
JTFC	Joint Task Force Central

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LO	Liaison Officer
MCCSS	Ministry of Children, Community and Social Services
MEOC	Ministry Emergency Operations Centre
MMAH	Ministry of Municipal Affairs and Housing
MNRF	Ministry of Natural Resources and Forestry
MOH	Ministry of Health
MTO	Ministry of Transportation
NAN	Nishnawbe Aski Nation
NGO	Nongovernmental Organization
OMEPE	Ontario Mass Evacuation Plan
OPP PLT	Ontario Provincial Police Provincial Liaison Team
ORI	Operation Remote Immunity
PEOC	Provincial Emergency Operations Centre
PERP	Provincial Emergency Response Plan
PPE	Personal Protective Equipment
PSC	Public Safety Canada
RFA	Request for Federal Assistance
SOLGEN	Ministry of the Solicitor General