

SOUTH NATION
CONSERVATION
DE LA NATION SUD

Crisis Communications Kit for Landslides

2023



Table of Contents

Overview	4
Purpose	4
Scope	4
Objectives	4
Step-by-Step Guide	5
• Step One – Assemble and Identify	5
• Step Two – Determine Response.....	6
• Step Three – Strategy and Contact	7
• Step Four – Tactical Response	8
• Step Five – Evaluate	8
Response Procedures Checklist	9
Communications Tactics	10
• Key Messages.....	11
Tools and Templates	13
• Media Advisories	13
• News Releases	15
• News Wire Distribution of Media Advisories and Release Material	17
• Social Media Considerations	18
• Question and Answer Considerations.....	19
• Response Guidelines	19
• Media Relations Guidelines.....	20
• Media Relations in a Crisis Situation	20
• Media Considerations.....	20
• News Conference Guidelines	21
• Setting up a Room for a News Conference	22
Roles and Responsibilities	24
• Chief Administrative Officer (CAO) with Board of Directors	24
• Secretary-Treasurer	24
• Managing Director, Natural Hazards and Infrastructure.....	24
• Director of Finance	25
• Managing Director, Property, Conservation Lands, and Community Outreach	25
• Site Lead.....	25
Emergency Communications Centre	26
Incident Command	27
South Nation Conservation Contact Information	28
• Communications Response Team.....	28
• Staff List.....	29
Activity Log	31
• Appendix A. Government Contacts	34
• Appendix B. Media Contact List.....	34
• Appendix C. Audio Visual Suppliers	34
• Appendix D. Emergency Services and Hospitals.....	34

Overview

Emergencies, from Emergency Management Ontario

An emergency is defined under the *Emergency Management and Civil Protection Act* as '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'

Purpose

This crisis communications kit is intended to provide principles and tools to guide a communications response to a challenging situation that may result from a landslide emergency. The plan does not replace the organization's reporting or decision-making structures. It is intended to support existing structures.

Scope

This kit is intended for landslide emergencies for South Nation Conservation.

This kit should be reviewed by all members of the Communications Response Team, in advance of a situation where it may be used. Aim to review the document prior to high-risk seasons. The document should be updated annually and contact information should be verified during the annual review.

Copies of the kit should be stored at the SNC office and any other space that could be used as an alternate emergency command centre. There should be enough copies for team members at each location, and all members should have copies at home.

A copy of the kit should be shared with each partner municipality as local governments are formally responsible for an emergency response within their municipality. They will be the lead organization during an emergency situation.

Objectives

1. To appropriately assess and determine a communications response, if required, in the event of a landslide emergency.

2. To allow easy access to tools, resources and a guide for putting together a fast crisis communications response to a landslide emergency.
3. To improve SNC’s ability to provide communication that supports the restoration of order and improved public safety during an emergency landslide situation.

Step-by-Step Guide

Step One – Assemble and Identify

The first step in responding to the landslide crisis is to assemble the response team and identify the crisis on hand. When a crisis has been brought to the attention of a response team member, they should immediately contact the other team members and arrange a meeting place and time. Leave messages if individuals cannot be reached. A response team contact list is available below.

The organization will have an Emergency Command Centre (ECC) that can be activated at South Nation Conservation’s offices. Ensure the location is safe before deciding on where to assemble – alternate locations are possible in places like municipal offices or other public buildings.

Communications Response Team	
Name	Contact Information
Carl Bickerdike Chief Administrative Officer	Office: 1-877-984-2948 Mobile: 613-360-9125
Ronda Boutz Secretary-Treasurer	Office: 1-877-984-2948 Mobile: 613-551-8940
Johanna Barkley Director of Finance	Office: 1-877-984-2948 Mobile: 613-551-8953
John Mesman Managing Director, Property, Conservation Lands and Community Outreach	Office: 1-877-984-2948 Mobile: 613-899-5341
Sandra Mancini Managing Director, Natural Hazards and Infrastructure	Office: 1-877-984-2948 Mobile: 613-551-3242
Brian Lambie President, Redbrick Communications (PR Agency Lead Contact)	Office: 1-905-271-1669 Mobile: 1-416-729-5425

Once your team is notified and on route to the ECC, put together all the information that you have. Take notes. Once the team is assembled, brief the team and each member should assume the appropriate roles and responsibilities identified in the plan (available in the preparation section) and the organization's normal decision-making structure. As a group, identify what the crisis is and ensure each team member has a thorough understanding of what's happened up to this point (based on the available information).

Step Two – Determine Response

At this stage you want to collect information and make decisions that will form your response. Use your judgement to assess the situation and the appropriate response – you may use the following principles and questions as a guide:

Principles

Safety – A crisis communications response should not put anyone in danger. The Communications Response Team, Site Lead, and all staff should be responding from safe locations at all times. Work with emergency services, police and firefighters to ensure safety.

Preparation – Crisis communications material should be reviewed prior to use. Emergency operational and communications requirements should be ready in advance of an actual emergency.

Timing – Response timing should be as fast as possible without sacrificing accuracy or quality. Ensure that response times respect the public, stakeholders and the media.

Resources – Know the resources and partners that are available to assist, internally and externally. Work with governments, agencies and other stakeholders. Respect roles and responsibilities while being supportive.

Assessment Questions

Identification

- What is the crisis?

Audience

- Who are our target audiences? What is their order of priority?
- What are the best ways to reach our audiences in this situation?
- Are any communications channels going to work better than others?
- Is this a local, regional or national issue?

- Who is directly involved?
- What governments, agencies and other groups might become involved?
- Who will we need to contact?

Timing

- When did this start, or when did this happen?
- When do we need to respond? When do we need a full response?
- What are perceived deadlines? What are real deadlines?

Situation Analysis

- What do we know?
- What information do we need to develop a response?
- What do we need to respond or for our proposed response? (e.g. Operational, financial, technical, medical, legal).

Response Considerations

- Does our response need to be multidimensional? (E.g. legal, media, medical, scientific).
- Do we need to contact stakeholders, specialists or other personnel before speaking to the media?
- Prioritize media outlets – what are the most practical outlets to get the message out? What mediums will work during this emergency? Which will target our audiences in need of information?
- What channels do we have that will currently work to get information to the media?
- When and how will we provide updates?
- Is our response following SNC's value system and mandate?

Once you have discussed and recorded notes for the questions above, use that information to determine the scale of the response you will need. List the resources you will need and estimate timing requirements so that you can develop a response. If you need to reach out to those resources at this point (i.e. technical support, legal, additional staff, PR support) do so.

Step Three – Strategy and Contact

Led by the Managing Director, Property, Conservation Lands and Community Outreach and the Chief Administrative Officer, determine the higher level strategy and strategic considerations.

- **Select a designated spokesperson** that is best suited to cover the crisis at hand. Ensure the spokesperson receives or has appropriate media training – review and practice material with them before going live if timing permits.

- **Develop key messages and determine the appropriate communications tactics.** Possible tactics, templates and guidelines are located in this document following the step by step process. Review and customize these items as needed.
- **Contact your key audiences and stakeholders (internal).** Start with the rest of the South Nation Conservation team – inform the other executives and management of the situation at hand, as appropriate for the response. It may help to provide the organization’s leadership (outside the response team) with messaging if needed.
- **Inform** the rest of the staff as decided in the tactical response. Staff on site (at or near the landslide area) and off site should redirect any media inquiries to the Managing Director, Property, Conservation Lands and Community Outreach and the response team. Centralize the information flow so that the response is accurate, timely and consistent.
- **Contact key stakeholders and media** as determined in your response strategy. Examples may include municipal governments, emergency authorities and local media. Keep in mind that the municipal government where the emergency happens is formally responsible for responding to the emergency.

Step Four – Tactical Response

Develop and distribute communication materials. Continue to gather information and update your material to reflect the situation in an accurate and consistent way. At this point you will also be up-to-date on what other key stakeholders, such as governments and agencies, are doing. Work together in a way that best supports an effective communications response to the crisis.

Step Five – Evaluate

Review and collect new information. Evaluate your efforts to this point – check that your communications are effective. Continue to assess the situation and update material – are stakeholders and media using your messaging? Is information accurate? Determine your next steps if additional or ongoing communication is required.

Response Procedures Checklist	
Task	Completion Notes
Contact Communications Response Team	
Call crisis communications meeting. Contact and assemble response team. Arrange meeting place and time (confirm if Emergency Communications Centre).	
Identify baseline information and determine response	
Lead review of response plan, guidelines and questions. Collect all available information.	
Recap and ensure all team members understand the situation and the identified crisis.	
Determine scale of response required.	
Determine resources or expertise required to deliver appropriate response (e.g. IT support, A/V Support, PR agency support, legal, medical).	
Lead discussion on communications strategy development. Choose designated spokesperson appropriate for the situation.	
Develop key messages. Determine communications tactics.	
Centralize information flow and contact key audiences	
Inform executives and management of the situation as appropriate. Provide contact information for the response team. Provide senior leadership with key messaging if needed.	
Inform remaining staff, if appropriate. Inform staff on site and off site to redirect media inquiries to the Managing Director, Property, Conservation Lands and Community Outreach.	
Contact key stakeholders and media. Share and receive information and updates with stakeholders and government officials as appropriate.	
Implement remaining tactics.	
Evaluate and determine next steps	
Evaluate the effectiveness of communications to this point. Assess the situation and new information received. Determine next steps.	



Communications Tactics

Public focused tactics

- Make an emergency information phone line available to the public.
- If applicable, provide signage in locations that inform the public and/or prevent the public from entering dangerous areas. Work with emergency services to ensure safety.
- Develop a plain language fact sheet that can be accessed on the web, Facebook or a mobile phone. This should tell the public what is going on, how it impacts them, and what they can do. Make it easy to share.
- Prepare tweets and Facebook posts that can quickly inform the public or direct them to additional information.
- Provide safe, on-site or near-site support that can assist in communicating to the public.
- In rural areas, consider putting fact sheets in mailboxes, knocking on doors or direct phone calls to specific areas if warranted.
- If other communication methods are not functional, make use of radio communication. Cooperate with other agencies such as the OPP.

Stakeholder focused tactics

- Use email lists and/or a call chain to inform employees during an emergency.
- When possible, arrange face-to-face meetings with staff in groups based on department. This can allow for quick information sharing and discussion of department specific tasks.
- Share instructions and contact information with staff for redirecting media inquiries to the response team.
- Call or email key stakeholders and municipal communicators/elected officials who are responsible for responding to emergencies.
- Share information and messaging with the appropriate stakeholders and provide governments and cooperating agencies with tools and/or templates if helpful.
- If possible, coordinate consistent messaging with other agencies and governments so that the public receives clear instruction on the situation.
- Coordinate an approach to using signs – consider municipal public works resources and how you can help each other.
- Travel in-person to communicate with government and other key stakeholders if required. This may be efficient during an emergency that impacts traditional communications channels.
- Use radio or walkie-talkie communications if alternate channels are not an option.

Media focused tactics

- Post media kit materials and updates on a clearly identified section of the web, whether the front page or a crisis section.

- Send material to and make contact with key media in the region. Provide updates as necessary.
- Consider a news briefing in a safe location that makes information sharing easier.
- Facilitate media access in a way that is safe. Work with police and municipal partners to ensure safety.
- It may be efficient set up a media room near the Emergency Communications Centre and provide updates at regular intervals.
- If SNC or government staff are able to safely take video or pictures of the landslide event, it can be sent to media to provide visuals to the public and stakeholders located away from the site.
- Be accurate, honest and timely with media.

Key Messages

Develop simple key messages that provide relevant information. Put together a holding statement and use key messages throughout your material (e.g. media advisory, news release, website, fact sheet). Update messaging as new information comes in.

Landslide

- A landslide at _____ occurred at _____. The situation is dangerous and South Nation Conservation advises the public to stay away from the affected area. [Action Statement: Residents should _____].
- Safety is the most important thing at this time. Be prepared to follow directions from emergency response authorities such as police and fire departments.
- A public information line has been activated. Call XXX-XXX-XXXX for more information. If you have an emergency, call 911.
- South Nation Conservation is monitoring the situation and working to support the response efforts of _____ municipality and emergency personnel.
- A fact sheet and other resources on landslides are available on our website, www.nation.on.ca.
- South Nation Conservation will provide updated information as we learn more.



Glissement de terrain

- Un glissement de terrain s'est produit à _____ à _____. La situation est dangereuse et la Conservation de la Nation Sud avise le public de rester loin de la zone touchée.
- [Mesure à prendre : Les résidents devraient _____].
- La sécurité est la chose la plus importante à l'heure actuelle. Soyez prêts à suivre les instructions des services d'intervention d'urgence tels que la police et les pompiers.
- Une ligne d'information du public a été activée. Appelez le XXX-XXX-XXXX pour plus d'informations. Si vous êtes en situation d'urgence, appelez le 911.
- La Conservation de la Nation Sud surveille la situation et s'emploie à soutenir les efforts d'intervention de la municipalité de _____ et du personnel d'urgence.
- Une fiche d'information et d'autres ressources sur les glissements de terrain sont disponibles sur notre site Web, www.nation.on.ca.
- La Conservation de la Nation Sud mettra les informations à jour au fur et à mesure des développements.

Injury and Death

For situations involving injury or death, media could seek information from municipal or emergency authorities. If South Nation Conservation is approached, politely direct media to the appropriate emergency or medical authorities for accurate information.



Tools and Templates

Media Advisories

Ensure that your media advisory is consistent with your holding statement. The advisory should be issued to media as soon as possible and copies should be sent to other organizations involved in the emergency response (e.g. municipal governments, police, and fire departments).

Sample Media Advisory

For Immediate Release
Date

Media Advisory

Attention news reporters and on-air staff:

A landslide has occurred at _____ at _____. The situation is dangerous and South Nation Conservation advises the public to stay away from the affected area. [Action Item: Residents should _____].

South Nation Conservation is working with emergency authorities and is supporting _____ municipality as they respond to the situation. A public information line has been activated at XXX-XXX-XXXX. If you have an emergency situation, call 911.

We are monitoring the situation and will provide updates as new information becomes available. Information will be posted to our website, www.nation.on.ca.

Media inquiries should be directed to:

John Mesman,
Managing Director, Property, Conservation Lands and Community Outreach
Office: 1-877-984-2948
Mobile: 613-899-5341



Exemple d'avis aux médias

Pour diffusion immédiate

Date :

Avis aux médias

À l'attention des journalistes et du personnel des ondes :

Un glissement de terrain a eu lieu à _____ à _____. La situation est dangereuse et la Conservation de la Nation Sud avise le public de rester loin de la zone touchée. [Mesure à prendre : Les résidents devraient _____].

La Conservation de la Nation Sud travaille avec les autorités d'urgence et appuie la municipalité de _____ dans ses efforts d'intervention. Une ligne d'information du public a été activée au XXX-XXX-XXXX. Si vous êtes en situation d'urgence, appelez le 911.

Nous surveillons la situation et émettront des mises à jour lorsque de nouvelles informations seront disponibles. L'information sera affichée sur notre site Web, www.nation.on.ca.

Les demandes des médias doivent être adressées à :

John Mesman,
Directeur général, Propriété, Terres protégées et Sensibilisation communautaire
Bureau : 1-877-984-2948
Mobile : 613-899-5341

News Releases

A news release should be developed as soon as possible after an advisory has been issued. It is an opportunity to include more facts as information is collected. Make sure to include the following elements:

- Time, date and location of the release;
- Summary of holding statement;
- The who, what, where, why, when;
- Current status of the situation;
- Caution, warning or action statements as appropriate;
- Emphasize concern for public health and safety, safety of staff and responders;
- Speak to the involvement of governments and other agencies as appropriate;
- Provide contact information for spokesperson;
- Advise of timing for updates or a pending news conference;
- Refer to South Nation Conservation website or other emergency site as appropriate.

Sample News Release

Date:
Time:

LOCATION - A landslide occurred at _____ at _____. The situation is dangerous and South Nation Conservation advises the public to stay away from the affected area. _____ roads have been shut down and emergency officials are at the scene.

South Nation Conservation is working with emergency authorities and _____ municipality as they respond to the situation. Public health and safety, as well as that of our staff and emergency responders is the priority at this time.

A public information line has been activated at XXX-XXX-XXXX. If you have an emergency situation, call 911.

We are monitoring the situation and will provide updates as information becomes available. A fact sheet and more information is available on our website, www.nation.on.ca.

Media inquiries should be directed to:

John Mesman,
Managing Director, Property, Conservation Lands and Community Outreach
Office: 1-877-984-2948
Mobile: 613-899-5341



Exemple de communiqué de presse

Date :

Durée :

LIEU - Un glissement de terrain a eu lieu à _____ à _____. La situation est dangereuse et la Conservation de la Nation Sud avise le public de rester loin de la zone touchée. Les routes de _____ ont été fermées et les services d'urgence sont sur les lieux.

La Conservation de la Nation Sud travaille avec les responsables des services d'urgence et la municipalité de _____ pour répondre à la situation. La santé et la sécurité des personnes ainsi que celle de nos employés et intervenants d'urgence sont une priorité en ce moment.

Une ligne d'information du public a été activée au XXX-XXX-XXXX. Si vous êtes en situation d'urgence, appelez le 911.

Nous surveillons la situation et émettrons des mises à jour au fur et à mesure que de nouveaux détails deviendront disponibles. Une fiche d'information et d'autres informations sont disponibles sur notre site Web, www.nation.on.ca.

Les demandes des médias doivent être adressées à :

John Mesman,
Directeur général, Propriété, Terres protégées et Sensibilisation communautaire
Bureau : 1-877-984-2948
Mobile : 613-899-5341

News Wire Distribution of Media Advisories and Release Material

In a crisis situation, media material can be distributed through SNC's local media list which is located in the appendix. If a major crisis strikes, SNC and the municipality responsible may wish to cooperate and distribute media material on a provincial level through a news wire service.

Steps to distributing release materials via a distribution service:

1. Determine which news wire service(s) you will use to distribute your media material. Examples of common service providers include Canada Newswire (CNW), 1-877-269-7890 and Marketwire, 1-888-299-0338.
2. SNC should establish an account with the chosen provider prior to a crisis situation. In addition, most communications agencies, such as Redbrick Communications (416-729-5425), have a news wire account and can distribute materials for you during a crisis.
3. When you contact the news wire, you will discuss your needs with a client representative and they can guide you. Tell them the areas you would like to distribute the release, and the types of media you would like to reach. Depending on the situation, you may be able to request service specifically for Eastern Ontario or the entire province.
4. Email a copy of your release/advisory as an attachment. Indicate in the email message how you would like it distributed (e.g. what level and type of service) and when. Include your contact information so they can call or email you with follow up questions, proofs, or a confirmation. See the templates section on pages 11 and 12 for draft text.
5. When communicating through email, most wire services will provide almost instant confirmation of receiving your material. Make sure you receive confirmation and if required, call the service to confirm. This is important if technology is hampered in any way.
6. Post the materials to your website and share the links on Twitter and Facebook.

Fax Distribution

1. If email is not an option due to technical problems or as a result of the crisis situation, use fax.
2. You should still discuss with your client service representative over the phone first, and confirm receipt over the phone once your materials are sent.



Social Media Considerations

Twitter and Facebook:

- Know the account information for each service. Who has the passwords and authority to post? Decide this in advance of a crisis situation and have the information accessible for the appropriate individual(s).
- For efficiency during an emergency, keep comments short and to the point – try to use both services at the same time by linking the accounts. The limit is 140 characters. Samples are available below.
- Direct users to get more information from the South Nation Conservation website (www.nation.on.ca) and fact sheet.
- If there are areas to avoid, let the public know and make it easy to share.
- If appropriate, images can be uploaded to share on social media.
- You may wish to share or retweet information from other responding agencies, emergency authorities, or municipal officials.
- Social media isn't the place for lengthy posts during an emergency – share basics and direct users to more detailed information.
- Customize posts/tweets, and if there are more appropriate links to use (i.e. emergency or municipal), then share those in place of South Nation Conservation links/phone numbers.

Sample Tweets/Posts:

- Landslide alert: Avoid ____ area. Avoid traveling there. We will provide updates: www.nation.on.ca.
- Landslide near _____. Stay away from that area. Emergency responders on the scene/way.
- Landslide at _____. Avoid the area. For more information: www.nation.on.ca. Or call 1-XXX-XXX-XXXX.

Exemples de messages pour Tweeter :

- Alerte de glissement de terrain : Évitez la zone de _____. Évitez de vous y rendre. Nous émettrons des mises à jour : www.nation.on.ca.
- Glissement de terrain près de _____. Restez loin de cette zone. Les services d'urgence sont sur place /se rendent sur place.

- Glissement de terrain à _____. Évitez la zone. Pour plus d'informations : www.nation.on.ca. Ou appelez le 1 - XXX-XXX-XXXX.

Question and Answer Considerations

What is this landslide? What caused it?

- This area can have retrogressive landslides – these happen because certain types of solid soil can turn into liquid clay flows. Natural causes, such as flooding and water sources, can lead to landslides like this.
- We have an information sheet on our website that talks more about this. Our website is www.southnation.on.ca.

Who is going to fix this? What happens now?

- Municipal governments are responsible for responding to emergency situations. The first priority is making sure everyone is safe and the emergency is under control. Municipal officials will follow up with the next steps when it is appropriate.

What do I do next? I have more questions, I need information, and my property is damaged!

- We're working with our partners and emergency responders to review the event. We will be releasing more about the landslide as we get new information.
- For questions on your property you should speak with your insurance company or municipal officials.
- For other inquiries, contact the appropriate emergency authorities or municipal representatives. [Provide contact if known].

Response Guidelines

The Communications Response Team should review the following principles and guiding questions. Guidelines should be used during the initial team meeting for a crisis to assess and determine the appropriate response.

Media Relations Guidelines

1. Be timely with media and return calls. Speed is very important during a crisis situation. Facilitate information sharing with the public through the media.
2. When speaking or delivering written material, be clear and concise. Simple, plain language is best.
3. Keep in mind that whatever you say to the media, may impact other organizations.
4. Be positive and give credit to other agencies, stakeholders and your own staff.
5. Be proactive with updates and new information.
6. Be honest.
7. Keep messaging simple and to the point.

Media Relations in a Crisis Situation

Phase 1 – Gather information. What do you know? What do the media already know? Is it correct? Provide as much accurate, factual information as you can at this time – do not speculate. Answer who, what, where, why, when. Tell the media what steps are being taken.

Phase 2 – Information should be collected at this point. Identify and update key messages, centralize the information flow and be proactive. Control the situation.

Phase 3 – The public and media want answers and information about what happened. Try to answer questions and go into appropriate detail. What are the next steps?

Media Considerations

Remember the three basic elements that make up a news story:

- Change
- Controversy
- Human Interest

Inject these elements into your communications to raise the profile of the situation. Remove these elements from communications that are intended to keep a lower profile.



News Conference Guidelines

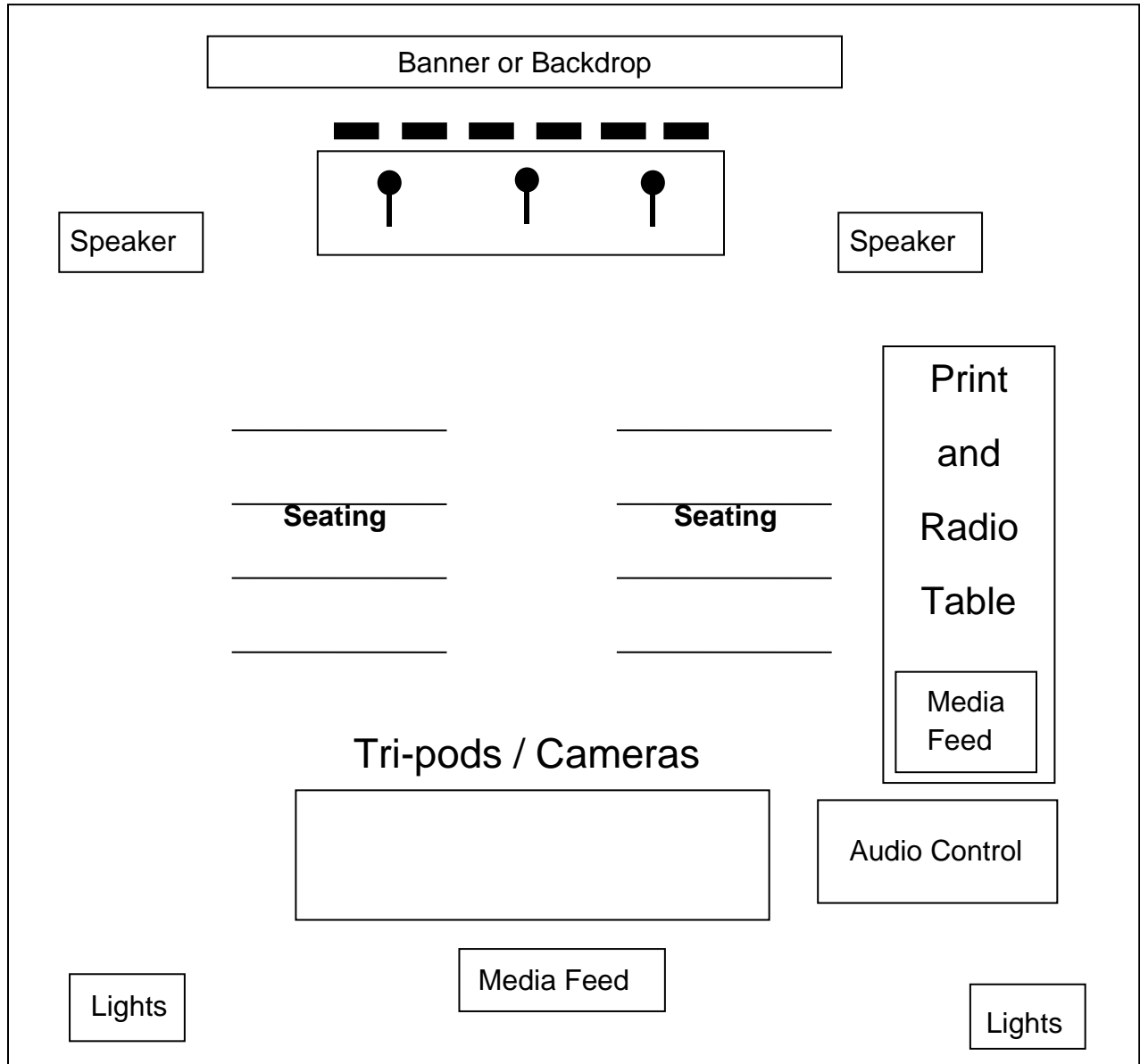
1. When notifying media of a news conference, define what kind of event you are having. What is going to be gained from the news conference?
2. Make sure the news conference is necessary. It should provide an efficient way to communicate and achieve objectives.
3. Even during an emergency situation some media may need advance notice. Leave enough time for media that may need to travel to cover the news conference.
4. Make sure your venue for the news conference is set before media arrive – it should be at a safe location. A/V equipment, microphones, stands/seats/risers, etc. should all be in place, if needed. Know where different types of media set up, i.e. television cameras.
5. Make sure the venue is appropriately sized for the crowd that will attend. Each TV camera requires about 3x3 feet of space. Keep in mind that some emergencies will garner far more media attention than others. Will the story stay local or will it spread to regional or national media?
6. Know who the spokespeople are and who will guide the news conference. Have your format ready – control the news conference but be flexible.
7. Consider distributing hard copies of fact sheets if timing and printing abilities permit.
8. Check to see if other stakeholders are holding news conferences – see if you should be working with them instead or if they should be attending yours. Consider municipal officials and emergency services spokespeople. Avoid a situation that creates competing demands for a reporter's time.
9. Media will want to be near the scene of the story. Accommodate that need in a safe manner. If there will be restrictions in place for safety or other reasons, let the media know in advance, in writing if possible. Work with emergency authorities when appropriate.
10. Make sure that South Nation Conservation and its spokespeople are providing accurate, concise information in plain language.



Setting up a Room for a News Conference

Once you determine the visuals that you want, set up the room in a manner that places cameras with a clear view, on risers if possible (or up front with an audio feed), a limited amount of seating, a side table with a second audio feed for print and radio reporters and adequate lighting for cameras. This type of setup will be more than what is needed most of the time and you can adjust the scale for your needs. An example of how this room might look is presented in Figure B.

Figure B. Room Layout



- Place spokespeople at the front of the room behind tables;
- Cover tables with tablecloths;
- Place chairs for print reporters behind cameras; and,
- Leave standing room behind chair set-up.

Roles and Responsibilities

All South Nation staff should have a general understanding of what roles they may play during an emergency situation. Typical operational structures remain in place and function to provide support as required. It will be the responsibility of each team member to coordinate or delegate to their own staff from their respective departments.

Chief Administrative Officer (CAO) with Board of Directors

- Responsible for the strategic direction of the organization and large-scale decision making with input from the team – this role will lead the team.
- The CAO should be prepared to call on the Secretary-Treasurer or any other executive/manager for additional support if information or analysis is required to make decisions.
- May serve as the organization’s spokesperson during a severe landslide situation, internally and externally.

Secretary-Treasurer

- Responsible for assisting the Managing Director, Property, Conservation Lands, and Community Outreach with content development or messaging for communications.
- Work with Managing Director, Property, Conservation Lands, and Community Outreach, as needed, in preparing spokesperson and gathering any technical knowledge needs to be conveyed.
- Be prepared to serve as spokesperson if required or advise spokesperson.
- Support internal communications efforts as required by the team and Chief Administrative Officer, including communications with the Board.

Managing Director, Natural Hazards and Infrastructure

- Responsible for providing expert advice to the response group.
- Management and coordination of planning, engineering and property staff to support the response group.
- Responsible for working with staff to monitor the situation internally and for reporting updates to the response group.

Director of Finance

- Management of administrative staff to support the operations of the response team – delegate responsibilities as appropriate.
- Responsible for taking notes and recording decisions/action items during response team meetings (or arranging for note taking).
- Responsible for supporting the preparation and distribution of internal and external material from any member of the response team, as needed.
- Responsible for coordinating other departments or staff not covered by other team members.
- Be prepared to coordinate with suppliers and arrange for spontaneous support for the team as required (e.g., technical support, A/V support, and legal support).

Managing Director, Property, Conservation Lands, and Community Outreach

- Responsible for strategic communications direction in consultation with team.
- Responsible for drafting messaging and material for the public, media, and stakeholders.
- Coordinates distribution of internal material with Secretary-Treasurer if support is required.
- Manages media inquiries and coordinates information released to the press.
- Provides supporting material to municipal communications staff, designated public information officer or leading elected official as is appropriate.
- Provides necessary media coaching to designated spokesperson (or arranges for coaching).
- Contacts and manages outside PR firm if one is retained.
- Monitors information and media, provides updates to the team in cooperation with Director of Property Management and Approvals.

Site Lead

- Work with the response team to determine if a presence, mobile or stationary, at a safe location near the emergency site is required. Coordinate with staff as required.
- If on site – liaise between other on-site stakeholders or responders, and the South Nation Conversation response team.
- On site command – this role will be responsible for on-site decision making while maintaining contact with the team and adhering to the overall strategy.
- If on site presence is not required, work with the response team as needed and provide advice on operational capabilities.

- Support response team operational requirements as required. Work with Communications to coordinate signage and other site related items as needed.

Emergency Communications Centre

South Nation will have a designated Emergency Communications Centre (ECC). The ECC should also have an alternate location where the same supplies and tools are available. This will be necessary in the event that an emergency takes place near or at the original ECC site.

These guidelines for the ECC are based on approximate requirements for a small municipal Emergency Operations Centre (EOC) which would host emergency communications for a local government.

The ECC should be located within a safe building – in a safe location. The centre should be a safe distance from any emergency situation. A typical centre for a rural municipality could be a municipal or public office building. South Nation Conservation can designate its own office if it is suitable and safe.

The ECC should have the following communications tools available and operational:

- At least one phone line for telephone calls
- At least one phone line for faxes
- At least one digital answering machine
- Two-way radio communications between the ECC and local municipality's EOC
- Two-way radio communications between the ECC and South Nation's Site Lead
- At least one cell phone to act as a back-up in case the telephone system is not functional
- At least one computer with internet access and e-mail capabilities
- A functional printer should also be considered
- At least one dry-erase board or flip chart with markers
- One television with cable or satellite connection

The ECC should have the following supplies available and operational:

- Paper
- Pens, pencils and markers
- Non-perishable snacks and bottled water in case of extended operations
- Flashlights
- Batteries (for radio, flashlight, other items)
- First aid kit
- Candles, matches, lighter
- Current telephone book
- Current staff listing with contacts (print versions)

- Copies of the South Nation Conservation Crisis Communications Kit
- Copies of relevant municipal emergency response plans

Additional information from Emergency Management Ontario is available for reference at their website: www.emergencymanagementontario.ca.

Incident Command

The Incident Command (IC) will be a smaller, mobile or temporary command centre set up near the site of the emergency situation. An IC will be created when necessary, though not all emergency situations will require onsite support from SNC. The IC will remain a safe distance from the actual emergency site. An example may be a nearby commercial establishment, public building or in some cases a vehicle.

The Site Lead will control South Nation's presence and make decisions regarding the immediate site while keeping in close contact with the ECC. The ECC maintains direction of the overall situation. The Site Lead will focus on operations and relaying site information to the ECC.

The Site Lead will co-operate and oversee direct public works and operations staff on site if required. The local municipality may also set up an Incident Command Centre during an emergency, in which case South Nation's Site Lead will also liaise with the municipal site leader.

The IC and Site Lead should have access to:

- A vehicle
- A mobile phone
- A two-way radio
- Signage (optional)*

* Having signs prepared in advance could be an effective way to help during an emergency landslide situation. Alternatively, the most efficient response may be to cooperate with emergency authorities and municipal public works staff that already have emergency or traffic signs.

South Nation Conservation Contact Information

<i>Communications Response Team</i>	
Name	Contact Information
Carl Bickerdike Chief Administrative Officer	Office: 1-877-984-2948 Mobile: 613-360-9125
Ronda Boutz Secretary-Treasurer	Office: 1-877-984-2948 Mobile: 613-551-8940
Johanna Barkley Director of Finance	Office: 1-877-984-2948 Mobile: 613-551-8953
John Mesman Managing Director, Property, Conservation Lands, and Community Outreach	Office: 1-877-984-2948 Mobile: 613-899-5341
Sandra Mancini Managing Director, Natural Hazards and Infrastructure	Office: 1-877-984-2948 Mobile: 613-551-3242
Brian Lambie President, Redbrick Communications (PR Agency Lead Contact)	Office: 1-905-271-1669 Mobile: 1-416-729-5425

Staff List

Carl Bickerdike, Chief Administrative Officer

Resource Management

Sandra Mancini, Managing Director, Natural Hazards and Infrastructure
Michelle Cavanagh, Team Lead, Special Projects

Water Resources

Katherine Watson, Water Resources Specialist - Monitoring
Shahin Zand, Water Resources Specialist - Engineering
Jason Symington, Water Resources Specialist - Engineering
Foman Forough, Water Resources Specialist - Engineering
Mariane Scalise, Engineering Student
Gianmarco Maggiore, Water Resources Analyst
Brianna Brougham, Water Resources Technician
Golrokh Hafezian, Water Resources Technician
Ben Colgan, GIS-Database Analyst
Maryrose D'Arienzo, GIS Technician
Naomi Langlois-Anderson, Sr Fish and Wildlife Technician
Hope Boyle, Stewardship Assistant
Arielle Noonan, Stewardship and Outreach Assistant

Forestry Services

Caroline Goulet, Forester
Chris Craig, Senior Forestry Technician
Cheyene Brunet, Forestry Technician
Tavish MacLeod, Forestry Assistant

Property and Approvals

John Mesman, Managing Director, Property, Conservation Lands, and Community Outreach
Alison McDonald, Managing Director, Approvals
Pat Piitz, Team Lead, Property

Planning

James Holland, Senior Planner
Claire Lemay, Senior Planner
Laura Crites, Planning Technician
Brent Harbers, Watershed Biologist
Megan Beehler, Approvals and Administrative Assistant

Regulations

Geoff Owens, Regulations Officer
Stephan Desouches, Environmental Permitting Officer
Eric McGill, Corporate Counsel

Septic Systems

Monique Sauve, Chief Building Official Part 8 - Septic Systems
Jacques Levert, Inspector, Septic Systems
Sylvie Fracassi, Inspector, Septic Systems

Property

Michel Leger, Community Lands Representative
Todd Baker, Property and Approvals Assistant
Ryan Robson, Resource Technician

Corporate Services

Ronda Boutz, Secretary-Treasurer
Johanna Barkley, Director of Finance
Alicia Howse, Assistant to the General Manager
Elise Lefebvre, Administrative Assistant
Lorie Henderson, Administrative Assistant
Deborah Edwards, Accounting Assistant
Hannah Jackson, Accounting and Human Resources Specialist
Meaghen Wert, Administrative Assistant

Communications and Outreach

Kelsey Smith, Stewardship and Outreach Assistant
Erin Thorne, Communications Specialist



Activity Log

Name	Action	Date/Time

Notes:

Area Maps:

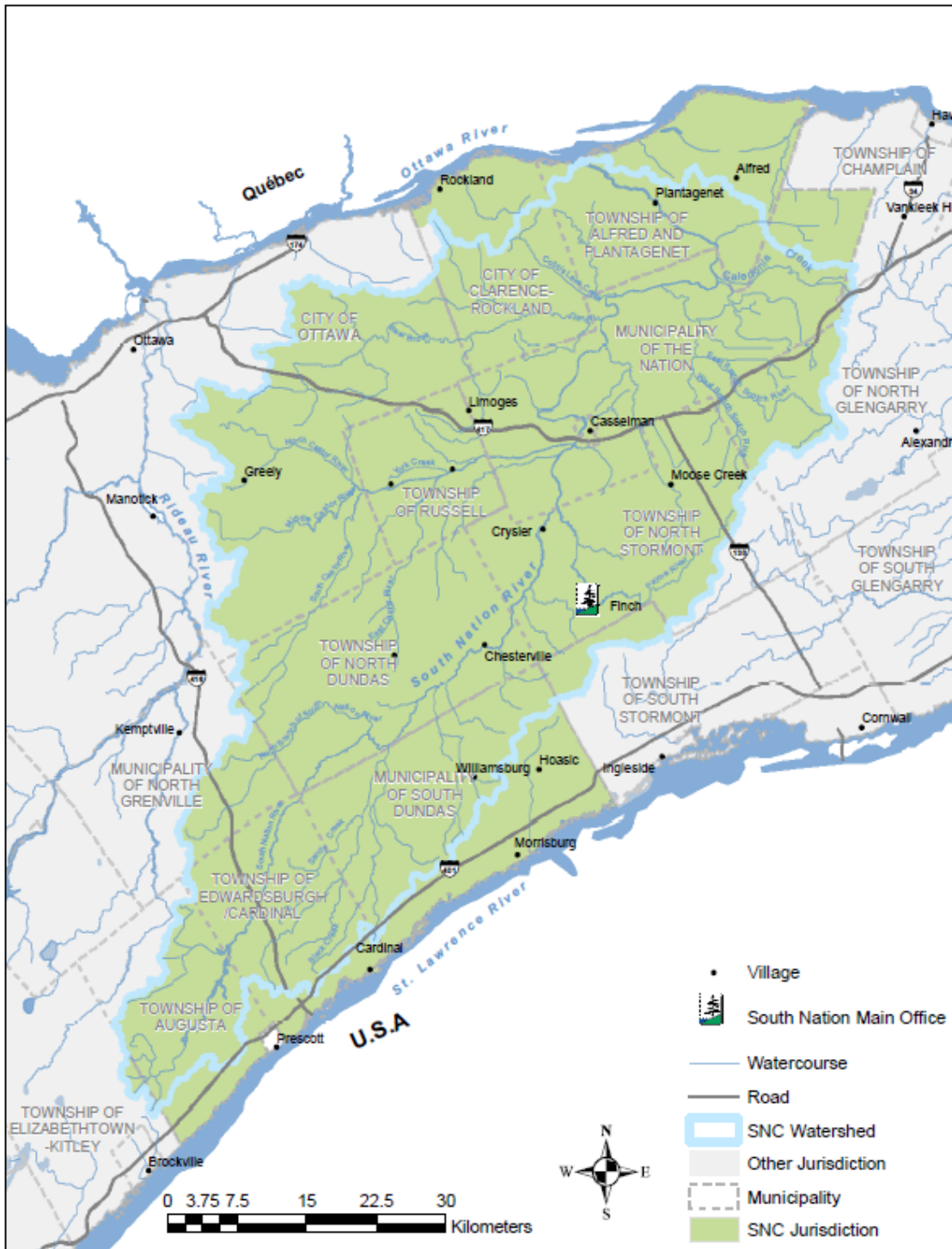


Figure 1 - Map displaying South Nation Conservation (SNC)'s jurisdiction, illustrating villages/towns and the location of SNC's office

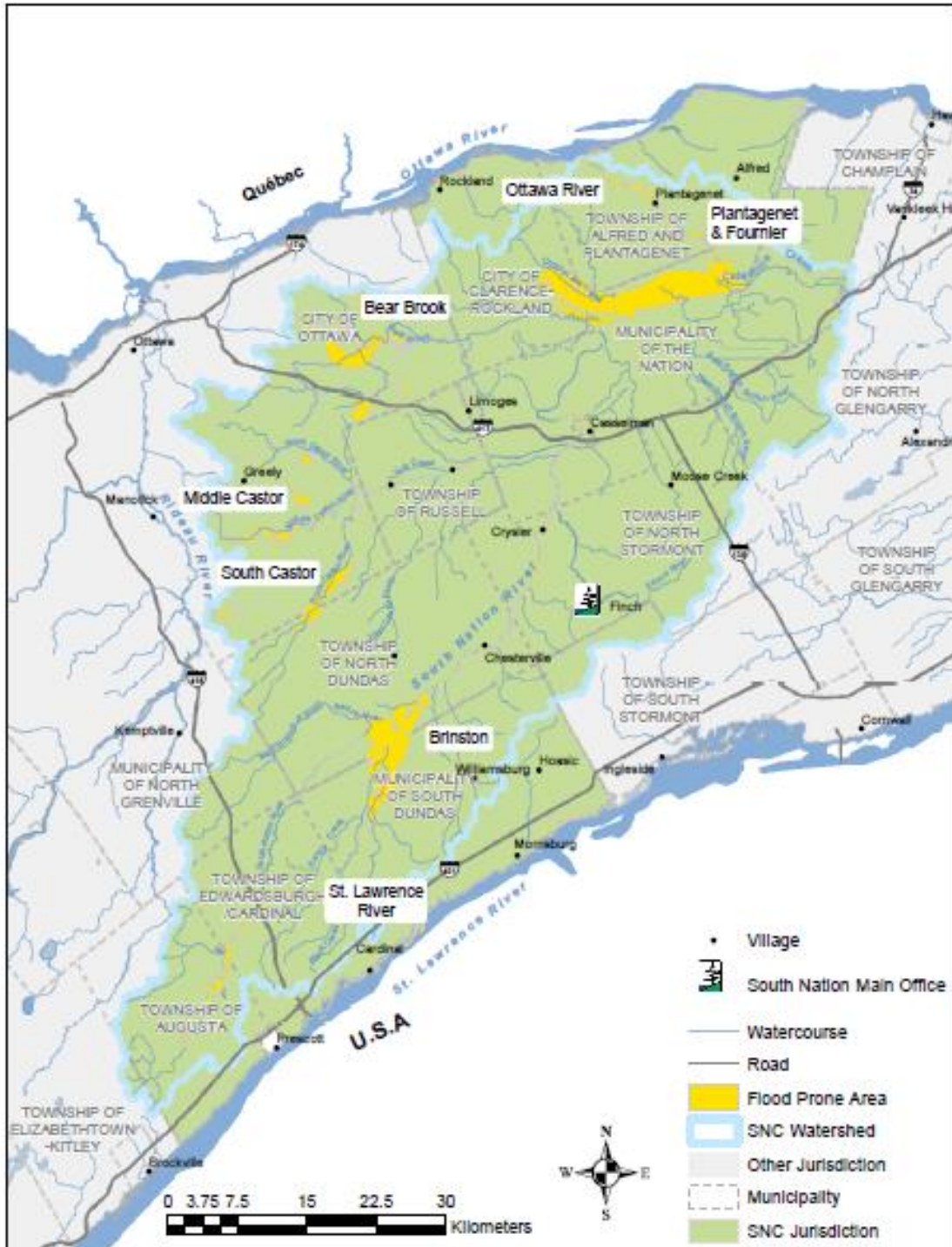


Figure 2 - Map displaying the flood-prone areas in South Nation Conservation's jurisdiction.

Appendices

(Confidential Contact Info held at the SNC Office)

Appendix A. Government Contacts

Ministry of Northern Development, Mines, Natural Resources and Forestry
Conservation Authorities
Other Provincial Contacts
Stormont, Dundas Glengarry
Prescott Russell
Leeds Grenville
Ottawa

Appendix B. Media Contact List

Radio
Newspaper
Television

Appendix C. Audio Visual Suppliers

Ottawa
Cornwall

Appendix D. Emergency Services and Hospitals

Ontario Provincial Police
Ottawa Emergency Services and Hospitals
Regional Emergency Services and Hospitals