



The Salvation Army
Ontario Central East Division
Emergency & Disaster Services

2018 Emergency-Ready Action Plan

August, 2018

The Salvation Army's Emergency Disaster Services (EDS) has grown into an international network involving thousands of trained personnel worldwide, including many volunteers. EDS personnel respond to incidents of various sizes and scopes. In following with its holistic ministry, the Army provides support that meets the immediate, as well as long-term physical, emotional and spiritual needs of disaster survivors and responders.

The Army's established and well-rehearsed emergency protocol allows the organization to deliver fast, efficient service to first responders as well as those impacted. The Salvation Army endeavours to ease human suffering wherever it is found and draws on a wide range of resources which rapidly shift into action when a disaster strikes.

The frequency and impact of natural disasters is on the rise worldwide. Earthquakes, hurricanes, tsunamis, forest fires, tornadoes, ice storms and severe rain storms are happening more often than ever before. The Red Shield continues to be a symbol of hope and compassion; of immediate aid, psychological support and spiritual counsel to individuals and families whose lives have been disrupted or shattered by forces beyond their control.

The Ontario Central East Emergency Disaster Services is designed to meet a person's need in a moment of crisis, fear, and confusion. Whether a survivor or first-responder, it's a privilege to walk alongside someone to provide comfort, food, practical and spiritual support. In most cases, these people are our neighbours. It's our community. And this ministry is a wonderful way to be front and center in a time of need.

Service can be as simple as walking the street, handing out water with a comforting smile, throwing a Cambro of coffee in the church van with some protein bars, or pulling up with a canteen truck to hand out hot food and snacks. Each situation requires its own response.

At its core, Emergency Disaster Services (EDS) works hand-in-hand with a strong Community and Family Services (CFS) program. Transferable training from EDS can fully align with - and support - CFS work in the community.

The goal of this 'emergency-ready' action plan is ensure the OCE Division is prepared to deploy in a large-scale response. In order to achieve this goal, these four sections highlight the areas of focus.

PROGRAM	PROCESS	PLANNING	PARTNERSHIPS
What we do When we do it	How we do it Zones Deployment Guidelines	Training Infrastructure Funding IC Teams EDS-PT (formerly DERT)	MoUs NGO Alliance Province First-Responders MUs THQ/OGL





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The role of the Divisional EDS office is to 1) provide the tools and oversight needed to fully engage several key ministry units as EDS Zone Leads; and 2) provide support to local ministry units in building their local emergency plans. The overarching objective is to ensure ministry units are regularly engaged in their community during times of crisis, and that the OCE Division is ready for the next DIVISIONAL (Level-3) response.

Key to a successful divisional response is the regional zone leads (zones shown next page). These zone leads are ministry units that serve as a main junction point for EDS ministry. Typically a Zone Lead will have some type of response vehicle, along with trained personnel and various assets used in a response. In any response larger than a Level-1, the nearest Zone Lead is called on for support (making it a Level-2 response).

This model is a system which makes the delivery of a response much more efficient by greatly simplifying a network of key assets and trained personnel.

Each Zone Lead is to provide DEDSD and each Ministry Unit within their Zone with key contact numbers.

Creating and resourcing the Zone Leads so that the Division is prepared to respond to a large divisional event is the primary focus over the next few months.





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EAST ZONES

Zone E1	Zone E2	Zone E3
Ottawa	Kingston	Cobourg
Pembroke	Brockville	Belleville
Renfrew	Gananoque	Picton
Perth	Napanee	Trenton
Smiths Falls		Tweed
Cornwall		Campbellford
Kemptville		

NORTH ZONES

Zone N1	Zone N2
Orillia	Peterborough
Gravenhurst	Lindsay
Bracebridge	Fenelon Falls
Huntsville	
Parry Sound	
Collingwood	
Midland	
Barrie	

CENTRAL ZONES

Zone C1 Peel Region	Zone C2 York Region	Zone C3 Durham Region	Zone C4 City of Toronto
Brampton	Northridge	Oshawa	Harbourlight Corps
Mississauga	Richmond Hill	Whitby	
Cornerstone	Georgina	Bowmanville	
Erin Mills	Markham (Agincourt)	Hope CC	

Lead	Potential back-up	Lead (no-truck)
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Steps required to be 'emergency-ready'

- Define the following:
 - What EDS does
 - When it is done
 - How it is done
 - Levels of response (1,2,3)
- Create Zone breakdown
- Communicate with Zone Leads
- Create Terms of Reference for Zone Leads
- Develop Deployment Guidelines (Standard Operating Procedures)
- Develop reporting mechanisms
- Develop pre/post deployment checklists
- Convene Emergency Disaster Services Planning Team (EDS-PT)
- Schedule training dates for next 18 months (focus on Intro, Ministry of Presence, ESC, Canteen Ops)
- ICS and Policy Group training for DEB
- Review, assess and inventory EDS assets (canteens, trailers and key equipment)
- Ensure re-branding of canteens and trailers
- Establish IC Teams
- Establish funding protocol for next 3-5 years
- Standardize MoUs
- Develop framework for all Ontario Divisions to work collaboratively with the Province/NGO Alliance
- Develop process for streamlining the dissemination of EDS information and resources
- Focus on relationships with key first-responder groups within Division
- Hire EDS Coordinator





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VISION (DRAFT)

A proactive emergency-ready program that can quickly deploy (locally and divisionally), in order to be a transforming influence, through meeting the physical, spiritual and emotional needs of first-responders and those impacted by a crisis.

To be emergency-ready, Ministry Units in each community within the OCE Division will be prepared and equipped to serve in times of need by being trained and experienced through relevant ministry opportunities, and through engagement with community leaders and other key partners.

A proactive emergency-ready program will:

- **grow congregational ministries** by providing an outlet to serve in the wider community;
- **develop leaders** by placing people in roles that will provide an opportunity to practice their God-given skills and gifts, network with local officials, practice serving, and lead in times of difficulty;
- **empower vulnerable people** by providing food, comfort and spiritual care at a person's most vulnerable life-moment; and
- **improve operational effectiveness** by offering training opportunities in-class and in mock-disaster exercises, to identify and address gaps within a team or program.





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Key Definitions:

- What Does EDS do?
 - For over 100 years, The Salvation Army Emergency Disaster Services (EDS) has been on the scene, serving first- responders and survivors during times of natural or man-made disasters, or instances of crisis and emergency.
 - Locally, volunteers are on call 24/7, ready to assist to provide mass-feeding and hydration, emotional and spiritual support, provision of vouchers for clothing and household goods via our network of Thrift Stores, and providing a system of donations management.
 - In times of crisis, our EDS teams are often first to arrive and the last to leave. That is because - more often than not - we live where we serve. It is home to our volunteers. Our assistance is long term, rebuilding communities, families and lives.
 - We partner with municipalities and first-responder agencies, arriving fully prepared to quickly become operational.
 - The Salvation Army will be there as long as we are needed.
- When is EDS done?
 - Salvation Army EDS Teams spring into action when called/requested by the municipality or a first-responder group, or DHQ.
 - Deliverables should be outlined in a Memorandum of Understanding with the municipality or first-responder group.
 - Salvation Army EDS does not self-deploy to a disaster
- How is EDS done?
 - Elements of EDS are done with care and compassion, via trained Officers, staff and volunteers.
 - The Salvation Army has a National Disaster Training Program curriculum to ensure its people are properly trained to deploy.
 - At times, as canteen will be deployed to serve road-side; at times coffee and snacks will be served from the corps van or a table.
 - Clothing vouchers may be distributed to those displaced
 - Comfort and a listening ear can be given to those tired and upset.
- When is it a local response (level-1) / Green
 - Falls within the service boundary of one local ministry unit
 - Within capacity / resources of a local unit
 - All responses begin and end locally.





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- When does it become a regional response (level-2) / Yellow
 - When, at such a time, the local unit's resources are expended, and help from Zone members is needed.
 - A canteen is required, and the local MU does not have a canteen.
- When does DHQ get involved, making it a Divisional Response (level-3) / Red
 - When funding and personnel are needed for an extended time
 - When assets are required from multiple zones, and possibly other Divisions
 - It has potential for widespread media attention and long-term deployment
- When is it 'Salvation Army Presence', and not 'EDS' (ie not a canteen deployment)
 - Some events require a 'community care' approach. ie Heat/cold alerts, van incident in Toronto (TSA was not called in), local corps could have been out with bottled water, walking the community.
- What to do when there is no disaster?
 - Street ministry, table-top exercises, live exercises, community events
- Notification channel (who what how)
 - See Deployment Guidelines
- Response levels for up-level communication:
 - Green (level-1) email DEDSD, file SitRep
 - Yellow (level-2) DEDSD to email Policy Group Chair
 - Red (level-3) DEDSD to email Territorial EDS Director
- Costs for Service
 - Much of our EDS service is free of charge. However, for food service, it is suggested that the following be put into an MoU:
 - Snack service (coffee/water/snacks/fruit/pastry): \$5.50-7.00
 - Meal service (hot/cold meal with drinks): \$8.50-10.00

