

CITY OF HAMILTON

COMMUNITY AND EMERGENCY SERVICES DEPARTMENT *Hamilton Fire Department*

TO: Chair and Members Emergency & Community Services Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: June 10, 2013	
SUBJECT/REPORT NO: Emergency Management Program By-law (CS13031) (City Wide)	
SUBMITTED BY: Joe-Anne Priel General Manager Community and Emergency Services Department	PREPARED BY: Carla McCracken 905-546-2424 Ext. 5787
SIGNATURE:	

RECOMMENDATION

- (a) That the updated Emergency Management Program By-law attached as Appendix "A" to Report CS13031 be passed; and,
- (b) That City of Hamilton Emergency Management Program By-law 05-105 as amended, be repealed.

EXECUTIVE SUMMARY

As mandated by the Emergency Management and Civil Protection Act, the City of Hamilton has developed, implemented, and maintained an emergency management program. The Act requires that both the emergency management program and the municipal emergency plan be adopted by by-law (Sections 2.1 and 3).

Since the adoption of By-law 05-105 to provide for an emergency management program, there has been a significant evolution of the emergency management program. Due to the level of detail contained in the By-law it no longer reflects the committee structure governing the Emergency Management Program or the response structure utilized by the City. This has resulted in a complete re-write of the By-law adopting the Emergency Management Program which reflects how the program is currently delivered.

The evolution of the Emergency Management Program to continually enhance the ability of the City to manage a major emergency has resulted in the adoption of the Incident Management System as the corporate emergency response model. This internationally recognized system is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. It has been adopted provincially led by Emergency Management Ontario in partnership with over 30 organizations.

The adoption of this system has yielded many benefits including an enhanced ability to respond to emergencies through the effective use of personnel, resources and equipment. It also reduces the liability and risk to the organization when responding to emergencies through enhanced documentation, Legal and Risk oversight, standardized response goals and consolidated action plans.

Municipalities are required to review and, if necessary, revise their emergency plan annually as per Section 3 (6) of the Act. In order to remain compliant, a new reiteration of the Emergency Plan has been written taking into account the adoption of the Incident Management System.

Changes to both the By-law and Emergency Plan have been recently approved by the Emergency Management Program Committee, the body responsible for oversight and direction of the Emergency Management Program as required by Ontario Regulation 380/04.

Alternatives for Consideration – Not Applicable

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Financial: There are no financial implications associated with Report CS13031.

Staffing: There are no legal implications associated with Report CS13031.

Legal: Compliance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.

HISTORICAL BACKGROUND (Chronology of events)

In 2003, the introduction of the Emergency Management Act (EMA) required municipalities to have an emergency management program in place, including a coordinator, program committees, emergency plan, training and education. Many, but not all elements contained in this legislation, were already in place in Hamilton.

In 2004, regulations were enacted under the EMA listing the specific objectives defined in the Act (Ontario Regulation 380/04). "Program Elements", as they are called, were completed and continue to be maintained under the timelines given under the regulation. Finally, in 2006, several adjustments were made to the EMA and it was renamed the Emergency Management and Civil Protection Act (R.S.O. 1990, Chapter E.9).

Hamilton's program has continuously gained the approval of Emergency Management Ontario for completion of the program elements.

The adoption of the Incident Management System as the corporate response model in 2010 along with the opening of a new 24/7 Emergency Operations Centre in 2011 puts Hamilton at the forefront of emergency management in the province. Since 2011 five (5) emergency exercises have been conducted, and over 135 staff across all departments have been trained through courses and applied workshops.

POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS

Emergency Management Program By-law No. 05-105 will be repealed.

This will ensure compliance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.

Under the Accessibility for Ontarians with Disabilities Act and the Integrated Accessibility Standard for Information and Communications, the Emergency Management Program must, upon request, make the Emergency Plan and any public safety information accessible to people with disabilities. The ability exists to distribute the Plan in alternate and accessible formats.

RELEVANT CONSULTATION

The City Manager's Office (Legal) provided input and assisted in drafting the proposed By-law ensuring the legislative requirements were met. They also provided an in-depth review of the proposed Emergency Plan from which the plan was revised accordingly.

The following committees were provided the opportunity to review and provide input into the Emergency Plan.

The Emergency Management Program Committee which is the body responsible for oversight and direction of the Emergency Management Program as required by Ontario Regulation 380/04. As a result of this consultation the committee approved the plan with no changes required. This committee consists of:

- Mayor
- City Manager
- General Manager, Community and Emergency Services
- General Manager, Corporate Services
- General Manager, Public Works
- General Manager, Planning & Economic Development
- Medical Officer of Health
- Chief of Police
- Fire Chief
- Paramedic Chief
- Executive Director, Human Resources
- Manager Corporate Communications
- Community Emergency Management Coordinator(s)

The Inter-departmental Emergency Management Team which consists of senior staff from departments and first responder agencies. This committee put forward a number of changes and recommendations to the plan which was revised accordingly.

- Community and Emergency Services – Strategic Services
- Community and Emergency Services – Fire Department
- Community and Emergency Services – Paramedic Service
- Corporate Services – Customer Service, Access & Equity
- Corporate Services – Treasury Services
- City Manager's Office – Human Resources
- City Manager's Office – Administration
- Public Health – Health Protection
- Public Works – Operations
- Public Works – Hamilton Water
- Public Works – Corporate Assets & Strategic Planning
- Hamilton Police Service – Support Services

The Emergency Preparedness Advisory Committee reviewed the plan, but did not submit any recommendations for change. This committee consists of:

- Hamilton Wentworth District School Board
- Hamilton Wentworth Catholic District School Board
- McMaster University
- Mohawk College
- Hamilton Health Sciences and St Joseph's Hospital
- Horizon Utilities
- Hamilton Port Authority
- Community Awareness Emergency Response
- Hamilton Chamber of Commerce
- Hamilton Conservation Authority
- Hamilton International Airport
- Canadian Red Cross
- Salvation Army

Following review through Emergency Management Program committees, Corporate Services – Risk Management was provided an opportunity to review and comment. They noted that no changes were required to the Emergency Plan.

ANALYSIS / RATIONALE FOR RECOMMENDATION

Adoption of the recommendations will ensure compliance with the Emergency Management and Civil Protection Act, including the standards under Ontario Regulation 380/04 as administered by Emergency Management Ontario.

ALTERNATIVES FOR CONSIDERATION

None.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN:

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

APPENDICES / SCHEDULES

Appendix A to Report CS13031 - Emergency Management Program By-law

Authority:

Bill No.

CITY OF HAMILTON

BY-LAW NO. 13-

Being a By-law To Provide for an:

EMERGENCY MANAGEMENT PROGRAM

WHEREAS Council deems it necessary to enact a by-law to establish and implement an emergency management program for the City of Hamilton, so the municipality will be better able to respond to risks and emergencies and to recover from emergencies;

AND WHEREAS section 2.1 of the Emergency Management and Civil Protection Act, R. S. O. 1990, c. E.9 as amended (the Act) provides for municipal by-laws respecting the development and implementation of municipal emergency management programs, and which Act generally deals with emergency management, declaration of emergencies, and emergency planning in Ontario;

AND WHEREAS section 4 of the Act provides that the Head of Council may declare an emergency exists in the municipality and may take such action and make such orders as necessary and not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area;

AND WHEREAS an emergency management program will consist of an emergency plan, training programs and exercises for employees and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities, public education on risks to public safety and public awareness for emergencies, and other elements as may be required standards for emergency management;

AND WHEREAS the Act authorizes elected officials and employees of a municipality to respond to emergencies in accordance with the emergency plan;

AND WHEREAS section 12 of the Act provides that the municipality has a right of action to recover monies expended or costs incurred in the implementation of an emergency plan or in connection with an emergency, against the person who caused the emergency, and the City's Emergency Plan

provides for tracking of such costs and expenses;

AND WHEREAS Section 2, and Sections 8 through 11 of the Municipal Act, S.O.2001 Chapter 25, as amended, provide general authorities and powers for passing by-laws, with general purposed which include the provision of services and things necessary and desirable for the municipality, managing and preserving public assets of the municipality, fostering the current and future economic, social and environmental well-being of the municipality, and delivering and participating in provincial programs and initiatives;

NOW, THEREFORE the Council of the City of Hamilton enacts as follows:

1. The City of Hamilton adopts Schedule "A" attached to this By-law as its Emergency Plan.
2. The Head of Council or the Acting Head of Council may declare that an emergency exists in the City or in any part of the City, and may take such actions and make such orders as are considered necessary and not contrary to law to implement the Emergency Plan and to protect property and the health, safety and welfare of the inhabitants of the emergency area.
3. The Head of Council, or the Acting Head of Council, and the municipal officials or their designated alternates, as provided for in the approved Emergency Plan, are empowered to cause an emergency notification to be issued and to require designated persons to respond to an emergency in accordance with the Emergency Plan where an emergency exists, but has not yet been declared to exist.
4. For the purposes of the City of Hamilton Emergency Plan, Emergency Management Program and this By-law, the "Head of Council" is the Mayor, and an "Acting Head of Council" means a Member of Council who has been appointed from amongst Council as the Deputy Mayor on a scheduled or as needed basis, to act from time to time in the place of the Mayor and exercising all the rights, powers and authority of the Mayor herein, when the Mayor is absent, unavailable, refuses or is unable to act as Head of Council, or where the office of Mayor is vacant.
5. The Emergency Management Program Committee will cause the Emergency Management Program to be reviewed annually and recommend changes to the program as considered appropriate.
6. The City of Hamilton's Emergency Management Coordinators are assigned the role of implementing the balance of the City's Emergency Management Program, particularly the training and educational

requirements, necessary for the City's compliance with the Emergency Management and Civil Protection Act, R. S. O. 1990, c. E.9 as amended.

REPEAL AND ENACTMENT

7. City of Hamilton By-law No. 05-105 as may be amended, is hereby repealed.
8. This By-law shall come into force on the date of its passing and enactment.

SHORT TITLE

9. This By-law may be cited as the "Emergency Management Program By-law, 2013".

PASSED this day of , A.D. 2013

R. Bratina
Mayor

R. Caterini
Clerk

Schedule "A" To the Emergency Management Program By-law, 2013

Being the

City of Hamilton Emergency Plan



CITY OF HAMILTON EMERGENCY PLAN

**Enacted Under:
Emergency Management Program By-law, 2013**

REVISED: May 2013



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1. Introduction

The City Of Hamilton Emergency Plan establishes a framework for responding to a number of risks the City faces. Developed with key officials, agencies and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

The Emergency Plan document describes the framework of how the City Of Hamilton will respond to, recover from, and mitigate the impact of an emergency. It describes the legal authorities, plan concept of operations, and functional responsibilities.

A number of procedures and guidelines (listed in Section 4) exist as supporting documents and emergency response plans for the Emergency Plan. These documents outline an integrated response for responding to and recovering from emergencies. They can be stand-alone documents or grouped depending on the nature of the emergency and response required.

1.1. Purpose

The aim of the City Of Hamilton Emergency Plan is to make provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City Of Hamilton to protect the health, safety, and welfare of the residents of Hamilton during any emergency by:

- Identifying the governance structure for emergency response within the City Of Hamilton;
- Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
- Identifying standard response goals for emergency response operations and decision making; and
- Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

1.2. Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency are:

- The *Emergency Management and Civil Protection Act*, R. S. O. 1990, c.E.9, as amended (the "Act")
- The City of Hamilton Emergency Management Program By-Law

The *Act* requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law. An emergency management program must consist of:

- An emergency plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Minister of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an emergency response plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an emergency operations center with appropriate communications systems; and
- Designation of an Emergency Information Officer.
- Designation of an Emergency Management Program Coordinator

The City of Hamilton Emergency Management Program By-Law approves the enactment of the City Of Hamilton Emergency Plan and other requirements for the City's Emergency Management Program.

In the City of Hamilton, the Emergency Operations Center Management Team (see Section 3.2) acts as the municipal control group as defined by Ontario Regulation 380/04.

The Emergency Information Officer is the City's Strategic Communications Program Manager, or designated alternate.

The Emergency Management Program Coordinator(s) are the City's Emergency Management Coordinators.

The Senior Official for the purposes of the City's Emergency Management Program Committee is the City Manager, or designated alternate.

1.3. Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies and City departments.

The *Emergency Management and Civil Protection Act* defines an emergency as:

‘A situation or 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.’

1.4. Hazard Identification Risk Assessment

The Emergency Management Program has identified realistic hazards that may occur in Hamilton and assessed them in terms of probability, frequency of occurrence, and magnitude of consequence or impact. Results of the Hazard Identification and Risk Assessment assist the Emergency Management Program in developing training and exercise scenarios, and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

As a result of the Hazard Identification and Risk Assessment process, risks in the City Of Hamilton listed below represent major incidents involving multiple locations or having a significant impact on City facilities, infrastructure, or operations, or the public.

- Hazardous materials incidents and explosions
- Energy Supply Emergencies
- Epidemics/pandemics
- Terrorism
- Flooding
- Structure Fires
- Tornadoes (windstorms and microbursts)
- Transportation Accident
- Ice Storms
- Earthquakes

1.5. Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) as required by the *Emergency Management and Civil Protection Act*, consists of representatives from City departments and agencies, or designated alternates.

- Mayor
- City Manager
- Chief of Police
- Medical Officer of Health
- Fire Chief
- Paramedic Chief
- General Manager, Community and Emergency Services
- General Manager, Corporate Services
- General Manager, Planning & Economic Development
- General Manager, Public Works
- Executive Director, Human Resources
- Community Emergency Management Coordinators
- Strategic Communications Program Manager

The City Manager, or designated alternate, is the chair of the EMPC.

This committee reviews the Emergency Plan and Program and performance under the Program for the purpose of deciding on necessary updates and legislative compliance, but is not activated during an emergency.

2. Concept of Operations

There are multiple response areas to any emergency situation within the City Of Hamilton.

Site Response: The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control.

Departmental Response: Departments that require local support to their operations may establish a Department Operations Centre (DOC). A DOC is primarily concerned with coordinating the department's activities in support of the department responsibilities and commitment to the emergency response. DOCs

interact with the overall EOC, and their agency representatives or senior personnel at the scene. A DOC will focus on such issues as staff scheduling, obtaining, coordinating and directing department resources.

Corporate Response:

Emergency Operations Center (EOC): The EOC is a physical location where the leadership of the City Of Hamilton can gather to collectively and collaboratively support emergency response, and manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate efforts occurring at the site and any activated DOC's.

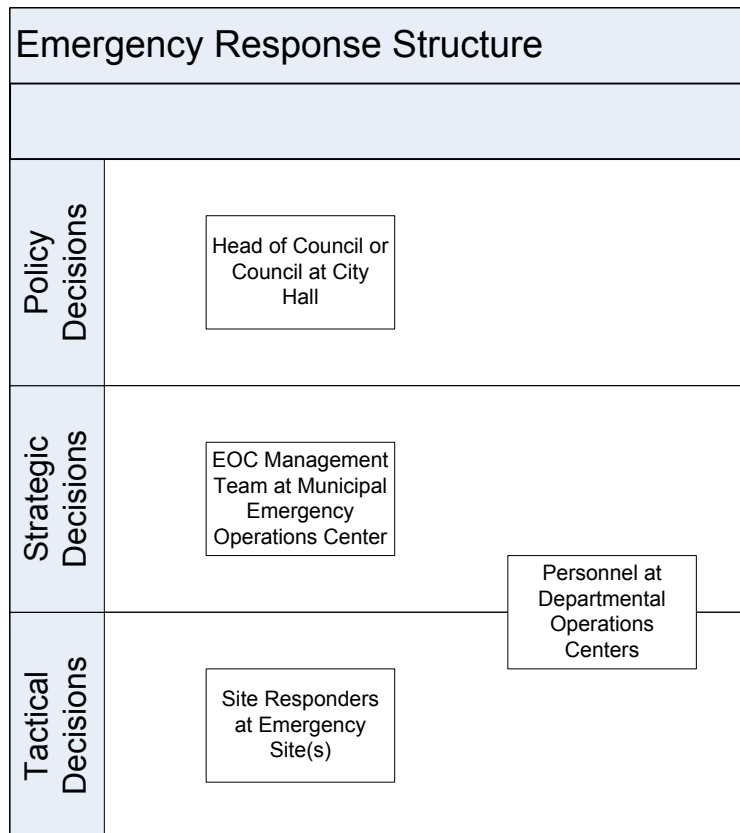
Emergency Operations Centre Management Team (EOCMT): The EOCMT provides for the overall management and coordination of site support activities and consequence management. The EOCMT acts as the City's emergency control group under the Act. The persons notified and responding to the EOC have responsibility for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing policy direction and support to the Incident Commander and site personnel;
- Collecting as much information as possible on the status of the emergency and vetting the information, prioritizing it, evaluating it, summarizing it, disseminating/displaying it and acting upon required needs;
- Establishing priorities based on all the information gathered and developing EOC Action Plans that complement and enhance the response taken at the site level;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support site activity;
- Coordinating all internal and external information and communicating advisories, warnings, and emergency information to the general public.

Policy Group: The Policy Group is comprised of the Head of Council (HOC) in their assigned role and authority during an emergency, or the Mayor and members of Council sitting as City Council at any regular or special meeting called during an emergency situation.

Head of Council (HOC): The Head of Council is the Mayor during an emergency notification or declared emergency, though may be the Acting HOC for relief of the Mayor in an extended emergency or during any period of absence, inability or refusal of the Mayor to act as HOC or where the Office of Mayor is vacant. The HOC would have all the powers set out in the Act and Emergency Plan for purposes of an emergency situation and declared emergency.

The Policy Group may be established to receive information or reports during an emergency situation, and to provide any necessary policy direction to the EOCMT. The Act and Emergency Plan have assigned responsibility for management of emergency situations, so the Policy Group does not have responsibility for emergency management during an emergency situation, but the Policy Group does have power under the Act to end a declared emergency.



2.1. Reporting an Emergency

A responding agency or municipal department is likely to be the first on site authority to an emergency. First responders will assume control at the site and assign a lead agency. If, in the judgment of the lead agency, the situation requires a more coordinated response, more resources are required to support

the site, or there are consequences to the community at large, that lead agency must contact their most senior departmental official in accordance with any existing departmental reporting procedure.

2.2. Emergency Notifications

When an emergency exists, but has not yet been declared to exist, municipal employees are authorized to take such action(s) as detailed or authorized under the Emergency Plan.

The following City Of Hamilton staff , or designated alternates, have the authority to activate the Emergency Notification Procedure and Emergency Operations Center (EOC) by contacting Hamilton Police Communications;

- Head of Council
- City Manager
- Chief of Police
- Medical Officer of Health
- Fire Chief
- Paramedic Chief
- General Manager, Community and Emergency Services
- General Manager, Corporate Services
- General Manager, Planning & Economic Development
- General Manager, Public Works
- Executive Director, Human Resources
- Emergency Management Coordinators
- Strategic Communications Program Manager

Hamilton Police Communications staff is responsible for calling the persons listed on the Initial EOC Activation List and instructing them to respond to the EOC or be on alert for an impending situation, as outlined in detail in the Emergency Notification Procedure.

2.3. Declaration of Emergency

Only the Head of Council or Acting Head of Council has the authority to make a declaration of an emergency within the boundaries of the municipality. The

decision to declare an emergency will be made by the Head of Council in consultation with the Emergency Operations Center (EOC) Management Team.

Upon making an Emergency Declaration the Head of Council will ensure the following are notified:

- City Of Hamilton Council members
- Solicitor General for Ontario

The following may also be notified of a declaration of emergency:

- Local Member(s) of Provincial Parliament (MPPs)
- Local Member(s) of Federal Parliament (MPs)
- Local media, and
- The public.

2.4. Termination of Emergency

Termination of an Emergency Declaration usually comes as the result of a significant reduction in the severity of the emergency situation and/or the impact on the community.

The Head of Council, Council, or the Premier of Ontario have the authority to declare that an emergency has terminated.

2.5. Requests for Assistance

It is possible that assistance from other levels of government, or external partner agencies with specialized knowledge or expertise, may be required by the City Of Hamilton to help successfully respond to an emergency situation.

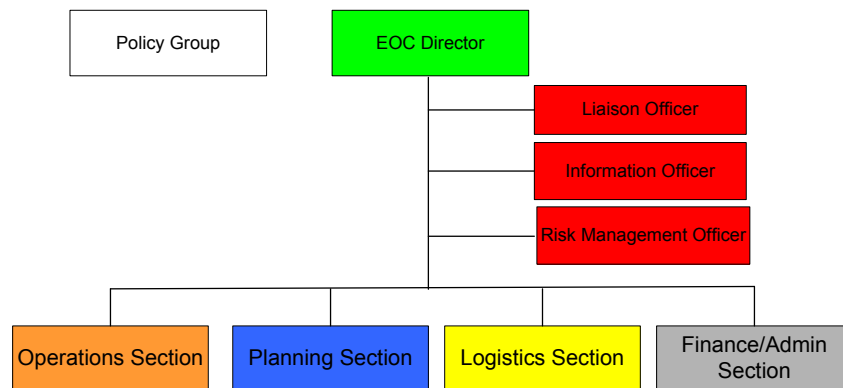
Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance, or provide information and advice to the EOC Management Team through the Liaison Officer.

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to Emergency Management Ontario through the Provincial Emergency Operations Center.

Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Center who in turn liaises with the Federal Government Operations Center.

3. Incident Management System

The City's Emergency Plan adopts the principles of the Incident Management System (IMS). Based on five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities, and equipment. Principles of the Incident Management System include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, and comprehensive resource management.



3.1. Response Goals

The following response goals are applied to all emergency situations. In order of priority they are:

1. Provide for the health and safety of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.2. Roles and Responsibilities

Policy Group

Responsibilities of the Policy Group include:

- Providing overall policy direction
- Changing/amending bylaws or policies
- Could request for Municipal level assistance
- Declare State of Local Emergency
- Declare termination of State of Local Emergency
- Acting as an official spokesperson

EOC Management Team

The primary responsibility of the EOC Management Team is to provide for the overall management and coordination of site support activities and consequence management. It is the responsibility of the EOC Management Team to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites, other EOCs, and DOCs.

The EOC Management Team consists of the following positions:

- EOC Director
- Information Officer
- Risk Management Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

EOC Director

- Overall authority and responsibility for the activities of the EOC.
- Ensures organizational effectiveness.

- Sets out priorities and objectives for each operational period and ensures they are carried out.
- Liaises with the Policy Group.
- Approves emergency information releases.

Information Officer

Information Officer

└ Customer Contact Center/
Accessibility Coordinator

- Establishes and maintains media contacts.
- Prepares news releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by customer contact centre and EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with other Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

Customer Contact Center/Accessibility Coordinator

- Reports to the Information Officer.
- Manages the Customer Contact Center
- Ensures tracking of inquiries/questions from the public are recorded at the Customer Contact Centre.
- Collects, processes, evaluates and shares situation information from Customer Contact Center staff.
- Disseminates approved emergency information and messages to the Customer Contact Center staff for public inquiries.

- Provides expertise to the Information Officer on the *Accessibility for Ontarians with Disabilities Act*
- Ensures that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, people with disabilities, etc.), as required.

Risk Management Officer



- Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- Maintains contact with the Safety Officers at the incident site.
- Identifies liability and loss exposures to personnel and property, and for the municipality.

Legal Coordinator

- Reports to the Risk Management Officer.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City Of Hamilton during the emergency.

Health and Safety Coordinator

- Reports to the Risk Management Officer.
- Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- Liaises and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

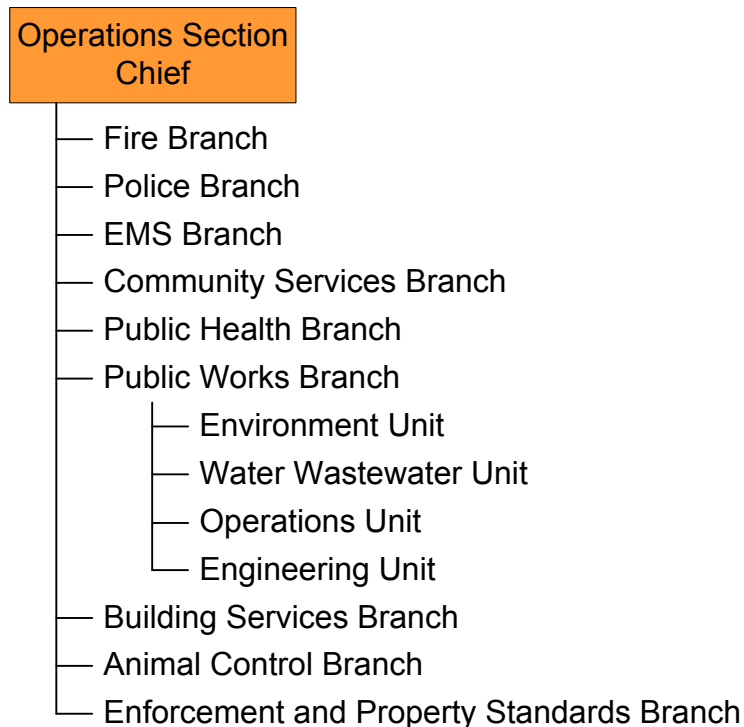
Liaison Officer

- Invites required or requested agencies to the EOC, as identified by the EOC Director and EOC Management Team.

- Maintains contact with external agencies and other EOCs.

Operations Section

The Operations Section maintains direct contact with the site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments, and DOCs. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other EOC Management Team personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all EOC issued resources to the Incident Commander(s).



Operations Chief

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event.
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Coordinates information received from any activated DOCs in the operational area.

- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports.
- Conducts periodic Operations briefings for the EOC Director and EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains the EOC Director's approval of critical and extra-ordinary resources.
- Supervises the Operations Section.

Branch Coordinators

Branch Coordinators oversee the operations of a particular city department, division, section or outside agency. A Branch Coordinator will be responsible for coordinating the activities of their department/agency site personnel, dispatch centre (if one exists) and DOC (if one has been activated) with other Branches in the Operations Section. Additional Branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

Fire Branch Coordinator

- Establishes ongoing communications with Fire Site Commander;
- Arranges and coordinates fire suppression, as well as hazardous materials support operations;
- Coordinates fire branch activities with fire site personnel and fire dispatch centre;
- Supervises Fire Branch staff;
- Acquires and coordinates all fire mutual aid resources, as necessary;
- Arranges for any additional fire service assistance or resources required with the Office of the Fire Marshal(OFM);
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service;

- Assists in the alerting of persons endangered by the emergency;
- Liaises with other fire authorities, as required, and coordinates the participation of any other fire authorities;
- Coordinates the mobilization and transportation of all resources through the Logistics Section;
- Implements the objectives of the EOC Action Plan assigned to the Fire Branch;
- Completes and maintains Branch Status Reports for major incidents requiring or potentially requiring provincial response support; and
- Maintains status of unassigned fire and HAZMAT resources in the area in conjunction with Planning Section's Resource Unit.

Police Branch Coordinator

- Establishes ongoing communications with Police Site Commander;
- Coordinates Police Branch activities with police site personnel and police dispatch centre;
- Supervises the Police Branch;
- Coordinates law enforcement, traffic control operations during an emergency;
- Coordinates movement and evacuation operations with other Operations Section Branches;
- Acquires and coordinates all police mutual aid resources, as necessary;
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Police Service;
- Notifies the Coroner regarding fatalities;
- Assists in the alerting of persons endangered by the emergency and coordinating evacuation procedures in co-operation with the EOC;
- Selects the initial reception location of evacuees in the early stages of an evacuation and communicating this with Community Services;
- Recommends and establishes safe evacuation routes;
- Providing perimeter security and control for the evacuation area and emergency site; and

- Liaises with other municipal, provincial and federal police agencies as necessary

EMS Branch Coordinator

- Establishes ongoing communications with EMS Site Commander;
- Coordinates EMS Branch activities with EMS site personnel and EMS dispatch centre;
- Supervises the EMS Branch;
- Coordinates the transportation of injured victims to appropriate medical facilities as required;
- Coordinates distribution of injured victims with hospitals in the area;
- Assists in indentifying and mobilizing available ambulance and auxiliary ambulance resources as required;
- Arranges through the Ministry of Health and Long Term Care (Central Ambulance Communications Centre) any additional EMS assistance or resources, as required;
- Liaises with local hospitals and providing an estimated number of casualties where required; and
- Ensures there is appropriate EMS personnel and equipment to conduct triage and essential medical treatment at receptions centres, as required.

Public Health Branch Coordinator

- Coordinates Public Health Branch activities with Public Health site personnel;
- Supervises the Public Health Branch;
- Advises on all matters relating to public health (e.g. water, sanitation, food, supply and communicable and infectious disease);
- Ensures that potable water supplies are inspected and monitored;
- Ensures that food quality is regulated and inspected;
- Coordinates with the Health Sector Emergency Management Committee for the activation of advanced treatment centres and emergency hospitals supplied by Emergency Medical Assistance Team (Province of Ontario)

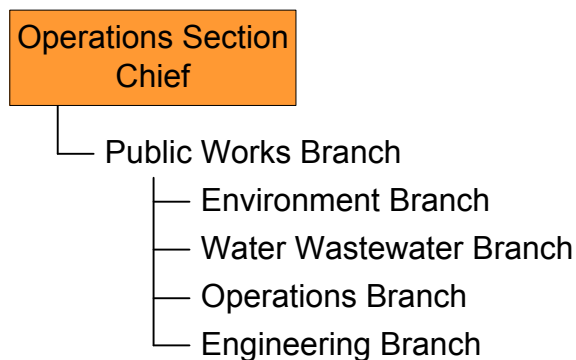
- Assists with the coordination of required pharmaceuticals;
- Coordinates a response to disease related emergencies, epidemics and mass immunization programs;
- Consults, as appropriate, with Ministries of Health and Long Term Care, Labour and Environment and with toxicologists to provide the EOC with additional information that may impact on the perimeters of the affected area or management of the emergency response;
- Liaises with other agencies relevant to the roles and responsibilities of the Medical Officer of Health /Public Health Services set out in the Emergency Plan and in legislation;
- Liaises with other municipal, provincial and/or federal public health agencies as necessary;
- Assists with the coordination of other health care resources as required;
- Liaises with other agencies and departments regarding the organization and transportation of persons in hospitals, health care facilities, long term care facilities and any other medically fragile persons as required;
- Liaises with area hospitals, long term care facilities and Emergency Medical Services regarding areas of mutual concern;
- Provides advice about public health matters to the public;
- Provides appropriate Public Health officials and personnel to inspect and support evacuation/receptions centres as needed;
- Liaises with health sector agencies and other Public Health Units to augment and support public health resources; and
- Assists the Community Services Branch in providing services to individuals registered at Evacuation/Reception Centres, as required

Community Services Branch Coordinator

- Coordinates Community Services Branch activities with Community Services site personnel and Community Services DOC members;
- Supervises the Community Services Branch;
- Designates suitable Evacuation/Reception Centre, as required;
- Coordinates the delivery of Emergency Social Services (i.e. food, clothing, lodging, financial assistance, registration & inquiry and other essential services) as required for those impacted by the disaster;

- Provides direction and support to all activated ESS facilities (i.e. Reception/Evacuation Centres and Family Centres);
- Establishes ongoing communications with Community Services Site Commander as required;
- Liaises with Community Care Access Centre to determine the number and location of medically fragile persons within the evacuation zone;
- Provides routine situation reports to the Operations Section Chief;
- Coordinates with Red Cross, the process to register all persons arriving at the Evacuation/Reception Centres;
- Ensures transportation to Evacuation/Reception Centres is arranged
- Arranges for post-emergency critical incident stress debriefing for affected citizens as required;
- Liaises with other agencies involved in the ESS response; and
- Confers with Operations Section Chief and EOC Director to ensure that ESS response is appropriate and that expenditures for ESS are authorized.

Public Works Branch Coordinator



- Establishes ongoing communications with Public Works Site Commander;
- Coordinates Public Works Branch activities with public works site personnel;
- Supervises the Public Works Branch;

- Provides equipment in support of emergency site;
- Liaises with local utilities and community partners to provide special equipment, vehicles and personnel as required;
- Liaises with Ministry of the Environment and other relevant agencies and departments with respect to environment contamination;
- Arranges for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health;
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding ;
- Supports traffic control operations as required;
- Coordinate debris removal services as required;
- Liaises with local utilities to disconnect and reconnect services when appropriate;
- Ensures adequate emergency water supply/pressure for effective fire suppression operations; and
- Surveys all other infrastructure systems, such as roads, bridges, sewer and water systems within the area.

Water and Wastewater Unit

Provides advice and assistance to the Public Works Branch Coordinator on:

- Water distribution and treatment operations
- Wastewater collection and treatment options
- Water quality
- Infrastructure planning and source water planning
- Construction and commissioning of water and wastewater infrastructure
- Provides equipment for emergency pumping operations.
- Provides emergency potable water supplies and/or sanitation facilities, as requested in consultation with the Medical Officer of Health.

- Coordinates with Environment and Sustainable Infrastructure – Engineering for providing spills response expertise and advice.
- Maintains the integrity of the municipal sewage and water systems.

Environmental Unit

Provides advice and assistance to Public Works Branch Coordinator on waste management issues including collection, processing and disposal.

Operations Unit

Provides advice and assistance to the Public Works Branch Coordinator on:

- Road operations and maintenance and maintaining the integrity of the road system
- Winter control
- Parks operations and maintenance
- Forestry operations
- Cemeteries operations
- Ensures the clearing of blocked passageways in coordination with the Emergency Site Coordinator, either inside or outside the emergency perimeter(s).
- Ensures the removal of rubble at the emergency site.

Engineering Unit

Provides advice and assistance to the Public Works Branch Coordinator on:

- Traffic engineering
- Design and engineering matters related to roads, bridges, water, wastewater, waste management
- Construction and commissioning
- Urban design and infrastructure planning
- Open Space Development, Park Planning and Strategic Planning
- Asset management for roads, bridges, water, wastewater and storm water and facilities programs.

- Coordinates with Environment & Sustainable Infrastructure – Water & Wastewater for providing spills response expertise and advice.

Building Services Branch

- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Takes action to ensure the protection of the public including, but not limited to:
 - Upon a complete application, issue required building/demolition permits to property owners
 - Prohibiting the use or occupancy of a building
 - Order a building to be renovated, repaired or demolished to remove an unsafe condition
 - Take measures necessary to terminate the danger where a building is involved
- Provides technical expertise regarding the construction of buildings, as required.

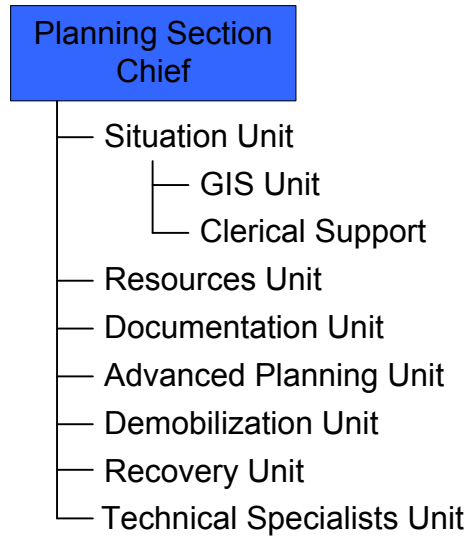
Animal Control Branch

- Liaises with the SPCA and other agencies to ensure the care and control of animals impacted by the emergency including removal and sheltering.

Enforcement and Property Standards Branch

- Provides advice and assistance relating to the enforcement of municipal by-laws and property standards.
- Enforces by-laws by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained).
- Responds to citizen complaints and conducts proactive investigations.

Planning Section



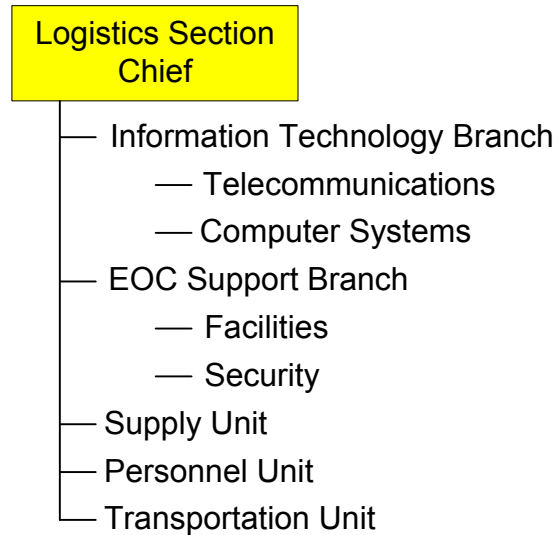
- Collects, processes, evaluates and displays situation information.
- Develops EOC Actions Plans in coordination with other functions.
- Tracks the status of EOC issued resources.
- Maintains all EOC documentation.
- Conducts advance planning activities and makes recommendation for action.
- Obtains technical experts for the EOC, as required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

Functional positions in the Planning Section include:

- Situation Unit Coordinator
- GIS Unit Coordinator
- Situational Unit Clerical Support
- Advanced Planning Unit Coordinator
- Resources Unit Coordinator
- Documentation Unit Coordinator

- Demobilization Unit Coordinator
- Recovery Unit Coordinator
- Technical Specialists Unit Coordinator

Logistics Section



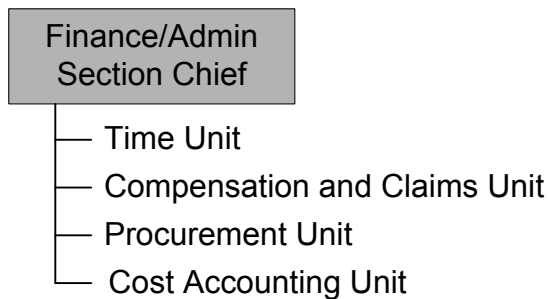
- Provides/acquires requested resources including personnel, facilities, equipment and supplies.
- Arranges access to technological and telecommunications resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

Functional positions in the Logistics Section include:

- IT Branch Coordinator
 - Telecommunications Coordinator
 - Computer Systems
- EOC Support Branch Coordinator
 - Facilities

- Security
- Supply Unit Coordinator
- Personnel Unit Coordinator
- Transportation Unit Coordinator

Finance and Administration Section



The Finance and Administration Section

- Monitors the expenditure process, and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and/or contracts.
- Oversees the purchasing processes.

Functional positions in the Finance and Administration Section include:

- Time Unit Coordinator
- Procurement Unit Coordinator
- Compensation & Claims Unit Coordinator
- Cost & Accounting Unit Coordinator

4. Emergency Plan Supporting Documents

4.1. Emergency Notification Procedure

The Emergency Notification Procedure outlines the process for Hamilton Police Communications to notify EOC personnel to place them on alert or request that they respond to the EOC.

4.2. Emergency Information Plan

This document coordinates communications from city departments, agencies, and boards to media outlets, city employees, businesses and residents to deliver information before an impending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with City staff are also outlined.

If required, in the event of a major emergency requiring a response from other levels of government, or other municipalities, communications from the City Of Hamilton will be coordinated with those entities.

4.3. Emergency Operations Center (EOC) and IMS Standard Operating Guideline

This document outlines the procedures involved in activation and operation of the EOC facility. This includes details on the facility setup, activation and notification of EOC responders, guiding principles, managing information and resources, and the implementation of the Incident Management System. As a supplement to the City Of Hamilton Emergency Plan, it provides information to enable EOC responders to fulfill their key responsibilities in managing an emergency situation.

4.4. Evacuation Standard Operating Guideline

This document deals with planning and preparing for a decision to evacuate an area within the City Of Hamilton as a result of an emergency, impending or occurring. In order to provide guidance to ensure the safety and security of the community during an evacuation, it includes the responsibilities and procedures for staff and agencies to notify persons, move them out of an evacuation zone, and re-entry of the population once the affected area is deemed safe.

4.5. Emergency Social Services (ESS) Plan

The aim of the Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Hamilton during any emergency once they are outside of immediate danger as a result of an emergency or disaster. This response includes both city staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

5. Emergency Plan Review and Maintenance

The Emergency Management Coordinators are responsible to develop and implement the Emergency Management Program. A function of this is to coordinate, facilitate, implement and test the Emergency Plan based on the recommendations and direction of the EMPC.

The Emergency Plan will be reviewed on an annual basis. Any proposed major revisions to the Emergency Plan must be presented to the EMPC upon whose recommendation it may be presented to Council for final approval. Minor revisions may be approved by the EMPC.

5.1. Plan Testing

The Emergency Plan will be tested a minimum of once annually through an exercise coordinated by the Emergency Management Coordinators.

5.2. Plan Distribution

Copies of the Emergency Plan will be provided to EOC responders, partner organizations and agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies Hamilton.