

TOWN OF OAKVILLE EMERGENCY PLAN

2019 Public

Plan Distribution

This Plan is considered a public document according to the provisions of the [Emergency Management and Civil Protection Act](#). However, this Plan also contains information that should not be circulated at large due to privacy / security issues.

Therefore, this Town of Oakville Emergency Plan will be distributed both internally (restricted) and externally (public) as follows.

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Copies of this Plan that do not include any appendices/attachments, which are considered confidential, are available for public viewing/distribution at:

- The Office of the Town Clerk during regular business hours
- The Town of Oakville corporate website

Record of Amendments

All amendments to this Plan will be recorded, dated and re-distributed to persons receiving the Emergency Plan, those receiving the Appendices and listed on the Restricted Distribution List, and those receiving the department plan(s), along with an updated Record of Amendments.

Record of amendments log is located as **Appendix D**

Note: Amendments should be immediately sent to the Fire Department Administrative Assistant for distribution.

Table of Contents

TOWN OF OAKVILLE EMERGENCY PLAN.....	1
Plan Distribution	2
Restricted Distribution.....	2
Public Distribution	2
Record of Amendments	2
Glossary of Terms.....	6
SECTION 1 – PLAN INTRODUCTION	9
1.1 Legislative Authority.....	10
1.2 Definition of Emergency.....	10
1.3 Concept of Emergency Operations.....	10
1.4 Aim of This Plan.....	11
1.5 Activation of This Plan	11
1.6 Action Prior To Activation / Declaration.....	11
1.7 Integration with Halton Regional Emergency Plan.....	12
SECTION 2 – EMERGENCY MANAGEMENT PROGRAM	13
2.1 Oakville Emergency Management Committee (OEMC).....	13
2.2 Composition.....	13
2.3 Governance Model	14
2.4 Terms of Reference	15
2.5 Subcommittees	16
2.6 Emergency Plan Sustainability	18
SECTION 3 – EMERGENCY DECLARATION/TERMINATION	19
3.1 Authority of the Mayor.....	19
3.2 Notification of Declaration	19
3.3 Termination of Declaration.....	20
3.4 Notification of Termination	20
3.5 Protection of Volunteers.....	20

SECTION 4 – Emergency Operations Centre (EOC).....	22
4.1 Incident Management System (IMS) Overview and Implementation ...	22
4.2 EOC Activation and Deactivation.....	23
4.3 Activation Levels.....	24
4.4 Emergency Control Group (ECG) – Purpose and Goal	27
4.5 ECG – General Responsibilities	27
4.6 ECG – Composition, Roles and Responsibilities	28
4.7 Call Out Protocol – Deployment Model.....	29
4.8 Decision Making / Solidarity	30
SECTION 5 – EMERGENCY OPERATIONS.....	31
5.1 Emergency Operations Centre (EOC)	31
5.2 Emergency Site Operations.....	32
5.3 Emergency Recovery Operations.....	35
5.4 Types of Evacuations	38
5.5 Shelter-in-place.....	39
SECTION 6 – EMERGENCY INFORMATION AND PUBLIC NOTIFICATION ..	40
6.1 Emergency Information Structure	40
6.2 Emergency Information Centre	42
6.3 Public Notification Definition	42
6.4 Public Notification	42
SECTION 7 – EMERGENCY ASSISTANCE / RESOURCES.....	45
7.1 Emergency Assistance Structure.....	45
7.2 Assistance from Neighbouring Municipalities.....	45
7.3 Assistance from Regional Government.....	46
7.4 Assistance from Provincial / Federal Government.....	46
7.5 Emergency Resources.....	46
APPENDICES.....	47
Appendix A	48
Appendix B	49

Appendix C	50
Appendix D	51
Appendix E	52
Appendix F.....	86
Appendix G	88
Appendix H	90
Appendix I.....	92

Glossary of Terms

TITLE	DESCRIPTION
CHIEF ADMINISTRATIVE OFFICER (CAO)	The Chief Administrative Officer of the Town of Oakville or designate. Acts as EOC Commander
COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)	The CEMC (Community Emergency Management Coordinator) is a Senior Fire Department staff member responsible for managing the Town's Emergency Management Program and maintaining this Plan
DISPATCH/RESOURCES	Designated town or other staff responsible for dispatching or providing resources in support of the EOC but, are not a member of the ECG or located in the EOC
DEPUTY EOC COMMANDER	Alternate to the CAO in charge of managing the EOC
EMERGENCY CONTROL GROUP (ECG)	Individuals/members directing those services necessary for mitigating the effects of the emergency. The CAO is responsible for coordinating the actions of the group
EMERGENCY OPERATIONS CENTRE (EOC)	The Town of Oakville Primary EOC is located at the Town of Oakville Municipal Offices, 1225 Trafalgar Rd.
EMERGENCY OPERATION CENTRE – ALTERNATE (EOC-A)	The Town of Oakville Alternate Emergency Operation Centre (EOC-A) is located at the Queen Elizabeth Park Community and Cultural Centre at 2302 Bridge Road.
EMERGENCY MANAGEMENT PROGRAM	The Emergency Management Program includes aspects of prevention, mitigation, preparedness, response and recovery
EOC FUNCTIONAL TEAMS	ECG members responsible for specific functions within the EOC during an emergency

TITLE	DESCRIPTION
EOC RECORDING OFFICER	Staff member from the Town's Clerk's Department as assign by the Clerk, responsible for recording communications in the EOC
EVACUATION	Evacuation is temporary removal of residents from a given area that is deemed a danger zone.
EVACUATION CENTRE	A designated facility used to provide temporary care and shelter for displaced persons due to an emergency evacuation
EXECUTIVE MANAGEMENT TEAM (EMT)	The Town's Executive Management Team is comprised of the CAO and; Commissioners from Corporate Services and Community Services, Community Development
FIRE CHIEF	The Fire Chief of the Town of Oakville or designate and either the primary or alternate Community Emergency Management Co-ordinator (CEMC)
HALTON EMERGENCY MANAGEMENT COORDINATOR	The Halton Emergency Management Co-ordinator or alternate performing the Emergency Management Planning functions for the Regional Municipality of Halton
INCIDENT MANAGEMENT SYSTEM (IMS)	A recognized on-site command structure for the incident
MANAGER OF FACILITIES/ OPERATIONS	The Manager of Facilities/Operations (Facilities Duty Officer) for the Corporation of the Town of Oakville or designate
MEDIA INFORMATION CENTRE	Designated area for press conferences and media to congregate
MAYOR	The Head of Council of the Corporation of the Town of Oakville or designate

TITLE	DESCRIPTION
OAKVILLE TRAFALGAR MEMORIAL HOSPITAL (OTMH)	The Oakville Trafalgar Memorial Hospital (OTMH) is located at 3001 Hospital Gate Oakville
OAKVILLE'S EMERGENCY MANAGEMENT COMMITTEE (OEMC)	Oakville's Emergency Management Committee is responsible for the overall management and planning of the Town's Emergency Management Program
ON-SCENE MEDIA COORDINATOR	The On-Scene Media Coordinator will be located at the emergency site reporting to the Emergency Information Officer.
OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT (OFMEM)	OFMEM leads the coordination, development and implementation emergency management strategies through partnerships with municipalities
EMERGENCY INFORMATION OFFICER (EIO)	The Director of Strategy, Policy and Communications for the Corporation of the Town of Oakville or designate responsible for emergency public information
PUBLIC NOTIFICATION	Public Notification is the process of informing the community of a potential or existing emergency situation and any other related information.
RECEPTION CENTRE	A facility located in a safe area where evacuees can go to receive basic needs and information.
SERVICE OAKVILLE	The main information line for residents, managed by the Manager of Service Oakville
SHELTER-IN-PLACE	Shelter-in-place is the process of keeping residents indoors in an attempt to lessen the effects of the emergency.
SITE	Location of the emergency including its perimeter as identified by Incident Command
TOWARF	Town of Oakville Water and Air Rescue Force

SECTION 1 – PLAN INTRODUCTION

This Emergency Plan will serve the Town of Oakville as an operational guideline for managing an appropriate response to any emergency situation, or impending situation, that threatens the life, health, safety, and/or property of its residents.

The Emergency Management and Civil Protection Act (EMCPA) requires municipalities, provincial ministries, and designated agencies, boards, commissions, and other branches of government to develop and implement emergency management programs consisting of emergency plans, training, exercises, public education, and any other elements prescribed by Regulation.

The Town's Emergency Plan has been prepared in order to provide key officials, agencies, and departments with an overview of their collective and individual responsibilities during a potential, imminent, or actual emergency.

The Plan is designed to prepare, facilitate a timely and effective response, and recover from those hazards to which the Town is particularly vulnerable.

For this plan to be effective all concerned must be made aware of its provisions and every official, agency, and department must be prepared to carry out their assigned functions and responsibilities in an emergency.

1.1 Legislative Authority

In the Province of Ontario, the Solicitor General is responsible to the Premier of Ontario for administration of emergency management policy and legislation. Through the provisions of the Emergency Management and Civil Protection Act, Revised Statutes of Ontario, 1990 Chapter E.9 Section 2 every municipality shall:

Formulate an emergency plan governing the provision of necessary services during an emergency, the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.

The Town receives the authority to participate in an Emergency Plan which governs the provision necessary during an emergency through a council by-law. This bylaw (Appendix A) outlines the procedures and the manner in which employees of the municipality and other persons will respond to the emergency.

1.2 Definition of Emergency

An emergency is defined as a situation or impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life, health, safety, and/or property.

Emergencies may occur as natural events (floods, hurricanes, windstorms, and winter blizzards) be human-caused (transportation accidents, hazardous materials releases, explosions, aircraft/rail crashes) be technology based (communications failure, power outage) or be Medical related (SARS, H1N1).

1.3 Concept of Emergency Operations

By their nature or magnitude, emergencies require a controlled and co-ordinated response by multiple agencies (governmental and non-governmental) under the direction of the appropriate officials. All actions taken by the Town to provide such a response constitute “emergency operations” and are distinct from routine operations carried as normal day-to-day procedures (such as fire suppression, community policing and/or hospital business).

1.4 Aim of This Plan

The aim of this Plan is to define an emergency management structure by which the Town services, agencies and personnel will operate in response to any emergency situation in order to:

1. Protect and preserve life and property
2. Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the Town and;
3. Quickly and efficiently enable recovery and restoration of normal services.

1.5 Activation of This Plan

This Plan is considered activated any time one or more members of the Emergency Control Group (ECG) are assembled at the Emergency Operations Centre (EOC). This is following an emergency notification of an emergency or pending emergency, which is of such magnitude as to warrant its implementation.

Depending on the type and extent of the emergency, all or part of this plan can be activated.

Every employee of the Town is expected to respond as required to an emergency situation and to carry out all lawful commands of the ECG or EOC to the best of their ability during the emergency.

However, activation of this Plan does not in of itself constitute a declaration of emergency (refer to Section three, Emergency Declaration / Termination).

Section two of this plan involves regularly scheduled planning meetings for the committees outlined in this section. The goal of the committee's is to outline the Town's Emergency Management program activities as well as identifying the consequent management activities as described in the plan.

1.6 Action Prior To Activation / Declaration

Any employees of any agency of the Town are authorized to take action under this Plan where an emergency (or threat of emergency) exists but has not yet been declared to exist as necessary to protect lives and property.

However, such actions do not authorize employees to enlist the services of volunteers prior to a declaration of emergency by the Mayor.

1.7 Integration with Halton Regional Emergency Plan

Where an emergency affects two or more municipalities within the Region or the resources of the Town are deemed insufficient to control the emergency, the Regional Emergency Plan may be activated and takes precedence over the Town Emergency Plan.

- Once the Regional Emergency Plan is implemented, the Mayor or Acting Mayor or a designated Senior Municipal Official and the Municipal Fire Chief(s) (as appropriate and practical) will then become a member(s) of the Regional ECG.
- The remaining municipal staff from the Municipal ECG(s) within the affected Area Municipality(s) will then become the Support Group(s) or support staff to the Mayor(s), the Acting Mayor(s) or the designated Senior Municipal Official.
- All decisions by the Regional ECG (as appropriate) affecting the lives and property of the inhabitants within the affected Area Municipality(s) shall be made in consultation with the Mayor(s) or Acting Mayor(s) of the affected Area Municipality(s).

SECTION 2 – EMERGENCY MANAGEMENT PROGRAM

2.1 Oakville Emergency Management Committee (OEMC)

Oakville's Emergency Management Committee is responsible for the overall management and planning of the Town's Emergency Management Program. The purpose of the committee is to assist in the development and advise Council on the development and implementation of the program. The committee takes into consideration the Prevention, Mitigation, Preparedness, Response and Recovery aspects of emergency planning.

- i. **Prevention** – taking action to prevent emergencies from happening
- ii. **Mitigation** – initiating education and awareness activities to reduce or prevent the impact of emergencies
- iii. **Preparedness** – developing emergency response plans, conducting training and exercises, and educating the public
- iv. **Response** – managing emergency situations and providing timely, relevant, and accurate emergency information to the public
- v. **Recovery** – developing and implementing measures that expedite a return to normal activities and the recovery of losses

Mandate

To meet the requirements of the Emergency Management and Civil Protection Act (RSO 1990)

Every municipality shall have an emergency management program committee (O Reg. 380/04)

The municipality's Emergency Management Program Committee shall conduct an Annual Review of the Program (O.Reg.380/04, s.11 (6))

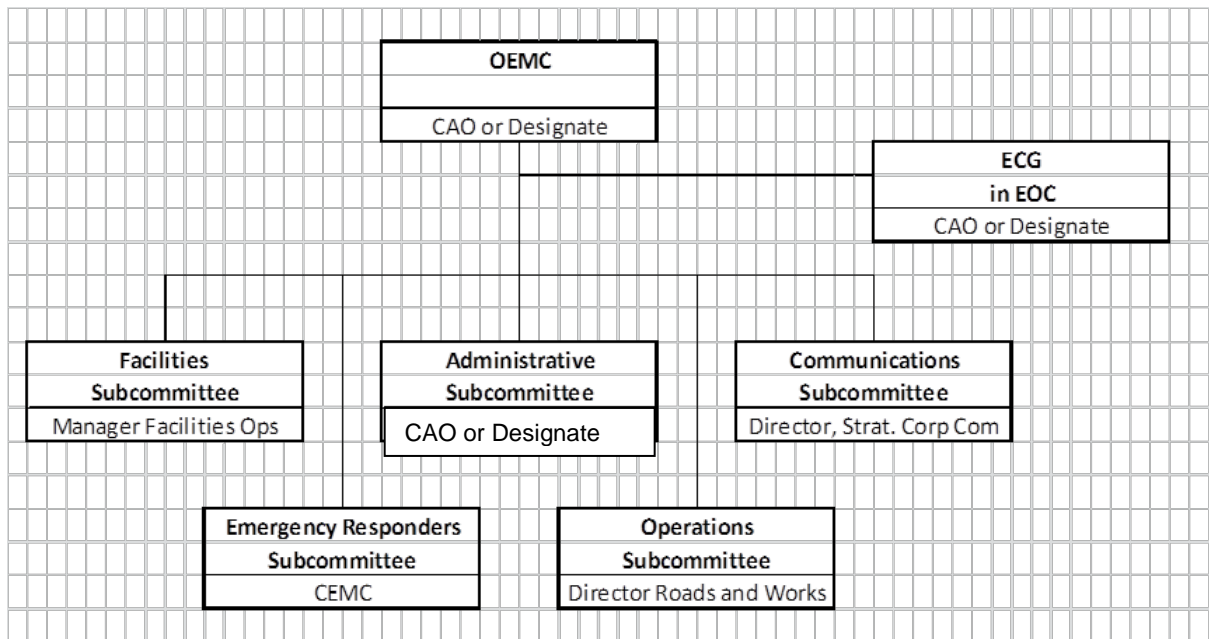
To provide guidance and assistance in setting priorities and outlining the annual objectives for the overall Emergency Management Program for the Town

2.2 Composition

The Emergency Management Committee is comprised of:

- CAO
- All Commissioners
- Fire Chief
- Community Emergency Management Coordinator
- Community Emergency Management Coordinator – Alternate
- Director, Oakville Transit
- Director, Roads and Works
- Director, Parks and Open Space
- Director, Information Systems
- Manager, Facilities Operations
- Halton Regional Police
- Halton Regional EMS
- Halton Regional CEMC

2.3 Governance Model



2.4 Terms of Reference

2.4.1 General

- Review the annual emergency management program for the Town
- Maintain departmental emergency plans and emergency contact lists
- Review operations and layout of the town's EOC. Review/update EOC procedures and protocols
- Determine annual EOC training objectives
- Design, coordinate and review annual emergency management exercise(s)
- Ensure effective communications between town departments, the region, and all other jurisdictions and agencies who may be required in the event of an emergency
- Manage the emergency notification system
- Defining and communicating the roles and responsibilities of the EOC and its members
- Liaise with other agencies and/or jurisdictions having authority (including Office of the Fire Marshal and Emergency Management)

2.4.2 Frequency of Meetings

Committee meetings shall be scheduled annually and at any other time required by the Chair

2.4.3 Committee Records

Staff will record minutes of the meetings and coordinate/retain committee records including agendas, minutes and all other reports

2.4.4 Chair

The Chair of the emergency management program will be based on:

- For planning purposes, the chair of the OEMC is the Commissioner of Community Services
- For pre-emergency consultations or pre-EOC activation the CAO is the chair

2.5 Subcommittees

The subcommittees are smaller groups focusing on specific areas, reporting to the OEMC. These subcommittees include:

- Administrative Subcommittee (Section 2.5.1)
- Communication Subcommittee (Section 2.5.2)
- Facilities Subcommittee (Section 2.5.3)
- Operations Subcommittee (Section 2.5.4)
- Emergency Responders Subcommittee (Section 2.5.5)

2.5.1 Administrative Subcommittee

Composition

- CAO (Chair for pre-EOC activation or emergency consultation)
- Commissioner of Community Services (Chair for Planning Purposes)
- All other Commissioners
- Director of Strategy, Policy and Communications
- Fire Chief
- Community Emergency Management Coordinator

Role

- Subcommittee of the OEMC for the purpose of agenda planning and administrative support
- Pre-consultative group to address pending emergencies and whether or not to activate the EOC

2.5.2 Communication Subcommittee

Composition

- Director of Strategy, Policy and Communications (Chair)
- CEMC
- Service Oakville
- Communications staff as required

Role

- Review and update corporate communication emergency management protocols
- Town's corporate voice for emergency management to external residences, media, businesses and community

2.5.3 Facilities Subcommittee

Composition

- Manager, Facilities Operations
- Director, Information Systems
- CEMC
- Resources as required from town

Role

- Review, update and manage the EOC (and backup EOC) physical layout and supplies
- Security for EOC

2.5.4 Operations Subcommittee

Composition

- Director Roads and Works (Chair)
- Director Oakville Transit
- Director Engineering and Construction
- Director Parks and Open Space
- Director Recreation and Culture
- Director Facilities Construction and Management
- CEMC

Role

- Review and update corporate operational departments, including transit, in support of EOC
- Maintain and operate central dispatch of equipment and supplies to support emergency

2.5.5 Emergency Responders Subcommittee

Composition

- CEMC
- Fire Chief
- Halton Regional Police Chief
- Halton Regional EMS Director
- Halton Regional CEMC

Role

- Review, update and manage coordinated emergency responders
- Implement and evaluate annual exercises
- Provide legislative contacts and resources
- Provide contact with Office of the Fire Marshal and Emergency Management
- Liaison with other emergency service providers

2.6 Emergency Plan Sustainability

The OEMC is responsible for maintaining and updating the Town's EMP. The EMP shall be reviewed on a yearly basis by October 1.

SECTION 3 – EMERGENCY DECLARATION/TERMINATION

Emergency declarations promote a sense of urgency to residents regarding the severity of an emergency situation and demonstrate that the Town is treating the situation as a serious event. An emergency declaration should be made if the Town must take any extra-ordinary actions to protect the life, health, safety and property of Town residents and to formally engage the powers of the [Emergency Management and Civil Protection Act](#) as required.

An emergency declaration is not required for this plan to be implemented.

3.1 Authority of the Mayor

Only the Mayor of the Town of Oakville (or designated acting Mayor) has the power under the [Emergency Management and Civil Protection Act](#) to declare an emergency to exist within the boundaries of the Town.

Any decision by the Mayor to declare an Emergency will be done in consultation with the members of the ECG. However, the Mayor does have the ultimate responsibility for deciding to (or not to) declare an emergency to exist.

3.2 Notification of Declaration

According to the [Emergency Management and Civil Protection Act](#):

“The head of council shall insure that the Solicitor General is notified forthwith of declaration made under subsection (1) or (2).”

Therefore, the Solicitor General will be notified through Office of the Fire Marshal and Emergency Management forthwith (in writing by facsimile with confirmation by telephone) at any time the Mayor makes an Emergency Declaration within the Town of Oakville.

Notification is made to the Provincial EOC using the Emergency Declaration Form attached as Appendix B to this Plan.

In addition to the Solicitor General, the following persons / agencies may also be notified of any Emergency Declaration made by the Mayor:

- Members of Town Council
- The Regional Municipality of Halton
- Local Member(s) of the Provincial Parliament
- Local Member(s) of the Federal Parliament

- General public through the media

3.3 Termination of Declaration

Any time an Emergency Declaration is made, at some later point that declaration must also be terminated. The act of terminating an emergency declaration is required to advise that the dangers presented by the emergency have been mitigated once the threats to life, health and/or safety are no longer apparent. According to the provisions of the [Emergency Management and Civil Protection Act](#):

“The head of council or the council of a municipality may at any time declare that an emergency has terminated.”

Therefore, any Declaration made by the Mayor can be later terminated by either the Mayor or majority vote of Town Council. Any decision to Terminate must be done in consultation with the members of the ECG.

The Premier of Ontario may also terminate an emergency declaration at any time

3.4 Notification of Termination

The Solicitor General will be notified through Office of the Fire Marshal and Emergency Management (Ministry of Community Safety & Correctional Services) forthwith in writing by facsimile with confirmation by telephone.

- *In addition to the Solicitor General any persons notified of the Declaration must also be notified when the emergency is terminated using the Emergency Termination Form attached as Appendix C to this Plan.*

The CAO will ensure that all personnel and supporting agencies concerned are advised of the termination of the emergency.

3.5 Protection of Volunteers

For the purpose of this Plan, a community Volunteer is considered to be an individual who willingly responds to a request from the Town to assist with response and recovery efforts during a declared emergency.

An emergency declaration protects registered volunteer emergency workers under the provisions of the Workplace Safety Insurance Board (WSIB). According to [WSIB Operational Policy document # 01-02-03](#) a municipal worker includes:

“A person who assists in connection with an emergency that has been declared to exist by the head of council of a municipality or the Premier of Ontario.”

Therefore, if an emergency situation requires the use of volunteers, making an emergency declaration may be considered for the above reason.

Community Volunteers are not considered Town employees with the exception of matters pertaining to WSIB.

If an emergency situation requires the extensive use of volunteers, an emergency declaration will protect only those volunteers who are **registered. (Appendix F)**

SECTION 4 – Emergency Operations Centre (EOC)

EOCs are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.

Primary functions of staff in EOCs, whether virtual or physical, include:

- Collecting, analyzing, and sharing information;
- Supporting resource needs and requests, including allocation and tracking;
- Coordinating plans and determining current and future needs; and
- In some cases, providing coordination and policy direction.

4.1 Incident Management System (IMS) Overview and Implementation

IMS is a standardized approach to emergency management, and supports a coordinated, scalable and organized response and recovery from emergencies.

IMS organizes the response to an emergency in a modular structure that can be expanded or contracted depending on the size and type of emergency. EOC staff are organized by function rather than by departments or agencies. Using IMS ensures that staff working in the EOC are managing the emergency through specific common objectives. IMS has been proven to reduce or eliminate duplication of tasks and maintain a controlled and coordinated response.

IMS Implementation

Prior to 2016, the Emergency Control Group was organized into functional teams. As an entire group, they reviewed the circumstances associated with an emergency situation, provided advice on the declaration of emergency to the head of council, and engaged in consensus based decisions providing support to the emergency site.

In July 2016, the Town of Oakville initiated the implementation of the Incident Management System (IMS) model into its emergency operations.

IMS is a function-driven model used by departments across the Town of Oakville while responding to emergencies. A coordinated Town-wide response will maximize our capacity to escalate our response, utilize resources and skills, and allow our community to access clear and appropriate information. IMS is designed to allow individual agencies to coordinate their efforts as well as integrate their activities with those of other responding divisions or agencies.

The foundation of IMS is collaboration and coordination in the establishment of

goals, the setting of priorities and the assignment of resources to effectively manage an emergency. The Emergency Control Group is organized into 5 functional sections:

Command: Responsible for overall policy and coordination through the joint efforts of government agencies and private organizations.

Command includes the EOC Commander and Deputy Commander. Command Staff includes Recording Officer, Risk Management Officer, Liaison Officer and Emergency Information Officer.

Operations: Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the Incident Action Plan (IAP).

Planning: Responsible for collecting, evaluating and disseminating information; developing the Incident Action Plan (IAP) and Situation Report in conjunction with other functions; and maintaining EOC documentation.

Logistics: Responsible for ensuring the EOC is operational and providing facilities, services, personnel, equipment and materials.

Finance/Administration: Responsible for financial activities and other administrative aspects.

Departmental staff are assigned to the above functional sections dependent on their role and expertise. This flexibility in the IMS deployment model allows for as many sections or as few sections to be deployed as are needed to support operations.

Leadership and guidance is provided through the EOC Commander. This is normally the CAO, but may be delegated to one of the Commissioners.

The responsibilities of each functional section are detailed in **Appendix E**.

4.2 EOC Activation and Deactivation

EOCs are activated for various reasons based on the needs of a jurisdiction, organization, or Incident Commander; the context of a threat; the anticipation of events; or in response to an incident. Circumstances that might trigger EOC activation include:

- More than one jurisdiction becomes involved in an incident and/or the incident involves multiple agencies;

- The Incident Commander or joint agency command indicates an incident could expand rapidly, involve cascading effects, or require additional resources;
- A similar incident in the past led to EOC activation;
- The EOC Commander or an appointed or elected official directs that the EOC be activated;
- An incident is imminent (e.g., hurricane warnings, slow river flooding, predictions of hazardous weather, and elevated threat levels);
- Threshold events described in the emergency operations plan occur; and/or
- Significant impacts to the population are anticipated.

EOC Activation

When an emergency occurs or in the event of a pending emergency, the Fire Chief or CEMC will notify the Town's Executive Management Team (EMT) to provide the details of the emergency. EMT will determine the impact or potential impact on the residents, property or services and identify which is the appropriate level of activation for the EOC.

There are three activation levels to allow for a scaled response, delivery of the needed resources, and a level of coordination appropriate to the incident.

The three activation levels for the EOC are:

1. Crisis Management
2. Enhanced monitoring
3. Full activation

Each are detailed in Section 4.3.

4.3 Activation Levels

Crisis Management

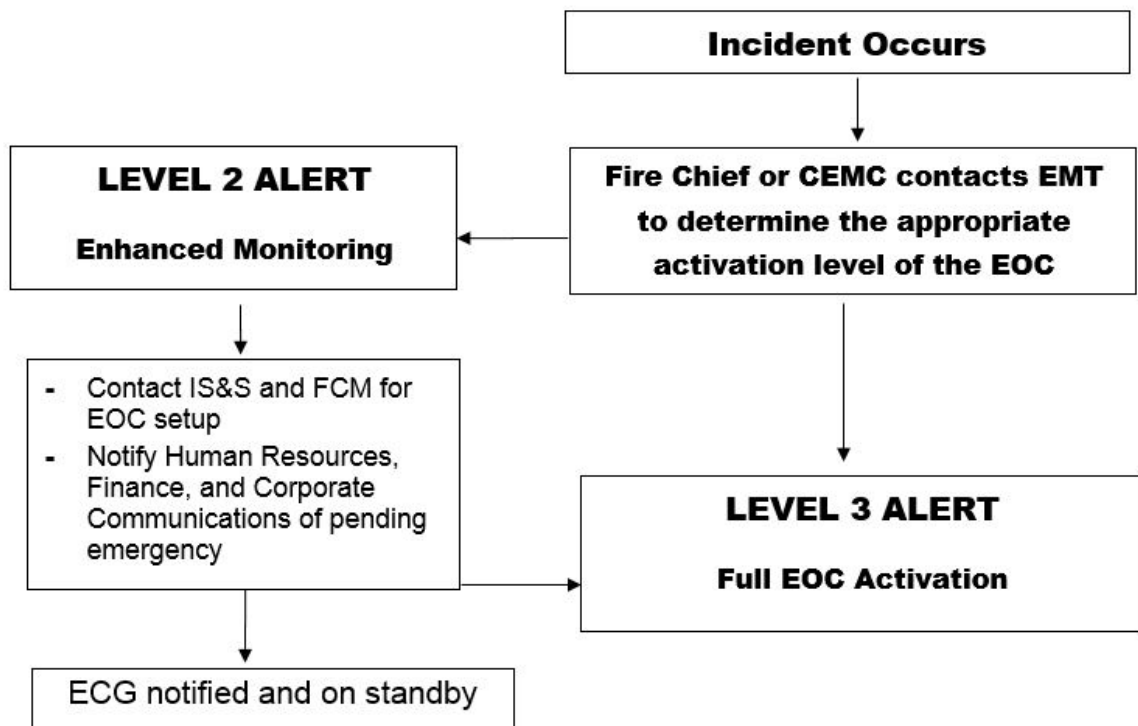
In situations such as a pending severe storm, the Commissioner of Community Services will convene a Crisis Management Group that will meet in person or communicate via tele-conference or electronically. The group will review potential

impacts and discuss response options. If warranted, the Crisis Management Group can escalate the situation to Enhanced Monitoring or Full Activation.

The Crisis Management Group will include individuals' selected based on situational experience with the type of event. **Appendix H** includes an overview of the Severe Weather Response and Recovery Team

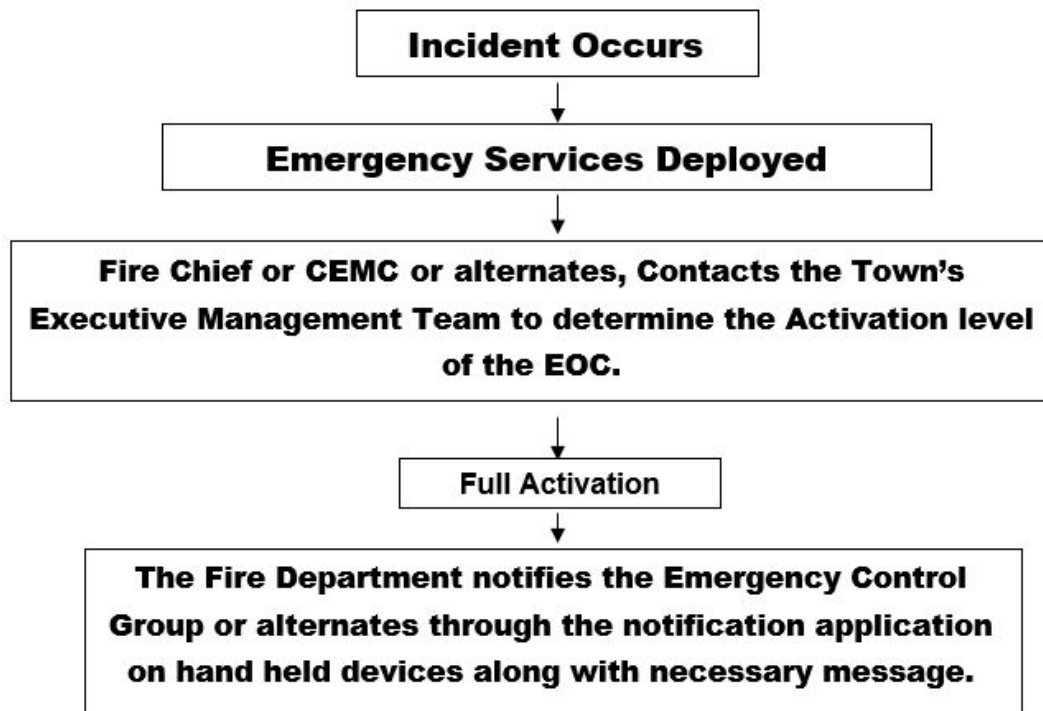
Enhanced Monitoring:

If EMT determines the emergency or pending emergency does not necessarily require full EOC activation, the decision may be to convene selected members of the Control Group to meet and discuss details surrounding the emergency. In this case, the physical layout of the EOC is setup but not necessarily staffed. Human Resources, Finance, and Corporate Communications are alerted to the situation. The situation is continuously monitored and either escalated to full activation or de-escalated and terminated.



Full Activation

If EMT determines the emergency or pending emergency requires full EOC activation, the EOC will be immediately activated, setup and staffed by the Emergency Control Group.



Deactivation

The EOC director deactivates EOC as circumstances allow, and the EOC returns to its normal operations/steady state condition. Deactivation typically occurs when the incident no longer needs the support and coordination functions provided by the EOC staff or those functions can be managed by individual organizations or by steady-state coordination mechanisms. EOC leadership may phase deactivation depending on mission needs. EOC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating. After-action review and improvement planning are part of the deactivation planning process.

4.4 Emergency Control Group (ECG) – Purpose and Goal

Any emergency requires a controlled and coordinated response by multiple departments/agencies, under the direction of appropriate officials. Those “Appropriate Officials” make up the members of an ECG. The ECG is responsible for implementing the Incident Management System when the ECG is convened in the EOC

4.5 ECG – General Responsibilities

The actions or decisions which the ECG is likely to be responsible for are:

Notifying

- Calling out and mobilizing other emergency services, agencies and equipment
- Advising the Mayor as to whether the Declaration of an Emergency is recommended.
- Notifying and requesting assistance from and/or liaising with various levels of government and any public or private agencies not under Regional or Municipal control, as considered necessary
- Notifying utilities or services provided by public or private concerns (i.e.: hydro, water, gas, closing down a shopping plaza/mall).
- Notifying the service, agency or group under their direction, of a declaration of termination of the emergency.

Coordinating:

- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
- Arranging for services and equipment from local agencies not under Regional or Municipal control (i.e.: private contractors, volunteer agencies, service clubs).
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer and Manager of Service Oakville for dissemination to the media and public.
- Authorizing expenditure of monies required to deal with the emergency. At the time the emergency is terminated, a decision should be made to establish a Post Emergency Recovery Committee. This committee will

coordinate the agencies required to return the community to its pre-emergency state.

- Confirming, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger.

Determining:

- Determining if the location and composition of the ECG is appropriate.
- Designating an area in the Municipality as an “emergency area”.
- Ensuring that an Emergency Site Coordinator (ESC) has been appointed.
- Determining the short and long-term effects of an emergency
- Determining if additional volunteers are required and if appeals for volunteers are warranted.
- Determining if additional transport is required for evacuation or transport of persons and/or supplies.
- Determining the need to establish advisory group(s) and/or sub-committees.
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the CAO within one week of the termination of the emergency.
- Participating in the debriefing following the emergency.

4.6 ECG – Composition, Roles and Responsibilities

The Town of Oakville ECG consists of senior representatives from selected departments.

- CAO
- Commissioner Community Services
- Director of Strategy, Policy and Communications
- Fire Chief
- Community Emergency Management Coordinator
- Community Emergency Management Coordinator – Alternate
- Director, Oakville Transit
- Director, Roads and Works
- Director, Parks and Open Space
- Director, Information Systems
- Manager, Facilities Operations
- Director Financial Operations

The ECG during an EOC activation will be organized by functional sections: Command, Operations, Planning, Logistics, and Administration and Finance. The roles and responsibilities of each functional section is outlined beginning in **Appendix E**.

Note: The following responsibilities may be expanded or contracted to meet the needs of the emergency at hand. In the event that this plan is implemented in support of a local emergency, or upon direction from the Province of Ontario, the appropriate actions identified below will be taken under the direction of the lead agency/organization.

4.7 Call Out Protocol – Deployment Model

The EOC members will be deployed consistent with the established international practices of the Incident Management System, only the sections of the EOC required will be activated. Primarily, this will be the Command and Planning sections. This may include the CEMC / Liaison Officer and EIO, if required. The initial decision of the activation level is made by the ECG member or alternate authorizing the EOC activation.

Operations, Logistics, Finance and Administration, Risk Management, and Recording Officer will only be activated as needed when the assigned tasks are not able to be contained within the EOC Command or Planning sections.

Upon confirmation the EOC is to be activated, the Fire Department will Contact:

1. EOC Setup Group
 - a. Facilities/Security – EOC Site setup
 - b. IS – Phone and computer setup
 - c. Notify the following:
 - i. Human Resources – Monitor emails remotely to ensure Collective Agreements and health & safety practices are followed
 - ii. Financial Operations – Monitor emails remotely and prepare special account codes to track potential material and labour costs

2. EOC Commander, Deputy EOC Commander, Planning Section Chief, EIO, and CEMC / Liaison Officer
 - a. The EOC Commander or Deputy EOC Commander will be responsible for contacting the Mayor and Acting Mayor using the designated EOC telephone number as per Confidential Appendix 3
3. All Primary Emergency Control Group members. Ensure they are assigned to one of the functional sections.
 - a. Command
 - b. Operations
 - c. Planning
 - d. Finance/Administration
4. Other agencies as required

4.8 Decision Making / Solidarity

At any time, this Plan is activated by assembling the ECG members, all decisions made and actions taken are made under the authority of the Mayor as empowered by the Emergency Management and Civil Protection Act.

During meetings all members will provide advice and make recommendations. However, once a decision is made, all members must collectively support under public scrutiny that decision, whether opposed to those decisions at the discussion level or not.

All Staff operating in the EOC shall make necessary notes related to the decision making process within their respective areas of responsibilities

SECTION 5 – EMERGENCY OPERATIONS

Emergency operations require controlled and coordinated responses by multiple agencies, departments and levels of government, under the direction of appropriate officials. These “emergency operations” are conducted at specific locations within the Town. This section details the following types of emergency operations:

5.1 Emergency Operations Centre

5.2 Emergency Site Operations

5.3 Emergency Recovery Operations

For these emergency operations to be successful, clear lines of control, communication and reporting must be established and maintained between the various locations and stakeholder groups.

5.1 Emergency Operations Centre (EOC)

The EOC serves as a centralized management centre for emergency operations. This is the location where the Town of Oakville Emergency Control Group gather to implement the provisions of this Plan. Because an emergency could occur in close proximity to an EOC location, the Town designates both a Primary and Alternate EOC location.

5.1.1 Emergency Operations Centre Management

The EOC is designed and equipped to facilitate effective communications / co-ordination between ECG and, support staff, an emergency site (or sites) or with any other persons / agencies not located within the EOC facility.

It is the responsibility of the Chair (EOC Commander) of the ECG to manage the overall business operations within the EOC. He/she is assisted in this capacity by the Deputy EOC Commander and Town’s CEMC and other support staff as required. The primary tool employed by the Chair to structure coordination and information sharing between the ECG members is the “business cycle”.

5.1.2 Business Cycle

As with any significant event, there must be an overall strategy put in place to manage and support the overall response to the event. The Business Cycle can be described as the period of time required to assess the situation, and to develop, implement and evaluate an incident action plan to address the emergency situation.

Upon convening the ECG in the EOC, the EOC Commander will implement a cycle of meetings where the ECG members will share information and coordinate actions in response to the emergency. This may be conducted around the Town Map in the centre of the EOC or in a separate room designated for this purpose.

When business cycle meetings are conducted, all four IMS Section Chiefs must attend the meeting and pass responsibilities for their section over to their secondary staff member. The meetings are chaired by the CAO (EOC Commander) with each Section Chief in turn briefing the group as to the issues, actions and resource challenges of their staff at the emergency site or other emergency support location (i.e.: evacuation centre). Action items are captured and recorded for follow-up at the next business cycle meeting.

- *The Business Cycle meeting is the forum for information sharing and group decision making. Each Section Chief or Designate must be present at each meeting to hear reports from, and give reports to, the group as a whole.*

When the business cycle meeting is adjourned, Section Chiefs then return to their workstations, communicate pertinent information to staff and continue implementing their duties as defined in this Plan.

5.2 Emergency Site Operations

During any major emergency, emergency responders (Fire, Police, EMS, etc.) will establish a unified command site where the emergency exists and work together to accomplish the following:

- Protect the life, health, safety and property of the public
- Protect the life, health and safety of emergency response personnel
- Mitigate/remove the danger/hazard presented by the emergency

These “emergency site operations” are controlled and coordinated at the site to make the most efficient use of personnel and equipment. Upon activation of this Plan, site operations are supported by the EOC.

5.2.1 Emergency Site Location / Layout

The emergency site is the location containing and immediately surrounding where the danger/hazard exists. An emergency site is usually enclosed by two perimeters, (inner and outer), established to contain and secure all emergency site operations as illustrated. The size of the perimeters can be expanded or contracted as necessary.



5.2.2 Site Containment

Perimeters are used to control traffic flow into and away from the emergency site, contain and reduce cross-contamination and to allow for essential emergency support services and functions to be established close to (but a safe distance) where the emergency exists. Establishing site perimeters also reduces the public access to the site. Containment is helpful from a security perspective as well.

5.2.3 Emergency Site Manager (ESM)

Emergency site operations would normally be coordinated by an Emergency Site Manager (ESM) during a significant emergency. The ESM will be appointed by the ECG from the lead agency involved in the specific type of emergency such as:

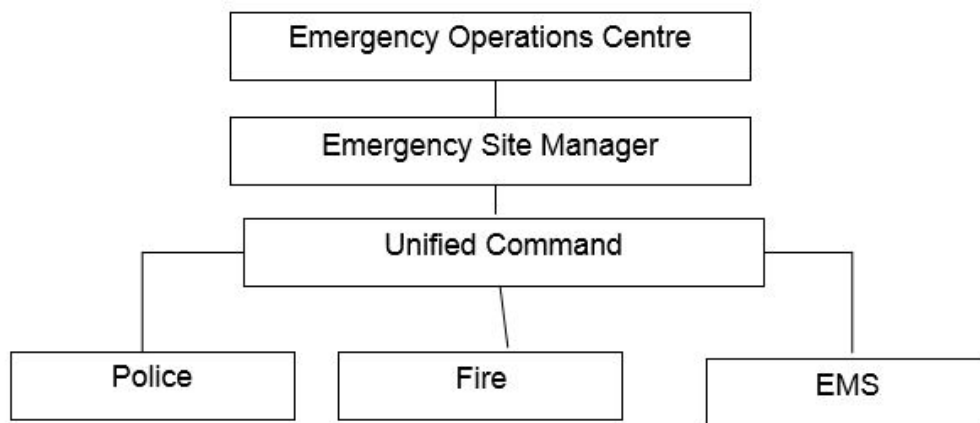
- Fire Emergency – Fire Incident Commander
- Flood Emergency – Roads & Works Operations Incident Coordinator
- Mass Causality Emergency – EMS Incident Commander

Upon activation of this Plan, the ECG will determine the lead agency and confirm designation with site responders. The ESM will then be appointed. The ESM will be the primary point of contact between the EOC and the emergency site

Selection of the Emergency Site Manager will take into consideration the following:

- The ability to approve decisions on behalf of the agency being represented
- Availability and approval of their agency
- Training and field experience

- Knowledge of responding agencies responsibilities and resources



5.2.4 Emergency Site Manager and Unified Command (UC)

Unified command (UC) comprises senior officials from the emergency response agencies (Police, Fire, EMS) responsible for coordinating and executing the operational objectives at the emergency site. The UC team coordinates efforts between agencies and establishes the incident action plan.

The Emergency Site Manager becomes the liaison between the EOC and Unified Command. The ESM participates in all Unified Command meetings and establishes the overall goals and objectives based on direction from the EOC. The Unified Command reports to the ESM.

5.2.5 Emergency Site Manager and Agency Command

The ESM assumes overall lead of all emergency site operations and will operate at a strategic level. Therefore, once appointed, this individual will no longer be responsible for the operations or command of his/her agency.

- The ESM will organize the site under the Incident Management System (IMS) as a recognized command structure for the incident
- The ESM will not direct tactical or task related duties

5.2.6 Authority of the Emergency Site Manager

The Emergency Site Manager, upon appointment by the ECG, has the authority to:

- Call meetings of the responding agency commanders for information sharing, establishing objectives in the site management and prioritizing limited resources where applicable
- Mediate conflicts between agencies and to contact the Chair at the ECG should he/she be unable to resolve the matter
- Request assistance from responding agencies for communications and other emergency site management tools

The Emergency Site Manager, in conjunction with the responding agency Commanders/Supervisors, is responsible to:

- Ensure that priorities, tasks and tactics have been established to contain the problem
- Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency
- Ensure agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief
- Maintain a communication link with the Chair at the ECG for the flow of accurate information and assistance in management of the emergency
- Ensures that responding agencies meet to update/exchange information and/or re-evaluate on a regular basis
- Monitor the operation of the site management and make suggestions where appropriate
- Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc.

Understand laws and policies at all levels that must be taken into consideration during the management or recovery of the emergency.

5.3 Emergency Recovery Operations

Emergency recovery operations commence when an emergency has been successfully mitigated (danger/hazard is removed). At this time, emergency control operations shift from dealing with the hazards presented by the emergency, to dealing with the restoration of the emergency site.

Once this progression is apparent, the ECG will determine if it necessary to switch operations to the recovery phase.

Recovery considerations should be instituted as early into the emergency as possible. In some cases, the ECG should begin planning for the recovery and business resumption for areas affected by the emergency while the emergency is still ongoing.

5.3.1 Recovery Planning

One of the last responsibilities of the ECG is to establish a Recovery Committee. Its role is to return the community and its citizens to its pre-emergency state in as much as possible. In order to ensure continuity between the emergency and the recovery operations, the Mayor and CAO are members of both groups.

Since the recovery phase will in most instances extend beyond the termination of the Emergency Declaration, the Recovery Committee will operate under the direction of and report to Council through the Oakville Emergency Management Committee. The recommendations and actions of the Recovery Committee are subject to Council approval.

Depending on the type of the emergency, the Recovery Phase could be minimal in resources required, monies spent and/or time needed to return the community to its pre-emergency state. However, if casualties, demolished buildings, and / or disrupted public services and infrastructure result from the emergency, the recovery may actually impact more on the community services than the emergency itself.

The nature of the emergency and the final authority responsible for it will take the lead role in the recovery. If the Town was responsible for controlling the emergency, the Town would also lead the recovery. Similarly, if the emergency was declared at a higher level of government, then that level would take the lead.

The Recovery Plan will be activated at the direction of the Emergency Control Group, consistent with the Emergency Plan, normally occurring once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously, and it can be difficult to precisely define where one begins and where one ends. Recovery efforts may be initiated while an emergency declaration is still in effect. This plan assumes that the role with respect to media co-ordination will continue during the recovery phase. Issues to be addressed fall broadly into three areas: human issues, infrastructure, and disaster relief. Resolving these issues has obvious financial, economic, social, environmental and political implications. In light of these implications, the Recovery Committee will be established for the Recovery Phase of an Emergency.

5.3.2 Recovery Committee Composition

The Recovery Committee comprises persons holding the following positions or their appropriate alternatives:

- Mayor (Chair)
- CAO
- Town Solicitor
- Commissioner of Community Development
- Commissioner of Corporate Services
- Commissioner of Community Services
- Director of Strategy, Policy and Communications
- Community Emergency Management Coordinator

Representatives of internal departments, the Regional of Halton, the Province of Ontario and other organizations may be added to the Committee as appropriate.

The Chair may consider the need to establish other sub-committees to address specific areas of the recovery phase.

5.3.3 Responsibilities of Recovery Committee

The responsibilities of the Recovery Committee are:

- Ensuring the Town of Oakville and Halton Regional elected officials are informed of the status and activities of the recovery process
- Approving and ensuring regular media releases to inform the public
- Ensuring that elected officials from other local area municipalities are kept abreast of recovery activities which may have an impact on those municipalities, or other municipalities whose resources may be required
- Determining the need and establish sub-committees as required
- Receiving information from, and providing direction to, the recovery sub-committees to ensure that necessary services are provided and are being coordinated
- Requesting funding from Halton Region and other senior levels of government
- Providing recommendations to council concerning expenditure of funds, new by-laws or changes to existing by-laws, and such other matters as may require council approval
- Ensuring continuity of mandated services to those residents not affected by the emergency.
- Assessing the impact on staff and town services
- Tracking and determining costs associated with emergency

- Deciding on the termination of recovery activities and the wind-up of Recovery sub-committees
- Preparing a final report on the recovery phase of the emergency for submission to Council

5.4 Types of Evacuations

Evacuations may take place prior to (pre-emptive), during (no-notice), or after (post-incident) has occurred. An evacuation may encompass the majority of the population (wide-spread) or part. A partial evacuation is most often internal to the municipality and evacuees are likely hosted somewhere in the community.

5.4.1 Pre-emptive evacuations

Provided adequate warning of a hazard, it is possible to conduct pre-emptive evacuations. This may occur when future conditions would impede evacuations.

5.4.2 No-notice evacuations

This type of evacuation may be necessary while a threat is affecting a community. With an evacuation of this type, decisions may need to be made with limited information. Due to the impact on public safety, no-notice evacuation must be made in a timely manner.

Evacuations of this nature are done when life-safety is at extreme risk. Such an evacuation poses risks to all involved and requires the necessary resources to effectively execute.

5.4.3 Post-incident Evacuations

After a threat has already impacted a community, it might be necessary to:

- Remove residents from an environment that is no longer able to sustain them
- Prevent or mitigate the onset of further consequences leading to a prolonged or ne emergency

5.5 Shelter-in-place

If the present location affords adequate protection against a particular incident, a decision made be made to have people shelter-in-place. The ability to evacuate people quickly and efficiently should be weighed against the risk of remaining in place.

There are certain instances when “shelter-in-place” is the most appropriate strategy, such as if:

- The risk to health is low
- The situation is dissipating
- The situation can be controlled before an evacuation would be completed
- An evacuation would expose people to more risk

SECTION 6 – EMERGENCY INFORMATION AND PUBLIC NOTIFICATION

Communications are essential to any emergency operation. Upon implementation of this Plan, it will be necessary for the Town to communicate with its residents directly through the media concerning any aspect of the emergency. This includes:

- Releasing of accurate information
- Issuing authoritative instructions to the public
- Responding / redirecting individual requests for reports on information

6.1 Emergency Information Structure

To ensure that all emergency information functions are controlled, the following positions have been designated:

- Emergency Information Officer (refer to description in **Appendix E, section 4.6.2.4**)
- Media Co-ordinator
- Manager of Service Oakville
- Political Spokesperson
- Administration Spokesperson
- Subject Specific Spokesperson(s)

6.1.1 On-Scene Media Co-Ordinator

The On-Scene Media Co-ordinator will be appointed by the EIO and is responsible for:

- Establishing and coordinating a Media Information Centre in a safe, appropriate location for the media to assemble. On-scene deployment will be determined based on security of emergency situation.
- Establishing a communication link and liaising regularly with Strategy, Policy and Communications staff. It is extremely important to ensure that information released to the media from the Media Information Centre is consistent with that released by the EIO.
- Redirecting all inquiries regarding decisions made by the ECG and the emergency as a whole, to the EIO.
- Coordinating with the lead on-scene media co-ordinator, all media requests and arrangements for supervised tours near the emergency site(s)
- Managing media inquiries pertaining to the scene only by arranging interviews or sharing statements as required or directed by the EIO.

- Advising the following persons and agencies of the location and email/ telephone number(s) (as available) of the Media Information Centre:
 - Emergency Site Manager (ESM)
 - Police Public Relations Officer
 - Emergency services personnel at scene (where possible)
 - Emergency Information Officer (EIO)
 - Any other appropriate personnel or agencies

6.1.2 Manager of Service Oakville

Upon learning of a potential emergency, the Manager of Service Oakville or the designate from Service Oakville will:

- Inform Service Oakville staff that an emergency situation has occurred.
- Prepare a shift schedule to ensure 24/7 coverage of the Service Oakville contact centre.
- Inform the EIO at the EOC of the readiness of the Service Oakville contact centre.
- Continually liaise with the EIO to provide and obtain current information on the emergency.
- Gather, process and disseminate information to the EIO for use by the ECG
- Ensure processes are in place so that Service Oakville staff responds to or redirect inquires pertaining to the emergency appropriately.
- Assigns Service Oakville staff to manage the receipt, administration and tracking of inquiries.
- Ensure processes are in place so that staff responsible for the Service Oakville contact centre redirect any serious inquiries for information pertaining to the emergency to the manager of Service Oakville for further dissemination to members of the EOC for:
 - a. Citizen, Business Customers or Visitor Inquiries
 - b. Agency or others inquiries that are destined for EOC members, e.g. media
- Communicate public announcements, instructions, or warnings as directed by the EIO.
- Maintain a detailed log of all related actions taken by the Service Oakville
- Participate in a post-emergency debriefing and provide reports as required by the EIO

6.1.3 Political Spokesperson

The Mayor serves as the voice of Council during emergency operations. The Mayor will attend all media briefings (where practical) to open discussions and to present general information about the emergency situation, emergency operations or explain any “extra-ordinary” measures requested of town residents, (for example why an

evacuation has been ordered). The Mayor is supported in this role by the CAO and other ECG members.

6.1.4 Administration Spokesperson

The CAO serves as the voice of the ECG collectively during emergency operations. The CAO will attend all media briefings (where practical) to present general information regarding emergency efforts including the participation of town staff and/or other “non-government” partners in emergency operations. The CAO is supported in this role by the ECG members.

6.1.5 Subject Specific Spokespersons

Other ECG members serve as subject matter experts during emergency operations. These persons will attend media briefings as needed to support the Mayor and CAO by presenting specific information relative to the actions of their department / Service staff and area of specific responsibility / expertise.

6.2 Emergency Information Centre

Depending on the scope of the emergency, there will likely be a consideration to establish two Media Information Centres - one near the scene and the other near the EOC. In some cases, however, a joint media information centre may be desirable.

6.3 Public Notification Definition

Public Notification is the process of informing the community of threatening, imminent or actual emergency situation.

6.4 Public Notification

The following methods will provide the public with information and updates regarding the emergency situation:

- Community Emergency Notification System (CENS)
- Website –www.oakville.ca
- Social Media (Twitter – primary/Facebook – secondary)
- Weather watches and warnings
- Media Partners including print, radio and TV
- Service Oakville.

Generally, a combination of two or more of these mediums will be used to notify the public

Community Emergency Notification Service (CENS) and Enhanced Community Notification Service (eCNS)

The CENS and eCNS programs are available to the Town through the Region of Halton. Both programs consist of an emergency automated telephone notification service with the ability to provide emergency messaging to residents within a defined geographical area. In the event of a major disaster or a situation such as one requiring evacuation, CENS will phone affected households throughout the affected area in the Town. The service will only call White Pages phone numbers. The eCNS uses 911 data for increased call-out accuracy. Both programs can communicate information regarding:

- Emergency conditions
- What to do
- Where to go
- Other vital information such as numbers to call or websites to visit

Website

Information about the emergency will be immediately posted on www.oakville.ca and will include the most up-to-date information, contact details, background information, news releases, etc. about the crisis. This site will act as the primary repository for information and updates for residents, the media and stakeholders. Town TV could also be used to disseminate information. Community education and engagement will be further enhanced by sharing updates and information via social media (see below).

Social Media

In the event of an emergency, the town's established corporate Twitter (@townofOakville) and Facebook (Facebook.com/townofOakville) social media accounts will support those efforts. In particular, the town's corporate social media sites will be used to monitor public sentiment and inquiries; retweet/share official messages from other levels of government, agencies, and organizations involved i.e. Halton Regional Police; share information and provide regular updates (with links to www.oakville.ca); correct misinformation and ensure accuracy of information; respond to issues/inquiries.

Weather Watches and Warnings

The public can follow the weather and warnings including impending storms, through weather reporting stations such as Environment Canada www.weatheroffice.gc.ca or the Weather Network www.theweathernetwork.com

The difference between a weather watch and warning is:

- Watch: an alert that weather conditions are favourable for a storm or severe weather
- Warning: an urgent message that severe weather is either occurring or will occur.

In potential flooding situations, warnings can be followed through the Conservation Authority websites <https://www.conservationhalton.ca> or www.creditvallyca.ca

Media Partners

In case of an emergency, activities can be monitored through social media and traditional media outlets (i.e. radio, TV, print) for ongoing news, updates and information.

The town's Strategy, Policy and Communications department will distribute targeted media alerts, news releases and/or media statements to the media (print, radio, TV) by e-mail. Depending on the state of the emergency the staff will connect with the media by phone or fax. For large-scale emergencies, the Canada News Wire Service will be used to ensure comprehensive media coverage.

In the event that there is a power outage, radio stations will act as the primary source for sharing information about the emergency. Halton Regional Police Service has the ability to break into the satellite transmission between the hours of 12 a.m. to 4 a.m. through the Early Alert Radio System.

Service Oakville

Service Oakville responds to inquiries and requests for some departments/services within the town and new services are being added all the time. In the event of an emergency, the Service Oakville team will communicate public announcements, instructions, or warnings as directed by the EIO, as well as gather, process and disseminate information to the EIO for use by the EOC/ECG. See Section 6.1.2 for more details.

SECTION 7 – EMERGENCY ASSISTANCE / RESOURCES

During emergency operations the ECG members will prioritize the allocation of resources in support of the emergency site(s) and make arrangements for external assistance from the Region of Halton / Province of Ontario / other external non-government sources. This emergency assistance could include personnel with special expertise, specialized equipment with trained operators, and/or any other type of service / expertise required to support local emergency operations.

7.1 Emergency Assistance Structure

Emergency assistance is structured at four levels of government in Canada, progressing from the Local Municipal level up to Federal Government level using a “bottom up” approach. This structure is in place to facilitate emergency assistance between levels of government and ensure that control and co-ordination of emergency operations is maintained by the municipality where the emergency exists.

7.2 Assistance from Neighbouring Municipalities

Emergency assistance may be requested from neighbouring municipalities during emergency operations. This could include assistance through existing plans / agreements such as Fire Mutual Aid Plan or be as needed in response to a specific emergency. The Mutual Aid Plan identifies:

Assistance may also be requested from the Town to a neighbouring municipality during an emergency within their boundaries.

Any requests for emergency assistance made by the Town to a neighbouring municipality / from a neighbouring municipality to the Town should be made by either:

- Mayor to Mayor of the neighbouring municipality
- CAO. to CAO of the neighbouring municipality
- Fire Chief to Fire Chief of the neighbouring municipality
 - The Regional Fire Coordinator should be contacted when requesting assistance from neighbouring departments

Once a request for emergency assistance is made, it is the responsibility of the assisting municipality to determine its capability to offer the assistance requested.

7.3 Assistance from Regional Government

As a local municipality within the Regional Municipality of Halton, the Town receives regular services provided by the upper tier government such as Police /EMS/ Public Health/etc. Upon activation of this Plan, in a local emergency it is expected these services will continue to be provided. However, allocation of Region resources would be coordinated through the Town of Oakville EOC. At such times these departments / services of the Region of Halton would respond to the Town EOC and work as part of the ECG.

- Responsibilities of the Region of Halton officials as part of the Town ECG are detailed in Appendix E, Section 4.6.3.5 of this Plan.
- Request for Regional assistance should be made from the Mayor through the Regional Chair

7.4 Assistance from Provincial / Federal Government

Requests for assistance from agencies of the Provincial or Federal government should be made through Office of the Fire Marshal and Emergency Management (OFMEM).

The OFMEM Duty Officer is available 24/7:
Telephone: 416-314-0472 or 1-866-314-0472
Email: peocdo01@ontario.ca

Once the request for emergency assistance has been received by OFMEM, it is their responsibility to determine their capability to offer the assistance requested and/or co-ordinate the assistance request through to the appropriate Provincial / Federal Ministry and inform the Town on the state of the request.

7.5 Emergency Resources

Emergency resources can take the form of people with special skills and/or special equipment with trained operators. In order for the ECG members to best determine the allocation of limited emergency resources:

All departments / emergency services of the Corporation of the Town of Oakville should maintain an Emergency Resource Directory.

APPENDICES

Appendix A: By-law 2018-003

Appendix B: Declaration of Emergency Form

Appendix C: Termination of Emergency Form

Appendix D: Record of Amendments

Appendix E: ECG Roles and Responsibilities

Appendix F: Volunteers

Appendix G: Emergency Evacuation Centre Protocol

Appendix H: Severe Weather Response and Recovery Team



OAKVILLE

Appendix A

The Corporation of the Town of Oakville
By-Law Number 2018-003

A by-law to adopt an Emergency Plan governing the provision of necessary services during an emergency and the procedures and manner in which employees of the Municipality and other persons will respond to the emergency and to repeal By-law 2013-008.

WHEREAS the *Emergency Management and Civil Protection Act, 1990*, as amended, provides the authority for a municipality to prepare, adopt and implement plans for emergency measures; and

WHEREAS the Corporation of the Town of Oakville has undertaken a review of its existing Emergency Plan as adopted by By-Law 2013-008; and

WHEREAS it is deemed necessary to update the current Emergency Plan; and

THE COUNCIL ENACTS AS FOLLOWS:

1. Schedule "1" and Appendices to this by-law are hereby adopted as the Emergency Plan for The Corporation of the Town of Oakville.
2. The Corporation of the Town of Oakville, in accordance with its Emergency Plan, shall act in mutual aid and accord with the Region of Halton and the other area municipalities within the Regions of Halton and Peel in the implementation of these plans in an emergency.
3. This by-law shall come into full force and take effect on the date of the passing thereof.
4. By-law 2013-008 is hereby repealed.

PASSED this 29th day of January 2018.

ROB BURTON Mayor

V. Tytaneck, TOWN CLERK

Appendix B

Declaration of Emergency



OAKVILLE

Whereas the **EMERGENCY MANAGEMENT & CIVIL PROTECTION ACT (Revised Statutes of Ontario 1990, Chapter E.9), Section 4.1** authorizes

The Head of Council of a Municipality may declare that an emergency exists in the municipality or in any part thereof and may take such actions and makes such orders as he or she considers necessary and are 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.

Therefore:

I **Rob Burton**, Mayor of the Town of Oakville,

I, _____ Acting Mayor of the Town of Oakville

Do hereby declare that an "Emergency Exists" within the boundaries of the Town of Oakville, at the following locations:

1)

2)

3)

4)

As of _____ hours on (____ / ____ / ____).

Rob Burton, Mayor

Acting Mayor



OAKVILLE

Appendix C

Termination of Emergency Form

The Head of Council or the Council of a Municipality may at any time declare that an emergency has terminated.

Therefore:

- I **Rob Burton**, Mayor of the Town of Oakville,
- I, _____ Acting Mayor of the Town of Oakville
- The Council of the Town of Oakville

Do hereby declare that the “Emergency” within the boundaries of the Town of Oakville, has been terminated at the following locations:

1)

2)

3)

4)

As of _____ hours on (____ / ____ / ____).

Rob Burton, Mayor

Acting Mayor

Appendix E

ECG – Composition, Roles, and Responsibilities

ECG Composition

- Chief Administration Officer (CAO)
- Commissioner, Community Services
- Manager, Clerk's Dept.
- Deputy Fire Chief / CEMC
- Fire Chief
- Director, Strategy, Policy & Communications
- Director, Legal Services
- Director, Parks & Open Spaces
- Director, Recreation & Culture
- Director, Roads & Works Operations
- Director, Transit Services
- Director, Information Systems
- Manager, Facilities Operations
- Director, HR
- Interim Director, Financial Operations
- Deputy Treasurer and Director, Financial Planning

Roles and Responsibilities

4.6.1 Head of Council

4.6.1.1 Mayor (Ex Officio or Acting Mayor)

Composition

The Head of Council of the Corporation of the Town of Oakville or designate.

Refer to Confidential **Appendix 5** for an Acting Mayor rotation list

Role

As the head of Council, the Mayor, or Acting Mayor will act as a liaison between the EOC and members of Council

Responsibility

The Mayor or Acting Mayor is responsible for:

- Liaising with the CAO
- Notifying the following of an emergency or the threat of an emergency which may involve the resources of Oakville:
 - Acting Mayor of Oakville
 - Town Council
 - Chair of Halton Region
- Attending the EOC at the request of the CAO
- Acting as the Council spokesperson
- Attending any press conferences
- Ongoing briefing of Council members on the emergency situation
- Declaring that a state of local emergency exists within the boundaries of the Town based on the recommendation of the EOC Team once the criteria have been met
- Informing Office of the Fire Marshal and Emergency Management when a declaration of a state of local emergency has been made or is being terminated
- Providing the Acting Mayor of Oakville and the Chair of Halton Region with regular status reports on the progress of emergency response activities
- Approving expenditures to meet the requirements of emergency response activities within the approved guidelines and policy
- Declaring the state of local emergency terminated following the recommendation of the EOC Team
- Arranging a special meeting of the Oakville Council as may be required.
- Attend the Regional EOC, if activated.
- Liaise with local mayors and Regional elected Provincial and Federal representatives.

4.6.2 Command Section (Management Team)

Command (also known as The Management Team) consists of the EOC Commander, EOC Deputy Commander, Recording Officer, Emergency Information Officer (EIO), Risk Management Officer, and Liaison Officer (CEMC). It is represented by green.

4.6.2.1 EOC Commander

Composition

The Chief Administrative Officer (CAO) of the Town or designate.

Role

The EOC Commander is responsible for the business operations of the EOC, ensuring that adequate and knowledgeable ECG members are given the responsibility of section chiefs: Operations, Planning, Logistics, Administration and Finance.

The CAO, as the Chair of the ECG and Senior Administrative Official of the Town, will be the EOC Commander and assists the Mayor in performing his/her duties as empowered by legislation.

The role of Deputy EOC Commander may be undertaken by one of the three Commissioners, if CAO is unavailable.

The EOC Commander reports to the Emergency Control Group (ECG) in the EOC

Responsibility

This includes, but is not limited to, the following responsibilities:

Activation Actions

- Activated at Incident Support location (from EOC)
- Obtaining incident briefing from current EOC Commander or Incident Commander. Reference the **Incident Briefing Form (IMS 201)** and/or **Incident Status Summary (IMS 209)**, if in use.
- Reviewing the current incident status and initial incident objectives.
- Determining the need for, establishing, and participating in Unified Command, if applicable.
- Notifying and directing the Fire Department to call out the remaining members of the ECG
- Determining the appropriate level of EOC activation based on the situation as known.
- Notifying all Sections of the situation, outlining the nature and scope of the emergency:
 - Determining which IMS Sections are needed

- Assigning Section Chiefs as appropriate and ensuring they are staffing their sections as required
- Determining which Command Staff positions are required and ensure they are filled as soon as possible.
- Ensuring that the EOC facility is properly set up and ready for operations
- Ensuring that an EOC check-in procedure is established, using the **IMS 211-B Check-In Form**.

Operational Actions

- Determining status of emergency declaration and delegation of authority, and working with organization staff to declare state of emergency according to organization protocol
- Coordinating all Command and General staff operations connected with the emergency and be directly responsible to the Mayor
- Establishing parameters for resource requests and releases:
 - Reviewing requests for critical resources
- Confirming who has ordering authority within the organization:
 - Confirming those orders that require Command authorization
- Establishing and chairing regular business cycle meetings for the ECG, including:
 - Initial Command Briefing
 - Incident Briefing
 - Formal Planning Meeting
- Liaising with the Mayor on any and all issues that may affect the Office of the Mayor, Town Council, and Town staff or any critical infrastructure
- Maintaining a communication link with the Incident or Area Command at the emergency scene, for the flow of accurate information and assistance in management of the emergency:
 - Provision of strategic guidance (as required).
 - Information support.
 - Resource management and logistical support.
 - Legal and financial support.
 - Emergency information support.
- Establishing the level of planning to be accomplished:
 - Written Incident Action Plan (IAP)
 - Contingency planning.
 - Formal Planning Meeting.
- Acting as ECG meeting facilitator providing leadership and administrative direction
- Ensuring an appropriate level of continuous service to the unaffected part of the Town in accordance with legal obligations and available resources
- Ensuring the Town's compliance with applicable federal, provincial laws and corporate policies
- Preparing and approval of major announcements and press releases based on consultation with the ECG. In co-operation with the Director of Strategy, Policy & Communications

- Acting as the Town's administrative spokesperson and speak as the voice of Town Staff during media briefings/ press conferences as required along with subject matter experts
- Informing all Town employees of the situation and provide direction on work closure or cancellation
- Establishing / maintaining liaison with supporting/assisting organizations (may be delegated to Liaison).
- Attending the Regional EOC, if activated
- Appointing an Acting EOC commander If unavailable or incapacitated
- Other identified needs.

Demobilization Actions

- Coordinating of all incident recovery efforts
- Follow Common Responsibilities Demobilization Checklist.
- Authorizing demobilization of sections, branches and units when they are no longer required.
- Notifying relevant organizations/jurisdictions of the expected planned demobilization time.
- Ensuring that any open actions not yet completed will be handled after demobilization.
- Ensuring that all required forms or reports are completed prior to demobilization.

4.6.2.2 Deputy EOC Commander

Composition

Executive Management Team member

Alternate to the CAO, in charge of managing the EOC

Role

Supports the CAO, acts as back-up to CAO, and manages the day to day function of the EOC

Responsibility

This includes, but is not limited to, the following responsibilities:

- Ensuring the EOC is operational and functional at all times
- Opening and maintaining the CAO's Service Log and answering his/her telephone
- Ensuring that all of the components of the EOC and the equipment are operational and in a state of readiness
- Ensuring that operational maps are distributed to departmental designated representatives

- Preparing information for approval by the CAO or designate, which will be released through Corporate Communications
- Reviewing media reports for information and briefing the CAO
- Coordinating security arrangements for staff, facilities, equipment, documentation and any other related items in the EOC
- Recording the arrival of members at the EOC on the Personnel Duty Roster
- Facilitating key information exchanges within the EOC and between all functional teams
- Providing appropriate direction and status updates to the EOC Recording Officer
- Maintaining a record of expenditures authorized by the EOC
- Providing informational updates and status reports to the CAO on the affected and non-affected areas throughout the Town
- Approving any request for additional staff/agencies to attend and operate in the EOC
- Planning shift rotations for the EOC's silent hours based on input from members of the ECG
- Determining long and short term strategies for managing the EOC
- Developing plans for staff to communicate with their families during the emergency
- Providing support to the CAO as necessary and assuming the responsibilities of the CAO in his/her absence
- Coordinating the provision of clerical staff to assist in the EOC as required
- Liaising and contacting external public agencies and private sector as per the Confidential **Appendix 8** of this plan
- Approving the release of staff/agencies during the final stages of the emergency or upon emergency termination

4.6.2.3 EOC Recording Officer

Composition

Administrative staff member(s) from the Town's Clerk's department.

- Staff member(s) as assign by the Clerk

Role

To provide support and recording functions of major decisions and pertinent information by the ECG in the EOC.

Responsibility

This includes, but is not limited to, the following responsibilities:

- Capturing and recording the timely and accurate flow of communications in the EOC
- Activating and maintaining the main EOC status log and ensure it is current
- Recording of all business cycle decisions, action items, actions taken, etc.
- Receiving documents (originals and copies) and file appropriately

- Ensuring appropriate distribution of documents
- Accessing and maintaining all standard forms – ensure they are available within the EOC
- Ensuring date and time stamps on all formal documents
- Providing supplies (e.g. message forms and registers, paper, pens and pencils) for the EOC
- Distributing messages to appropriate parties
- Recording any other information as required by the CAO

4.6.2.4 Emergency Information Officer (EIO)

Composition

Director of Strategy, Policy and Communications

- One other representative as assigned by the Director of Strategy, Policy and Communications

Role

Advising the ECG on all issues pertaining to internal and external communications during municipal emergency operations

The Director of Strategy, Policy and Communications or designate, will assume the role of Emergency Information Officer (EIO)

Reports to Commander (Incident, Area, EOC)

Responsibility

Corporate Communications is responsible for, but not limited to, the following:

Activation Actions

- Activated at the Incident Command, Incident Support, or Area Command locations
- Follow the Common Responsibilities Activation Checklist
- Obtaining incident briefing from Command:
 - Determining current status of Incident using the ***Incident Status Summary (IMS 209)***.
 - Identifying current organization, using the ***Incident Organization Chart (IMS 207), Organization Assignment List (IMS 203), Resource Assignment List (IMS 204)*** etc.
- Directing the establishment and operation of the Media Centre and coordinating media attendance, if required
- Directing the establishment and operation of citizen inquiry centre through the manager of Service Oakville

- Activating the Strategy, Policy and Communications Department's Emergency Sub-Plan, if required
- Monitoring news coverage and public sentiment and correcting any erroneous information

Operational Actions

- Advising the Emergency Control Group (ECG) on matters pertaining to internal and external communications (public media stakeholders, council and staff)
- Reporting to the EOC Commander, the EIO will participate in decision making, determining priorities, and issuing operational directives through the ECG
- Gathering, processing and disseminating information for use by the ECG
- Establishing a communications link with the on-site/scene media coordinator and ensure coordinated messages
- Developing public information notices and media releases or statements if required.
- Organizing media briefings/ media conferences and preparing the Mayor, EOC commander and other members of the ECG prior to each media briefing as required
- Maintaining communication with the manager of Service Oakville to ensure the most accurate and up-to-date information is being shared with the public
- Issuing public announcements, instructions or warnings as directed by the Mayor and/or CAO
- Issuing public appeals for volunteers as determined by the ECG and updating news releases related to managing volunteer involvement
- Liaising with other agencies' EIOs to coordinate message(s) (i.e. Police, Fire, etc.)
- Supplying support for the EIOs of another agency if they are designated the authority having jurisdiction of the incident
- Establishing a communication link with the lead on-scene media coordinator (Police, Fire, etc.), to ensure that all information released to the media and the public is factual, timely and consistent
- Coordinating with the lead on-scene media coordinator, all media requests and arrangements for supervised tours near the emergency site(s)
- Maintaining a detailed log of all actions taken by the Communications team
- Maintaining copies of news releases and other media coverage reports pertaining to the emergency
- Participating in a post-emergency debriefing and provide reports as required by the EOC
- Coordinating the development of protective action statements with the Operations Section.
- Obtaining current incident status reports from Planning Section. Coordinate a schedule for updates.
- Attending Planning Meetings and providing briefings on areas of responsibility, as required.

- Responding to special requests for information.
- Providing all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.
- Confirming with all concerned, the process for the release of information concerning incident-related injuries or deaths.

Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

4.6.2.5 Risk Management Officer

Composition

Director, Legal Services

Role

To provide legal advice and to advise on risk reduction measures.

The Director, or designate in Legal Services, will assume the role of Risk Management / Safety Officer

Reports to Commander (Incident, Area, EOC)

Responsibility

Risk Management Officer is responsible for, but not limited to, the following:

Activation Actions

- Incident Command Support, or Area Command locations
- Obtaining incident briefing from Command

Operational Actions

- Determining, in collaboration with members of the ECG, any risks associated with key decision making
- Providing legal advice and resources to the EOC, as requested.
- Identifying corrective actions, coordinating with Command and Operations, and ensuring implementation
- Participating in the development of Incident Action Plan (IAP):
 - Providing advice on communications or Safety messages
 - Investigating accidents that have occurred within incident areas
 - Ensuring accident scene is preserved for investigation
 - Ensuring accident is properly documented
 - Coordinating with Incident Command, organization risk manager, Ministry of Labour, WSIB, and relevant officials, as required

- Preparing accident reports as per organization policy, procedures, and direction
- Recommending corrective actions to Incident Commander and organization

Demobilization

- Follow Common Responsibilities Demobilization Checklist.
- Coordinating critical incident stress and other debriefings, as necessary

4.6.2.5 Liaison Officer (CEMC)

Composition

The CEMC (Community Emergency Management Coordinator) is a Senior Fire Department staff member responsible for managing the Town's Emergency Management Program and maintaining this Plan

The role of the CEMC will be fulfilled by either: Fire Chief, Deputy Fire Chief or other Senior Fire Department staff member

Role

Responsible for assisting the EOC Commander and Deputy EOC Commander manage the business operations with the ECG and to offer strategic advice to the ECG members as required.

Responsibility

This includes, but is not limited to, the following responsibilities:

Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtaining incident briefing from Command:
 - Determining current status of Incident using the ***Incident Status Summary (IMS 209)***.
 - Identifying current organization, using the ***Incident Organization Chart (IMS 207)***, ***Organization Assignment List (IMS 203)***, ***Resource Assignment List (IMS 204)*** etc.
- Determining organizations involved in the incident (governmental, non-governmental, private sector, etc.), and deciding whether these organizations are:
 - Assisting (providing personnel, services, or other direct assistance/resources to the organization with direct responsibility for incident management), or

- Supporting (providing support services to the organization with direct responsibility for incident management, but not providing any direct support or input to the incident itself)
- Obtaining information on assisting/supporting organizations, including:
 - Contact person(s)
 - Email/Pin/Phone numbers
 - Radio frequencies
 - Cooperative agreements
 - Resource type and availability
 - Number of personnel
 - Condition of personnel and equipment
 - Organization constraints/limitations

Operational Actions

- Acting as the primary contact between the Town and Office of the Fire Marshal and Emergency Management
- Activating the EOC, through consultation with EMT, and arranging for the set-up of the EOC
- Ensuring all members of the ECG have the necessary plans, resources, supplies, maps and any other support equipment
- Providing advice and clarification regarding the implementation details of the Town's Emergency Plan
- Assuring communication networks are in place, and liaison with community support agencies, keep Command apprised of any issues
- Working with Emergency Information Officer and Command to coordinate media releases associated with inter-organizational cooperation issues.
- Monitoring incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:
 - Bringing complaints pertaining to logistical problems, communications, and strategic and tactical direction to the attention of the Command
- Assuring proper site coordination is being conducted
- Acting as an advisor and resource person for the ECG, provide updates at Planning meetings, as required
- Liaising with neighbouring municipal/regional/provincial CEMCs and provincial/federal emergency managers
- Attending Planning Meetings and brief on areas of responsibility, as required.

Demobilization Actions

- Assisting in the preparation of all final critique reports on an emergency, and posts the emergency debriefing.
- Supporting the incident recovery

Follow the Common Responsibilities Demobilization Checklist

4.6.3 Operations Section

The Operations Section is comprised of 8 branches: Police, Fire, Emergency Social Services, Engineering, Health, Utilities and Environmental. The Operations Section Chief leads the Operations Section. It is represented by red.

4.6.3.1 Operations Section Chief

Composition

Based on requirements of the incident

Role

The Operations Section Chief is responsible for briefing the EOC Commander and section chiefs to maintain situational awareness of ongoing efforts to mitigate and respond to the emergency.

The Operations Chief is confirmed by the EOC Commander.

Reports to Commander (Incident, Area, EOC)

Responsibility

The Operations Section Chief is responsible for, but not limited to, the following:

- Maintaining direct contact with the Site Commander and coordinates the support response to assist the site
- Liaising with Planning Section (When activated), to assist in planning for future operational periods and Incident Action Plans for future use
- Ensuring Planning Section maintains situational awareness of the current operational status

4.6.3.2 Police Branch (Halton Regional Police)

Composition

Two senior representatives assigned by the Regional Police Chief

Role

The Halton Regional Police Service is responsible for advising the ECG on all issues pertaining to Halton Regional Police Service staff, equipment, law enforcement and any other resources during municipal emergency operations

Responsibility

This includes but is not limited to the following:

- Protecting life and property and the provision of law and order
- Notifying the coroner of fatalities and acting as the coroner's constable
- Considering the establishment of an On-scene Command Post through the deployment of the Halton Regional Police Service Mobile Command Unit
- Ensuring that a communication link is established between the Town of Oakville – EOC and the On-scene Unified Command Post
- Establishing and securing emergency perimeters at the emergency site in conjunction with the responding agencies.
- Securing the site and restrict access to essential emergency resources including closing roads
- Providing security in order to maintain continuity of evidence, if required
- Alerting persons endangered by the emergency and the co-ordination of evacuation procedures
- Liaising with the Regional Commissioner of Social and Community Services to determine the location of reception and/or evacuation centres
- Notifying necessary emergency and municipal services as required and ensuring participation in the on-scene Unified Command
- Assisting the Emergency Site Manager as appointed by the ECG in fulfilling their responsibilities
- Liaising with other municipal, provincial and federal police agencies, as required

4.6.3.3 Fire Branch (Oakville Fire Department)

Composition

Oakville Fire Department, Director of Emergency Planning & Fire Services (Fire Chief)

One other senior Fire representative as assigned by the Fire Chief

Role

The Fire Chief, or alternate is responsible for advising the ECG on all issues pertaining to fire suppression, medical assistance, search & rescue and hazardous materials response during municipal emergency operations

Responsibility

Responsibility of Fire Services includes but, is not limited to, the following:

- Directing all fire suppression and rescue operations within the Town
- Arranging for required additional fire suppression assistance within the Region of Halton through the Halton Mutual Aid Plan and notifying the Regional Fire Co-ordinator thereof
- Liaising with Halton Region Paramedic Services and providing an estimated number of casualties where required
- Determining whether additional special equipment or supplies will be required, such as air-packs, special protective clothing, foam and other miscellaneous supplies, and making the necessary arrangements for their procurement
- Providing equipment and human resources as required to assist in operations other than firefighting and rescue, such as evacuation, first aid and pumping operations
- Advising the ECG on matters concerning fire suppression and fire prevention in areas where the emergency has caused increased fire risks
- Ensuring adequate fire protection in the unaffected areas of the Town
- Advising the ECG regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger
- Establishing an on-scene command post utilizing the Oakville Fire Department's Mobile Command Centre
- Ensuring participation in the on-scene Unified Command
- Liaising with the Director of Roads & Works Operations and the Regional Commissioner of Public Works concerning emergency water and fuel supplies for firefighting purposes
- Assisting the Emergency Site Manager as appointed by the ECG in fulfilling their responsibilities
- Acting as the Town's Community Emergency Management Co-ordinator as appropriate to the specific emergency
- Opening and maintaining an Incident Log of decisions made and actions taken

4.6.3.4 Paramedic Branch (Halton Region Paramedic Services)

Composition

Two senior representatives assigned by the Regional Director of Paramedic Services

Role

The Director of Halton Paramedic Services (or designated) is responsible for advising the ECG on all issues pertaining to the use of emergency medical service, staff, equipment and any other emergency medical resources during municipal emergency operations

Responsibility

This includes but is not limited to the following:

- Liaising with police, fire and other agencies at the emergency site
- Liaising with Central Ambulance Communication Centre (CACC) and Ministry of Health and Long-term Care – Emergency Health Services as required
- Ensure triage and treatment of patients at the emergency site
- Assessing the need and initial request for on-site medical teams from hospitals and whether assistance is required from police or other emergency services in providing transportation to the scene for these medical teams
- Liaising with hospitals for the efficient distribution of casualties
- Assessing the need and initial request for special emergency health service resources at the emergency site (i.e., ambulances, buses, support units, paramedics, ambulance helicopters, etc.)
- Liaising with the Commissioner and Medical Officer of Health as required. This may include but not limited to, situations where vulnerable populations that may require ambulance transportation during evacuation operations, (such as Hospitals, Senior's Facilities, etc.)
- Assisting with the organization and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required
- Assisting the Emergency Site Manager as appointed by the ECG in fulfilling his/her responsibilities

4.6.3.5 Emergency Social Services

Composition

One representative assigned by the Regional Commissioner of Social and Community Services

Representatives from:

- Parks & Open Spaces Department (Including Forestry)
- Recreation & Culture

External Agencies:

- Canadian Red Cross

Role

To activate and manage evacuation centres, if needed

To lead or advise the EOC on all matters related to registration, feeding, clothing, care, welfare and shelter

Responsibility

Responsibilities for Emergency Social Services includes but, not limited to, the following:

Halton Region Emergency Management

- Ensuring the implementation of the Regional Municipality of Halton Emergency Evacuation Centre Plan as required, including the staffing of evacuation centres in conjunction with the Regional Health Department and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres
- Liaising with the Halton Regional Police Chief with respect to the establishment and operation of evacuation centres
- Liaising with Commissioner of Community Services when a Town facility is required
- Liaising with the Regional Commissioner and Medical Officer of Health on areas of mutual concern regarding operations in evacuation centres
- Ensuring that a representative of the Halton District School Board and/or Halton Catholic District School Board is/are notified when a school(s) is/are required as a reception or evacuation centre(s), and that staff and volunteers utilizing the school facility(s) take direction from the representative(s) with respect to its/their maintenance, use and operation
- Developing short term (6 to 12 hours) and long term (12 hours plus) human resources operations plans

- Being familiar with the Region's Community and Social Services Department Emergency Evacuation Centre Plan and provide support. Ensuring community centres can act as reception centres for temporary housing and are coordinated with the Region. Including but not limited to providing support for temporary accommodation, food and shelter
- Liaising with adjacent municipal parks, recreation, culture and library services
- Liaising with Public and Catholic School Boards including French Boards
- Assuming the responsibilities as put forth in the Post Emergency Guidelines, depending on the impact to the community by the emergency

Parks, Forestry and Recreation

Responsibility of Parks, Forestry, and Recreation Services includes, but is not limited to, the following:

- Coordinating and providing internal and external forestry support
- Coordinating evacuation protocols with the Region's Community and Social Services who are responsible for set up and managing evacuation centres.
- Managing the use of Parks, Recreation, Culture and Library facilities as required by the EOC and make such facilities available to the EOC or the Region (for temporary shelter purposes) as requested
- Coordinating use of personnel, equipment and resources available through the Parks and Open Space Department to support other programs as required (i.e. Roads and Works, snow removal, erosion control, etc.)
- Coordinating all harbours activities and liaison with other harbours clients and stakeholders
- Liaising and providing internal and external support to the EOC on cemetery related services
- Advising the EOC on recommendation to close recreation centres, libraries or discontinuing use of parks
- Communicating with community and sport groups who use parks, recreation, culture and library facilities
- Ensuring continuity of municipal parks, recreation, culture and library programs and services as permitted
- Liaising and providing direction as required to the Town of Oakville Water and Air Rescue Force (TOWARF)

4.6.3.6 Engineering

Composition

Engineering & Construction Department

Roads & Works Operations

Development Engineering Services

Building Services

*Based on needs of the incident

Role

Record, monitor, respond and coordinate all activities, inquiries and action undertaken by the team

Support the EOC by providing human and equipment resources to the EOC and Site as directed by the EOC for those program normally provided by:

- Engineering & Construction Department
- Roads and Works Department
- Development Engineering Services
- Building Services

Responsibility

Advising the ECG on all issues pertaining to town roads, Traffic control, storm water systems, and buildings during municipal emergency operations.

This includes, but is not limited to, the following:

- Directing the activation of the above departments' Emergency Plan when necessary.
- Providing additional supervisory staff, assistance and resources to:
 - Control the emergency
 - Provide necessary coverage for the Town
- Providing services for the maintenance and operations of the Town's transportation and drainage infrastructure:
 - Maintenance and control of municipal streets, roads and other public right-of-ways
 - Maintenance and control of storm drainage systems
 - Provision of municipal vehicles and equipment, together with operators
 - Arrange contracted maintenance and heavy construction operations
 - Repair and maintenance of Town vehicles and equipment

- Maintaining and provision of traffic control devices
- Providing the overall direction of the Roads & Works Operations.
- Liaising with the Fire Chief concerning emergency water and fuel supplies for firefighting purposes
- Maintaining and controlling municipal roads, streets and other public ways
- Providing barricades and flashers at the scene as required
- Providing municipal vehicles and equipment, together with operators as required
- Liaising with public utilities to disconnect any service which creates a hazard and arranging for the provision of alternate services if required
- Developing short term (6 to 12 hours) and long term (12 hours plus) human resources operations plans
- Liaising with the Region of Halton on areas of mutual concern
- Liaising with the Region of Halton for the provision of emergency potable water supplies and sanitation facilities to the requirements of the Medical Officer of Health
- Assisting the Emergency Site Manager in fulfilling their responsibilities as required
- Liaising with the Planning and Logistics in order to coordinate the resources to mitigate the effects of the emergency
- Advising the EOC on engineering related issues
- Assigning staff to complete building inspections as required
- Providing advice and assistance to the ECG related to building damage assessments

4.6.3.7 Health Branch

Composition

The Regional Medical Officer of Health or one representatives assigned by the Medical Officer of Health

Role

To lead or advise the EOC on all Public health related issues

Responsibility

Responsibilities of Halton Public Health includes but, not limited to, the following:

- Participating as a member of the ECG
- Activating and terminating the Halton Region Public Health Emergency Plan, in whole or in part
- Providing information and advice on all areas of public health.
- Ensuring liaison with, including not limited to, local hospitals, other medical facilities, Central Ambulance Communications Centre, Community Care Access Centre, Regional Coroner and family physicians involved directly or indirectly with the emergency

- Consulting, as appropriate, with the Provincial Ministry of Health and Long-Term Care (MOHLTC), Ministry of Labour, and the Ministry of the Environment.
- Providing the ECG with additional information that may impact emergency or evacuation sites
- Providing advice to staff and emergency responders on public health matters
- Providing community advisories on public health matters through the Town's Emergency Information Officer
- Coordinating the Town's response to infectious disease related emergencies or anticipated emergencies, such as epidemics, pandemics, in accordance with Municipal and MOHLTC policies
- Ensuring the notification of the Regional Commissioner of Public Works regarding the need for potable water supplies and sanitation facilities, if necessary
- Ensuring liaison with Community Care Access Centre (CCAC) to ensure co-ordination of care of residents requiring special medical care at home, and in evacuation centres during an emergency
- Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating Public Health resources
- Ensuring that upon activation of the Regional Municipality of Halton Emergency Evacuation Centre Plan, Health Department staff is available to carry out health related activities as defined in this Plan
- Assessing the need and determining the location of a temporary morgue and the processing of fatalities through consultation with the Regional Coroner
- Maintaining regular communications with the Associate Medical Officer of Health

4.6.3.8 Utilities Branch

Composition

Staff from agencies as required by the EOC. They may include:

- Oakville Hydro
- Hydro One
- Union Gas
- Bell Canada

Spare members may also include representatives from rail or other transportation companies, including:

- GO Transit
- VIA Rail
- CN
- CP

Role

To support the overall mandate of the EOC

Responsibility

Utility suppliers shall be requested to perform the following functions:

- Sending a representative to advise the ECG, if requested
- Discontinuing services as instructed by the ECG when said service presents a danger
- Restoring interrupted services on a priority basis to be decided by the ECG in consultation with the suppliers
- Providing alternative utilities where necessary and practical
- Advising the EOC on issue pertaining to their respective utility or transportation services

4.6.4 Planning Section

The Planning Section is comprised of 7 branches: Situation, Resources, Documentation, Advance Planning, Technical Specialists, Demobilization and Recovery. The Planning Section Chief leads the Planning Section. It is represented by blue.

4.6.4.1 Planning Section Chief

Composition

Based on requirements of the incident

Role

The Planning Section Chief is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings.

The Planning Section Chief is confirmed by the EOC Commander.

Reports to the EOC Commander (Incident or Area, EOC)

Responsibility

The Planning Section Chief is responsible for, but not limited to, the following:

- Working with the Operations Section Chief to allow for the identification of future needs, and develops options for future operational periods in consultation with the members of the planning section

4.6.4.2 Situation Branch

Composition

Based on requirements of the incident

Role

The Situation Branch oversees the collection, organization, and analysis of disaster situation information, including damage assessments.

Reports to the Planning Section Chief

Responsibility

The Situation Branch is responsible for, but not limited to, the following:

- Developing and distributing Situation Reports for the EOC
- Reviewing all EOC Section objectives and ensures that an EOC Incident Action Plan is developed for each Operational Period
- Ensures all maps, status boards, major event log, and other displays contain current, accurate information

4.6.4.3 Resources Branch

Composition

Based on requirements of the incident

Role

The Resources Branch coordinates resource tracking with the Operations and Logistics Sections.

Reports to the Planning Section Chief

Responsibility

The Resources Branch is responsible for, but not limited to, the following:

- Tracking resources on a resource status board or other tracking or display system, but does not obtain or supply resources

4.6.4.4 Documentation Branch

Composition

Based on requirements of the incident

Role

The Documentation Branch collects, organizes, reproduces, distributes and files all completed incident related forms, including EOC Position Logs, Situation Reports, and EOC Incident Action Plans.

Reports to the Planning Section Chief

Responsibility

The Documentation Branch is responsible for, but not limited to, the following:

- Assists the Recovery Branch with the preparation and distribution of the EOC After-Action Report
- Provides scribes for Section Chiefs as required

4.6.4.5 Advance Planning Branch

Composition

Based on requirements of the incident

Role

The Advance Planning Branch utilizes all information sources to help assess, review, anticipate, communicate and develop plans.

Reports to the Planning Section Chief

Responsibility

The Advance Planning Branch is responsible for, but not limited to, the following:

- Anticipates potential future impacts of an incident and develops an Action Plan consisting of possible response and recovery related issues that are likely to occur beyond the next operational period (36 to 72 hours)
- Prepares periodic advance planning briefings for the EOC Commander and Management Team.

4.6.4.6 Technical Specialists Branch

Composition

Based on requirements of the incident

Role

The Technical Specialists Branch are utilized when there are specialized, technical observations and recommendations required within the EOC.

Reports to the Planning Section Chief

Responsibility

The Technical Specialists Branch is responsible for, but not limited to, the following:

- Providing specialized, technical observations and recommendations within the EOC, if required.

4.6.4.7 Demobilization Branch

Composition

Based on requirements of the incident

Role

The Demobilization Branch reviews pertinent Planning Section documentation.

Reports to the Planning Section Chief

Responsibility

The Demobilization Branch is responsible for, but not limited to, the following:

- Developing the Demobilization Plan for the EOC

4.6.4.8 Recovery Branch

Composition

Based on requirements of the incident

Role

The Recovery Branch oversees the transition from response to recovery.

Reports to the Planning Section Chief

Responsibility

The Recovery Branch is responsible for, but not limited to, the following:

- Assesses the requirements for community and individual recovery
- Identifies immediate short-term relief efforts that will initiate and speed recovery for the affected area
- Identifies long-term restorative actions for pre-incident conditions for local services

4.6.5 Logistics Section

The Logistics Section is comprised of 5 branches: Information & Technology, EOC Support, Supply, Personnel, and Transportation. The Logistics Section Chief leads the Logistics Section. It is represented by yellow.

4.6.5.1 Logistics Section Chief

Composition

Based on requirements of the incident

Role

The Logistics Section Chief is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings.

The Logistic Section Chief is confirmed by the EOC Commander.

Reports to Incident or Area, EOC

Responsibility

The Logistics Section Chief is responsible for, but not limited to, the following:

- The Logistics Sections Chief coordinates all requests for resources

4.6.5.2 Information & Technology Branch

Composition

Representatives from the Information Systems(IS) Department

Role

The Information & Technology Branch ensures communications and computer systems are provided, supported and maintained within the EOC.

The Information & Technology Branch reports to the Logistics Section Chief.

Reports to Incident or Area, EOC

Responsibility

Record, monitor, respond and coordinate all activities, inquiries and actions undertaken by the team. This includes, but is not limited to, the following:

- Supporting the EOC by providing human and equipment resources to the EOC and site as directed. This includes those programs normally provided by the IS Department
- Setting up and providing logistical support for data information management, computers, phones, audio visual equipment and all related technical support
- Advising the members of the ECG on all matters related to telecommunications and their use/restrictions
- Providing supporting telecommunications and information technology wherever and whenever necessary at the request, and under the authority, of the ECG
- Ensuring the display of information technology related events/decisions through the use of maps, charts and main event record
- Notifying and liaising with Oakville Amateur Radio Emergency Service (ARES) if required by the EOC, and providing support
- Considering establishing a telecommunications link with United Emergency Measures Organization and Communications United (COMSU)
- Coordinating the activities of ARES and COMSU when these organizations are operating in support of Oakville EOC
- Establishing priorities for the re-establishment of telecommunications in any Oakville facility damaged as a result of the emergency
- Maintaining a record of all action taken

4.6.5.3 EOC Support Branch

Composition

Manager of Facility Operations or Facilities on-call duty operator

Cartographic Technologist

Role

Ensuring the operational sustainability of the EOC and advising the EOC on issues pertaining to Town Hall Building Operations.

To support the EOC regarding GIS mapping and systems

Responsibility

This includes but is not limited to the following:

- Securing Town Hall and control media access as follows:
 - Lock all exterior doors
 - Secure Media area in South Atrium (lock chambers, corridor and stairwell to Court area)
 - Unlock door at the direction of the EOC
- Setting up and maintaining the EOC layout including; large Town map, drop phone lines, phones and ensure radio equipment is available
- Coordinating the opening and set-up procedures for the EOC.
- Distributing I.D. badges to all members of the EOC.
- Establishing and maintaining a “Check In and Check Out” Board for the EOC.
- Restricting access to the EOC to authorized personnel.
- Understanding all logistical matters with respect to the operation of the EOC and any other town hall rooms used during the emergency, (e.g.: supplies, refreshments, etc.)
- Developing and maintaining a checklist of all responsibilities for the Facilities Manager/ On-call facilities operator.
- Ensuring the opening of the Town of Oakville Municipal Offices and assisting with any Service Oakville requirements
- Ensuring the availability and support of the EOC over any potential long-term requirement.
- Providing Geographic Information System (GIS)/mapping information to the EOC pertaining to the emergency.
- Using the EOC resources, computers, and LCD projectors to display relevant information.
- Providing an overview of the various data layers that are available to assist with emergency information.
- Assisting with mapping requests

- Providing demographic information based on census and survey data to the ECG, as requested

4.6.5.4 Supply

Composition

Purchasing Manager, Financial Operations

Role

Record, monitor, respond and coordinate all activities, inquiries and actions undertaken by the team

Support the EOC by providing equipment resources to the EOC and Site as directed by the EOC

Responsibility

Responsibility of Supply Unit includes, but is not limited to, the following:

- Providing information and advice on all financial matters and procurement activities of the EOC
- Providing access or distribute cash or credit cards for purchases
- Maintaining a hard copy record of all expenditures and associated approvals
- Directing and coordinating offers for non-affiliated community volunteers and any material donations
- Providing EOC with a list of vendors used during the emergency and a summary of associated costs
- Ensuring all documentation at the end of the emergency is properly documented, collected and stored

4.6.5.5 Personnel

Composition

Director, Human Resources

HR designate assigned by Human Resources Director

Role

Record, monitor, respond and coordinate all activities, inquiries and actions undertaken by the team

Support the EOC by providing human resources to the EOC and Site as directed by the EOC for those programs normally provided by:

- Human Resources Department

Responsibility

Responsibility of Personnel Unit includes, but is not limited to, the following:

- Arranging a special meeting of Town Council and ensuring the notification and call-out to members of Town Council as to the time, date and location of the meeting
- Ensuring that all members of the Town Council are advised of the declaration and termination of the emergency, in collaboration with the Mayor
- Opening and maintaining a Human Resources Incident Log of decisions made and actions taken
- Advising members of the ECG on matters related to the acquisition and utilization of human resources including recruitment, labour relations and occupational health and safety
- Implementing, preparing or amending Human Resource policies, including, but not limited to:
 - attendance reporting
 - employees released early or advised not to report to work
 - family concerns when the emergency has an impact on an employee's family
 - contractual requirements for unionized employees
 - staffing reassignments and shift rotations
 - the utilization of Community Volunteers
 - critical incident stress and employee assistance plan
- Responding to immediate human resource requirements for volunteers as a result of the emergency including ensuring that identification cards, food, transportation, etc., are provided
- Determining number/allocation of Town Staff and/or volunteer workers. Registering and maintaining a record of individuals employed during the various emergency phases
- Identifying in conjunction with the ECG, a suitable location for a Volunteer Registration Centre(s) and coordinating the establishment of the centre with the Region of Halton Social and Community Services
- Directing and coordinating offers for non-affiliated community volunteers and any material donations
- Arranging for the transportation of volunteer workers from Volunteer Registration Centres to/from job sites, through Transit or other available sources
- Ensuring that members of the ECG and support staff are provided the opportunity to contact members of their family to determine their status of their health and safety
- Determining, in collaboration with members of the ECG, whether surplus staff should be sent home, or alternatively, remain in the office based on safety factors
- Establishing a schedule for staff (including management) involved in a prolonged, major or mass casualty incident to attend a debriefing session following an incident
- Developing short term (6 to 12 hours) and long term (12 hours plus) human resources deployment plans in the EOC

- Notifying volunteer services and agencies (e.g. Red Cross, Salvation Army etc.) as necessary
- Providing back-up assistance to Recording Officer
- Ensuring all documentation at the end of the emergency is properly documented, collected and stored

4.6.5.6 Transportation

Composition

The Director of Oakville Transit for the Town or designate

- One other representative from Oakville Transit as assigned by the Commissioner of Community Services

Role

Record, monitor, respond and coordinate all activities, inquiries and actions undertaken by Oakville Transit

Support the EOC by providing human and equipment resources to the EOC and Site as directed by the EOC for those programs normally provided by Oakville Transit

Responsibility

Advising the ECG on all issues pertaining to the use of transit vehicles, drivers and other equipment/resources during municipal emergency operations. This includes, but is not limited to, the following responsibilities:

- Providing vehicles and drivers when required to assist in evacuation, transporting emergency personnel, transporting and assisting ambulatory and non-ambulatory individuals, Shelter-in-place, returning evacuees home and other duties as required
- Notifying departmental staff with designated emergency response duties of the situation and providing the necessary direction
- Reporting to the EOC and briefing the members of the EOC Team on matters relating to transportation
- Assuming direction and control over all means of transport used in response to the emergency
- Responding to the immediate transportation needs identified as a result of the emergency
- Opening and maintaining an Incident Log of decisions made and actions taken in respect to his/her area of responsibility
- Arranging transportation for evacuees upon request and liaison with the Regional Transportation Coordinator
- Briefing the CAO on the state of readiness of Oakville Transit
- Providing transportation for the movement of casualties, residents of nursing homes, homes for the aged, long-term care facilities, or evacuees from populated areas

- Ensuring the availability of qualified drivers to meet the demands of the emergency
- Establishing priorities for the delivery of transportation to both emergency and non-affected areas of the city
- Establishing contact with the School Boards in order to provide a co-ordinated approach to the supply and demand of emergency transportation needs
- Re-routing transit buses around emergency areas and ensuring that a level of service is maintained to the unaffected areas of Oakville
- Establishing liaison with area representatives of the transportation industry (i.e. taxi and bus companies, airlines and rail service)
- Recommending the activation of mutual assistance and aid agreements when required
- Making lists of vehicles and fuel suppliers available for those who require it for emergency response activities

Commencing short term (6 to 12 hours) and long-term (12 hours plus) action plans for transportation

4.6.6 Finance and Administration Section

The Finance and Administration Section is comprised of 4 branches: Time, Compensation and Claims, Procurement and Cost. The Finance and Administration Section Chief leads the Logistics Section. It is represented by grey.

4.6.6.1 Finance and Administration Section Chief

Composition

Based on requirements of the incident

Role

The Finance and Administration Section Chief is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings.

The Finance and Administration Section Chief is confirmed by the EOC Commander.

Reports to Incident or Area, EOC

Responsibility

The Finance and Administration Section Chief is responsible for, but not limited to, the following:

The Finance and Administration Section Chief provides direction and supervision to Section staff and ensures compliance with financial policies and procedures

4.6.6.2 Time Branch

Composition

Based on requirements of the incident

Role

The Time Branch Ensures accuracy of daily personnel time and managing commissary operations if established

The Time Branch is confirmed by the Finance and Administration Section Chief.

Reports to Incident or Area, EOC

Responsibility

The Time Branch is responsible for, but not limited to, the following:

- The Time Branch is responsible for tracking and reporting personnel hours worked and preparing/reviewing related forms, reports and statistical data

4.6.6.3 Procurement Branch

Composition

This branch is staffed by the Purchasing Department

Role

The Procurement Branch manages rental agreements, contracts, leases, etc.

The Procurement Branch is confirmed by the Finance and Administration Section Chief.

Reports to Incident or Area, EOC

Responsibility

The Procurement Branch is responsible for, but not limited to, the following:

- The Procurement Branch is responsible for supporting Logistics with the acquisition of goods and services, specifically as it relates to the development of service agreements and/or contracts and the overseeing of purchasing processes.

4.6.6.4 Compensation and Claims Branch

Composition

The Compensation & Claims Branch may be filled by Human Resources and Legal Services Departments.

Role

The Compensation and Claims Branch processes all compensation-for-Injury on behalf of responders and manages all claims-related activities (other than injury) for an incident

The Compensation and Claims Branch is confirmed by the Finance and Administration Section Chief.

Reports to Incident or Area, EOC

Responsibility

The Compensation and Claims Branch is responsible for, but not limited to, the following:

- The Compensation and Claims Branch is responsible for ensuring all documentation related to worker injuries are completed correctly and forwarded within designated timelines.
- Coordinates the investigation and review of property/ equipment damage or loss claims arising from the event.

4.6.6.5 Cost Branch

Composition

The Cost Branch may be filled by Finance Department.

Role

The Cost Branch processes provides all incident cost analyses, records cost data and prepares estimates of incident costs and maintains records of costs

The Cost Branch is confirmed by the Finance and Administration Section Chief.

Reports to Incident or Area, EOC

Responsibility

The Cost Branch is responsible for, but not limited to, the following:

- The Cost Branch provides all incident cost analyses, records cost data and prepares estimates of incident costs and maintains records of costs

Additional Resources

Should the resources of the Town be insufficient to control or address the emergency, assistance will be requested from the Region of Halton by notifying their Regional CEMC or any other jurisdiction as requested by the CAO. Further resources to address a specific need can also be requested through the Provincial Emergency Operations Centre.

Appendix F

Volunteers

Assistance from Volunteer Agencies / Volunteers

Depending on the specific emergency, assistance may be required from various designated affiliated volunteer emergency support agencies such as the Canadian Red Cross / Salvation Army / Etc. Any request for assistance from volunteer agencies / other agencies will be at the direction of the ECG and coordinated by the staff person designated at that time.

Appeals for General Volunteer Assistance

Under rare circumstances it may be necessary to issue appeals to the public for unaffiliated volunteers with specific skills to assist with emergency operations. This should not be done until all available municipal personnel with similar skills have been committed, and then only on the authority of the Mayor in consultation with the ECG members.

The ECG is responsible for:

- Determining the number of volunteers required, skills required, training and personal protective clothing, tools to be brought, instructions as to assembly point where volunteers are to report
- Preparing a written or typed appeal to be taped at the radio station for broadcast in order to convey correct information to volunteers
- Arranging for volunteers to be registered using the Volunteer Registration Form and issued proper identification documents
- Providing volunteers with a copy of insurance coverage at the time of registration
- Instructing radio stations to cancel broadcast request for volunteers as soon as the required number have enrolled

Compensation for Volunteers

Volunteer workers recruited to provide assistance, as authorized under the Plan are covered for compensation benefits authorized by the Workplace Safety and Insurance Act, R.S.O. 1990, Chap. 539, as amended, based on the following provisions of that Act.

A Volunteer must be a person who assists in connection with an emergency that has been declared to exist by the head of Council of a Municipality or the Premier of Ontario

And

Where the head of Council of a Municipality or the Premier of Ontario declares an emergency to exist, the municipality or the Crown in right of Ontario, as the case may

be, shall be deemed to be the employer of the person. The earnings of the person shall be the earnings in the person's regular employment calculated in accordance with the Act or, if the person has no earnings, the earnings shall be fixed by the Compensation Board [Section 1 (2) I].

Volunteers shall be registered as such with the Town and will not be considered employees of the Town for any purposes other than as required by WSIB.

Appendix G

Emergency Evacuation Centre Protocol

Protocol

The Regional Municipality of Halton's protocol on Emergency Evacuation Centre planning identifies the overall plan for managing evacuees during an incident requiring the public to be displaced from their homes. The plan is evoked through a request from the Mayor of Oakville to the Regional Chair. The Regional Commissioner of Social and Community Services is responsible for the management, operation, set-up, closure, and staffing of reception and evacuation centres.

Volunteer services would be required during the activation of emergency evacuation centre. The Region would take the lead role in managing volunteers used in evacuation centers.

Purpose

The purpose of this protocol is to set out the means by which short term, temporary assistance is provided to a small number of individuals in the Region of Halton who are forced to leave, or denied access to, their homes because of an emergency. This assistance, hereafter referred to as "Emergency Social Services" means the following:

1. **Emergency Lodging** – arranging for safe, temporary lodging for homeless or evacuated people
2. **Emergency Feeding** – providing food or meals to those persons without food or food preparation facilities
3. **Emergency Clothing** – supplying clothing or emergency covering until regular sources of supply are available
4. **Family Reunification** – (Registration & Inquiry) – assisting in reuniting families, collecting information and answering inquiries regarding the condition and whereabouts of missing individuals
5. **Personal Services** – providing the initial reception of disaster survivors or evacuees arriving at Reception Centres, informing them of immediate emergency help is available, offering temporary care for unattended children and dependent elderly, assisting with the temporary care of residents from special care facilities, providing or arranging for the provision of financial and/or material assistance, and offering immediate and long-term emotional support to individuals with personal problems and needs created or aggravated by a disaster.

The protocol addresses the provision of Emergency Social Services to Region of Halton residents who are displaced from their homes because of a small scale, localized event

that has impacted a small number of people (i.e. natural hazard, flood, fire, gas leak, police evacuation explosion, unplanned utility disruption or public health concern).

The goal of the Emergency Evacuation Plan is to outline a plan of action for the efficient deployment and coordination of services, agencies, and personnel to provide the earliest possible initial response in order to:

1. Receive and register persons displaced by the emergency, reuniting them with families or dispatching them to Evacuation Centres or other suitable accommodation.
2. Provide care and shelter of evacuees, utilizing the personnel and resources of Halton Region, the Local Municipalities, and volunteer agencies for implementation during an emergency situation.
3. Allocate responsibilities involving feeding, clothing, shelter, registration and inquiry, parking, and security in an organized manner.
4. Provide for special care of evacuees including first aid and special assistance for vulnerable populations.
5. Establish separate evacuation facilities for evacuees with special needs such as those from long-term care homes, as required.
6. Provide emotional and psychological support and counselling for evacuees both during and after the emergency as required.
7. Where applicable, ensure the provision of emergency income assistance for those persons affected by an evacuation within Halton Region.
8. Provide for any other care or service which may be necessary during an emergency falling within the joint capabilities of the Halton Region Social & Community services, the Halton Region Health Department, and the volunteer agencies called in to assist in the emergency.

Appendix H

Severe Weather Response and Recovery Team

Purpose

When a severe weather warning is issued, a severe weather response and recovery team would be formed to monitor the situation. The team would be organized prior to the start of the event and would put arrangements in place to respond during and post the event as required.

The team would determine at initiation, on whether the group will operate formally or informally, depending on the nature of the event and information available to them.

Severe Weather Response and Recovery Team Composition

The Severe Weather Response and Recovery Team is comprised of the following:

- Commissioner, Community Services (Chair)
- Fire Chief
- Community Emergency Management Coordinator
- Director, Parks and Open Space
- Manager, Facilities Operations
- Director, Recreation and Culture
- Director, Oakville Transit
- Director, Financial Planning
- Director, Financial Operations
- Director, Information Systems
- Director, Human Resources
- Manager, Purchasing
- Director, Strategy, Policy and Communications

Representatives of other departments may be added to the Team as appropriate.

Responsibilities of Severe Weather Response and Recovery Team

The responsibilities of the Severe Weather Response and Recovery Team are:

- Ensuring that recovery activities are being properly coordinated across departments
- Ensuring that EMT and the Town of Oakville elected officials are informed of the status and activities of the response process on a regular basis
- Preparing regular media releases to inform the public

- Ensuring that specific event costs are being tracked and appropriate purchasing mechanisms are in place.
- Providing regular updates on service request demands and trends
- Assessing the impact on staff and town services
- Deciding on the termination of recovery activities and the wind-up of the Severe Weather Response and Recovery team
- Preparing a report on the severe weather event as required to Council

Appendix I

Concepts and Principles of IMS

The IMS is based on a series of **17 concepts and principles** from business, military and emergency response organizations.

Accountability

All functional areas and jurisdictional levels remain responsible for their own actions at all times during an incident.

Applicability

IMS may be applied in small, simple, or large, complex incidents

Comprehensive Resource Management

IMS provides processes for categorizing, ordering, dispatching, tracking, and recovering resources.

Consolidated Incident Action Plan (IAP)

A consolidated IAP outlines incident response goals, objectives, strategies, and tactics. It also outlines safety, communications, and resource management information.

Designated Incident Facilities

IMS requires certain facilities to accommodate and facilitate the carrying out of its various functions for an incident, as well as an emergency operations centre may be needed to support the incident.

Information Management

IMS requires that there should be processes to acquire, analyze, and disseminate information at all levels in a timely manner:

Internal information is needed to: maintain a common operational picture; and to formulate broad incident strategies, incident action plans, and field decisions.

Information for an external audience such as the public and the media may be needed to: provide notification and instructions: and to manage public reaction.

Integrated Communications

IMS requires integrated communications to ensure all jurisdictions and organizations participating in the response to an incident can communicate and transmit incident information in a timely manner across jurisdictional lines, and establish an emergency information management system.

Interoperability

Interoperability is the ability of responders to interact and work well together:

Technological interoperability (such as telecommunications interoperability) should allow for the sharing of information among responders, as well as with other jurisdictions. Technological interoperability should encompass all resources likely to be utilized in incident management (e.g. radios, computers, satellite, and telephones).

Functional interoperability may be achieved through the application and use of standardized terminologies, structures, and procedures amongst responders. IMS is designed to specifically allow for functional interoperability through the adoption and application of standardization.

Inter-Organizational Collaboration

Inter-organizational collaboration and coordination involves defining roles, relationships, and accountability framework in which organizations collaborate.

Management by Objectives

- Determining the overarching objectives
- Establishing specific and measurable objectives for various functional activities
- Developing and issuing plans, procedures, and protocols
- Assigning tasks
- Establishing an evaluation

Modular and Scalable Organization

The IMS framework is modular and scalable in terms of structure and processes with discrete but interrelated functional components. Components may expand or contract without losing their distinct functions.

Simplicity and Flexibility

Only the required components need be activated to provide the functions needed as situation unfolds. This keeps the IMS structure as uncomplicated and minimalist as possible.

Standardization

IMS provides a standardized structure and functions for managing incidents, which allow stakeholders to work together using a common approach and understanding. Standardization enhances all other concepts and principles.

Standard Terminology

IMS employs a standard terminology for organizational elements (i.e. Sections and Units), functions, facilities, operational locales and resources. This enhances interoperability.

Sustainability

Incident management requires ***the ability to sustain response activities until either a predetermined end-point, or the end of the incident.*** The level of sustainability will depend on the capacity of each organization or jurisdiction to furnish the appropriate amounts and types of resources required for the incident.

Span of Control

The optimal the number of subordinates reporting to a supervisor in the interest of greater efficiency consists of five individuals reporting to one. If the number of subordinates falls outside of this range, expansion or contraction of the organization may be necessary.

Unity of Command

IMS operates on a defined and specific command and control structure that provides an orderly line of command and accountability, and which is based on the function to be performed and the expertise of the incident management staff, rather than rank, organization or jurisdiction.