CITY OF HAMILTON

BY-LAW NO. 24-027

To Amend By-law No. 22-005, the Emergency Management Program By-law, as amended, and To Repeal By-law No. 23-033

WHEREAS; Council enacted By-law 22-005 on January 19th, 2022 and amended it on February 23, 2023 to update Schedule 1: City of Hamilton Emergency Plan with By-law 23- 033;

AND WHEREAS Council deems it necessary to amend and update Schedule 1 again this year to ensure it is current;

AND WHEREAS this By-law amends By-law No. 22-005 by repealing and replacing Schedule 1 with an updated Emergency Plan and repeals last year's amending by-law 23- 033;

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

1. The amendments in this By-law include any necessary grammatical, numbering and lettering changes.

2. That By-law 22-005 be amended by repealing Schedule 1: City of Hamilton Emergency Plan and replacing it with Schedule 1 of this By-law.

3. That in all other respects, By-law 22-005 is confirmed;

4. That By-law 23-033 be repealed; and

5. That the provisions of this by-law shall become effective on the date approved by City Council.

PASSED this 14th day of February, 2024.

A. Horwath	J. Pilon
Mayor	Acting City Clerk

Schedule 1

[insert City of Hamilton Emergency Plan]
Enacted Under Emergency Management Program By-law 22-005

Revised January 15, 2024

CITY OF HAMILTON EMERGENCY PLAN

Enacted Under:

Emergency Management Program By-law, 22-005

REVISED: January 15, 2024

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Appendix 1: EOC Activation Procedure (confidential)

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1. Introduction

The City of Hamilton Emergency Plan, known throughout this document as the Emergency Plan, establishes a framework for responding to incidents or emergencies that may occur in the City. Developed with key officials, agencies and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

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

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

1.1. Purpose

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

- Identifying the governance structure for emergency response within the City of Hamilton;

- Identifying the Incident Management System (IMS) roles and responsibilities required to respond and recover from emergencies and disasters;

- Identifying standard response goals for emergency response operations and decision making; and

- Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

1.2. Legal Authorities

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

- The *Emergency Management and Civil Protection Act*, RSO 1990, c.E.9, as amended (the "*Act*"); and

- The City of Hamilton Emergency Management Program By-Law 22-005

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

- An emergency plan;

- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;

- Public education on risks to public safety and on public preparedness for emergencies; and

- Any other element required for municipalitiesin standards of emergency management programs that may be developed by the Treasury Board Secretariat.

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

- Development of an emergency response plan which includes a municipal control group to direct the municipal response to an emergency;

- Implementation of an Emergency Operations Centre with appropriate communications systems;

- Designation of an Emergency Information Officer; and

- Designation of an Emergency Management Program Coordinator.

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

The Emergency Information Officer is the Communications Manager or designated alternate.

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

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

1.3. Definition of an Emergency

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

The *Act* defines an emergency as:

'A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.'

1.4. Hazard Identification Risk Assessment

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

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

- Infectious Disease
- Fire or Explosion
- Extreme Heat
- Building or Structural Failure
- Substance Use or Overdose
- Flooding
- Erosion
- Chemical Release
- Tornado
- High Wind

1.5. Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) as required by the *Act* consists of the following representatives from City departments and designated alternates:

- Mayor

- City Manager

- City Solicitor

- Chief of Police

- Medical Officer of Health

- Fire Chief

- Paramedic Chief

- General Manager, Healthy & Safe Communities

- General Manager, Corporate Services

- General Manager, Planning & Economic Development

- General Manager, Public Works

- Executive Director, Human Resources

- Community Emergency Management Coordinators

- Director of Communications & Strategic Initiatives

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

This committee reviews the Emergency Management Program for the purpose of legislated compliance and implementation of program initiatives including the review and updating of the Emergency Plan. The EMPC is not activated during an emergency.

1.6. Emergency Operations Centre Management Team

In the City of Hamilton, the Emergency Operations Centre Management Team (EOC Management Team) (see Section 3.2) acts as the municipal control group as defined by Ontario Regulation 380/04. The EOC Management Team will be composed of the following municipal officials, or their designated alternates, holding the following appointments:

EOC Management Team Position	Municipal Official
Mayor	Mayor
City Manager	City Manager
EOC Director	GM Planning and Economic Development
Information Officer	Manager of Communications
Legal	City Solicitor
Human Resources and Labour Relations Lead	Director, Human Resources, Employee Health and Labour Relations
Liaison Officer	Emergency Management Coordinator
Operations Section Chief	The Operations Section Chief will be chosen by the EOC Director at the time of emergency from the following designates: • Chief of Police • Fire Chief • Paramedic Chief • Medical Officer of Health • Director, Healthy and Safe Communities • General Manager, Public Works • Director, Planning & Economic Development
Planning Section Chief	Director, Planning and Economic Development
Logistics Section Chief	Director, Human Resources, Systems and Operations
Finance and Administration Section Chief	General Manager, Corporate Services

2. Concept of Operations

There are multiple response levels to any emergency within the City of Hamilton:

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

City Service Response: City services that require support to facilitate their response to the emergency may establish an Operations Centre to coordinate response activities. If response activities escalate, a request to activate the City Emergency Operations Centre (EOC) can be made through the established chain of command. Once the EOC is activated, City services will then interact with the City EOC through the appropriate Operations Branch Coordinator. In this manner, the EOC will support the City service area in obtaining the appropriate resources to respond, and will ensure alignment with the overall EOC response objectives.

Corporate Response: The EOC is a physical location where the EOC personnel gather to collectively and collaboratively support emergency response and to manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate efforts occurring at the site and by any City service.

The EOC Management Team provides for the overall management and coordination of site support activities and consequence management. The EOC Management Team acts as the City's emergency control group under the *Act*. During an emergency, the EOC Management Team are notified and asked to respond to the EOC. The EOC Management Team has responsibility for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;

- Providing strategic direction and support to the response including the Incident Commander, site personnel and response agencies;

- Collecting as much information as possible on the status of the emergency and vetting the information, prioritizing it, evaluating it, summarizing it, disseminating/displaying it and acting upon required needs;

- Establishing priorities based on all the information gathered and developing EOC Action Plans that complement and enhance the response;

- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support the

response;

- Coordinating all internal and external information and communicating advisories, warnings, and emergency information to staff and the general public.

The Mayor is considered the Head of Council during an undeclared or declared emergency. There may be the need for an Acting Head of Council during any period of the Mayor's absence, inability or refusal of the Mayor to act as Head of Council or where the Office of the Mayor is vacant. The Head of Council has all the powers set out in the *Act* and Emergency Plan for purposes of an emergency and declared emergency.

The Policy Group is comprised of the Head of Council in their assigned role and authority during an emergency, or the Mayor and members of Council sitting as City Council at any regular or special meeting called during an emergency. The Policy Group may be established to receive information or reports during an emergency, and to provide any necessary policy direction to the EOC Management Team. The Policy Group does not have responsibility for emergency management during an emergency, but they do have power under the *Act* to end a declared emergency.

2.1. Reporting an Emergency

A responding agency or municipal department is likely to be the first on-site authority to an emergency. First responders will assume control at the site and assign a lead agency. If, in the judgment of the lead agency, the situation requires more support resources, or there are consequences to the community at large, the lead agency will contact their senior departmental staff to activate the EOC Management Team.

2.2. Emergency Notifications

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

The following City of Hamilton staff or designated alternates have the authority to activate the Emergency Notification Procedure and EOC by contacting the City of Hamilton Emergency Management Coordinators and requesting a Level 1, 2 or 3 activation;

- Head of Council

- City Manager

- Chief of Police

- Medical Officer of Health

- Fire Chief

- Paramedic Chief

- General Manager, Healthy & Safe Communities

- General Manager, Corporate Services

- General Manager, Planning & Economic Development

- General Manager, Public Works

- Executive Director, Human Resources

- Emergency Management Coordinators

- Director of Communications & Strategic Initiatives

- Manager of Communications

Once notified, the Emergency Management Coordinators will activate the notification system to contact EOC responders on the Level 1 or Level 2 Notification List and instruct them to respond to the EOC. The notification system will also be used to advise of a Level 3 activation which involves notification of key EOC members and asking them to participate via virtual conference.

Level 1 activation involves the EOC Director, City Manager, Human Resources/Labour Relations Lead, Information Officer, Legal, Risk Management, Liaison Officer, all Operations Section Branch Coordinators, Logistics Chief (including the IT Branch), the Planning Chief (including Scribe/Event Board) and the Finance and Administration Chief (see Diagram 2).

Level 2 activation involves all EOC personnel and is generally used for a large-scale emergency (see Diagram 3).

Level 3 activation is a virtual activation of EOC personnel. Its membership is similar to a Level 1 activation however it is conducted virtually. Physical response to the EOC is not necessary. Adding additional members to this activation will depend on the nature of the emergency event.

2.3. Declaration of Emergency

Only the Head of Council or Acting Head of Council has the authority to make a declaration of an emergency within the boundaries of the municipality. The decision to declare an emergency will be made by the Head of Council in consultation with the EOC Management Team.

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

- City of Hamilton Council members

- The Provincial Emergency Operations Centre

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

- Local Member(s) of Provincial Parliament (MPPs)

- Local Member(s) of Federal Parliament (MPs)

- Local media, and

- The public

2.4. Termination of Emergency

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

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

2.5. Requests for Assistance

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

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

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to the Provincial Emergency Operations Centre (PEOC) through the Liaison Officer.

Requests for personnel or resources from the Federal Government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

3. Incident Management System

The City's Emergency Management Program adopts the principles of the Incident

Management System (IMS) based on five key functions (command, operations, logistics, planning and finance/admin) that must occur during any emergency. IMS can be used for any size or type of emergency to manage response personnel, facilities, and equipment. Principles of the IMS include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, and comprehensive resource management. The basic IMS response structure is outlined in Diagram 1.

Level 1 and Level 2 IMS Response Structures are outlined in Diagram 2 and 3 respectively.

Diagram 1 – Basic IMS Response Structure
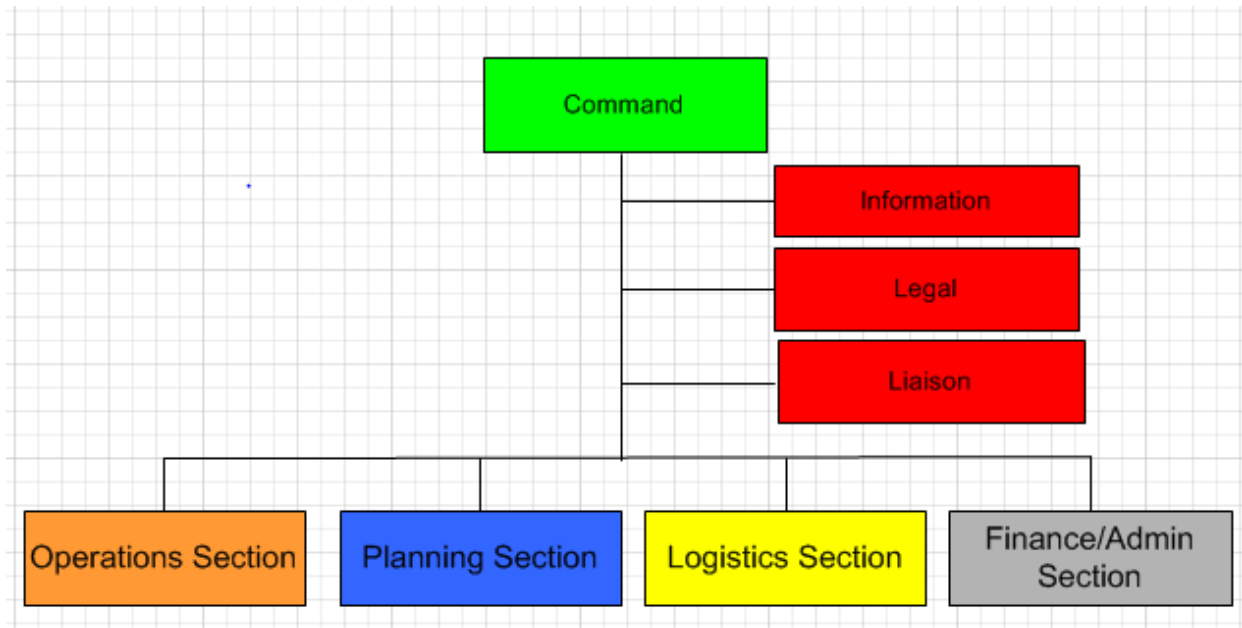
Diagram 2 – Level 1 IMS Response Structure
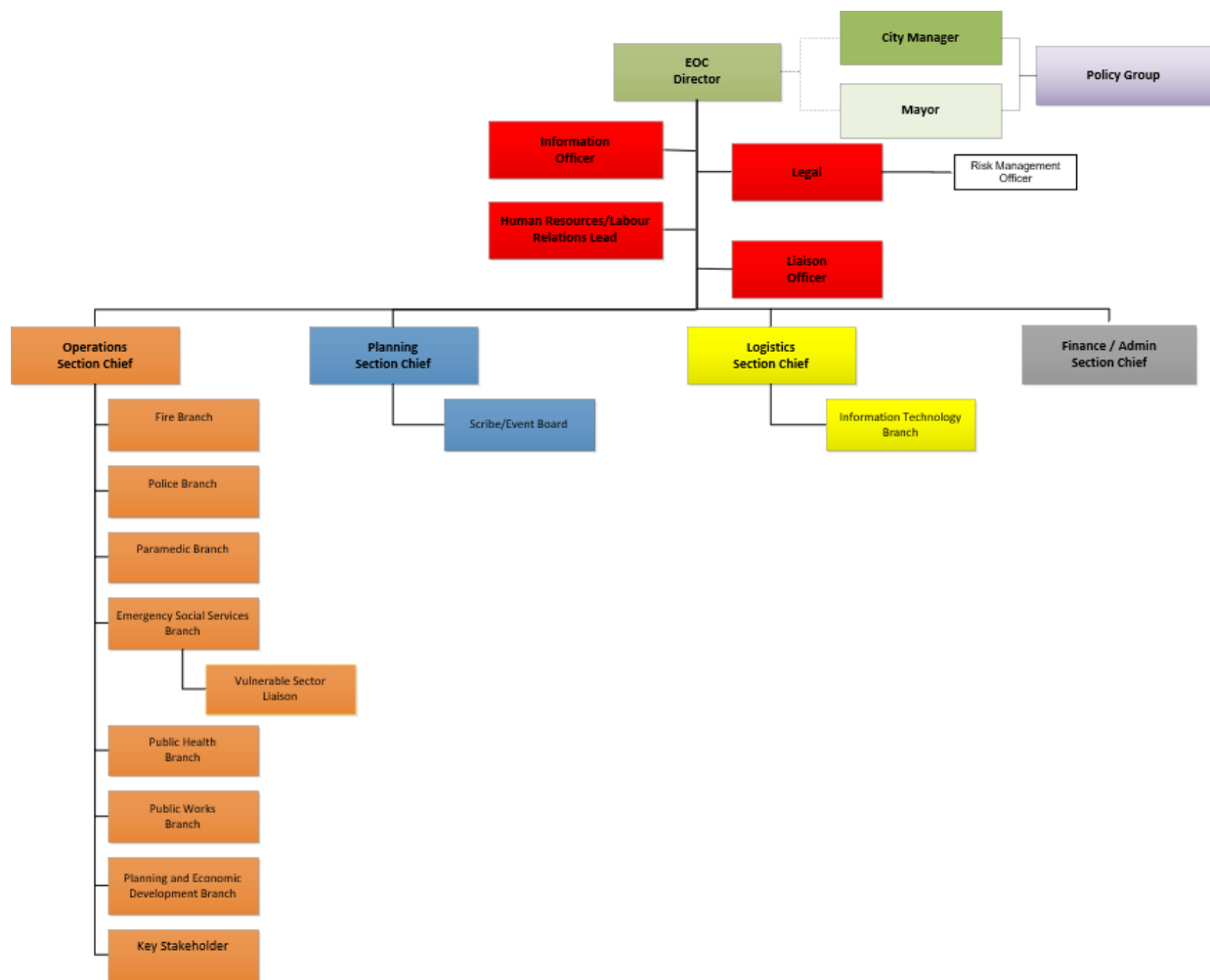
Diagram 3 – Level 2 IMS Response Structure
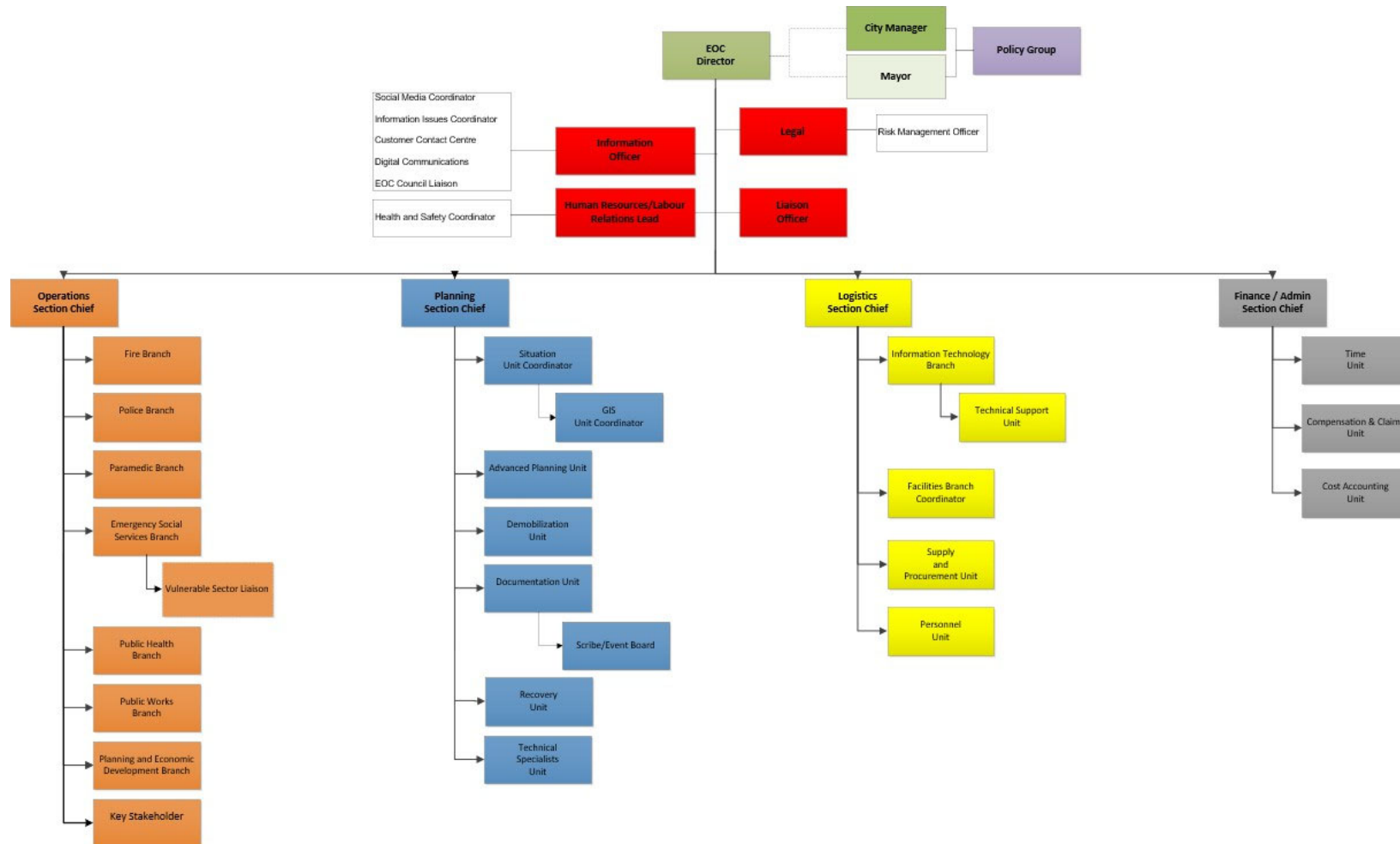
3.1. Response Goals

The following response goals are applied to all emergency situations. The EOC Management Team will prioritize response objectives based on these goals. In order of priority:

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

3.2. Roles and Responsibilities

Policy Group

Responsibilities of the Policy Group include:

- Provides overall policy direction
- Changes/amends bylaws or policies
- Requests for Municipal level assistance
- Declares State of Local Emergency (Head of Council)
- Declares termination of State of Local Emergency
- Acts as an official spokesperson

EOC Management Team

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

During the initial stages of an EOC activation, responding staff already holding one appointment may briefly take on the role of EOC Management Team appointees pending their arrival. This is consistent with the principles of the Incident Management System. The EOC Management Team consists of the following positions:

- Mayor

- City Manager

- EOC Director

- Information Officer

- Legal

- Human Resources and Labour Relations Lead

- Liaison Officer

- Operations Section Chief

- Planning Section Chief

- Logistics Section Chief

- Finance and Administration Section Chief

Mayor

- Receives information on the emergency and response efforts.

- Acts as primary spokesperson for the City.

- Makes the decision to declare or terminate an emergency in consultation with the EOC Management Team.

- Along with Council, approves changes to policies and by-laws resulting from the emergency.

- Liaises with Mayors of neighbouring municipalities as needed.

City Manager

- Liaises with Mayor to ensure Council is updated.

- Liaises with EOC Director on issues for discussion with Council or Senior

Leadership Team.

- Reviews and approves reports to Council.

- Attends media briefings as requested.

- Provides updates to City employees as required.

- Liaises with CAOs/City Managers in neighbouring municipalities.

EOC Director

- Overall authority and responsibility for response activities.

- Ensures organizational effectiveness.

- Establishes staffing levels on the EOC Management Team.

- Sets EOC priorities and objectives for each operational period and ensures objectives are carried out.

- Approves Incident Action Plan.

- Liaises with the Policy Group and Senior Leadership Team.

- Approves emergency information releases.

Information Officer

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INFORMATION TEAM

    Information Officer
        ── Customer Contact Centre
        ── Information Issues Coordinator
        ── Social Media Coordinator
        ── Digital Communications Coordinator
        ── EOC Council Liaison
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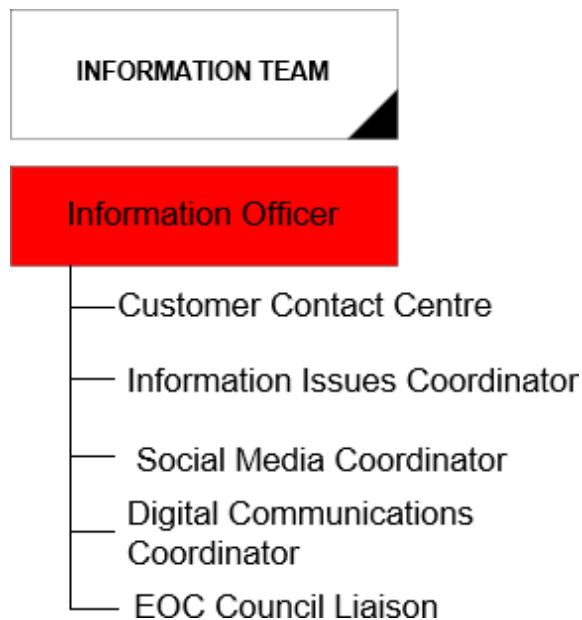
- Staffs and manages the Information Section ensuring the appropriate personnel, equipment, and supplies.

- Prepares for, and participates in, EOC Management Team meetings.

- Establishes a team of staff to oversee media updates, and coordinate interviews and media briefings, monitor social media, establish communication strategies, manage internal communications, and develop public information materials.

- Determines the need and obtains approval for an Emergency Information Centre.

- Liaises with other Information Officers.

- Obtains EOC Director approval for all internal and external messages.

- Ensures public communication is provided in accessible formats, as required.

Customer Contact Centre Coordinator

- Collects, processes, evaluates and shares situational information from Customer Contact Centre staff.

- Disseminates approved emergency information to the Customer Contact Centre staff for public inquiries.

Information Issues Coordinator

- Develops messaging and external communication strategies.

- Develops public information materials.

- Develops news releases.

EOC Council Liaison

- Manages the EOC Council Liaison inbox.

- Responds to inquiries from Councillors and their staff pertaining to the emergency, including resident concerns.

- Identifies common inquiries of Councillors and their staff that may require broader communication to the Mayor and/or all of Council via the City Manager and/or the Emergency Information Officer.

Social Media Coordinator

- Collects and verifies relevant information on the emergency from news reports and social media.

- Implements social media response to the emergency event including developing proactive messages.

- Monitors and develops relevant hashtags on all social media platforms.

Digital Communications Coordinator

- Updates the City website with pertinent information as needed.

- Develops and maintains a recovery website to be used during large emergencies.

Legal

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

- Gathers and organizes evidence that may assist in legal defense if required.

- Evaluates situations and advises the EOC Director of any conditions and actions that might result in liability.

Risk Management

- Identifies and analyzes personnel, property and liability loss exposures.

- Assesses damage and financial loss resulting from the incident.

- Advises members of response organizations regarding options for risk control during EOC Management Team meetings or upon request.

- Provides risk/liability analysis where appropriate on any operations within or outside the scope of the EOC Action Plan.

- Identifies potential claimants and the scope of their needs and

concerns.

- Conducts interviews and takes statements that address major risk management issues.

- Assists the EOC Director in reviewing press releases, public alerts and warnings, and public information materials.

- Organizes and prepares records for final audit.

Human Resources and Labour Relations Lead

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Human Resources/Labour Relations Lead

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Health and Safety Coordinator

- Provides advice and assistance on matters related to Human Resources and Labour Relations.

- Engages City Unions as needed and provides updates to the EOC Management Team.

- As required, provides advice and assistance on matters related to diversity, equity and inclusion within the impacted community(s) related to the emergency.

Health and Safety Coordinator

- Liaises with and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

- Provides advice and assistance on matters related to occupational health and safety regulations for the response and for EOC personnel.
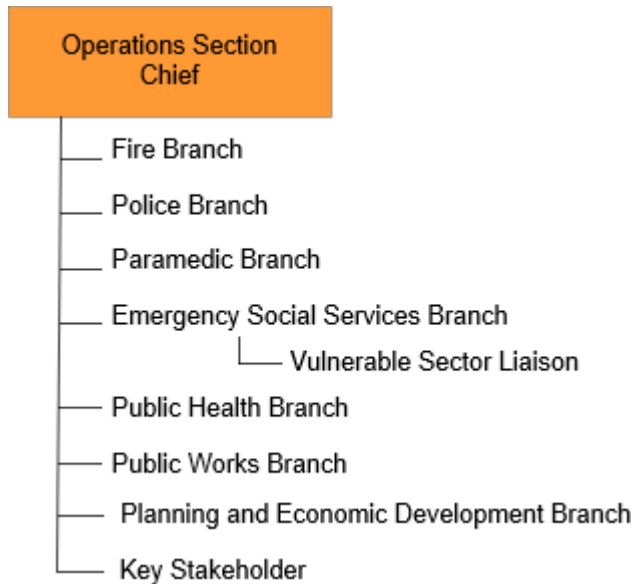
Liaison Officer

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

- Liaises with the Provincial Emergency Operations Centre and Emergency Management Ontario Field Officer.

- Maintains contact with external agencies and other EOCs.

Operations Section

The Operations Section communicates directly with emergency site(s), field personnel, or activated Operations Centres. The function of the Operations Section is to gather situational information from site and share it
with the Planning Section and other members of the EOC Management Team. The Operations Section also coordinates any resource requests from the site, supports site operations and coordinates multi-agency or multi-departmental support to the site. The Operations Chief will also direct deployment of all EOC-issued resources to the Incident Commander(s) at the site.

The Operations Section Chief will be designated at the time of the emergency by the EOC Director.

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Operations Section
Chief
    |__ Fire Branch
    |__ Police Branch
    |__ Paramedic Branch
    |__ Emergency Social Services Branch
    |        |__ Vulnerable Sector Liaison
    |__ Public Health Branch
    |__ Public Works Branch
    |__ Planning and Economic Development Branch
    |__ Key Stakeholder
```

Operations Section Chief

- Staffs and manages the Operations Section, ensuring the appropriate personnel, equipment, and supplies.

- Prepares for and participates in EOC Management Team meetings.

Branch Coordinators

Branch Coordinators oversee the operations of a City department, division, section or outside agency. A Branch Coordinator is responsible for coordinating the activities of their department/agency site personnel, dispatch centre (if one exists) and Operations Centre (if one has been activated) with other Branches in the Operations Section. Additional Branch staff may be needed, dependent on the size

of the emergency event and the support required.

Branch Coordinators may include, but are not limited to:

Fire Branch Coordinator

- Liaises with the Fire Incident Commander and Fire Dispatch regarding fire suppression, hazardous materials response, rope rescue, vehicle extrication, and any other site response initiated by Fire.

- Provides site support and coordinates Fire resource requests such as arranging for mutual aid and additional equipment.

- Advises and provides consultation on required evacuations relative to the number of residents impacted, the size of the geographical area involved, and any other matters which fall under the jurisdiction of the Fire Department

- Liaises with the Office of the Fire Marshal, as required.

Police Branch Coordinator

- Liaises with the Police Incident Commander and Police Dispatch regarding law enforcement, traffic control, perimeter control, access/egress of emergency vehicles, evacuations, emergency notifications, search and rescue, CBRNE, and any other site response initiated by Police.

- Provides site support and coordinates Police resource requests such as arranging for mutual aid and additional equipment.

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

- Liaises with the Coroner, as required.

Paramedic Branch Coordinator

- Liaises with the Paramedic Incident Commander and Central Ambulance Communication Centre regarding the triage, treatment, and transportation of victims, and any other site response initiated by the Paramedic service.

- Provides site support and coordinates Paramedic resource requests such as arranging for mutual aid and additional equipment.

- Liaises with hospitals regarding the number of casualties.

Emergency Social Services Branch Coordinator

- Considers the impact of the emergency on vulnerable populations, and those made vulnerable by the emergency. Consults with the Emergency Social Services Control Group (ESSCG) Director for further discussion on those impacted by the emergency if required. Note: the ESSCG Director can consult with the **Vulnerable Sector Liaison** if required.

- Liaises with community partner agencies and City services (Recreation, Animal Services etc.) to support emergency social services response, as required.

- Liaises with the ESSCG regarding the delivery of emergency social services (food, shelter, clothing, family reunification and personal services).

- Provides site support and coordinates ESSCG resource requests such as facilities, security, volunteers, equipment, evacuee support, transportation, mutual aid, etc.

- Coordinates with the ESSCG to arrange for Critical Incident Stress Debriefing for affected citizens.

Public Health Branch Coordinator

- Liaises with the Public Health Emergency Control Group (PHECG) regarding the provision of public health measures including immunization programs, food safety inspections, drinking and recreational water quality, indoor air quality testing and monitoring, communicable disease and infection control, and any other site response initiated by the PHECG.

- Provides site support and coordinates PHECG resource requests such as arranging for mutual aid and additional equipment.

- Liaises with other Public Health Units, the Ministry of Health and Long-Term Care, and the Ministry of the Environment, Conservation and Parks.

- Collaborates with the Health Sector for the support of health services, and the activation of assessment centres, vaccination clinics and the provincial Emergency Medical Assistance Team, as required.

Public Works Branch Coordinator

- Liaises with the Public Works Site Commander regarding facilities and infrastructure systems (roads, bridges and water systems), water for fire-fighting, road barriers, debris management, and any other site response initiated by Public Works.

- Provides site support and coordinates Public Works resource requests such as arranging for mutual aid and additional equipment.

- Liaises with the Ministry of the Environment, Conservation and Parks, Conservation Authorities, and utilities to coordinate the Public Works response, as required.

Planning and Economic Development Branch Coordinator

- Liaises with site personnel for a building collapse or infrastructure damage, building inspections, unsafe orders and emergency orders related to unsafe buildings as a result of the emergency.

- Liaises with the site related to all animal services issues.

- Liaises with the site regarding all municipal by-law, licensing and parking issues related to the emergency.

- Participates in the Post Disaster Recovery Team planning with regards to rebuilding infrastructure and site recovery in accordance with relevant legislation/standards i.e. Ontario Building Code, Planning Act, Municipal By-laws, Municipal Servicing etc.

Key Stakeholder

Key Stakeholders are a representative from an agency, or ministry that is directly involved in the response. For example, it could be Alectra providing intel to a large power outage or one of the Hamilton hospitals providing input to a specific event impacting the hospitals. Key Stakeholders are notified by the Liaison Officer or an Operations Branch Coordinator and will be in the Operations Section. Key Stakeholders will relay pertinent information relating to the emergency to the Operations Chief.

Planning Section

The Planning section is responsible for collecting, evaluating and disseminating information; developing the EOC Action Plans in coordination with other functions; maintaining all EOC documentation and anticipating the long-range planning needs of the emergency.

The Planning Section works closely with the EOC Management Team to ensure

that information is shared effectively and results in an efficient planning process to meet the needs of the incident.

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┌─────────────────────────┐
│ Planning Section Chief  │
└─────────────────────────┘
        ├── Situation Unit
        │         └── GIS Mapping Unit
        ├── Documentation Unit
        │         └── Scribe/Event Board
        ├── Advanced Planning Unit
        ├── Demobilization Unit
        ├── Recovery Unit
        └── Technical Specialists Unit
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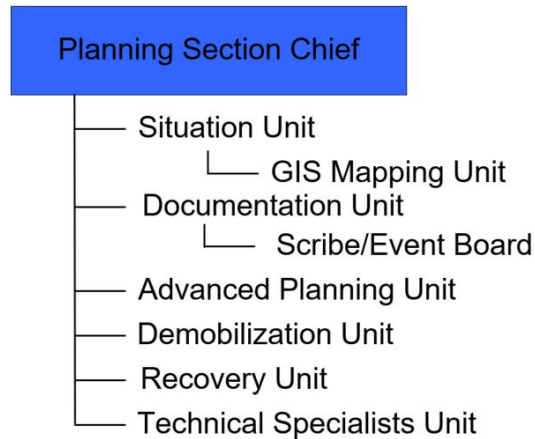
Planning Section Chief

- Staffs and manages the Planning Section ensuring appropriate personnel, equipment, and supplies.

- Prepares for and participates in EOC Management Team meetings.

- Prepares and distributes the EOC Action Plan.

Situation Unit

- Oversees the collection, organization, validation and analysis of emergency situational information.

- Assists in the development of the EOC Action Plan.

- Monitors the completion status of EOC Action Plan objectives and tasks.

- Oversees the GIS Mapping Unit that is responsible to ensure all maps contain current and accurate information.

Advance Planning Unit

- Reviews and assesses information sources to anticipate potential future impacts of an incident.

- Develops plans consisting of possible response and recovery related issues that are likely to occur beyond the next operational period.

Documentation Unit

- Collects, organizes, reproduces, distributes and files all completed

incident-related forms including EOC Position Logs, EOC Action Plans, etc.

- Oversees the Scribe/Event Board Unit who scribes the EOC Management Team Meetings, drafts the EOC Action Plan for approval by the Planning Chief and then the EOC Director, and maintains the Event and Status Boards.
- May scribe for other positions as required.

Demobilization Unit

- Reviews pertinent EOC documentation and develops the Demobilization Plans for the EOC.
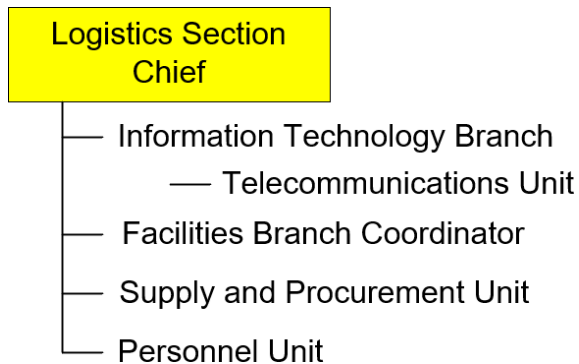
Recovery Unit

- Oversees the transition from response to recovery.

- Assesses the requirements for community and individual recovery.

- Identifies immediate short-term relief efforts that will initiate and speed recovery for an affected area.

- Identifies long-term actions to restore local services to pre-incident conditions.

Technical Specialists Unit

- Obtains and manages technical specialists required for specialized, technical observations and recommendations within the EOC.

Logistics Section

The Logistics Section is responsible for ensuring that the EOC is operational; and providing facilities, services, personnel, equipment and materials.

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┌─────────────────┐
│ Logistics Section│
│     Chief        │
└─────────────────┘
      ├── Information Technology Branch
      │      ── Telecommunications Unit
      ├── Facilities Branch Coordinator
      ├── Supply and Procurement Unit
      └── Personnel Unit
```

Logistics Section Chief

- Staffs and manages the Logistics Section

- Arranges for facilities, services, personnel, equipment and materials to support all aspects of the response and recovery efforts

- Prepares for and participates in EOC Management Team meetings.

- Arranges for food and refreshments for EOC personnel.

Information Technology Branch

- Ensures communications and computer systems are provided, supported and maintained within the physical EOC, for virtual activation, and at other facilities utilized for emergency response activities.

- Oversees the Telecommunications Unit that is responsible for the use of radio telecommunications and telephony at the EOC and other emergency sites/locations.

Facilities Branch Coordinator

- Ensures that the EOC and other facilities have required resources during the response effort.

- Secures access to facilities and provides the staff, furniture, supplies and materials necessary to configure the facilities in a manner adequate to accomplish the EOC Action Plan objectives.

Supply and Procurement Unit

- Oversees the acquisition and allocation of supplies, materials or equipment not normally provided through mutual aid or normal department/agency channels.

- Clarifies and verifies requests to ensure accuracy and efficiency, communicating directly with suppliers/vendors and coordinating shipping/delivery arrangements.

- Coordinates resource tracking with the Operations and Logistics Sections.

- Tracks resources on a resource status board or other tracking or display system.
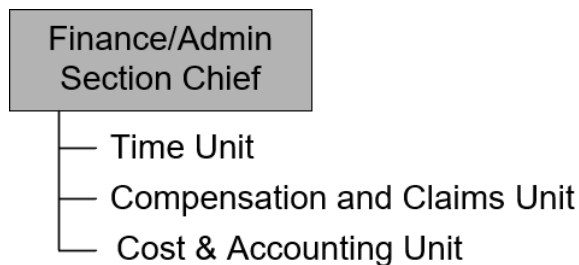
- Develops service agreements and/or contracts and oversees the purchasing processes.

Personnel Unit

- Coordinates staffing arrangements and tracks staffing assignments.

- Oversees worker care, feeding, credentialing (verification and identification) for volunteers, temporary employees, contractors, etc.

- Manages requested and convergent volunteers.

Finance and Administration Section

The Finance and Administration section is responsible for financial activities and other administrative functions.

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┌─────────────────┐
│ Finance/Admin   │
│ Section Chief   │
└─────────────────┘
    ├── Time Unit
    ├── Compensation and Claims Unit
    └── Cost & Accounting Unit
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Finance & Administration Section Chief

- Staffs and manages the Finance and Administration Section ensuring the appropriate personnel, equipment, and supplies.

- Prepares for and participates in EOC Management Team meetings.

Time Unit

- Tracks and reports personnel hours worked.

- Prepares forms, reports and statistical data for worker time.

Compensation & Claims Unit

- Ensures 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.

Cost & Accounting Unit

- Collects all cost information, reviews invoices, statements and other vendor documents, and reports on consolidated cost estimates.

4. Emergency Plan Supporting Documents

4.1. Emergency Notification Procedure

The Emergency Notification Procedure outlines the process for notification of EOC personnel to place them on alert or request that they respond to an emergency.

4.2. Emergency Information Plan

This document outlines the flow of emergency communications from City departments and agencies to media outlets, City employees, businesses and residents. This includes the release of information to the media and public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with City staff are also outlined.

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

4.3. Emergency Operations Centre Position Checklists

The position checklists further define the roles of EOC positions outlined in the City's Emergency Plan. They provide detailed information to enable EOC responders to fulfill their responsibilities in managing an emergency situation.

4.4. Emergency Social Services Plan

The aim of the Emergency Social Services (ESS) Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Hamilton during any emergency. This response includes both City staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

4.5. Evacuation Centre Plan

This plan outlines how an evacuation centre will be opened, set up and operated in the City of Hamilton. It establishes operational responsibilities and reporting structures for City staff and community partner agencies in operating an evacuation centre to deliver emergency social services.

4.6. Public Health Emergency Plan

The purpose of this plan is to make provisions for the efficient administration, coordination and implementation of response measures by Public Health Services. This plan executed correctly aims to protect the health, safety and environment of the

residents of Hamilton during an emergency by identifying a governance structure, roles and responsibilities, standard response goals, and coordinating the emergency response with partner agencies.

4.7. Mass Casualty Incident Response Plan

This document provides a general overview of roles and responsibilities of City departments and support agencies in response to mass casualties. The purpose of this Mass Casualty Incident Response Plan is to provide a plan of action for an efficient activation and response of agencies to a Mass Casualty Incident (MCI) where the number of patients or victims involved exceeds available resources, equipment, and facilities.

4.8. Reunification Phone Line Procedure

The purpose of the Reunification Phone Line Procedure is to provide friends/family of emergency casualties with a phone line to report information on missing persons. This information will be recorded in order to facilitate the exchange of information between health care facilities, Police Services and friends/family.

5. Emergency Plan Review and Maintenance

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

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

5.1. Plan Training

The Emergency Management Coordinators will provide annual training on the implementation of the Emergency Plan to municipal employees.

5.2. Plan Testing

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

5.3. Plan Distribution

The Emergency Plan will be provided electronically to the EMPC, EOC personnel, and Emergency Management Ontario. Partner agencies and other organizations can receive the Emergency Plan upon request. The Emergency Plan is also available on the City of Hamilton website.