

Authority: Item 9, Emergency & Community
Services Committee
Report 08-013(HES08016)
CM: October 29, 2008

Bill No. 269

CITY OF HAMILTON

BY-LAW NO. 08-269

To Amend By-law No. 05-105 to Provide for a Revised Emergency Plan

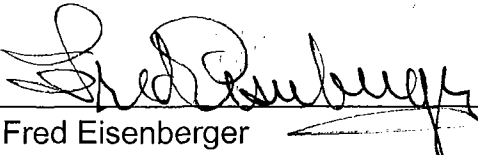
WHEREAS Council deems it necessary to revise and update the Emergency Plan for the City of Hamilton, being Schedule B to the Emergency Management Program By-law No. 05-105, as a result of the annual review of the plan;

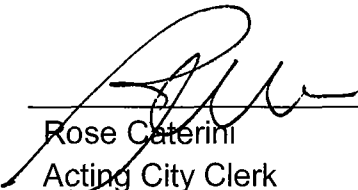
AND WHEREAS Council may enact a by-law to adopt an emergency plan under section 3 of the *Emergency Management and Civil Protection Act, R. S. O. 1990, chapter E.9*;

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

1. That Schedule "B" to By-law No. 05-105 be repealed and replaced with the Emergency Plan attached to and part of this by-law.
2. This by-law comes into force and effect on the date of enactment.

PASSED and ENACTED this 12th day of November, 2008


Fred Eisenberger
Mayor


Rose Caterini
Acting City Clerk



Hamilton

CITY OF HAMILTON MUNICIPAL EMERGENCY PLAN

Enacted under:

By-Law 05-105

April 27th, 2005

REVISED: 22/10/2008

Hamilton Emergency Services – Emergency Management
City of Hamilton
Station 4, 729 Upper Sherman Avenue
Hamilton, Ontario
Canada L8V 3M7

Table of Amendments

| No. | Date | Amendments / Additions | Replaces | Notes |
|-----|------------|--|--|---|
| 1. | 26/06/2008 | Amended Sections: 1.2, 1.4, 14 | | Now have EMPC guiding the Emergency Management Program. |
| 2. | 26/06/2008 | Amended Sections: 4.1.2, 4.2.2, 4.2.3 | | Change to EOC layouts, no assistant CEMC position |
| 3. | 26/06/2008 | Amended Sections 5, 6, 7 | | Minor changes: new evacuation Annex, updating titles, changes in EI positions |
| 4. | 26/06/2008 | Amended Section 13 and Annex 7 | | Updating of EI positions |
| 5. | 26/06/2008 | Amended Appendix 1 | | Updating EOC locations |
| 6. | 26/06/2008 | Amended Appendix 3 | | Updating contact info for provincial ministries |
| 7. | 26/06/2008 | Amended Annex 1 | | Delete reference to EOC locations |
| 8. | 26/06/2008 | Amended Annex 4 | | |
| 9. | 26/06/3008 | New Annex 2: Evacuation Roles and Responsibilities | Annex 2: Emergency Operations Centre Layout (deleted). | EOC information now in EOC manuals for each location. |
| 10. | 26/06/2008 | Amended Annex 9 | | Updating titles and EI information |
| 11. | | | | |
| 12. | | | | |
| 13. | | | | |
| 14. | | | | |
| 15. | | | | |
| 16. | | | | |

List of Abbreviations

| | |
|------|--|
| CEMC | Community Emergency Management Coordinator |
| DEOC | Departmental Emergency Operations Centre |
| ECG | Emergency Control Group |
| ESC | Emergency Site Co-ordinator |
| ESG | Emergency Support Group |
| EOC | Emergency Operations Centre |
| EMO | Emergency Management Ontario |
| EMPC | Emergency Management Program Committee |
| EMS | Emergency Medical Services |
| HES | Hamilton Emergency Services |
| HIRA | Hazard Identification and Risk Assessment |
| MOH | Medical Officer of Health |
| PIO | Public Information Officer |
| PIB | Public Information Bureau |
| PIC | Public Information Co-ordinator |

Table of Contents

| | | |
|------------|--|----------|
| 1.0 | Overview | 1 |
| 1.1 | Executive Summary | 1 |
| 1.2 | Legislation..... | 2 |
| 1.3 | Plan Definition..... | 2 |
| | 1.3.1 Format..... | 3 |
| 1.4 | Amending Formula..... | 3 |
| 2.0 | Introduction | 4 |
| 2.1 | Aim..... | 4 |
| 2.2 | Primary Responsibility..... | 4 |
| 2.3 | Definition of an Emergency | 4 |
| 2.4 | Activation of the Emergency Plan | 4 |
| 2.5 | Potential Hazards..... | 4 |
| 3.0 | Emergency Notification Procedure | 6 |
| 3.1 | Reporting an Emergency | 6 |
| 3.2 | Activation Authority | 6 |
| 3.3 | Administration of the Emergency Notification Procedure | 6 |
| 3.4 | Emergency Notification Procedure..... | 6 |
| 3.5 | Internal Departmental Notification Procedure | 7 |
| 3.6 | Emergency Notification Levels..... | 7 |
| | 3.6.1 Full Notification..... | 7 |
| | 3.6.2 Partial Notification | 7 |
| | 3.6.3 Alert Notification | 7 |
| 4.0 | Emergency Operations Centre | 8 |
| 4.1 | EOC Facilities | 8 |
| | 4.1.1 Emergency Control Group Meeting Room..... | 8 |
| | 4.1.2 Emergency Support Group Meeting Room(s) | 9 |
| | 4.1.3 Registration and Security | 10 |
| 4.2 | EOC Working Groups | 11 |
| | 4.2.1 Emergency Control Group (ECG)..... | 11 |
| | 4.2.2 Emergency Support Group (ESG)..... | 11 |
| | 4.2.3 EOC Operations Staff..... | 11 |
| 4.3 | ECG Business Cycle..... | 12 |
| | 4.3.1 An Example – 1 Hour Duration..... | 12 |
| | 4.3.2 Figure 4.3.2 Meeting Cycle Diagram | 12 |

4.4 Emergency Control Group Meetings 13

4.5 Emergency Operations Centre Location 13

5.0 Emergency Control Group 14

5.1 Composition 14

5.2 Group Responsibilities 14

5.3 Individual Responsibilities 16

5.3.1 Mayor 16

5.3.2 City Manager 16

5.3.3 Chief of Police Service 17

5.3.4 General Manager Emergency Services / Fire Chief 18

5.3.5 Medical Officer of Health 19

5.3.6 General Manager Community Services..... 20

5.3.7 General Manager Corporate Services 21

5.3.8 General Manager Public Works..... 22

5.3.9 Lead, Human Resources 23

5.3.10 General Manager Planning & Economic Development 24

5.3.11 Public Information Co-ordinator (PIC)..... 24

5.3.12 Community Emergency Management Co-ordinator 25

5.3.13 Horizon Utilities Corporation..... 26

6.0 Emergency Support Group 27

6.1 Composition 27

6.2 Group Responsibilities 27

6.3 Individual Responsibilities 28

6.3.1 Public Information Officer(s) 28

6.3.2 Emergency Medical Services 29

6.3.3 Fire Services 30

6.3.4 Police Services 30

6.3.5 Public Health Services..... 31

6.3.6 Community Services..... 31

6.3.7 Public Works - Water and Wastewater 31

6.3.8 Public Works – Energy, Fleet and Facilities 32

6.3.9 Public Works - Waste Management 32

6.3.10 Public Works - Transit 33

6.3.11 Public Works - Operations and Maintenance 33

6.3.12 Public Works - Capital Planning and Implementation..... 33

6.3.13 Planning and Economic Development - Structural Integrity..... 34

6.3.14 CAER (Community Awareness and Emergency Response) 34

6.3.15 Horizon Utilities Corporation..... 35

- 6.3.16 Human Resources..... 35
- 6.3.17 Information Technology 35
- 6.3.18 Corporate Services – Finance 35
- 6.3.19 Corporate Services – Legal 35
- 6.3.20 Corporate Services – Customer Contact Centre 36
- 6.3.21 Corporate Services – Risk Management..... 36
- 6.3.22 Ad-hoc Membership 36
- 7.0 EOC Operation Staff and Setup Team.....37**
 - 7.1 Composition 37
 - 7.2 Group Responsibilities 37
 - 7.3 Individual Responsibilities 37
 - 7.3.1 Amateur Radio 37
 - 7.3.2 Community Emergency Management Co-ordinator 38
 - 7.3.3 City Clerk..... 38
 - 7.3.4 Geographical Information Systems (GIS)..... 39
 - 7.3.5 Information Technology Services 39
 - 7.3.6 Security 40
 - 7.3.7 Telecommunications Co-ordinator..... 40
- 8.0 Emergency Site Coordination41**
 - 8.1 Operational Concept 41
 - 8.2 Emergency Site Coordination Team 41
 - 8.3 Emergency Site Co-ordinator..... 41
 - 8.4 Authorities of the Emergency Site Co-ordinator 41
 - 8.5 Responsibilities of the Emergency Site Co-ordinator 42
 - 8.6 On-site Media Spokesperson 42
 - 8.6.1 The Emergency Site Diagram 8.6.1 43
- 9.0 Declaration of an Emergency.....44**
 - 9.1 Action Prior to the Declaration of an Emergency 44
 - 9.2 Declaring an Emergency 44
 - 9.3 Authority to Declare an Emergency..... 44
 - 9.4 Notification of Declaration of Emergency 44
- 10.0 Terminating an Emergency Declaration46**
 - 10.1 Prior to Terminating an Emergency Declaration 46
 - 10.2 Authority to Terminate an Emergency Declaration..... 46
 - 10.3 Notification of Termination of an Emergency Declaration 46
- 11.0 Assistance – Other Agencies.....47**

- 11.1 Ontario Provincial Police 47
- 11.2 Conservation Authorities 47
- 11.3 District School Boards / Boards of Education..... 47
- 11.4 Hospital Administration 48
- 11.5 Utility Suppliers 48
- 12.0 Assistance – Provincial and Federal49**
 - 12.1 Requesting Assistance..... 49
 - 12.2 Federal Assistance..... 49
 - 12.3 Provincial Assistance 49
- 13.0 Emergency Public Information51**
 - 13.1 Operational Concept 51
 - 13.2 Emergency Public Information Team 51
 - 13.3 Public Information Co-ordinator 51
 - 13.4 Municipal Media Spokesperson 52
 - 13.5 On-Site Media Spokesperson 52
 - 13.6 Public Information Bureau Co-ordinator 52
 - 13.7 Media Centre Co-ordinator..... 53
- 14.0 Plan Maintenance & Testing54**
 - 14.1 Plan Maintenance 54
 - 14.2 Annual Review 54
 - 14.2.1 Major Revisions 54
 - 14.2.2 Minor Revisions 54
 - 14.3 Emergency Notification Form / List 55
 - 14.4 Plan Distribution..... 55
 - 14.5 Agency Responsibility..... 55
 - 14.6 Testing the Emergency Plan 55
 - 14.6.1 Annual Exercise 55
 - 14.6.2 Exercises 56
 - 14.7 Testing the Emergency Notification Procedure 56
 - 14.8 Maintaining Telecommunications and Electronic Equipment & Training..... 56
 - 14.9 Portable Radio, Voice Training 56
 - 14.10 Internal Organization Plans & Procedures 56
 - 14.11 Budgeting / Financial Obligations..... 56
- Appendix 1: Emergency Operations Centre LocationsAP1-6**
- Appendix 2: Emergency Notification ListAP2-1**

| | |
|--|--------------|
| Appendix 3: Contact List for Outside Agencies | AP3-1 |
| Appendix 4: Vital Resource Directory | AP4-1 |
| Appendix 5: Emergency Management Structure | AP5-1 |
| Appendix 6: Plan Distribution | AP6-1 |
| Annex 1: Emergency Notification Procedure | AN1-1 |
| Annex 2: Evacuation Annex..... | AN2-1 |
| Annex 3: Declaration of Emergency Form | AN3-1 |
| Annex 4: Termination of Emergency Form | AN4-1 |
| Annex 5: Volunteer Registration Form | AN5-1 |
| Annex 6: Internal Departmental Procedures | AN6-1 |
| Annex 7: Emergency Public Information Plan | AN7-1 |
| Annex 8: Emergency Overtime Policies & Forms..... | AN8-1 |
| Annex 9: Emergency Response Sub-Plans..... | AN9-1 |

1.0 Overview

1.1 Executive Summary

This document, The Municipal Emergency Plan for the City of Hamilton, has been prepared to provide key officials, agencies and departments, within the City of Hamilton a general guideline for responding to emergencies, and an overview of their collective as well as individual roles and responsibilities during an emergency. The focus of this Emergency Plan centres on the provision of appropriate and co-ordinated emergency response efforts from city departments.

For this Emergency Plan to be effective, all participating agencies and departments must be familiar with its provisions and contents.

As municipal officials, departments and corporate structures may change over time; the information contained within this plan should be reviewed and maintained on a regular basis in order for it to remain effective, appropriate and up to date.

The main body of the plan describes the general principles of Hamilton's response and the roles and responsibilities that are related to this response. This portion of the plan is a public document.

A series of appendices and annexes following the main body include specific contact and resource information vital to effective response. Due to confidentiality reasons, this portion of the plan is not to be made public and should only reside with the owner of the document.

1.2 Legislation

The Emergency Management and Civil Protection Act is the legal authority for this plan.

The *Emergency Management and Civil Protection Act* requires each municipality to develop, implement, and maintain an emergency management program.

The Emergency Management and Civil Protection Act states that:

“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 action and make 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.” [Section 4 (1)]

The *Emergency Management and Civil Protection Act* specifically requires a municipality to have an emergency response plan. Emergency Management Ontario considers a “plan” approved once two conditions have been met:

- 1) A by-law is passed authorizing the community’s emergency response plan.

The City of Hamilton’s Municipal Emergency Plan has been enacted under Hamilton By-law 05-105 on April 27th, 2005.

and

- 2) The plan’s content is approved by members of the community’s emergency management program committee.

Regular exercise and assessment will be conducted to ensure the arrangements embodied in this plan are kept current, that all personnel are kept familiar with its provisions and that the content reflects international best practices. City of Hamilton general managers should likewise develop, implement, and maintain emergency management programs that define departmental procedures and arrangements for responding to a municipal emergency.

1.3 Plan Definition

The “plan” means a plan formulated pursuant to City of Hamilton Emergency Management Program By-Law; governing the provision of necessary services during an emergency and the procedures under and manner in which employees of the City of Hamilton and other persons will respond to an emergency.

1.3.1 Format

This main body of this plan identifies the membership, roles and responsibilities of the City of Hamilton *Emergency Control Group (ECG)* and *Emergency Support Group (ESG)* and the authority and manner under which this body plans to respond to an emergency in the municipality. This portion of the plan is a public document.

A series of appendices following the main body include specific contact and resource information vital to effective response. Due to confidentiality reasons, this portion of the plan is not to be made public and should only reside with the owner of the document.

1.4 Amending Formula

Amendments to this plan are recommended to the Emergency Management Program Committee by and through the Community Emergency Management Co-ordinator (CEMC). The EMPC, upon review of proposed changes may accept, reject or modify such changes.

EMPC approved changes to the main body of the plan will be presented to Hamilton City Council for approval.

EMPC approved changes to Appendices and Annexes and minor changes to the plan stand as amended by the EMPC.

2.0 Introduction

2.1 Aim

The aim of this plan is to make provision for the efficient administration, co-ordination and implementation of the 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.

2.2 Primary Responsibility

Whenever an emergency occurs or threatens, the initial primary responsibility for providing immediate assistance and control rests with the responding emergency services organization or municipal service department.

2.3 Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies/departments such as fire, police, emergency medical services, health, etc.

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9, defines an emergency as:

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

2.4 Activation of the Emergency Plan

This Plan is implemented upon activation of *Annex 1: Emergency Notification Procedure*. Activation and implementation of the Emergency Plan does not, in itself, constitute an Emergency Declaration.

2.5 Potential Hazards

The Emergency Management Program has identified and analysed all realistic hazards that may occur in Hamilton and assessed them in terms of frequency, or likelihood, of occurrence and magnitude of consequence, or impact.

The following is the resulting list of Hazard Identification and Risk Assessment (HIRA) events:

| Rank | Event | Example |
|-------------|-----------------------------|---------------------------------------|
| 1 | Chemical Spill - Fixed Site | Tank burst at petrochemical company |
| 2 | Chemical Spill - En Route | Train derailment with hazardous spill |
| 3 | Water (health) Emergencies | Contaminated water supply |
| 4 | Health Emergencies | Epidemic / pandemic |
| 5 | Terrorism | Mass hostage / political situation |
| 6 | Civil Disorder | Rioting |
| 7 | Violent Wind Event | Tornadoes, Hurricanes |
| 8 | Explosion / Fire | Gasoline tank, natural gas pipeline |
| 9 | Transportation Accidents | Mass accident, fog conditions |
| 10 | Special Events | World cycling |

3.0 Emergency Notification Procedure

3.1 Reporting an Emergency

A responding agency or municipal department is likely to be the first on site authority to an emergency. The ranking officer for fire, police, EMS or a senior municipal official (or their designate) should personally assume control at the site of an emergency or arrange for someone on-site to take charge immediately until an Emergency Site Co-ordinator (ESC) is appointed (*Section 8.3*).

If, in the judgement of the senior on-site official, the situation requires a more co-ordinated response or that resources are required beyond their immediate control, the senior on-site official must contact their most senior departmental official, in accordance with any existing departmental reporting procedure.

The ECG may only be activated by members of the ECG or their alternates as listed in the most current notification list

On receipt of an official message from a member of the ECG, the Hamilton Police Communications Staff will implement the procedure by notifying members in the order they appear in *Appendix 2: Emergency Notification List*.

3.2 Activation Authority

Any member of the Emergency Control Group (section 5.0, page 14) has the authority to activate the Emergency Notification Procedure (*Annex 1: Emergency Notification Procedure*) by contacting the Hamilton Police Communications Staff Supervisor.

3.3 Administration of the Emergency Notification Procedure

Hamilton Police Communications Staff is responsible for initially notifying members of the Emergency Control Group (ECG) and members of the Emergency Support Group (ESG), and instructing them to respond to the Emergency Operations Centre (EOC) or on “Alert” for an impending situation.

3.4 Emergency Notification Procedure

Emergency notifications are conducted by telephone and co-ordinated by Police Communications Staff. All Emergency Control Group, Emergency Support Group members and EOC Operations Staff will be contacted in accordance to *Annex 1: Emergency Notification Procedure* of this Plan.

The list of contact names and numbers for both the ECG and ESG are attached as *Appendix 2: Emergency Notification List* of this plan.

IT IS THE RESPONSIBILITY OF EACH DEPARTMENT OR AGENCY TO NOTIFY THE COMMUNITY EMERGENCY MANAGEMENT COORDINATOR OF ANY CHANGES TO THEIR PERSONNEL OR DEPARTMENT THAT AFFECTS THIS EMERGENCY PLAN.

3.5 Internal Departmental Notification Procedure

All internal departmental notification procedures should be followed in accordance with the individual departmental notification procedure. Each department shall insert their own internal department notification procedure in *Annex 6: Internal Departmental Procedures* of this plan.

This notification procedure must include any external stakeholders with whom the department has established links related to preparedness, response and recovery from an emergency.

3.6 Emergency Notification Levels

The threat of an emergency situation developing or the potential for such a situation to change or develop in severity may require different levels of Emergency Notification. The three Emergency Notification Levels at which emergency personnel can be alerted are:

3.6.1 Full Notification

When the Police Communications Supervisor is directed to carry out a “Full Notification”, all members of the Emergency Control Group, Emergency Support Group and the EOC Operations Staff will be notified and instructed to respond to the Emergency Operations Centre at a given time.

3.6.2 Partial Notification

In a “Partial Notification”, only selected members of the Emergency Control Group, Emergency Support Group and the EOC Operations Staff are notified and instructed to respond to the Emergency Operations Centre at a given time.

3.6.3 Alert Notification

In an “Alert Notification” all, or selected members, of the Emergency Control Group, Emergency Support Group and the EOC Operations Staff, as designated by the Emergency Control Group Member are notified. An Alert Notification may be used if there is an emergency situation developing or the threat of an emergency occurring which does not yet merit assembling members of the above groups.

4.0 Emergency Operations Centre

The Emergency Operations Centre (EOC) is where the Emergency Control Group, the Emergency Support Group and other support personnel assemble to share information, evaluate options and make decisions regarding the response to the emergency, and provide support to the emergency site.

The City Manager is responsible for co-ordinating all operations within the Emergency Operations Centre.

4.1 EOC Facilities

The Emergency Operations Centre has the following facilities:

- **Emergency Control Group Meeting Room** - a secure room for the ECG to conduct sensitive meetings equipped with network capabilities;
- **Emergency Support Group Meeting Room(s)** - a meeting room(s) for the ESG with appropriate voice radios, phones, faxes, access to a photocopier, cable television, printers and computers connected to the corporate network;
- **Registration and Security Area** – an area dedicated to registering the EOC attendees and providing security to the facility;
- **Personal Needs** - appropriate comfort facilities including washrooms, quiet areas, kitchen facilities and showers;
- **Parking** - adequate parking for all staff;
- **Media Access** - access to an appropriate Media Information Centre with Press Conference area; and,
- **Back Up Power** - an adequate back-up power supply permitting the EOC to fully function without a municipal power supply.

4.1.1 Emergency Control Group Meeting Room

The Emergency Control Group meeting room is a secure board room or chambers where the control group can conduct business cycle meetings to address the current situation and mitigate the emergency. This room is to be free of distractions and limited to the City's top decisions makers, their supporting personnel and invited members.

The Emergency Control Group Meeting Room contains the following:

- sufficient tables and chairs for all present;
- an accurate clock, synchronized with all other EOC clocks;
- maps of suitable scale for depicting and updating emergency operations;
- a visual board for logging emergency operations status, key decisions and other information;
- devices for recording the Emergency Control Group Meetings;

- a computer and LCD projector to display emergency log information;
- a television and VCR for media updates for the Corporate Communications / Public Information Co-ordinator;
- a computer for taking minutes of the ECG meetings;
- GIS capabilities, (including laptop and LCD projector):
- EOC.net
- whiteboard;
- maps;
- printer and,
- all necessary stationary requirements and office supplies for those present to take notes and record information.

A complete description and listing of all EOC tools, equipment and resources is outlined in the EOC manual for each EOC location.

ACCESS:

- | | |
|--|-------------|
| • Emergency Control Group members | Section 5.0 |
| • ECG alternates listed in the notification logs | Appendix 2: |
| • ECG supporting personnel (scribes) | Signed in |
| • EOC Operations Staff | Section 7.0 |
| • ECG Invited members (ad hoc) | Signed in |

Registration / badges are required. All other wishing to enter the ECG meeting room must be signed in or escorted in by an existing ECG member.

4.1.2 Emergency Support Group Meeting Room(s)

While the ECG is engaged in meetings, they will require “Support Staff” to collect information, relay information and convey decisions/actions taken by the ECG members. Therefore, the Emergency Support Group Meeting Room(s) must be in close proximity to the Emergency Control Group Meeting Room.

The Emergency Support Group Meeting Room(s) contains the following:

- sufficient tables and chairs for all present;
- an accurate clock, synchronized with all other EOC clocks;
- maps of suitable scale for depicting and updating emergency operations;
- all necessary phones, portable voice radios, fax machines, printers and computers connected to the corporate network required to communicate with others outside the Emergency Operations Centre, at the Emergency Site or elsewhere;
- televisions and a VCR for media monitoring;
- extra portable radios:

- Amateur Radio;
- whiteboards;
- GIS capabilities (including laptop and LCD projector)
- EOC.net display; and,
- all necessary stationery requirements and office supplies for those present to take notes and record information.

A complete description and listing of all EOC tools, equipment and resources is outlined in the EOC manual.

ACCESS:

- | | |
|--|-------------|
| • Emergency Control Group Members | Section 5.0 |
| • Emergency Support Group Members | Section 6.0 |
| • ESG alternates listed in the notification logs | Appendix 2: |
| • ECG alternates listed in the notification logs | Appendix 2: |
| • ECG & ESG supporting personnel (scribes) | Signed in |
| • EOC Operations Staff | Section 7.0 |
| • ESG Invited members (ad hoc) | Signed in |

Registration / badges are required. All other wishing to enter the ESG meeting room must be signed in or escorted in by an existing ECG or ESG member.

4.1.3 Registration and Security

Once the EOC has been activated, the facility must be made secure and all personnel attending the EOC must sign in and out. All personnel entering the EOC must report to registration and be duly registered. Only the following persons are normally allowed into the facility:

- Emergency Control Group members and their alternates,
- Emergency Support Group members and their alternates,
- EOC Operations Staff and their alternates,
- Hamilton Police personnel for facility security,
- City supplied private security,
- Members at large specifically invited by ECG members.

The following are **NOT** normally allowed into the EOC:

- Members of any media group,
- Members of City Council,
- Members of the public,
- Any persons without direct business with EOC operations.

4.2 EOC Working Groups

Personnel in the Emergency Operations Centre are broken into three separate groups: the Emergency Control Group, the Emergency Support Group and the EOC Operations Staff. Each group is discussed below:

4.2.1 Emergency Control Group (ECG)

The Emergency Control Group consists of the Mayor of Hamilton, the City Manager and the heads of all City departments, selected agencies and community partners. The ECG is responsible for leading, managing and coordinating City's emergency response and recovery activities as well as ensuring the continuing operations of municipal government.

Membership, roles and responsibilities of the ECG are fully detailed in Section: 5.0 - *Emergency Control Group*, on page 14.

4.2.2 Emergency Support Group (ESG)

Each member of the Emergency Control Group will designate any required support staff from within their own department, agency or service, to assist their Emergency Control Group member as required from within the Emergency Support Group Meeting Room(s). Other Emergency Support Group staff will be alerted according to their own internal departmental alerting procedure.

The Emergency Support Group is responsible for operating the telephones, voice radios, faxes, computers and relaying information to and from their Emergency Control Group member to key personnel outside the Emergency Operations Centre.

Membership, roles and responsibilities of the ESG are fully detailed in Section: 6.0 - *Emergency Support Group*, on page 27

4.2.3 EOC Operations Staff

It is the responsibility of the Emergency Management Co-ordinator to ensure EOC Support Staff are alerted / notified / committed, as necessary, to support overall operations of the EOC and its members. EOC Operations Staff may include, but is not limited to

- Amateur Radio
- Emergency Management Co-ordinator
- City Clerks
- City Facilities
- Geographical Information Systems
- Information Technology

- Security
- Telecommunications
- Administrative personnel, including; runners, recorders, administrative assistants, etc.

Membership, roles and responsibilities of the EOC Operations Staff are fully detailed in Section: 7.0- *EOC Operation Staff and Setup Team*, on page 37.

4.3 ECG Business Cycle

A business cycle is a regularly scheduled meeting that is held throughout an emergency to ensure that information is being exchanged, and that the action plan items are being implemented.

4.3.1 An Example – 1 Hour Duration

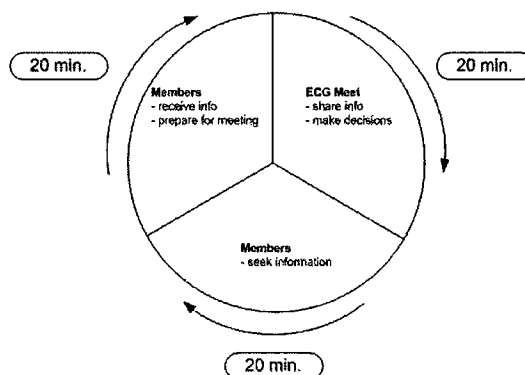
A regular meeting cycle will be an hour long. At the top of the hour the entire Emergency Control Group will meet to discuss the situation, share information and make decisions. This should take approximately 20 minutes then the meeting is adjourned.

Members of the Emergency Control Group then consult with the Emergency Support Group, on site responders and/or external agencies to see if any new information has developed. This again lasts approximately 20 minutes.

The final 20 minutes are used by the individual members of the Emergency Control Group to condense the information and prepare for the next meeting at the top of the hour.

This meeting cycle is then repeated as many times as necessary. The amount of time scheduled between each formal meeting may vary according to the severity of the emergency and needs/requirements of the Emergency Control Group.

4.3.2 Figure 4.3.2 Meeting Cycle Diagram



4.4 Emergency Control Group Meetings

When the Emergency Control Group meets according to the meeting cycle, there will be no interruptions, (unless urgent), until the meeting is concluded. When a meeting commences, all Emergency Control Group members will come to the table and each member will briefly update the group on the actions of their respective agency, identifying issues needing resolution and seeking input from the group as a whole.

The City Manager will be the chairperson to ECG meetings, while the Community Emergency Management Co-ordinator will be the facilitator. Meetings serve as an opportunity for agency updates and provide a forum for discussion between the Emergency Control Group as a whole. All Emergency Control Group Members must be present at each meeting to hear reports from, and give reports to the group as a whole.

4.5 Emergency Operations Centre Location

It is possible that the Emergency Operations Centre could be adversely affected by the emergency situation. Therefore, an Alternate Emergency Operations Centre is also available. The Primary Emergency Operations Centre will always be the preferred location.

The locations of the Primary and Alternate Emergency Operations Centre are detailed in *Appendix 1: Emergency Operations Centre Locations*.

5.0 Emergency Control Group

5.1 Composition

The Emergency Control Group (ECG) will be composed of the following municipal officials, or their designated alternates, holding the following appointments:

| | | |
|--------|---|----|
| 5.3.1 | Mayor | 16 |
| 5.3.2 | City Manager..... | 16 |
| 5.3.3 | Chief of Police Service..... | 17 |
| 5.3.4 | General Manager Emergency Services / Fire Chief | 18 |
| 5.3.5 | Medical Officer of Health | 19 |
| 5.3.6 | General Manager Community Services..... | 20 |
| 5.3.7 | General Manager Corporate Services | 21 |
| 5.3.8 | General Manager Public Works..... | 22 |
| 5.3.9 | Lead, Human Resources | 23 |
| 5.3.10 | General Manager Planning & Economic Development | 24 |
| 5.3.11 | Public Information Co-ordinator (PIC)..... | 24 |
| 5.3.12 | Community Emergency Management Co-ordinator | 25 |
| 5.3.13 | Horizon Utilities Corporation | 26 |

5.2 Group Responsibilities

The Emergency Control Group is responsible for advising the Head of Council on all actions taken to support emergency workers at the emergency site, evacuation centres or any other location where staff, people, or volunteers are working to respond to an emergency.

These actions include informing the public regarding issues of concern, issuing authoritative messages to the public through the media, providing the co-ordination and support necessary to respond to and mitigate the emergency situation, and ensuring that adequate emergency resources are maintained outside of and apart from the emergency site.

The primary role of the Emergency Control Group is to co-ordinate a multidisciplinary response to the emergency.

The collective responsibilities of the Emergency Control Group include, but are not limited to the following:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Co-ordinating all emergency support operations during and post incident.
- Calling out and/or mobilizing any agency/department/emergency responders as required.

- Co-ordinating and directing agency/department service providers, and ensuring that all actions taken to mitigate the emergency are conducted, and are not contrary to law.
- Ensuring adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site.
- Appointing an Emergency Site Co-ordinator or multiple Emergency Site Co-ordinators from the lead emergency response agencies.
- Ensuring that the Emergency Site Team establishes an inner and outer perimeter around the emergency site.
- Advising the Head of Council regarding making an emergency declaration if warranted and ensuring that all required are informed of any emergency declaration made by the Head of Council.
- Ensuring the Emergency Site Team disperse and/or remove any people not involved in emergency operations, who are in danger, or whose presence hinders emergency operations being carried out by the Emergency Site Team.
- Deciding whether to evacuate any area within the Municipality and coordinating such evacuation.
- Coordinating the repopulation of evacuated areas in the event of an evacuation.
- Ensuring the discontinuation of any service or utility without reference to any consumer, where continuation of such service constitutes a hazard to emergency operations or public safety.
- Collecting and disseminating information on the emergency and providing factual information to officials involved in emergency operations, the news media and the general public through the establishment of a Public Information Bureau conducted through the Customer Contact Centre.
- Authorizing any expenditure required for emergency operations, emergency humanitarian aid and the preservation of the life, health and safety of anyone involved in or adversely affected by the emergency.
- Requesting assistance from other governmental departments/agencies, volunteer organizations, the private sector or the general public.
- Consulting with appropriate provincial and federal government ministries, agencies, departments, etc. for the provision of information, resources and or advice, as necessary.
- Ensuring that administrative staff maintain a record of actions taken and decisions made by the Emergency Control Group during the emergency.
- Advising the Head of Council when and why to terminate an emergency declaration and ensuring that all required are informed of the termination of any emergency declaration.
- Determining if an Emergency Recovery Committee needs to be established, and if so, determining the chair and composition of that committee, along with its reporting structure.

- Ensuring ESG members within their department are kept informed of ECG decisions and requests for action in a timely manner.
- Maintaining a log outlining communications and actions taken by their agency, participating in a post emergency debriefing and providing necessary information to assist the Community Emergency Management Co-ordinator in the preparation of a report on the emergency, upon request.
- Unanimously decide to terminate the emergency and develop an action plan to terminate all operations related to the emergency and the Emergency Operations Centre.

5.3 Individual Responsibilities

5.3.1 Mayor

Should the Mayor not be available, the Deputy Mayor assumes the role and responsibilities of Mayor in an emergency situation.

The Mayor is ultimately responsible for all decisions and actions made by the Emergency Control Group. The Mayor is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Declaring an emergency to exist within the Municipality.
- Terminating any emergency declaration made.
- Ensuring that the media, the public and neighbouring municipal officials are kept apprised of the emergency situation, any emergency declaration made by the Municipality, and the termination of any emergency declaration made by the Municipality, in co-ordination with the Public Information Co-ordinator, and the City Manager.
- Fulfilling the role of Primary Municipal Spokesperson and conducting Media Briefings, as arranged by the Public Information Co-ordinator in consultation with the City Manager.
- Ensuring up to date information is provided to affected MPs and MPPs through the Mayor's Office.
- Attending all Emergency Control Group meetings in accordance with the "Meeting Cycle".

5.3.2 City Manager

The City Manager is the Chair of the Emergency Control Group in the Emergency Operations Centre. The City Manager is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.

- Advising the Mayor and ECG members on issues regarding Municipal policies and procedures as required.
- Ensuring that a record of issues and problems identified, resolved and yet to be resolved, is maintained throughout the emergency, through the City Clerk.
- Maintaining communications with the appointed Emergency Site Co-ordinator(s).
- Approving media releases in co-operation with the Public Information Co-ordinator and the Head of Council.

5.3.3 Chief of Police Service

The Chief of Police, (or Acting Chief of Police), is responsible for advising the Emergency Control Group regarding the protection of life, property, the provision of law and order, and advising, consulting and conducting evacuations relative to the Police Services jurisdiction. The Chief of Police is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Appointing a Police Incident Commander or “Officer in Charge”.
- Establishing ongoing communications with the Police Commander at the emergency site, with the assistance of a support person operating out of the Emergency Support Group Meeting Room.
- Liaising with Emergency Medical Services and providing an estimated number of casualties where required.
- Notifying the Coroner regarding fatalities.
- Co-ordinating all policing functions in support of the emergency site.
- Advising the Emergency Control Group regarding the most effective use of police resources in support of the emergency response at the emergency site and external to the emergency site.
- Advising and providing consultation to the Emergency Control Group on the evacuation of areas relative to the jurisdiction of the Chief of Police, as required.
- Advising and providing consultation to the Emergency Control Group on the issues of evacuation relative to the number of citizens involved and/or the size of geographic area involved, which falls under the jurisdiction of the Chief of Police.
- Assisting in the alerting of persons endangered by the emergency and co-ordinating evacuation procedures in co-operation with the Emergency Control Group.
- Selecting the initial reception centre location and communicating this location to Community Services.
- Ensuring the provision of traffic control measures to facilitate the movement of emergency vehicles and/or assist with evacuation.

- Recommending and establishing safe evacuation routes in co-ordination with the Police On-Site Commander, and other members of the Emergency Control Group.
- Providing perimeter security for the evacuation zone.
- Advising and providing consultation to the Emergency Control Group on the issue of re-population relative to the jurisdiction of the Chief of Police, as required.
- Liaising with other municipal, provincial and federal police agencies as necessary.
- Providing an Emergency Site Co-ordinator if directed by the Emergency Control Group.
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

5.3.4 General Manager Emergency Services / Fire Chief

The General Manager of Emergency Services / Fire Chief is responsible for providing the Emergency Control Group with information and advice regarding all operations associated with fire suppression, fire prevention, hazardous materials response, fire search and rescue, fire communication, fire prevention and fire equipment, the efficient and effective use of Emergency Medical Services fleet services, city emergency planning and City trunked radio resources. The General Manager of Emergency Services / Fire Chief is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Appointing a Fire Incident Commander or “Officer in Charge”.
- Establishing ongoing communications with the Fire Incident Commander at the emergency site, with the assistance of a support person operating out of the Emergency Support Group Meeting Room.
- Liaising with local hospitals and providing an estimated number of casualties where required.
- Arranging for all additional fire assistance with the Fire Marshal of Ontario and co-ordinating all mutual aid requirements.
- Determining the need for any special equipment or resources and making these needs known to the Emergency Control Group.
- Ensuring the provision of emergency resuscitation equipment, together with trained operators.
- Advising the Emergency Control Group regarding the need to evacuate structures.
- Advising and providing consultation to the Emergency Control Group on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.

- Assisting in the alerting of persons endangered by the emergency
- Advising and providing consultation to the Emergency Control Group on the issue of re-population relative to the jurisdiction of the Fire Service, as required.
- Liaising with other fire authorities, as required, and co-ordinating the participation of any other fire authorities.
- Providing an Emergency Site Co-ordinator if directed by the Emergency Control Group.
- Ensuring a Telecommunications Co-ordinator is present to co-ordinate all voice radio communication functions from within the Emergency Operations Centre.
- Advising the Emergency Control Group on all matters related to emergency telecommunications and the Trunked Radio System.
- Advising the Emergency Control Group on all matters related to Emergency Medical Services (EMS) and EMS Communications.
- Ensuring that Community Emergency Management Co-ordinator is available at the Emergency Operations Centre.
- Co-ordinating the activities of Community Emergency Management Co-ordinator.
- Ensuring the appointment of an on-site Emergency Medical Services Commander.
- Liaising with the Medical Officer of Health, General Manager, Community Services, and General Manager, Public Works, regarding the organization and transfer of persons in hospitals, health care facilities, long term care facilities, and any other medically fragile persons as required.
- Ensuring there is appropriate EMS personnel and equipment to conduct triage and essential medical treatment at reception centres, as required
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

5.3.5 Medical Officer of Health

The Medical Officer of Health is responsible for providing the Emergency Control Group with information and advice on all areas of public health. The Medical Officer of Health is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Providing a senior Public Health Representative as part of the Site Management Team, as required.
- Providing an Emergency Site Co-ordinator if directed by the Emergency Control Group.
- Advising on all matters relating to public health (e.g. water, sanitation, food supply, and communicable and infectious disease).

- Coordinating a response to disease related emergencies, epidemics or mass immunization programs.
- Advising and providing consultation to the Emergency Control Group on the issue of evacuation relative to the jurisdiction of the Medical Officer of Health, as required.
- Advising and providing consultation to the Emergency Control Group on the issue of re-population relative to the jurisdiction of the Medical Officer of Health, as required.
- Consulting, as appropriate, with the Ministries of Health and Long-Term Care, Labour, and Environment, and with toxicologists to provide the Emergency Control Group with additional information that may impact on the perimeters of the affected area or management of the emergency response.
- Liaising with other municipal, provincial and / or federal public health agencies as necessary.
- Liaising with other agencies relevant to the roles and responsibilities of the Medical Officer of Health / Public Health Services set out in this plan and in legislation.
- Liaising with the General Manager, Community Services, General Manager of Emergency Services / Fire Chief, and General Manager, Public Works regarding the organization and transportation of persons in hospitals, health care facilities, long term care facilities, and any other medically fragile persons as required.
- Liaising with area hospitals, long term care facilities and Emergency Medical Services regarding areas of mutual concern.
- Liaising with the General Manager of Public Works regarding the provision of emergency potable water supplies and sanitary facilities.
- Providing advice about public health matters to the public
- Providing appropriate Public Health officials and personnel to inspect, evacuation/reception centres.
- Liaising with voluntary and private health agencies to augment and support public health resources.
- Assisting the Community Services Department in providing personal services to individuals registered at evacuation and reception centres, as required
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

5.3.6 General Manager Community Services

The General Manager, Community Services is responsible for advising the Emergency Control Group on all aspects of social assistance to individuals affected by or temporarily displaced by the emergency. The General Manager, Community Services is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Co-ordinating with the appropriate School Boards and municipal facilities regarding facilities for evacuee sheltering.
- In consultation with the Emergency Control Group, determine the need to escalate to the opening of an evacuation centre
- Designating suitable evacuation/reception centres
- Co-ordinating the opening, operation, control and supervision of evacuation/reception centres for the provision of emergency social assistance (e.g., food, clothing, shelter, personal services, financial assistance, registration & inquiry, etc.).
- Liaising with Community Care Access Centre to determine the number and location of medically fragile persons within the evacuation zone.
- Liaising with the Medical Officer of Health, General Manager of Emergency Services, and General Manager, Public Works regarding the organization and transfer of persons in hospitals, health care facilities, long term care facilities, and any other medically fragile persons
- Co-ordinating with Red Cross, the process to register all persons arriving at evacuation/reception centres and forwarding this information to a Registration and Inquiry Bureau.
- Liaising with the General Manager, Public Works to ensure transportation to reception and evacuation centres is arranged.
- Co-ordinating the participation of any community volunteer agencies (i.e. Red Cross, Good Shepherd Centre, Salvation Army) with roles to perform within their scope of operations.
- Arranging for post-emergency Critical Incident Stress Debriefings for affected citizens as required.
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

5.3.7 General Manager Corporate Services

The General Manager, Corporate Services is responsible for advising the Emergency Control Group on all matters relating to municipal finance. The General Manager, Corporate Services is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Advising the Emergency Control Group on matters related to the capabilities of the municipality to make emergency financial provisions to prepare and respond to an emergency.
- Providing direction to purchasing staff regarding purchases during an emergency, according to an Emergency Purchasing Policy.
- Ensuring that records of all expenses are maintained for future claims purposes and that expenses are paid forthwith.

- Liaising with the Provincial Ministry of Municipal Affairs & Housing regarding the Ontario Disaster Relief Assistance Program, (ODRAP), as required.
- Directing staff to reimburse persons or outside agencies for expenses incurred in areas of the municipality's responsibility only, at the direction of the City Manager and the Emergency Control Group.
- Attending all Emergency Control Group meetings in accordance with the "Meeting Cycle".

5.3.8 General Manager Public Works

The General Manager, Public Works is responsible for advising the Emergency Control Group regarding the efficient and effective use of transportation, infrastructure, road maintenance, forestry operations, municipal facilities, road clearing, road construction, transit, water and wastewater system, waste collection, processing and disposal operations. The General Manager, Public Works is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Providing an appropriately qualified individual for the Site Management Team at the request of the Emergency Site Co-ordinator.
- Determining the need for any special equipment or resources and recommending sources of supply to the Emergency Control Group.
- Providing specialized transportation and response equipment in support of the Emergency Site.
- Assisting in the alerting of persons endangered by the emergency.
- Providing public transit vehicles and operators for the safe transportation of evacuees and other people, as required.
- Liaising with Chief of Police and Director of Community Services to ensure the transportation of evacuees to the appropriate reception/evacuation centre on the designated evacuation routes.
- Liaise with the Medical Officer of Health, General Manager, Emergency Services, and General Manager, Community Services regarding the organization and transfer of persons in hospitals, health care facilities, long term care facilities, and any other medically fragile persons as required
- Providing testing or co-ordinating laboratory services to determine the presence of airborne, waterborne or latent toxic hazards.
- Liaising with local utilities and community partners to provide special equipment, vehicles and personnel as required.
- Liaising with the Ministry of the Environment and other relevant agencies and departments with respect to environmental contamination.
- Arranging for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health.

- Liaising with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding, and acting as the Municipalities' "Flood Co-ordinator".
- Ensuring that barricades and flashers are delivered to the emergency site to establish traffic control points and emergency perimeters, as required.
- Liaising with local utilities to disconnect services that may be a hazard to emergency responders or the public and to have these services reconnected when appropriate.
- Co-ordinating the provision of specialized municipal equipment, along with trained operators to the emergency site.
- Ensuring adequate emergency water supply/pressure for effective fire suppression operations.
- Co-ordinating with the General Manager of Community Services the use of municipal facilities as evacuation/reception centres.
- Providing an Emergency Site Co-ordinator if directed by the Emergency Control Group.
- Ensuring an Emergency Operations Centre Set-Up Team is in place responsible for the set-up of the Emergency Control Group Room and set-up of the Emergency Support Group.
- Ensuring additional Security will be in place for the Emergency Operations Centre.
- Ensuring that legal and regulatory requirements are followed.
- Attending all Emergency Control Group meetings in accordance with the "Meeting Cycle".

5.3.9 Lead, Human Resources

The Lead, Human Resources is responsible for advising the Emergency Control Group on all matters related to City Staffing. The Lead, Human Resources is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Co-ordinating, prioritizing, and processing requests for municipal human resources.
- Co-ordinating offers of, and appeals for, volunteers at the direction of the Emergency Control Group.
- Establishing a "Volunteer Registration Bureau" at the direction of the Emergency Control Group, as required.
- Ensuring that Volunteer Registration Forms are available and filled out for every volunteer called upon by the Municipality during an emergency.

- Ensuring that identification cards are issued to volunteers and temporary employees where practical, in co-operation with municipal emergency planning personnel.
- Arranging for the transportation of volunteers and staff involved in the emergency, this is done in co-ordination with the General Manager of Public Works.
- Obtaining volunteer assistance from other levels of government, public and private agencies and volunteer groups outside of the municipality, where required.
- Arranging for Critical Incident Stress Debriefing Teams to respond to the needs of municipal emergency response staff and registered volunteers, during and post emergency, as required.
- Advising the Emergency Control Group on matters concerning Occupational Health and Safety of municipal employees and volunteers.
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

5.3.10 General Manager Planning & Economic Development

The General Manager, Planning & Economic Development is responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.
- Replacing the City Manager in his/her absence.

5.3.11 Public Information Co-ordinator (PIC)

In the event of an emergency the City Manager’s Communications Officer will be designated and referred to as the Public Information Co-ordinator. See Section 13: Emergency Public Information

The Public Information Co-ordinator (PIC) is responsible for advising the Emergency Control Group on all matters related to information to be presented to the public through the media, and the monitoring of information being presented by the media. The Public Information Co-ordinator is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Providing communications consultation expertise and tactics to the ECG aimed at providing emergency information and direction to the public.
- Identifying issues, concerns and misinformation that can be addressed through use of the mass media and preparing appropriate responses.

- Organizing news conferences and preparing the members of the Emergency Control Group prior to each session, as required.
- Liaising with the On-site Media Spokesperson regarding site tours and site interviews.
- Activating the Public Information Bureau and ensuring that the public is receiving the information they require and that the information received is factual and correct.
- Ensuring communication with the Public Information Bureau, regarding information to be provided to the public and information being requested by the public.
- Establishing and directing the Emergency Public Information Team (See Section 13.0: Emergency Public Information).
- Work with the Municipal Media Spokesperson regarding selection of 'experts', panel members and / or municipal representatives to address the media.
- Attending all Emergency Control Group meetings in accordance with the "Meeting Cycle".

Note: in an emergency situation the Customer Contact Centre (Call Centre) will be referred to as the Public Information Bureau.

5.3.12 Community Emergency Management Co-ordinator

The Community Emergency Management Co-ordinator acts as a facilitator to the ECG and advisor on matters regarding emergency management. The Community Emergency Management Co-ordinator is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Ensuring that the Emergency Operations Centre is set-up and operational immediately upon notification by Police Communications Staff in conjunction with both Security and Facilities staff at the EOC.
- Acting as a resource to the City Manager, and assisting him/her in fulfilling their respective duties at the Emergency Operations Centre.
- Acting as a resource to the Emergency Control Group and the Emergency Support Group regarding emergency management issues.
- Facilitating the Meeting Cycle and ensuring that the Emergency Control Group adheres to it.
- Co-ordinating with the Community Emergency Management Co-ordinator operating in the Emergency Support Group Room(s).
- Providing guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or any other location as required by the Emergency Control Group.
- Liaising with other agencies as required by the ECG.

- Assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities, as required.
- Arranging and conducting a post-emergency debriefing.
- Preparing and circulating the post-emergency debriefing report.

5.3.13 Horizon Utilities Corporation

The Horizon Utilities Corporation representative is responsible for advising the Emergency Control Group on all matters related to “their” electrical distribution system, or to act as the co-ordinating link between the Emergency Control Group and the local Electric Utility, from within the Emergency Operations Centre. The Horizon Utilities Corporation representative is also responsible for:

- Activating the Emergency Notification Procedure through Police Communications, as required.
- Notifying critical organizations, (i.e. hospitals, EMS, Public Health, etc.) of impending power outages at the direction of the Emergency Control Group.
- Discontinuing services to any consumer where it is considered in the interest of public safety at the direction of the Emergency Control Group.
- Co-ordinating with the Emergency Control Group to establish priorities for the restoration of services, and/or rotational load shedding, as required.
- Maintaining/restoring services on a priority basis where necessary and practical (i.e. Evacuation Centres, identified critical infrastructure) as determined by the Emergency Control Group.
- Providing any additional staff and equipment necessary to restore the electrical distribution system.
- Liaising with Electrical Safety Authority of Ontario for inspection services.
- Liaising with the local Hydro One for the restoration of electrical service in its service territory.
- Assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities when required
- Supervising Hamilton Utilities Corporation staff at the Emergency Operations Centre located within the Emergency Support Group Meeting Room.
- Attending all Emergency Control Group meetings in accordance with the “Meeting Cycle”.

6.0 Emergency Support Group

6.1 Composition

The Emergency Support Group (ESG) will be composed of the following municipal officials, or their designated alternates, holding the following appointments:

| | | |
|--------|--|----|
| 6.3.1 | Public Information Officer(s) | 28 |
| 6.3.2 | Emergency Medical Services | 28 |
| 6.3.3 | Fire Services | 30 |
| 6.3.4 | Police Services | 30 |
| 6.3.5 | Public Health Services | 31 |
| 6.3.6 | Community Services | 31 |
| 6.3.7 | Public Works - Water and Wastewater | 31 |
| 6.3.8 | Public Works – Energy, Fleet and Facilities | 32 |
| 6.3.9 | Public Works - Waste Management | 32 |
| 6.3.10 | Public Works - Transit..... | 33 |
| 6.3.11 | Public Works - Operations and Maintenance | 33 |
| 6.3.12 | Public Works - Capital Planning and Implementation..... | 33 |
| 6.3.13 | Planning and Economic Development - Structural Integrity | 34 |
| 6.3.14 | CAER (Community Awareness and Emergency Response)..... | 34 |
| 6.3.15 | Horizon Utilities Corporation | 35 |
| 6.3.16 | Human Resources | 35 |
| 6.3.17 | Information Technology | 35 |
| 6.3.18 | Corporate Services – Finance | 35 |
| 6.3.19 | Corporate Services – Legal | 35 |
| 6.3.20 | Corporate Services – Customer Contact Centre | 36 |
| 6.3.21 | Corporate Services – Risk Management..... | 36 |
| 6.3.22 | Ad-hoc Membership..... | 36 |

Note that not all ESG members may be called upon to attend the Emergency Support Group, even during a “Full Notification” of the EOC. Support Group members may be called in at the beginning of an emergency, for the duration of the emergency or periodically throughout the emergency at the request of the ECG. ESG membership is highly dependant upon the circumstances of the emergency event and may include members not listed in this section.

6.2 Group Responsibilities

The Emergency Support Group is comprised of municipal and/or other non-governmental officials, who may be required to advise the Mayor and the Emergency Control Group during an emergency, and to work at their direction.

Among each member’s responsibilities are:

- Collecting and disseminating information on the emergency to their respective Emergency Control Group representative,
- Ensuring emergency information and employee communications are disseminated throughout their respective departments and agencies, and
- Maintaining a log outlining communications and actions taken.

6.3 Individual Responsibilities

6.3.1 Public Information Officer(s)

In the event of an emergency the City Manager's Communications Officer will be designated and referred to as the Public Information Co-ordinator. See Section 13.0: Emergency Public Information

The communications representatives from various departments are responsible for assisting the Public Information Co-ordinator on all matters related to the provision of emergency public information for the municipality. The departmental communications representatives are also responsible for:

- At the direction of the Public Information Co-ordinator, delivering information regarding the emergency to the public through the media, Public Information Bureau, internet, telecommunications and other emergency public alert tactics as required.
- Identifying issues, concerns and misinformation that can be addressed through use of the news media and preparing appropriate responses.
- Organizing media briefings and the members of the Emergency Control Group prior to each media briefing, as required.
- Co-ordinating media site tours with the Emergency Site Co-ordinator and the On-Site Media Spokesperson(s).
- Providing relevant, up-to-date public information on the emergency to the Public Information Bureau.
- Assisting department heads with content for internal communications processes to keep city employees informed of emergency measures that may affect normal business operations.
- Activate Media Centre Plan if required.
- Activate Public Information Bureau Plan if required.
- Activate and request municipal employees and other persons to fulfil emergency communications requirements.
- Assisting the On Site Media Spokesperson(s) as required.

Note: in an emergency situation the Customer Contact Centre (Call Centre) will be referred to as the Public Information Bureau.

6.3.2 Emergency Medical Services

The Director, Emergency Medical Service or designate is responsible for advising the General Manager of Emergency Services / Fire Chief and the Emergency Control Group regarding the efficient and effective use of Emergency Medical Service fleet services, municipal emergency planning and Municipal trunked radio resources. The Director, Emergency Medical Service is also responsible for:

- Assists in ensuring that a Telecommunications Co-ordinator is present to co-ordinate all voice radio communication functions from within the Emergency Operations Centre.
- Advising the Emergency Control Group on all matters related to emergency telecommunications and the Regional Trunked Radio System.
- Advising the Emergency Control Group on all matters related to Emergency Medical Services.
- Assisting in the co-ordination of transportation, medical care and services for residents of Long Term Care Facilities, Second Level Lodging Homes, Nursing Homes, Special Care Facilities as well as bed-ridden citizens and individuals at home.
- Assist the General Manager of Emergency Services / Fire Chief in liaising with the Medical Officer of Health, and the General Manager, Community Services regarding the organization and transportation of persons in hospitals, health care facilities, long term care facilities, and any other medically fragile persons as required.
- Ensuring the appointment of an on-site Emergency Medical Service Commander has been made.
- Ensuring the provision of emergency resuscitation equipment, together with trained operators.
- Ensuring the appointment of an on-site Emergency Medical Service Commander.
- Liaising with any other Emergency Medical Services agencies at the emergency site, at evacuation/reception centres, and elsewhere, with the assistance of a support person operating out of the Emergency Support Group Meeting Room.
- Ensuring that there is appropriate Emergency Medical Service personnel and equipment to conduct triage and essential medical treatment at the emergency site, at reception/ evacuation centres or any other location as required.
- Assessing the need for on-site emergency medical services during an emergency and prioritizing available resources.
- Liaising with area hospitals for the efficient distribution of casualties through Emergency Medical Service Communications.

- Liaising with the Emergency Medical Service Commander at the emergency site regarding provision of specialized resources such as ambulance buses, crash vehicles, Medevac helicopters etc.
- Liaising and co-ordinating with volunteer emergency medical services such as St. John Ambulance.
- Liaising with the Ministry of Health regarding issues of mutual concern during and following an emergency.

6.3.3 Fire Services

The Deputy Chief, Fire (or designate: Assistant Deputy Chief/Manager of Operations) is responsible for providing the General Manager of Emergency Services/ Fire Chief with information and advice regarding all operations associated with fire suppression, fire prevention, hazardous materials response, fire search and rescue, fire communication, fire prevention and fire equipment. The Deputy Chief, Director Administration and Support Services is also responsible for:

- Establishing ongoing communications with the Fire Incident Commander at the emergency site, with the assistance of a support person operating out of the Emergency Support Group Meeting Room.
- Liaising with Emergency Medical Service, and providing an estimated number of casualties where required.
- Determining the need for any special equipment or resources and making these needs known to the Emergency Control Group.
- Ensuring the provision of emergency resuscitation equipment, together with trained operators.
- Advising the Emergency Control Group regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger.
- Advising and providing consultation to the Emergency Control Group on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- Advising and providing consultation to the Emergency Control Group on the issue of re-population relative to the jurisdiction of the Fire Service, as required.
- Ensuring the appointment of an on-site Fire Services Commander has been made.

6.3.4 Police Services

Police Services are responsible for providing the Chief of Police and the Emergency Control Group with information and advice regarding all operations associated with the protection of life and property, the prevention of crime, detection and apprehension of criminals, control of vehicular and pedestrian

traffic, assist the Coroner, investigate, advise and consult on the issues of evacuation and repopulation as it relates to the police services.

6.3.5 Public Health Services

Personnel from Public Health Services are responsible for providing support to the ECG, relaying any pertinent information to the Public Health Emergency Control Group and providing support to other Support Group Members.

Personnel from Public Health Services are responsible for providing support to the Support Group and relaying any pertinent information to the Public Health Emergency Control Group. The Public Health Emergency Control Group is responsible for all emergency response endeavours as they pertain to the mandate of the Health Protection and Promotion Act and other relevant legislation including the control of communicable disease, provision of safe food and water and provision of advice to the public on public health issues.

6.3.6 Community Services

Community Services include representatives from the following programs: Housing, Culture and Recreation, Health and Social Supports, Benefit Eligibility, and Employment and Income Support. Personnel from the respective branches will respond to the Support Group when requested by the Community Services Emergency Control Group or the General Manager of Community Services.

They are responsible for providing assistance to the Support Group and relaying information to the Social Services Emergency Control Group. The Social Services Emergency Control Group will respond to all matters relating to the provision of emergency humanitarian aid. This includes feeding, sheltering, provision of clothes, providing Critical Incident Stress Management and emergency financial assistance's for those affected by the emergency.

6.3.7 Public Works - Water and Wastewater

Water and Wastewater is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Water distribution and treatment operations
- Wastewater collection and treatment operations
- Water quality
- Operational planning
- Providing equipment for emergency pumping operations.
- Providing emergency potable water supplies and/or sanitation facilities, as requested, in consultation with the Medical Officer of Health.

- Coordinate with Capital Planning and Implementation for providing spills response expertise and advice.
- Maintaining the integrity of the municipal sewage and water systems.
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.

6.3.8 Public Works – Energy, Fleet and Facilities

Energy, Fleet and Facilities is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Ensuring the timely set up of and necessary security for the EOC in its chosen location.
- Corporate Fleet Management, including, but not limited to:
 - ◆ corporate fleet of City owned vehicles and off-road equipment
 - ◆ short-term pool and rental vehicles
 - ◆ vehicular fuel, including diesel, unleaded gasoline and natural gas
 - ◆ vehicle and equipment repair services, excluding all fire apparatus
 - ◆ vehicle documentation, including insurance and licenses
 - ◆ provision of trained vehicle drivers and equipment operators
- Liaison with municipal fleet managers in neighbouring communities where necessary.
- Maintenance Planning
- All Corporate Facilities (City Halls, Libraries, Work Yards, Fire Stations, Central Utility Plant and Leased Facilities) and their management, including, but not limited to:
 - ◆ access to, and staffing of, these facilities
 - ◆ preventative maintenance, minor repairs, service contracts, emergency works, building systems, facilities and property maintenance, internal department liaison and security
 - ◆ Energy Management (i.e. Central Utility Plant),
 - ◆ Facility Help Desk (Facilities - Corporate Buildings & Technical Services.)
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.

6.3.9 Public Works - Waste Management

Waste Management is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Program & Communications Planning

- Collection and Processing Operations
- Disposal Operations
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.

6.3.10 Public Works - Transit

Transit is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Route Planning and Scheduling
- Transit operations
- Para-Transit and Alternative services
- Assisting with evacuation proceedings at the direction of the Chief of Police and/or the General Manager, Community Services.
- Co-ordinating the acquisition, distribution and scheduling of non-municipal public and/or private transportation assets (e.g. school buses, special needs transportation, trains etc.) including qualified operators.
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.

6.3.11 Public Works - Operations and Maintenance

Operations and Maintenance is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Road Operations and Maintenance
- Winter Control
- Traffic Engineering and Operations
- Information and advice on parks and maintenance
- Information and advice on forestry
- Information and advice on cemeteries
- Maintaining the integrity of the road system
- Ensuring the clearing of blocked passageways in co-ordination with the Emergency Site Co-ordinator if located inside or outside of the emergency perimeters.
- Ensuring the removal of rubble at the emergency site as directed by the Emergency Control Group.

6.3.12 Public Works - Capital Planning and Implementation

Capital Planning and Implementation is responsible for providing the General Manager, Public Works and the Emergency Control Group on matters related to:

- Information and advice on design and engineering matters

- Related to roads, bridges, water, wastewater, waste management
- Information and advise on construction and commissioning
- Information and advice on urban design and infrastructure planning.
- Information on Open Space Development and Park Planning
- Environmental Planning
- Strategic Planning
- Asset Management for roads, bridges, water, wastewater and storm water and facilities programs
- Coordinate with Water / Wastewater Division for providing spills response expertise and advice.
- Providing engineering advice to the Emergency Control Group.
- Providing engineering advice and assistance to the Emergency Site Co-ordinator.
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.
- Providing survey and technical support services to the Emergency Control Group
- Providing advice and assistance to the General Manager, Public Works and the Emergency Control Group on matters relating to environmental, community relations and construction aspects under its jurisdiction

6.3.13 Planning and Economic Development - Structural Integrity

The Structural Integrity representative is responsible for providing the General Manager, Planning and Development and the Emergency Control Group on matters related to:

- Co-ordinating building inspection personnel to advise emergency services and the Emergency Control Group on the structural safety of buildings.
- Issuing any required building/ demolition permits to property owners during or following the emergency.
- Providing any other technical expertise to the Emergency Control Group regarding construction of buildings as required.
- Providing any required staff and equipment for assisting emergency responders at the emergency site, or anywhere else in the municipality.

6.3.14 CAER (Community Awareness and Emergency Response)

The CAER representative is responsible for advising the Emergency Control Group on all matters related to local industry, actions taken, or assistance rendered by local industry. The CAER representative is also responsible for:

- Liaising with local industry management regarding issues of concern, assistance in the form of material resources, and/or personnel with specific expertise, at the direction of the Emergency Control Group.

6.3.15 Horizon Utilities Corporation

Horizon Utilities Corporation support personnel are responsible for providing advice and assistance to the Horizon Utilities Corporation representative in the Emergency Control Group on the matters relates to the roles and responsibilities of Horizon Utilities Corporation in an emergency.

6.3.16 Human Resources

Human Resources support personnel are responsible for providing advice and assistance to the Lead, Human Resources and the Emergency Control group on matters related to the occupational health and safety regulations, processing the need for municipal human resources and volunteers, critical incident stress debriefing of all affected staff and registered volunteers.

6.3.17 Information Technology

Information Technology personnel are responsible for providing advice and assistance to the Emergency Control Group on matters related to the corporate computer network information technology recovery services, phone networks and any other computer support functions at the Emergency Operations Centre, as required.

6.3.18 Corporate Services – Finance

Corporate Services - Finance support personnel are responsible for providing advice and assistance to the General Manager, Corporate Services and the Emergency Control Group on matters related to the provision of emergency monetary funds, accounting and purchasing.

6.3.19 Corporate Services – Legal

Corporate Services - Legal support personnel are responsible for providing advice and assistance to the General Manager, Corporate Services and the Emergency Control Group on matters related to law, and how they may be applicable to the actions of the City of Hamilton during emergencies as well as coordinating the actions of the Legal department to assist in the Emergency Operations Centre.

6.3.20 Corporate Services – Customer Contact Centre

Corporate Services – Customer Contact Centre support personnel, working with Corporate Communications, are responsible for obtaining approved public information to be passed through the Public Information Bureau (call centre) to the public. This position is also responsible for relaying pertinent information back to the ECG as it may develop via incoming public calls.

6.3.21 Corporate Services – Risk Management

Corporate Services – Risk Management support personnel are responsible for providing advice and assistance to the General Manager, Corporate Services and the Emergency Control Group on matters related to the risk management that involve the emergency operations.

6.3.22 Ad-hoc Membership

The following include other public and private sector representatives, who may be called on to advise the Emergency Control Group on emergency matters.

If assistance from the following is required, they will be alerted by the Emergency Control Group or members of the Emergency Support Group from within the Emergency Operations Centre, and instructed to respond to the EOC, as required. These Emergency Support Group Ad-Hoc members may include, but are not limited to the following:

- Ontario Provincial Police
- Conservation Authorities
- Hospitals
- District School Boards/Boards of Education
- Emergency Management Ontario (including Provincial Ministries)

The above mentioned agencies are defined in more detail in Sections 11.0 (Assistance – Other Agencies) and 12.0 (Assistance – Provincial and Federal) of this plan.



7.0 EOC Operation Staff and Setup Team

7.1 Composition

The EOC Operation Staff and Setup Team will be composed of the following functional groups, or their designated alternates, holding the following appointments:

| | | |
|-------|---|----|
| 7.3.1 | Amateur Radio | 37 |
| 7.3.2 | Community Emergency Management Co-ordinator | 38 |
| 7.3.3 | City Clerk | 38 |
| 7.3.4 | Geographical Information Systems (GIS)..... | 39 |
| 7.3.5 | Information Technology Services | 39 |
| 7.3.6 | Security | 40 |
| 7.3.7 | Telecommunications Co-ordinator..... | 40 |

Note that not all Operations Staff members may be called upon to attend the EOC, even during a “Full Notification”. Members may be called in at the beginning of an emergency, for the duration of the emergency or periodically throughout the emergency at the request of the ECG. Membership is highly dependant upon the circumstances of the emergency event and may include members not listed in this section.

7.2 Group Responsibilities

The Emergency Operations Staff is comprised of municipal and/or other non-governmental officials, who may be required to facilitate operations of the Emergency Operations Centre through their areas of expertise.

Among each member’s responsibilities are:

- Ensuring that EOC operational processes under their jurisdiction , are performed efficiently and effectively, and
- Providing technical support or other expertise to Control Group and Support Group members as required.

7.3 Individual Responsibilities

7.3.1 Amateur Radio

Amateur Radio is responsible for establishing emergency voice communications links in and out of the EOC via amateur radio facilities. These communications paths are independent of the commercial and private commercial infrastructure and in many cases are either on battery back-up or are redundant.

The Amateur radio position in the ESG communicates with an amateur control station external to the EOC. The control station has access to a world wide network of operators who can disperse and receive information to the EOC. A local network of volunteers including the ARES area representative is always ready to assist.

Amateur radio operates under the tutelage of the Systems Manager of Emergency Communications. The City of Hamilton shall provide a minimum complement of equipment and accessories. Normally Amateur radio plays a standby role, although the Systems Manager of Emergency Communications may request that some traffic be relayed through the amateur network at any time.

Amateur radio establishes and maintains a communications link with the amateur station located at Emergency Measures Ontario (when activated).

7.3.2 Community Emergency Management Co-ordinator

The Community Emergency Management Co-ordinator operating in the Emergency Support Group Room(s) is responsible for:

- Ensuring that the Emergency Operations Centre is set-up and operational immediately upon notification
- Acting as a resource to the Emergency Support Group, and assisting them in fulfilling their respective duties at the Emergency Operations Centre.
- Acting as a resource to the Emergency Support Group regarding emergency management issues.
- Coordinating with the Community Emergency Management Co-ordinator operating in the Emergency Control Group Room.
- Providing guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or any other location as required by the Emergency Control Group.
- Liaising with other agencies as required by the Emergency Control Group.
- Assist in arranging and conducting a post emergency debriefing.
- Assist in preparing and circulating the post-emergency debriefing report.

7.3.3 City Clerk

The City Clerk is responsible for ensuring the effective administrative operation of the Emergency Operations Centre, in co-operation with the City Clerk's Support person, and the Community Emergency Management Co-ordinator. The City Clerk is also responsible for:

- Co-ordinating with the City Manager and the Head of Council to ensure that all Council members are advised of any emergency declaration made, or the termination of any emergency declaration made, by the Head of Council, and any others actions taken by the Emergency Control Group.
- Ensuring that a log of decisions made and actions taken by the Emergency Control Group is maintained, throughout the emergency.
- Co-ordinating the provision of clerical staff for the Emergency Operations Centre, as required.
- Acting as the recording secretary to the Emergency Control Group by taking and producing the minutes of the Emergency Control Group Meetings.
- Ensuring that sufficient and appropriate food, hot & cold beverages are ordered and available for the Emergency Operations Centre staff, as required.

7.3.4 Geographical Information Systems (GIS)

GIS personnel are responsible for providing advice and assistance to members of the EOC on matters related to the provision of GIS information, electronic displays and maps. Specifically, GIS personnel are responsible for:

- Provision of ECG and ESG support through the provision of the projected maps display(s) and available relevant information.
- Provision of ECG and ESG support through the provision of hard copy maps in available and appropriate formats.
- Provision of ECG and ESG support through developing new mapping projects and / or related information as required and requested by the ECG and ESG.
- Assistance to members of the ESG as support groups develop and produce individual mapping projects.
- Assistance to members of the ESG as support groups may require specialized GIS products to augment their response.

7.3.5 Information Technology Services

Information Technology personnel are responsible for providing advice and assistance to the Emergency Control Group on matters related to the corporate computer network information technology recovery services, phone networks and any other computer support functions at the Emergency Operations Centre, as required.

7.3.6 Security

Security for the Emergency Operations Centre is to be provided by the Hamilton Police Services at the direction of the Emergency Control Group upon activation of the EOC.

Minimum security requirements for the EOC include HPS officers posted at the main doorway(s). EOC identification badges are to be checked and no entry is allowed without these badges.

Additional security may be required and would be provided through the Hamilton Police Services or the Department of Public Works depending upon the circumstances.

7.3.7 Telecommunications Co-ordinator

The Telecommunications Co-ordinator is responsible for ensuring effective voice radio communications between the Emergency Operations Centre, the Emergency Site, and the Emergency Response Agencies. The Systems Manager of Emergency Communications is also responsible for:

- Ensuring that the Emergency Support Group Meeting Room at the Emergency Operations Centre is adequately equipped with portable voice radio equipment during an emergency.
- Maintaining the user gear as required, to ensure proper communications capabilities during an emergency.
- Maintaining an inventory of available communications equipment and ensuring that it functions properly.
- Providing training to all Emergency Operations Centre staff, regarding proper use of the portable radios, as co-ordinated by the Community Emergency Management Co-ordinator, to ensure all EOC staff know how to use the voice radios properly.
- Ensuring that all EOC Talk Groups are functioning properly and tailoring radio talk groups according to the needs of the EOC staff, according to the emergency situation.
- Ensuring that they are available at the Emergency Operations Centre during an emergency to oversee all voice communications related functions.

8.0 Emergency Site Coordination

8.1 Operational Concept

During an emergency, emergency service personnel will congregate at the scene and work together to mitigate the situation. In order to ensure that emergency site operations are conducted in a well organized and co-ordinated manner, an Emergency Site Co-ordinator must be tasked with co-ordinating all operations at the emergency site.

8.2 Emergency Site Coordination Team

The Emergency Site Co-ordinator acts as the head of the Emergency Site Team that generally consists of:

- Emergency Site Co-ordinator (defined in Section 8.3)
- Alternate Emergency Site Co-ordinator, if required.
- On-Site Media Spokesperson (defined in Section 8.6)
- All Agency Commanders or “Officers in Charge”.

8.3 Emergency Site Co-ordinator

The Emergency Site Co-ordinator is appointed by the Emergency Control Group, and is usually the Senior Officer from the lead emergency response agency. Examples might be a fire incident, which would have Fire Services as lead agency, or evacuation, which would have Police Service as lead agency. As soon as there is enough information to determine the lead agency for the type of emergency, the *Emergency Site Co-ordinator (ESC)* should be appointed and later confirmed by the *Emergency Control Group* for the duration of the emergency and/or their appointment.

Once appointed, the Emergency Site Co-ordinator assumes responsibility for overall co-ordination of all operations at the emergency site (Diagram 8.6.1, page 43), but not the command of any specific response organization.

Each emergency response organization will have their own Commander or “Officer in Charge” at the emergency site, which will then liaise with the Emergency Site Co-ordinator as a member of the “Emergency Site Team.”

8.4 Authorities of the Emergency Site Co-ordinator

The Emergency Site Co-ordinator has the authority to:

- Call meetings of the Emergency Site Team to share information, establish common goals, objectives and prioritize limited available resources where required.
- Mediate conflicts between emergency response agencies and to contact the City Manager at the Emergency Operations Centre if they are unable to resolve the issue.
- Request assistance from responding agencies for communications and other site management tools.
- Request additional resources for the Emergency Site Co-ordination Team through the City Manager, and other members of the Emergency Control Group.

8.5 Responsibilities of the Emergency Site Co-ordinator

The Emergency Site Co-ordinator's responsibilities include, but are not limited to:

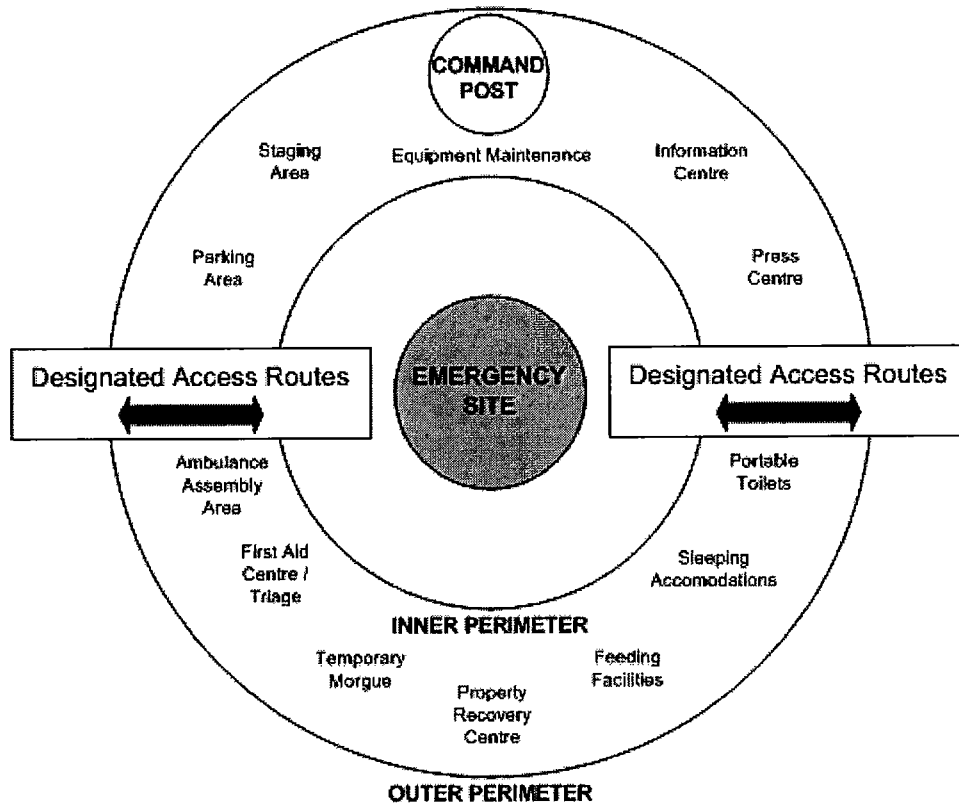
- Ensuring that priorities, tasks and tactics are established to contain and mitigate the emergency situation.
- Consulting and co-ordinating with on-site "Officers in Charge" to establish an inner and outer perimeter around the emergency site.
- Ensuring the Emergency Control Group are informed of the locations of the emergency site perimeters.
- Ensuring that all are aware of personnel, material and human resources available to mitigate the emergency situation.
- Maintaining a communications link with the City Manager at the Emergency Operations Centre.
- Appointing an On Site Media Spokesperson, upon consultation with the City Manager, and the Emergency Control Group.
- Ensuring that all responsible agency commanders meet on a regular basis to update each other on individual agency actions and progress made, to share information, to set common priorities, to set common objectives and determine what additional resources may be required.
- Understanding which laws and policies may be applicable during management or recovery of the emergency.

8.6 On-site Media Spokesperson

The On Site Media Spokesperson will be confirmed by the Emergency Site Co-ordinator upon consultation with the City Manager, and the Emergency Control Group. This position is to be filled, in most cases, by the public information officer from Hamilton Emergency Services. The On-Site Media Spokesperson's individual responsibilities include, but are not limited to:

- Presenting the media with accurate, factual and approved information.
- Providing timely progress reports, on-site technical information and on-site operational details regarding site operations as required by on-site media.
- Co-ordinating media tours of the emergency site as appropriate.
- Liaising with the Emergency Public Information Co-ordinator regarding the nature of public inquiries, and what information to present to the public.
- Controlling the areas where the media are and are not allowed to be at the emergency site, through co-ordination with the Police providing the emergency site security.

8.6.1 The Emergency Site Diagram 8.6.1



9.0 Declaration of an Emergency

9.1 Action Prior to the Declaration of an Emergency

When an emergency exists, but has not yet been declared to exist, municipal employees are authorized to take such action(s) under this emergency plan as it may be required to protect the lives and property of the inhabitants of the City of Hamilton.

9.2 Declaring an Emergency

Declaring an Emergency within the City of Hamilton is not required prior or subsequent to activation of this Emergency Plan. An Emergency Declaration is not required prior to any personnel taking actions under this plan to protect the lives, health and property of the inhabitants of the City of Hamilton.

An Emergency Declaration however, may create greater understanding and promote a sense of urgency to the public regarding the severity of an emergency situation. An Emergency Declaration may be useful if the Emergency Control Group will be requesting the public and private sector to do something out of the ordinary and give the Mayor extraordinary powers (not contrary to law) such as approving expenditures without Council approval.

Every registered volunteer participating in a *Declared Emergency* will be considered a municipal employee and protected under the provisions of the Workplace Safety and Insurance Board (WSIB).

9.3 Authority to Declare an Emergency

Only the Mayor or Acting Head of Council (Deputy Mayor) has the authority to declare an emergency to exist within the boundaries of the municipality.

The decision to declare an emergency will be made by the Mayor in consultation with the members of the Emergency Control Group. The Mayor has the ultimate responsibility for making this decision.

An Emergency Declaration Form is attached as Annex 3: Emergency Declaration Form to this Plan.

9.4 Notification of Declaration of Emergency

Upon making an Emergency Declaration the Mayor will ensure that the following are immediately notified:

- City of Hamilton Council Members,
- Emergency Management Ontario,
- all local Member(s) of the Provincial Parliament (MPP's),
- all local Member(s) of the Federal Parliament (MP's),
- the local media, and
- the general public.

10.0 Terminating an Emergency Declaration

10.1 Prior to Terminating an Emergency Declaration

Termination of an Emergency Declaration usually comes as the result of a significant reduction in the severity of the emergency situation. The action of formally terminating an Emergency Declaration is required to advise that the emergency is over.

- An Emergency Termination Form is attached as Annex 4 to this Plan.

Terminating a Declared Emergency will cause WSIB coverage of volunteers to cease.

10.2 Authority to Terminate an Emergency Declaration

The Emergency Declaration may be terminated by:

- Mayor of Hamilton, or Acting Head of Council,
- Hamilton City Council
- The Premier of Ontario.

An Emergency Termination Form is attached as Annex 4: Emergency Termination Form to this Plan.

10.3 Notification of Termination of an Emergency Declaration

Upon Terminating an Emergency Declaration, the Mayor will ensure that the following are immediately notified:

- Municipal Councils,
- Emergency Management Ontario
- all local Member(s) of the Provincial Parliament (MPP's),
- all local Member(s) of the Federal Parliament (MP's),
- the local media, and
- the general public.

11.0 Assistance – Other Agencies

There exist agencies external to the municipal response structure that may be required to provide assistance during an emergency either by virtue of their specialised knowledge and expertise, or by reason of legislation or regulation. The more common of these agencies are listed below.

Specific contact information for these agencies can be found in Appendix 3: Contact List for Outside Agencies.

11.1 Ontario Provincial Police

If an emergency occurs on Provincial Highways within the municipality, the Hamilton Police will notify the Ontario Provincial Police. Any actions or responsibilities required of the Ontario Provincial Police will also be coordinated through the Hamilton Police. The OPP may be required to provide a representative on the Emergency Control Group when requested, and/or provide a representative on the Emergency Site Team.

Specific contact information for this agency can be found in Appendix 4: Vital Resource Directory.

11.2 Conservation Authorities

Through their expertise and monitoring, the conservation authorities (Hamilton C.A. and Grand River C.A.) will be warning of an impending flood situation in advance of the actual event. Appropriate warnings will be sent by the authority to the city. Should the situation develop to require a plan / EOC activation, provincial ministries not already known to be responding will be notified by the ECG through Emergency Management Ontario. A representative from the authority may be asked to join the EOC as an ad hoc member.

Occasionally, an event originating from within the city and impacting conservation lands or jurisdictions may occur. In these cases, the lead agency for the municipal response is responsible for contacting ensuring the appropriate authority is contacted.

Specific contact information for this agency can be found in Appendix 4: Vital Resource Directory.

11.3 District School Boards / Boards of Education

Public and/or Private schools are an excellent resource to be used during emergencies. If there is need to evacuate residents, schools are generally the

first choice for use as reception/ evacuation centres to temporarily shelter persons displaced by the emergency.

It is the responsibility of the Community Services Department to co-ordinate and liaise with the local School Boards / Boards of Education to ensure that agreements are in place to facilitate access to, and use of their facilities when and if required. These provisions are included within the Community Services emergency plan.

Specific contact information for this agency can be found in Appendix 4: Vital Resource Directory

11.4 Hospital Administration

During an emergency, each Hospital Corporation Administration will be responsible for:

- Implementing their own internal Hospital Emergency Plan as required,
- Liaising with the Medical Officer of Health, and Emergency Medical Services in the Emergency Operations Centre regarding issues of mutual concern,
- Evaluating any requests for the provision of emergency medical teams at the emergency site.

Specific contact information for this agency can be found in Appendix 4: Vital Resource Directory.

11.5 Utility Suppliers

Public, Private and Provincial Utilities may be requested to assist during a municipal emergency, and to provide a representative to advise the Emergency Control Group. Arrangements must be in place through their own Emergency Plans to co-ordinate and liaise with the Emergency Control Group regarding issues of mutual concern, and the potential disruption of any utility service.

Specific contact information for this agency can be found in Appendix 4: Vital Resource Directory.

12.0 Assistance – Provincial and Federal

12.1 Requesting Assistance

It is possible that assistance may be required by the City of Hamilton to help successfully respond to an emergency situation. Assistance can take many forms including, additional personnel, specialized materials, equipment, or specific expertise. This assistance may come from various sources, either within or outside the municipality. Therefore, procedures must be in place for requesting assistance from:

- The Federal Government (via the Province)
- The Province of Ontario

12.2 Federal Assistance

Federal Assistance cannot be obtained directly by a municipality but must be requested through the Province of Ontario. Municipalities are directed to Emergency Management Ontario for this resource (See next section).

12.3 Provincial Assistance

Where Provincial assistance is required, which is outside of normal departmental or service working arrangements, the request will be made to the Emergency Management Ontario Operations Officer in the Provincial Emergency Operations Centre (PEOC). The PEOC is operational 24/7/365.

Specific contact information for this agency can be found in Appendix 3: Contact List for Outside Agencies.

If the Municipality makes the request directly to the Provincial Government, the Municipality must be prepared to be billed for services rendered.

Other Provincial Ministries may have a role to play in a municipal emergency. Some ministries have their own emergency plans and procedures for dealing with certain emergency scenarios. They may also have specialized resources and/or equipment that may be requested to provide assistance during municipal emergencies.

An overview of Provincial Ministries that may be requested to assist or which may have certain duties to perform during emergencies are provided in the following table:

| MINISTRY | JURISDICTION |
|--|---|
| Ministry of Community Safety and Correctional Services | Coordination of provincial emergency management. All other peacetime emergencies not listed herein. War emergencies |
| Ministry of Agriculture and Food | Agriculture and Food Emergencies |
| Ministry of Community and Social Services | Emergency shelter, food and clothing, victim registration and inquiry and personal services required in support of all emergencies. |
| Ministry of Energy | Energy supply matters. |
| Ministry of Environment | Spills of pollutants to the natural environment. |
| Ministry of Health and Long-Term Care | Large scale human health emergencies and epidemics. Emergency health services. |
| Ministry of Labour | Health and safety of emergency responders, municipal and private employees and responding volunteers. |
| Management Board Secretariat | Continuity of government services. |
| Ministry of Northern Development and Mines | Abandoned mine hazards. Support provincial emergency management in Northern Ontario. |
| Ministry of Transportation | Highway and other transportation services. |
| Ministry of Municipal Affairs and Housing | Coordination of extraordinary provincial expenditures for emergencies. |
| Ministry of Natural Resources | Forest Fires. Floods. Droughts. |

13.0 Emergency Public Information

13.1 Operational Concept

During an emergency, it is essential that the City be able to co-ordinate the release of appropriate and factual information to the media & the public, issue authoritative directives to the public, and respond to, or redirect requests for information regarding any aspect of the emergency. In order to accomplish this, an Emergency Public Information Team should be established, and be headed by the Public Information Co-ordinator.

13.2 Emergency Public Information Team

The Emergency Public Information Team generally consists of the following positions that operate according to the provision of the Emergency Public Information Plan:

| Emergency Information Role | Resource |
|--|---------------------------------------|
| Public Information Co-ordinator | City Manager’s Communications Officer |
| Municipal Media Spokesperson | Mayor or designate |
| On-Site Media Spokesperson(s) | HES Information Officer |
| Public Information Bureau Co-ordinator | Director of Customer Service |
| Media Centre Co-ordinator | To be determined by the ECG |
| EOC Emergency Information Staff | Departmental communications staff |
| Other communications staff as required | Departmental communications staff |
| Volunteer personnel as required | Municipal employees, volunteer groups |

Note: in an emergency situation the Customer Contact Centre (Call Centre) will be referred to as the Public Information Bureau.

13.3 Public Information Co-ordinator

The Public Information Co-ordinator is responsible for co-ordination of all emergency public alert functions and operations out of the Emergency Operations Centre.

The individual responsibilities of the Public Information Co-ordinator and Support Personnel are listed in Sections 5.3.11 and 6.3.1, and *Annex 7: Emergency Public Information Plan*, respectively.

13.4 Municipal Media Spokesperson

The lead spokesperson will always be the Mayor for the City of Hamilton, or their official designate. He/she has the responsibility and authority to speak to the media on behalf of the City of Hamilton, regarding any and all aspects of the emergency and municipal emergency operations.

The Municipal Spokesperson will co-ordinate all media releases with the Public Information Co-ordinator and the City Manager, out of the Emergency Operations Centre. He / she will work with the Public Information Co-ordinator in the selection of 'experts', panel members and / or municipal representatives to address the media.

All press conferences, media briefings and 'scrums' will be conducted in a location to be determined by the Emergency Control Group.

13.5 On-Site Media Spokesperson

The On Site Media Spokesperson will be confirmed by the Emergency Site Co-ordinator upon consultation with the City Manager, and the Emergency Control Group. This position is to be filled, in most cases, by the public information officer from Hamilton Emergency Services. The On-Site Media Spokesperson's individual responsibilities include, but are not limited to:

- Presenting the media with accurate, factual and approved information;
- Providing timely progress reports, on-site technical information and on-site operational details regarding site operations as required by on-site media;
- Co-ordinating media tours of the emergency site as appropriate;
- Liaising with the Public Information Co-ordinator regarding the nature of public inquiries, and what information to present to the public; and,
- Controlling the areas where the media are and are not allowed to be at the emergency site, through co-ordination with the Police providing the emergency site security.

13.6 Public Information Bureau Co-ordinator

The Public Information Bureau Co-ordinator is tasked with the establishment and management of a Public Information Bureau, at the direction of the Public Information Co-ordinator. Operational details for the establishment of the PIB can be found in *Annex 7: Emergency Public Information Plan*.

The Public Information Bureau Co-ordinator is also responsible for:

- Establishing a Public Information Bureau, including designating staff and Public Information telephone lines
- Informing the Public Information Co-ordinator regarding establishment of the Public Information Bureau and the designated Public Information telephone numbers.
- Reporting back to communications staff in the ESG critical information obtained from interactions with the public through the PIB.
- Continually liaising with the Public Information Co-ordinator to obtain current information on the emergency.
- Responding to and / or redirecting inquiries and reports from the public based upon information from the Public Information Co-ordinator, as approved by the City Manager and the Mayor.
- Responding to and / or redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service or agency.
- Media monitoring to ensure that the public is receiving the information they require and that the information received is factual and correct.
- Reporting back to the Public Information Co-ordinator inaccuracies in media reporting through monitoring efforts.
- Redirecting inquiries pertaining to persons who may be located in any municipal reception/evacuation centres, to the registration and inquiry telephone number(s) at the appropriate Red Cross Branch Headquarters, or at the reception/evacuation centre, as designated by the Emergency Control Group.

13.7 Media Centre Co-ordinator

The Media Centre Co-ordinator is tasked with the establishment and management of a Media Centre, at the direction of the Public Information Co-ordinator. Operational details for the establishment of the Media Centre can be found in *Annex 7: Emergency Public Information Plan*.

The Media Centre Co-ordinator is also responsible for:

- Establish and maintain a media relations centre under the direction of the Public Information Co-ordinator.
- Present/distribute accurate, factual and approved information to the news media.
- Liaising with the On-site Media Spokesperson regarding the co-ordination of media tours of the emergency site as required.
- Informing the Public Information Co-ordinator about the media centre activities including media inquiries and requests.

14.0 Plan Maintenance & Testing

14.1 Plan Maintenance

The City Manager is ultimately responsible for ensuring that this Emergency Plan is maintained and tested.

While the City Manager is ultimately responsible for the Emergency Plan, the Community Emergency Management Co-ordinator role and responsibility is to co-ordinate, facilitate, implement and test the Emergency Plan based on the recommendations and directions of the Emergency Management Program Committee (EMPC) and the Emergency Preparedness Advisory Committee (EPAC).

IT IS THE RESPONSIBILITY OF EACH DEPARTMENT TO NOTIFY THE COMMUNITY EMERGENCY MANAGEMENT COORDINATOR OF ANY CHANGES TO THEIR PERSONNEL OR DEPARTMENT THAT AFFECTS THIS EMERGENCY PLAN.

14.2 Annual Review

Any proposed changes to this Emergency Plan will be submitted to the Community Emergency Management Co-ordinator. All proposed changes to this Emergency Plan will be presented for review to the EMPC. Each review will be co-ordinated by the Community Emergency Management Co-ordinator.

14.2.1 Major Revisions

Any proposed major revision to this Emergency Plan must be presented to the EMPC. Major revisions to this Plan will only be approved through a recommendation of the EMPC, and may be presented to Municipality Council, at the direction of the EMPC.

14.2.2 Minor Revisions

Minor revisions to this Emergency Plan will be co-ordinated by the Community Emergency Management Co-ordinator, and may be brought before the EMPC.

All amendments to the Plan will be recorded and logged on an “Amendment Sheet” to be located immediately following the table of contents, at the front of each copy of the Emergency Plan.

14.3 Emergency Notification Form / List

The Emergency Notification Form (Annex 1:) and Emergency Notification Contact List (Appendix 2:), will be reviewed and revised monthly to ensure the information is kept accurate and up to date.

14.4 Plan Distribution

If any major revisions are made to this Emergency Plan, the amended plan may be reprinted and re-circulated in its entirety, and distributed according to the “Distribution List” attached as Appendix 6: Plan Distribution. If any minor revisions are made to this Emergency Plan, only a notice of the amendment and any other required changes will be distributed according to the “Distribution List” attached as Appendix 6 to this plan.

The Community Emergency Management Co-ordinator will provide the amended pages to be inserted into the binder as well as instructions on the proper disposal of the old pages.

14.5 Agency Responsibility

Each organization and department noted in this Emergency Plan is responsible for forwarding information concerning this plan to any agencies and organizations with which they entertain links related to emergency preparedness and response. At the same time it is the responsibility of such organization and department to relay to the Community Emergency Management Co-ordinator any information obtained from their linked agencies that may have an impact on the Emergency Plan. It is also the responsibility of such organizations and departments to ensure the coordination and facilitation of roles and responsibilities among its partners are fulfilled.

14.6 Testing the Emergency Plan

This Emergency Plan will be tested on a regular basis to ensure that the contents remain current and up to date.

14.6.1 Annual Exercise

The Emergency Plan will be tested a minimum of once annually using exercises. Exercises will be co-ordinated by the Community Emergency Management Co-ordinator to accomplish the following:

- Test the effectiveness of the emergency plan; and
- Train municipal emergency personnel.

14.6.2 Exercises

A Static, Telecommunications, Speciality and/or Field Exercise will be conducted a minimum of every year. Exercises will be designed and conducted by the Community Emergency Management Co-ordinator in co-operation with the Emergency Control Group, and may or may not coincide with other exercises.

14.7 Testing the Emergency Notification Procedure

The Emergency Notification Procedure will be exercised at least twice annually using the EOC Notification System. Police Communications Staff will conduct these exercises, at the direction of the Community Emergency Management Co-ordinator.

* *These exercises will be conducted without any prior notice, but will be conducted within reasonable time frames.*

14.8 Maintaining Telecommunications and Electronic Equipment & Training

All EOC telecommunications and electronic equipment will be maintained and tested on a regular basis to ensure its operation in the event of a municipal emergency.

14.9 Portable Radio, Voice Training

Portable Radio, Voice Training for all Emergency Operations Centre Staff, will be co-ordinated by the Community Emergency Management Co-ordinator, in co-operation with the Telecommunications Co-ordinator.

14.10 Internal Organization Plans & Procedures

Each organization involved with Municipal emergency responses should prepare functional emergency procedures, outlining their operations and responsibilities during a Municipal emergency. This emergency procedure will be maintained internally by a staff member of each organization.

Please Refer to Annex 6 for Internal Departmental Procedures.

14.11 Budgeting / Financial Obligations

The Council for the Municipality of Hamilton should annually budget financial resources to:

- Review and maintain the Emergency Plan.
- Maintain primary and secondary Emergency Operations Centers.
- Provide training in Emergency Measures.
- Conduct various Municipal exercises.
- Provide for equipment, supplies and resources for the full implementation of the Emergency Plan.

Appendix 1: Emergency Operations Centre Locations

Appendix 2: Emergency Notification List

This document will be compiled and distributed separately by the Emergency Manager every month.

Appendix 3: Contact List for Outside Agencies

This list is to be compiled by each department and inserted into the Emergency Plan Binder.

Appendix 4: Vital Resource Directory

In addition to the general list, each department is to compile and insert their departmental Vital Resource Directory into their Emergency Plan Binder.

The general list is maintained, updated and distributed by the Emergency Management Department every 6 months.

Appendix 5: Emergency Management Structure

Appendix 6: Plan Distribution

This plan will be distributed in its entirety to the following members listed below;



Annex 1: Emergency Notification Procedure

Annex 2: Evacuation Annex



Annex 3: Declaration of Emergency Form



Annex 4: Termination of Emergency Form



Annex 5: Volunteer Registration Form

Annex 6: Internal Departmental Procedures

All internal departmental procedures relating to this plan should be inserted into this binder.



Annex 7: Emergency Public Information Plan



Annex 8: Emergency Overtime Policies & Forms



Annex 9: Emergency Response Sub-Plans