



Plan

EMERGENCY REPONSE

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1. Introduction

The CityHousing Hamilton (CHH) Emergency Plan outlines collective and individual roles and responsibilities in delivering CHH services for CHH tenants and their guests during an emergency. It describes the legal authorities, plans concept of operations, and functional responsibilities.

The five emergency social service functions (food, reception, clothing, personal services, and registration and inquiry) would be established to respond to the essential needs of tenants impacted by an emergency. The size and nature of the emergency will determine the scope of services offered to affected tenants.

1.1 Purpose

The aim of the CHH Emergency Plan is to make provisions for the efficient administration, coordination, and implementation of CHH services to protect the health, safety, and welfare of tenants and staff during any emergency by:

- Identifying the governance structure for the CityHousing Hamilton Control Group (CHHCG);
- Identifying roles and responsibilities required in responding to and recovering from emergencies and disasters where the delivery of CHH services is required;
- Identifying standard response goals for CHH services response and decision making; and,
- Providing for a coordinated response by the CHHCG, City of Hamilton, and partner agencies in managing emergencies.

1.2 Legal authorities

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

- The *Emergency Management and Civil Protection Act*, RSO 1990, c.E.9, as amended (the “Act”); and,
- The City of Hamilton Emergency Management Program By-Law, 21-015

1.3 Definition of an emergency

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

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

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

2. Concept of operations

There are multiple responses to any emergency at CHH and within the City of Hamilton. CHH has adopted an Incident Management System (IMS) to guide emergency response activities and resources for emergencies affecting multiple units that may involve evacuations or severe hazards requiring external support and/or have the potential to affect more people.

Site Response: The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control. The CHH service operations undertaken at a Site Office and/or Reception/Evacuation Centre by CHH/City staff and community partner agencies are considered a site response.

Strategic Response: Support to the Site Office and/or Reception/Evacuation Centre is established through the activation of the CHHCG. Refer to Appendix 1: IMS Emergency Notification Form (CHHCG) for a list of members of the CHHCG. This group is concerned with coordinating activities in support of the emergency response. The CHHCG interacts with CHH staff at the Site Office and other programs and departments as applicable. The CHHCG may also interact with the Emergency Social Services Control Group (ESSCG), Emergency Operations Centre (EOC), and/or staff from Reception/Evacuation Centre's, other programs and departments as applicable.

The CHHCG has responsibility for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively deliver CHH

services as required;

- Coordinating and providing emergency social service functions with personnel, resources, and equipment as required;
- Collecting as much information as possible on the status of the CHH services response;
- Managing all information received into the CHHCG by vetting, prioritizing evaluating, summarizing, displaying and disseminating the information;
- Establishing priorities based on all the information gathered and developing CHHCG Action Plans that complement and enhance the responses of the ESSCG, EOC and site levels as applicable;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support the delivery of CHH services at the site;
- Informing staff of an emergency using RAVE communications;
- Working in partnership with the ESSCG and/or EOC to notify response agencies and coordinate the activities of the various departments and organizations which are needed to effectively deliver CHH services;
- Working in partnership with the ESSCG and/or EOC to support emergency social service functions with personnel, resources, and equipment; and
- Coordinating with the ESSCG and EOC on all internal and external information and communications of emergency information to the public related to the delivery of CHH services as applicable.

2.1 CHH response

Strategic Decisions: The CHH Operations Centre (CHHOC) is a physical and/or virtual location where the leadership of CHH can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency. The CHHOC is utilized, where necessary, to centralize and coordinate efforts occurring at the site and any activated Site Office and/or Reception/Evacuation Centre. All strategic decisions to support the emergency are made in the CCHOC. Refer to Diagram 1: Emergency Response Structure.

Tactical Decisions – Decisions made at the emergency site, Site Office and/or Reception/Evacuation Centre are considered tactical decisions.

The CHHOC is structured using the principles of the IMS in accordance with the ESSCG and EOC. When the City's EOC is activated, the main point of contact for the CHHOC in the EOC is the Emergency Social Services Branch within the Operations Section.

2.2 Notification to CHH Control Group (CHHCG) Director

Notification of an emergency to the CHHCG Director and requesting activation of the group may occur in one of three ways:

Notification via First CHH Staff Onsite:

In the event of an incident or emergency, the first CHH staff at the site or on call supervisor (afterhours), also known as the site staff responder, will notify the CHHCG Director (daytime) or on call manager (afterhours) to determine the need to activate the CHHCG. Afterhours, the on call manager notifies the CHHCG Director.

Notification via ESSCG/EOC:

In the event of an emergency where the corporate EOC is already activated, the CHHCG may be requested to activate by the EOC's Emergency Social Services Branch Lead. Alternately the CHHCG Director may be notified by the General Manager of Healthy and Safe Communities to activate the CHHCG.

Notification via Rave Alert:

In the event of an emergency where an alert is sent using RAVE and the nature of the emergency affects or is likely to affect tenants, the CHHCG Director may decide to activate the CCHCG.

2.3 CHHCG notifications

The CHHCG Director, or designated alternate, has the authority to activate the CHHCG by contacting the scribe for the CHHCG. The scribe for CHHCG will be responsible for notifying the persons listed on the CHHCG Notification Form (Appendix 1).

2.4 Request to activate CHHCG and CHH Operations Centre (CHHOC)

The scribe will instruct the persons listed on the CHHCG Notification Form to respond to the CHHOC using CHHCG Activation Procedure (Appendix 2).

The CHHCG is responsible for contacting agencies, organizations and City departments required to support CHH operations directly. This information will be available on Asset Planner, RAVE, and in the On-Call binder, however staff responsible are also recommended to have a printed copy in their vehicle.

2.5 Request to activate corporate ESSCG and/or EOC

The CHHCG Director will request the activation of the ESSCG or EOC as needed when the emergency requires support or assistance in responding to the incident and delivering CHH services. This is done by contacting the General Manager of Healthy and Safe Communities who has the authority to activate the ESSCG and/or EOC.

The scribe will instruct the persons listed on the CHHCG Notification Form to respond to the CHHOC using CHHCG Activation Procedure (Appendix 2).

The CHHCG is responsible for contacting the ESSCG for the activation of agencies, organizations and City departments required to support CHH operations.

2.6 Standard response goals

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

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

3. CHH Operations Centre (CHHOC)

Operation Centres are considered the command centre where the CHHCG will convene to provide the five functions of emergency social services, (food, reception centre, clothing, personal services, and registration & inquiry). All Operations Centres have restricted access. There is a primary and secondary CHHOC location, as well as the option to convene virtually.

If the CHHOC is convening virtually, meetings will be held over Teams.

3.1 Primary CHH Operations Centre

181 Main St W, 3rd Floor (Board Room 3 and 4)

3.2 Secondary CHH Operations Centre

170 East Ave S., Basement; or

1100 Limeridge Rd E, Lounge

Refer to Appendix 3: CHHOC Locations and Set-up Procedures.

4. Incident Management System (IMS)

The CHHCG response will be guided by the Incident Management System (IMS). The IMS provides an effective, flexible and consistent structure and process that is scalable to manage incidents. It is based on five key functions (command, operations, logistics, planning and finance/administration) and will guide the activities of the CHHCG when emergency social services are required (see Diagram 3: CHHCG IMS Structure). It is implemented upon activation of the CHHCG where anyone or a combination of the following are needed:

- Support of emergency social services (lodging, feeding, clothing, etc.)
- Consequence management
- Resource management
- Coordination of community agencies to support the response
- Public information and communications

- Business continuity
- Staff alert communications (RAVE)

5. CHHCG roles and responsibilities

Director

Manager or on call manager notifies the Chief Operating Officer (director) or designate

- Authorizes the activation of the CHHOC and notification of CHHCG personnel via RAVE Alert and/or refers to CHHCG Emergency Notification List.
- Notifies Planning – Situation Unit of need to send RAVE alert to inform staff of emergency.
- Notifies the General Manager of Healthy and Safe Communities of the CHHOC activation.
- Requests the activation of the ESSCG and EOC, if required.
- Has overall authority and responsibility for the activities of the CHHCG.
- Establishes a cycle of regular meetings/updates with CHHCG personnel.
- Approves priorities and objectives for each operational period in an CHHCG Action Plan and ensures they are carried out.
- Provides regular updates to the General Manager of Healthy and Safe Communities, EOC ESS Branch Lead, and other Operations Centres (if activated).
- Provides regular updates to CHHCG members that are on stand-by or not activated during the CHHCG activation.
- Requests the opening of Reception/Evacuation Centres and other locations to support the functions of CHH.
- Authorizes the opening and supports the operation of Site Offices and other locations to support the functions of CHH.
- Ensures the activation of CHH/City staff and community partner agencies to support emergency social services operations at Site Offices and other sites.
- Approves resources and equipment requested by Site Office Liaison at Site Office and other sites.
- Assesses staffing requirements for the CHHCG and arranges for personnel shift changes.

- Fulfills IMS positions/duties not staffed.
- Ensures coordination with the corporate EOC on all internal and external information and communications of emergency information to the general public related to the delivery of emergency social services.
- Maintains a log of all actions taken and/or decisions made.
- Participates in the post-demobilization debrief for the CHHCG.

Liaison and Risk Management Officer

Manager of Strategy and Quality Improvement or designate

- Connects with ESSCG/EOC when activated to coordinate activities arising during emergency response.
- Monitors for potential risks and liaises with experts from CHH, City of Hamilton and partners or providers, e.g. HSC Insurance, Marsh, Ross and McBride LLP.
- Maintains a log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHOC.

Communications Officer

CHH Communications Coordinator (or designate) - COH if City Emergency

Note: In emergencies where the EOC is activated, all media and public messaging is to be coordinated with the EOC Information Officer as per the City of Hamilton Emergency Information Plan.

Liaises and coordinates messages with other Information Officers at the ESSCG/EOC, other Operations Centres, partner organizations, and other response agencies.

- Establishes and maintains media contacts.
- Prepares news releases; coordinates interviews, news conferences, and/or media briefings.
- Prepares information and status updates for staff and evacuees.
- Develops public information materials; provides messaging for use by Customer Contact Centre, as required.

- Establishes communications strategies for internal and external purposes related to emergency social service operations.
- Monitors media and information sources.
- Manages and coordinates media as required.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.
- Maintains a log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHCG.

Operations Chief

Manager of Building Services or designate

- On initial activation, contacts required staff to respond to the Site Office to act as the Site Office Liaison and Support (refer to Appendix 6).
- Communicates directly with the Site Office Liaison.
- Creates tenant communications in collaboration with other relevant staff.
- Gathers situational information from the Reception/Evacuation Centre and/or the site/Site Office and shares it with the Director and members of the CHHCG.
- Coordinates additional resource requests from the site and/or Site Office by informing Logistics.
- Maintains a log of all actions taken and/or decisions made.
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- Participates in the post-demobilization debrief for CHHCG.

Planning Chief

Manager of Asset Renewal or designate

- Collects, evaluates and disseminates information.
- Anticipates long-range planning needs and develops the CHHCG Action Plan to guide the response activities of the CHHCG.
- Completes recovery planning and demobilization of all activated sites (excluding Reception/Evacuation Centre), e.g. Site Office.
- Maintains and stores all CHHCG documentation.

- Maintains a log of all actions taken and/or decisions made.
- Participates in the post-demobilization debrief for CHHCG.

Planning - Situation Unit (Administrative Assistant Support) and Scribe

AA – Corporate Leadership Team

- Provides support to the CHHCG Director.
- Sends out Rave Alert when the situation may affect staff.
- Gathers and displays situation information on the Event Log.
- If delegated by the Director, may notify the CHHCG members via RAVE Alert (and references CHHCG Notification Form where needed) of the emergency and requests them to report to the CHHOC (Appendix 1).
- Assists with communications to the ESSCG/EOC, if activated.
- Maintains a log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHCG.

Logistics Chief and Logistics Support

Manager of Community Safety and Support

- Supports Site Office operations.
- Maintains a list of CHH Properties suitable for use as Site Offices.
- Activates Site Office Liaison to assist with the opening and operations of the Site Office.
- Liaises with community partners as needed.
- Coordinates staffing.
- Coordinates volunteer management at sites/Site Offices.
- Supports ESSCG/ECO with coordinating transportation needs of evacuees at site with HSR.
- Manages supplies, materials and resources required at Site Offices (i.e. food, blankets etc.).
- Arranges for security at Site Offices, if required.
- Coordinates IT Services at Site Offices and CHHOC.
- Arranges food and refreshments for CHHCG and Site Office staff.

- Maintains a log of all actions taken and/or decisions made.
- Participates post-demobilization debrief for CHHCG.

Finance & Administration Chief

Chief Financial Officer (or designate, such as Finance Coordinator)

Responsible for the financial activities and other administrative functions such as:

- Tracks staff time in response to the emergency.
- Facilitates access to financial assistance.
- Procures resources required.
- Completes compensation and claims (recording of any equipment loss or damage and any report of injuries associated with the response).
- Cost accounting.
- Maintains a log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHCG.

Site Office Liaison

Tenant Services Coordinator (TSC) or On Call Supervisor (Afterhours)

- Shares situational information with the Operations Chief.
- Provides tenant support and services.
- Assists with distributing communications materials to tenants.
- Assists tenants with temporary relocation plans (e.g. family, hotel, Reception/Evacuation Centre).
- Advises tenants to call their insurance provider, if applicable.
- Provides grocery/restaurant gift cards when needed.)
- Maintains log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHCG.

First CHH Staff Onsite

Any CHH Staff

Whichever CHH staff person witnesses/is on site/is first notified of the emergency takes the lead on enacting the Emergency Response Plan. The staff person is the lead until the Operations Chief or designate takes over.

- Call 911, if needed.
- After Hours – BAs calling After Hours Service who in turn calls On Call Supervisor.
- Call CHHCG Director or On Call Manager (afterhours) to inform them of the emergency.
- Evacuate tenants, if needed.
- Accesses Emergency Tote at 55 Hess/181 Main if safe to do so, and utilize On Call Bag/Binder.
- Contacts Maintenance Servicer to resolve issue or approved contractor if out of MS scope/after hours.
- Monitors situation and gets updates from BA/MS/contractors/fire/police/paramedics until Operation Chief arrives.
- Maintains a log of all actions taken and/or decisions made.
- Participates in post-demobilization debrief for CHHCG.
- Does **not** communicate with media or councilors – refers inquiries to Information Officer.

6. Emergency plan review and maintenance

The Manager of Strategy and Quality Improvements in partnership with the City's Emergency Management Coordinators will be responsible for maintaining this Plan.

The CHH Emergency Response Plan will be reviewed on an annual basis. Revisions will be presented to CHHCG personnel for approval.

6.1 Plan testing

The CHH Emergency Response Plan will be tested a minimum of once annually through an exercise coordinated by a CHHCG Director and the City's Emergency Management Coordinators.

- Appendix 1: CHHCG IMS Emergency Notification Form
- Appendix 2: CHHCG Activation Procedure
- Appendix 3: CHHOC Locations & Set-Up Procedure
- Appendix 4: CHHCG Meeting Agenda
- Appendix 5: CHHCG Action Plan
- Appendix 6: CHHCG Event Board
- Appendix 7: CHHCG Position Log
- Appendix 8: CHHOC Sign-in/Out Log
- Appendix 9: CHHCG Status Report
- Appendix 10: CHHCG Status Board
- Appendix 11: CHH Site Office Plan
- Appendix 12: CHHCG Role Task Breakdown