



OAKVILLE

Emergency Plan

2024

Plan Distribution

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

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

Restricted Distribution

Copies of this Plan that include any appendices / attachments, which are considered confidential, are distributed only to persons who receive the Confidential Directory.

Public Distribution

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

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

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Record of Amendments

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

Table 1: Chronological order of Emergency Plan By-Law amendments.

PASSED this	Amendment	Approved / Revised By
29th day of January, 2018	<u>2018-003</u>	Council
11th day of February, 2013	<u>2013-008</u>	Council
1st day of May, 2006	<u>2006-091</u>	Council
16 th day of Sept., 2022	<u>2002-092</u>	Council
29 th day of April, 2024	2024-071	Council
	1996-48	

Glossary of Terms

The following is an alphabetical list of commonly used terms, acronyms and definition used in emergency management in Ontario.

Table 2: List of commonly used emergency management terms and acronyms.

Term	Acronym	Description
Area Commander	AC	Within the IMS structure the AC is responsible for the overall management of multiple incidents, or to oversee the management of large incidents to which several Incident Management Teams have been assigned. ¹
Area Command Post	ACP	The location from which Area Command manages multiple incident management teams and is similar to an Incident Command Post (ICP). ²
Chief Administrative Officer	CAO	The CAO of the Town of Oakville or designate. Acts as EOC Commander.
Community Emergency Management Coordinator & Alternate	CEMC CEMC-A	The CEMC is a Senior Fire Department staff member responsible for managing the Town's Emergency Management Program and maintaining this Plan.
Dispatch/Resources		Designated town or other staff responsible for dispatching or providing resources in support of the EOC but, are not a member of the ECG or located in the EOC.
Deputy EOC Commander		Alternate to the CAO in charge of managing the EOC.
Emergency Information Centre	EIC	A designated facility that is properly equipped to monitor and coordinate emergency information activities including the dissemination of information to the public. ³
Emergency Information Officer	EIO	The Director of Communications and Customer Experience for the Corporation of the Town of Oakville or designate responsible for emergency

¹ <https://www.ontario.ca/document/incident-management-system-ims-guidance-version-2>

² <https://www.ontario.ca/document/incident-management-system-ims-guidance-version-2>

³ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

		public information.
Emergency Management	EM	Organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies. ⁴
Emergency Management and Civil Protection Act	EMCPA	The EMCPA requires municipalities, provincial ministries, and designated agencies, boards, commissions, and other branches of government to develop and implement emergency management programs consisting of emergency plans, training, exercises, public education, and any other elements prescribed by Regulation.
Emergency Management Program	EMP	The EMP includes aspects of prevention, mitigation, preparedness, response and recovery.
Emergency Operations Centre	EOC	The Town's Primary EOC is located at the Town of Oakville Municipal Offices, 1225 Trafalgar Rd. Can be both in-person and virtual and the location where operations are coordinated for an imminent or actual threat.
Emergency Operation Centre - Alternate	EOC-A	The Town's alternate EOC is located at the Queen Elizabeth Park Community and Cultural Centre at 2302 Bridge Road.
Emergency Control Group	ECG	Individuals/members directing those services necessary for mitigating the effects of the emergency and a requirement within the EMPCA. The CAO is responsible for co-ordinating the actions of the group.
EOC Recording Officer		Staff member from the Town's Clerk's Department as assign by the Clerk, responsible for recording communications in the EOC.
Evacuation		The process of moving people from a place of danger to a safer place. ⁵
Evacuation Centres		A designated facility used to provide temporary care and shelter for displaced persons due to an emergency evacuation.
Executive Leadership Team	ELT	The Town's ELT is comprised of the CAO and Commissioners from Corporate Services, Community Infrastructure, Community Services and Community Development, Director of Corporate Strategy and Initiatives, Director of Communications

⁴ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

⁵ <https://www.oxfordlearnersdictionaries.com/definition/english/evacuation>

		and Customer Experience.
Fire Chief		The Fire Chief of the Town of Oakville or designate and either the primary or alternate CEMC.
Halton Emergency Management Coordinator	HEMC	The Halton Emergency Management Coordinator or alternate performing the Emergency Management Planning functions for the Regional Municipality of Halton.
Hazard Identification and Risk Assessment	HIRA	A HIRA assesses the potential risk of hazards with the capacity to cause an emergency. This helps set priorities for prevention, mitigation, preparedness, response, and recovery activities. ⁶
Incident Action Plan	IAP	Within IMS, an oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. ⁷
Incident Commander	IC	The IC is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities.
Incident Command Post	ICP	The location from which IC manages multiple incident management teams and is similar to an Area Command Post (ACP). ⁸
Incident Management System	IMS	A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available/involved in the emergency response. ⁹
Mayor		The Head of Council of the Corporation of the Town of Oakville or designate.
Emergency Management	EMO	EMO works to keep people safe & secure by coordinating with other organizations to prepare for

⁶ <https://www.ontario.ca/document/emergency-management-framework-ontario/emergency-management-programs>

⁷ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

⁸ <https://www.ontario.ca/document/incident-management-system-ims-guidance-version-2>

⁹ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

Ontario		emergencies & respond to them, when they happen. ¹⁰
Oakville Trafalgar Memorial Hospital	OTMH	The OTMH is located at 3001 Hospital Gate Oakville.
Provincial Emergency Operations Centre	PEOC	A fully equipped facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests. ¹¹
Emergency Plan	the Plan	A plan developed and maintained to direct an organization's external and/or internal response to an emergency. ¹²
Public Notification		The process of informing the community of a potential or existing emergency situation and any other related information.
Reception Centre		A facility located in a safe area where evacuees can go to receive basic needs and information.
ServiceOakville		The main information line for residents, managed by the Manager of ServiceOakville.
Shelter-In-Place		Shelter-in-place is the process of keeping residents indoors to lessen the effects of the emergency.
Site		Location of the emergency including its perimeter as identified by Incident Command.
Oakville Search and Marine Rescue	OSMR	OSMR is a Canadian Coast Guard Auxiliary Unit and provides marine search and rescue service with the primary goal of saving lives at risk on western Lake Ontario.

¹⁰ <https://www.ontario.ca/page/emergency-management>

¹¹ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

¹² <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

SECTION 1 – PLAN INTRODUCTION

This Emergency Plan (here after referred to as the Plan) will provide the framework for the Town of Oakville (here after referred to as the Town) to coordinate an appropriate response to any emergencies or significant events. The Plan is designed to be flexible and scalable to provide effective mitigation and response efforts throughout town. The Plan is designed to be used by all town departments, partners and stakeholders, in order to protect the life, health, safety, and/or property of the community.

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

The Town of Oakville conducts a Hazard Identification and Risk Assessment (HIRA) to identify the range of hazards that may pose a risk. Although the Town applies an all-hazards approach to the Emergency Management Program; human resources, equipment purchasing, training and exercise, and public education efforts are prioritized based on the understanding of the identified vulnerabilities.

For the Plan to be effective all concerned must be aware of its provisions and be prepared to carry out their assigned functions and responsibilities in an emergency. Town departments, partners and stakeholders that have a function to fulfill under this Plan are required to develop their own supporting emergency plan and corresponding response capability and capacity.

1.1 Legislative Authority

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

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

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

1.2 Emergencies and Significant Events

An emergency or significant event requires town resources to be dedicated towards prevention, mitigation, preparedness, response and recovery efforts. The following descriptions outline types of incidents:

Emergency

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.¹³

Emergencies may occur as natural events (floods, hurricanes, windstorms, and winter blizzards) be human-caused (transportation accidents, hazardous materials releases, explosions, aircraft/rail crashes) be technology based (communications failure, cyber-attacks power outage) or be medical related (COVID-19).

The Town of Oakville acknowledges that the more intense and frequent extreme weather events caused by our changing climate poses additional risks and opportunities related to emergency preparedness, mitigation, response & recovery. The impacts of increased temperatures, lake levels and high wind events include power outages, flooding and increased safety risks that have been identified through the town's annual Hazard Identification and Risk Assessment(HIRA) update which is a legislative requirement. Emerging issues and/or significant identified threats are identified and actioned through appendices that are added to this foundational plan. Such emerging issues include climate related emergencies, pandemic considerations and cyber attacks/security. Climate mitigation work along with the integration of climate considerations are being incorporated into the appropriate asset management plans to increase resilience.

Significant Event

A planned or unplanned situation which requires a response to protect people, property, the environment, the economy and/or services.

Disaster

A serious disruption to an affected area, involving widespread human, property, environmental and / or economic impacts, that exceed the ability of one or more affected communities to cope using their own resources.¹⁴

¹³ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

¹⁴ <https://www.ontario.ca/page/emergency-management-glossary-terms#section-1>

1.3 Concept of Emergency Operations

By their nature or magnitude, emergencies or significant events require a controlled and coordinated response by multiple agencies (governmental and non-governmental) under the direction of the appropriate officials. All actions taken by the town to provide such a response constitute “emergency operations” and are distinct from routine operations carried out as normal day-to-day procedures (such as fire suppression, municipal enforcement or public works).

1.4 Aim of This Plan

The aim of this Plan is to define an emergency management structure by which town services, agencies and personnel will operate in response to any emergency or significant event to:

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

1.5 Activation of This Plan

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

Depending on the scope and scale of the emergency, all or part of this Plan can be activated.

Every employee of the Town is expected to respond as required to an emergency to the best of their ability in accordance with the direction of their immediate supervisor.

Activation of this Plan does not constitute a declaration of emergency (refer to Section Three: Emergency Declaration / Termination).

Section Two of this plan involves regularly scheduled planning meetings for the Oakville Emergency Management Committee (OEMC). The OEMC is responsible for the overall management and planning of the Town’s Emergency Management Program. The purpose of the Committee is to assist in the development and advise Council on the development and implementation of the program.

1.6 Integration with Halton Regional Emergency Plan

Management of a localized emergency typically falls within the purview of the affected Local Municipality's Emergency Management program. A Local Municipality activating their Emergency Plan may or may not mean that Halton Region might change the Regional Level of Activation. Similarly, the Local Municipalities are not expected to activate their Emergency Plans if Halton Region is activating its Emergency Plan at any Level of Activation.

The Mayor or CAO of an affected Local Municipality may request emergency response resources from Halton Region by contacting the Regional CAO. The Regional Chair or a member of the Regional Emergency Control Group (RECG) may also be contacted with a request for assistance, which will be sent to the Regional CAO for approval.

All emergency and service disruption events that occur in Halton Region will, however, trigger the activation of the Emergency Plan at the 'Enhanced Monitoring' level. Regional EM staff will provide Situation Reports for emergency events when necessary to ensure the Region and Local Municipalities are aware of situations as they unfold. This also ensures that if Regional resources are needed in a response situation, then there has been sufficient Regional Situational Awareness developed to inform the decision to deploy said resources. Deploying Regional resources to assist in managing an emergency event does not constitute Halton Region assuming primary responsibility for this event.

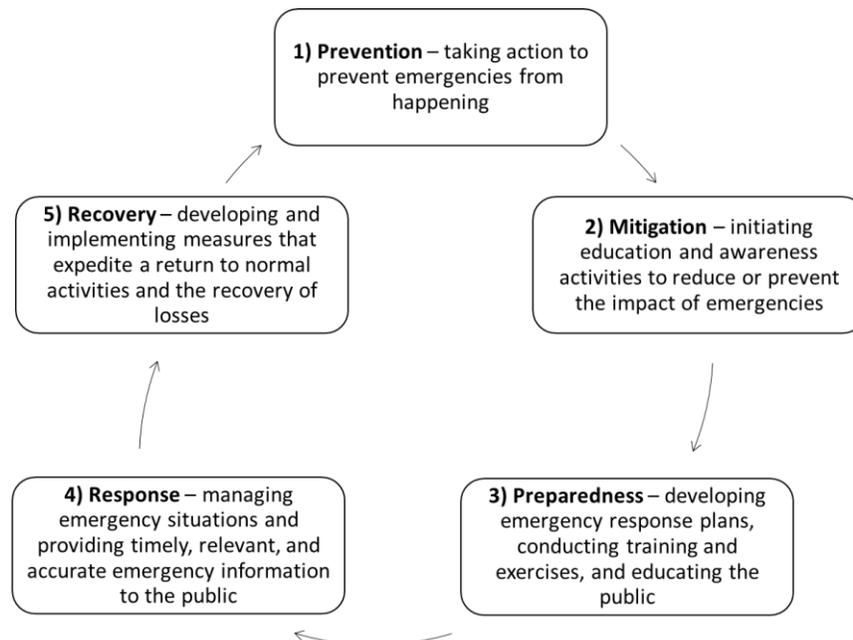
A lower tier municipality may, request that the Region assumes the lead role in managing an event; this request must come from the Mayor or CAO of the Local Municipality and approved by the Regional CAO. In this situation, the Mayor(s) and an appropriate Designated Senior Municipal Official(s) of the affected lower tier Municipality(ies) and the CEMC will then become members of the RECG. All decisions made by the RECG with respect to the lives and property of the affected lower tier Municipality(ies) will be made in consultation with the Mayor(s) of the affected Municipality(ies).

SECTION 2 – EMERGENCY MANAGEMENT PROGRAM

2.1 Oakville Emergency Management Committee (OEMC)

Oakville’s Emergency Management Committee is responsible for the overall management and planning of the Town’s Emergency Management Program. The purpose of the committee is to assist in the development and advise Council on the development and implementation of the program. The committee takes into consideration the Prevention, Mitigation, Preparedness, Response and Recovery aspects of emergency planning and completes necessary annual compliance training, programming and Hazard Identification Risk Assessment (HIRA) updates and plan enhancements.

Figure 1: The five interdependent stages of a fulsome emergency management program.



Mandate

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

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

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

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

2.2 Composition

The OEMC is comprised of:

- CAO
- All Commissioners
- Fire Chief (Community Emergency Management Coordinator)
- Deputy Fire Chief (Community Emergency Management Coordinator – Alternate)
- Director, Oakville Transit
- Director, Roads and Works
- Director, Parks and Open Space
- Director, Information Technology Systems
- Director, Facilities & Construction Management
- Director of Communications and Customer Experience
- Halton Regional Police
- Halton Regional EMS
- Halton Regional CEMC

2.3 OEMC Terms of Reference

2.3.1 General

- Review the annual emergency management program for the Town.
- Provide guidance to Town departments that are required to develop their own supporting emergency plan and corresponding response capability and capacity.
- Review operations and layout of the town's EOC.
- Review/update EOC procedures and protocols.
- Determine annual EOC training objectives.
- Design, coordinate and review annual emergency management exercise(s)
- Ensure effective communications between town departments, the region, and all other jurisdictions and agencies who may be required in the event of an emergency/significant event.
- Defining and communicating the roles and responsibilities of the EOC and its members.
- Liaise with other agencies and/or jurisdictions having authority, including Emergency Management Ontario.

2.3.2 Frequency of Meetings

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

2.3.3 Committee Records

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

2.3.4 Chair

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

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

SECTION 3 – EMERGENCY DECLARATION / TERMINATION

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

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

3.1 Authority of the Mayor

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

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

3.2 Notification of Declaration

According to the Emergency Management and Civil Protection Act:

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

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

Notification is made to the Provincial EOC using the Emergency Declaration Form.

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

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

3.3 Termination of Declaration

Any time an Emergency Declaration is made, at some later point that declaration must also be terminated. The act of terminating an emergency declaration is required to advise that the dangers presented by the emergency have been mitigated once the threats to life, health and/or safety are no longer apparent.

According to the provisions of the Emergency Management and Civil Protection Act:

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

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

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

3.4 Notification of Termination

The Solicitor General will be notified through Emergency Management Ontario (EMO) forthwith in writing by email with confirmation by telephone.

In addition to the Solicitor General any persons notified of the Declaration must also be notified when the emergency is terminated using the Emergency Termination Form.

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

3.5 Volunteer Assistance

For the purpose of this Plan, the Town will utilize volunteers from Oakville Ready, Salvation Army and the Red Cross. An individual would need to be registered with those organizations in the event that there is a need for assistance with response and recovery efforts when an emergency is declared.

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

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

Therefore, if an emergency situation requires the use of volunteers, making an emergency declaration may be considered for the above reason. Community volunteers are not considered Town employees except for the matters pertaining to WSIB.

SECTION 4 – Emergency Operations Centre (EOC)

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

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

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

4.1 EOC Activation

EOCs are activated for the purposes of coordinating the Town's response to emergencies and significant events. Circumstances that may require the activation of the EOC include:

- Coordination of a multi-jurisdictional response
- Significant events or emergencies that require additional resources potentially beyond town capacity/capabilities.

When an emergency occurs or in the event of a pending emergency, the Fire Chief/CEMC(-A) will notify the Town's Executive Leadership Team (ELT) to provide the details of the emergency. The CAO, in consultation with ELT, will determine the impact or potential impact on the community, property or services and identify which is the appropriate level of activation for the EOC.

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

The three activation levels for the EOC are:

1. Routine monitoring – Key operational departments within the Town conduct routine monitoring on an ongoing basis. If an emergency or significant event occurs, notification will be made to on-call staff.
2. Partial activation – enhanced monitoring and possible activation by one or more appropriate departments to respond to a discipline-specific event.
3. Full activation – If the CAO determines the emergency or pending emergency requires full EOC activation, the EOC will be immediately activated, setup and staffed by the Emergency Control Group(ECG). The ECG are the people identified through legislative requirements who establish the EOC as the location where operational support for an emergency or significant event is coordinated.

4.2 Incident Management System (IMS)

The Town supports the implementation of the Incident Management System (IMS)¹⁵ for managing emergencies and significant events.

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

IMS provides communities and organizations with a common framework to communicate, coordinate and collaborate. Personnel, facilities, equipment, procedures and communications operate within a common organizational structure.

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

The foundation of IMS is collaboration and coordination in the establishment of goals, the setting of priorities and the assignment of resources to effectively manage an emergency. The Emergency Operations Centre (EOC) is organized into 5 functional sections:

Command: Responsible for overall policy and coordination through the joint efforts of government agencies and private organizations. Command includes the EOC Commander, Incident Command and Deputy Commander. Command Staff includes Liaison Officer, Safety Officer and Emergency Information Officer. The role of Emergency Information Officer will be performed by the Director, Communications and Customer Experience for the Town of Oakville.

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

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

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

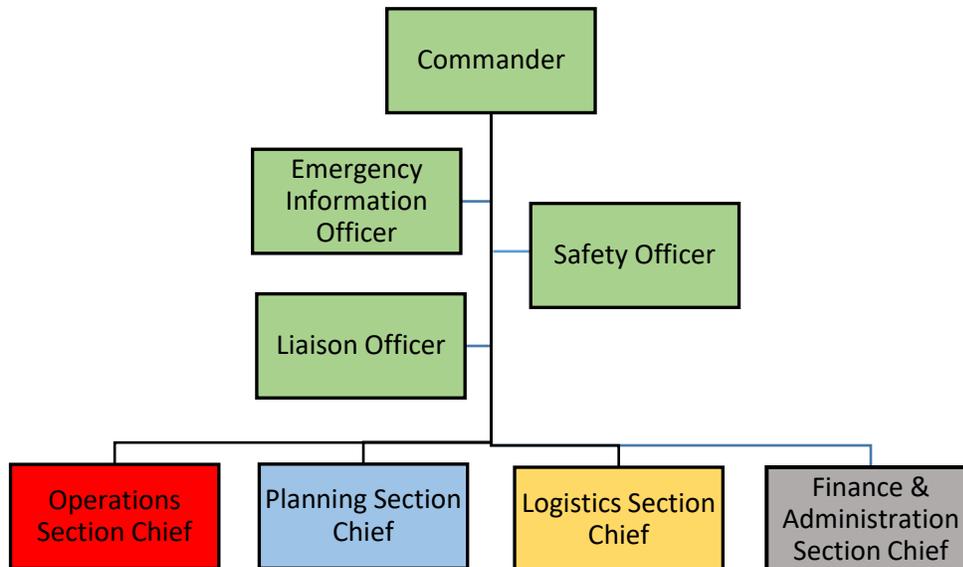
Finance/Administration: Responsible for financial activities and other administrative

¹⁵ <https://www.ontario.ca/document/incident-management-system-ims-guidance-version-2>

aspects.

The figure below provides an overview of how resources can be organized under an IMS structure, with all Command Staff and General Staff roles.

Figure 2: An overview of how resources can be organized under an IMS structure, with all Command Staff and General Staff roles.



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

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

4.3 Incident Management System Planning Cycle

The IMS Planning Cycle is utilized for simple and complex situations to gather data and analyze processes, which will allow staff to obtain complete information to fully analyze the situation and support decision-making.

The IMS Planning Cycle complements the overall decision-making process by providing the foundation for effective situation management to guide the development of the IAP.

4.4 Initial Incident Action Plan (IAP) Establishment

Every emergency and significant event must have an IAP, which provides all supervisory personnel with direction for the actions that are to be implemented. An IAP may be spoken or written. With the exception of some situations that are complex at their origin, situation management usually begins with a basic verbal initial IAP. At minimum, the initial IAP should:

- Outline the objectives that must be achieved to address the situation
- List the strategies that will be used to achieve the objectives
- Define the tactics required to implement the strategies in the safest manner possible

The situation objectives can be developed by someone other than Command. However, once developed, the objectives must be approved by Command.

In a simple situation, the initial IAP is typically developed in the following steps after Command is established:

- Assess the situation
- Establish objectives and strategy
- Develop the IAP
- Develop plans to support the IAP
- Implement the IAP
- Evaluate the situation

Depending on the size and type of situation, as well as Command preference, the initial IAP may be supported by forms such as the IMS 201: Incident Briefing to ensure accountability of resources and to allow for tactical planning. The initial IAP for simple situations is usually completed verbally. However, in some cases it may be preferable to prepare and distribute a written initial IAP from the outset.

4.5 Incident Action Plan Development

The exact sequence of activities and processes used to develop a written IAP may vary according to the situation and preferences of Command.

The planning process may begin with the scheduling of a planned situation, the identification of a credible threat, or the initial response to an actual or impending situation. The process continues with the implementation of the formalized steps and the staffing required for developing a written IAP.

During a situation spanning multiple Operational Periods, or if the planning process becomes routine, the sequence may be temporarily shortened to avoid unnecessary steps or meetings.

The essential elements of an IAP include:

- Statement of objectives, written in such a way to clearly define the expected deliverables and ability to measure successful completion
- Clear strategic direction
- The tactics to be employed to achieve the objectives
- A list of resources that are assigned
- The organizational structure or chart
- Safety guidelines or requirements

While an IAP is applicable to all situations, each situation dictates the level of detail to which an IAP is prepared. IAPs may be provided verbally during simple situations.

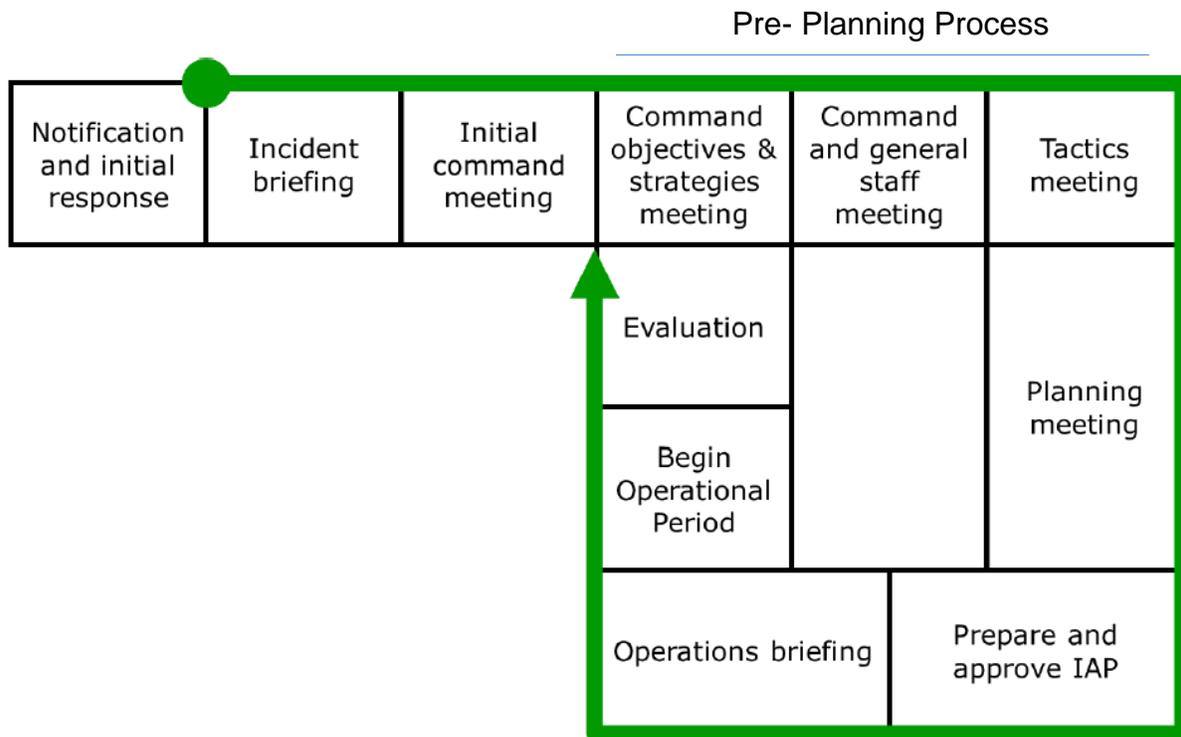
However, a written IAP should be used during complex situations or during expanding situations when new participants require a clear understanding of the tactical actions associated with the next operational period.

The following is a sequence of activities involved in the development of an IAP:

- Notification and initial response
- Incident briefing
- Initial command meeting (if applicable)
- Pre-planning meetings (optional)
- Command objectives and strategy meeting
- Command and general staff meeting
- Tactics meeting
- Planning meeting
- Preparing and approving the written IAP
- Operations briefing (where IAP is distributed)
- Start of operational period
- Evaluation (ongoing)

The figure below illustrates the IMS Planning Cycle, a formal and standard process personnel will follow to develop an IAP for the next operational period. Not all meetings are mandatory for every emergency or significant event and several of these activities can be completed simultaneously.

Figure 3: The IMS Planning Cycle that is used to develop IAPs.



4.6 Operational Periods

An Operational Period is the time scheduled for executing a given set of objectives, as specified in an IAP. Operational periods can vary in length, although they should not be longer than a 24-hour period. Each IAP covers one Operational Period.

The IMS Planning Cycle is designed around identified objectives over the next operational period.

The IC establishes operational periods as a basis for the IMS Planning Cycle. Incoming staff should be briefed at the beginning of each Operational Period to ensure that they are:

- Briefed on the operational elements of the IAP
- Aware of the objectives, strategies and tactics that are expected to be accomplished within the next Operational Period

4.7 Emergency Control Group (ECG)

4.7.1 Purpose and Goal

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

4.7.2 Composition, Roles and Responsibilities

ECG Composition

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

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

The ECG during an EOC activation will be organized by functional sections: Command, Operations, Planning, Logistics, and Administration and Finance. The CAO may alter the composition of the ECG based on the needs and circumstances of the incident.

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

4.7.3 Deployment Model

The EOC members will be deployed consistent with the Plan and the practices of the Incident Management System. Only the sections of the EOC required will be activated. Primarily, this will be Incident Command and any of the 4 Sections noted above. The initial decision of the activation level is made by the ECG member or alternate authorizing the EOC activation.

Upon confirmation the EOC is to be activated, Command will determine if this is a physical or virtual activation. If physical activation is required, the CEMC/Alternate will contact Facilities and Information Technology Solutions for facility and computer set up respectively.

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

4.7.4 Decision Making

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

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

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

4.8 Recovery Planning

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

Since the recovery phase will in most instances extend beyond the termination of the Emergency Declaration, the Recovery Committee will operate under the direction of the CAO and report to Council as necessary. The Recovery Committee will also develop a

Recovery Plan, providing information on its actions.

The Recovery Plan will be activated at the direction of the Emergency Control Group, consistent with the Emergency Plan, normally occurring once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously, and it can be difficult to precisely define where one begins and where one ends. Recovery efforts may be initiated while an emergency declaration is still in effect. This plan assumes that the role with respect to media co-ordination will continue during the recovery phase.

4.8.1 Recovery Committee Composition

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

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

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

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

4.8.2 Responsibilities of Recovery Committee

The responsibilities of the Recovery Committee are:

- Ensuring the Town of Oakville and Halton Regional elected officials are informed of the status and activities of the recovery process.
- Approving and ensuring regular media releases to inform the public.
- Ensuring that elected officials from other local area municipalities are kept abreast of recovery activities which may have an impact on those municipalities, or other municipalities whose resources may be required.
- Determining the need and establish sub-committees as required.
- Receiving information from, and providing direction to, the recovery sub-committees to ensure that necessary services are provided and are being coordinated.

- Requesting funding from Halton Region and other senior levels of government.
- Providing recommendations to council concerning expenditure of funds, new by-laws or changes to existing by-laws, and such other matters as may require council approval.
- Ensuring continuity of mandated services to those residents not affected by the emergency.
- Assessing the impact on staff and town services.
- Tracking and determining costs associated with an emergency.
- Deciding on the termination of recovery activities and the wind-up of the Recovery Sub-Committee.
- Preparing a final report on the recovery phase of the emergency for submission to Council.
- Decisions of the Recovery Committee will consider the recommendations of the ECG.

SECTION 5 – EMERGENCY INFORMATION AND PUBLIC NOTIFICATION

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

- Releasing of accurate information
- Issuing authoritative instructions to the public
- Responding / redirecting individual requests for reports on information
- Activation of the EIO position to establish a communication link and liaise regularly with the EOC Director and Director, Communications and Customer Experience.

5.1 Manager of ServiceOakville

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

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

5.2 Emergency Information Centre

Depending on the scope of the emergency, there will likely be a consideration to establish both physical and virtual Media Information Centres. In situations requiring a multi-agency response, a joint media information centre may be desirable.

5.3 Public Notification Definition

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

5.4 Public Notification

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

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

5.4.1 The Enhanced Community Notification Service (eCNS)

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

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

5.4.2 Website

Information about the emergency will be immediately posted on www.oakville.ca and will include the most up-to-date information, contact details, background information, news releases, etc. about the crisis. This site will act as the primary repository for information and updates for residents, the media, and stakeholders.

5.4.3 Social Media

In the event of an emergency, the Town will utilize the following established corporate social media accounts:

- Facebook: [Facebook.com/townofOakville](https://www.facebook.com/townofOakville)
- Twitter: @townofOakville

5.4.4 Weather Watches and Warnings

The public can follow the weather and warnings including impending storms, through weather reporting stations including:

- Environment Canada: www.weather.gc.ca
- The Weather Network: www.theweathernetwork.com

In potential flooding situations, warnings can be followed through the local conservation authority (CA) websites:

- Conservation Halton CA: www.conservationhalton.ca
- Credit Valley CA: www.cvc.ca

5.4.5 Media Partners

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

The Town's Strategy, Policy, and Communications department will distribute news releases to the media.

Halton Regional Police Service has the ability to access satellite transmission between the hours of 12 a.m. to 4 a.m. through the Early Alert Radio System.

5.4.6 ServiceOakville

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

SECTION 6 – EMERGENCY ASSISTANCE / RESOURCES

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

6.1 Emergency Assistance Structure

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

6.2 Assistance from Neighbouring Municipalities

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

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

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

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

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

6.3 Assistance from Regional Government

As a local municipality within the Regional Municipality of Halton, the Town receives regular services provided by the upper tier government such as Police /EMS/ Public Health/etc. Upon activation of this Plan, in a local emergency it is expected these

services will continue to be provided. However, allocation of Region resources would be coordinated through the Town of Oakville EOC. At such times these departments / services of the Region of Halton would respond to the Town EOC and may work as part of the ECG.

- Request for Regional assistance should be made from the Mayor through the Regional Chair

6.4 Assistance from Provincial / Federal Government

Requests for assistance from agencies of the Provincial or Federal government should be made through Emergency Management Ontario (EMO).

The EMO Duty Officer is available 24/7:

Telephone: 416-314-0472 or 1-866-314-0472

Email: peocdo01@ontario.ca

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

6.5 Emergency Resources

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

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

APPENDICES

Appendix A.....By-law 2024-071