



EMERGENCY MANAGEMENT PROGRAM

EMERGENCY PLAN

Version 5.1

December 8, 2017

Emergency Management Program Emergency Plan

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Version Control Table

Date	Version Number	Approved / Revised By
April 13, 2011	4.0	City Council
November 4, 2011	4.1	EMP Steering Committee
December 20, 2012	4.2	EMP Steering Committee
November 29, 2013	4.3	EMP Steering Committee
November 28, 2014	4.4	EMP Steering Committee
December 11, 2015	4.5	EMP Steering Committee
December 16, 2016	5	EMP Steering Committee
December 8, 2017	5.1	EMP Steering Committee

Document Approval

	Approved By:
_____	_____ December 8, 2017 _____
Pierre Poirier	Date
Manager, Security and Emergency Management	

Plan Maintenance Administration

This Plan Maintenance Administration defines the process which will govern the legislated annual review and subsequent maintenance of the City of Ottawa Emergency Plan (the “Plan”).

Custodian of the Emergency Plan

The Office of Emergency Management (OEM) shall be the custodian for the Plan. The OEM shall be responsible for all revisions, maintenance, and reviews required in the administration of the Plan.

Plan Revision

The Plan shall be considered a living document thus allowing for revisions throughout the year to ensure the Plan remains sustainable, current, and operable. The Plan will be a standing item at each meeting of the Emergency Management Program Advisory Committee.

Stakeholder Responsibility

Each Emergency Management Program Advisory Committee representative shall notify their Committee Chair of gaps or revisions required in the Plan.

Minor Revisions

Minor revisions and some amendments which are administrative in nature may be made as required. Minor revisions and amendments may include updates to the document, minor changes in wording or grammar, and minor changes in formatting.

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Major Revisions

Major revisions to the Plan are amendments which are operational in nature and affect departmental service delivery. Major revisions include the addition of new functions or sub-functions; amendments to the list of responsibilities and coordination duties; changes to partner roles, or support identified within the Plan.

Major revisions shall be made in consultation with the Emergency Management Program Advisory Committee. The final approval of major revisions remains the domain of the Emergency Management Program Steering Committee.

Annual Review

The Plan shall be reviewed and approved by the Emergency Management Program Steering Committee annually, in accordance with the City of Ottawa Emergency Management By-law 2011-277 and the *Emergency Management and Civil Protection Act*, Ontario Regulation 380/04, s.11(6). The approved version of the Plan will be redistributed through the Emergency Management Program Advisory Committee.

Plan Versioning

The Office of Emergency Management shall be responsible for Plan version control.

PART 1: Introduction

The Ontario Emergency Management and Civil Protection Act, states:

3. (1) Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and 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.
2002, c. 14, s. 5 (1)

The City of Ottawa has a comprehensive Emergency Management Program, which includes an Emergency Plan (the “Plan”). This Emergency Plan takes an all-hazard function-based approach and is always in effect as elements can be employed on a flexible and scalable basis to provide effective mitigation and response efforts in the Ottawa area. The Plan is designed to be used by all City departments, partners and stakeholders, during planned or unplanned situations. City departments, partners and stakeholders that have a function to fulfill under this Plan are also expected to develop their own supporting formal emergency plan and corresponding response capability and capacity.

The City of Ottawa annually conducts a *Hazard Identification and Risk Assessment* to identify the range of hazards that may pose risk. Although the City of Ottawa applies an all-hazards approach to the Emergency Management Program; human resources, equipment purchasing, training, and public education efforts are prioritized based upon understanding the identified vulnerabilities.

PART 2: Purpose and Scope

The purpose of this Plan is to provide the framework for the extraordinary arrangements and measures that may have to be taken to:

- Maintain public confidence by:
- Protecting the health and safety of employees
- Saving lives
- Reducing suffering
- Protecting public health
- Protecting infrastructure and property
- Protecting the environment
- Reducing economic and social losses

The scope of this Plan is to identify and assign specific areas of responsibility for performing functions to mitigate and respond to a situation.

For further details, please contact:

City of Ottawa

Community Emergency Management Coordinator

Office of Emergency Management

110 Laurier Ave West

Ottawa, Ontario K1P 1J1

613-580-2424, ext. 29436

PART 3: Authority

The *Ontario Emergency Management and Civil Protection Act*, R.S.O.1990, is the legal authority for the City of Ottawa Emergency Management Program and its elements have been issued under:

- The City of Ottawa Emergency Management By-law 2011-277
- The Emergency Management Program: Schedule “A” of the By-law
- The City of Ottawa Emergency Plan: Schedule “B”

This Plan conforms to governing legislation, standards and best practices in risk assessment and emergency management. Among these are:

- Canadian Standards Association CAN/CSA-Z731-03 (R2009): Emergency Preparedness and Response
- Canadian Standards Association CAN/CSA-Z1600-17: Emergency and Continuity Management Program
- Emergency Management Standard: Emergency Management Accreditation Program 2016

National Fire Protection Association NFPA 1600 Standard on Disaster/ Emergency Management and Business Continuity Programs, 2000 Edition, NFPA, 2000

PART 4: Situation Levels

The following descriptions provide clarification in the assignment of a situation level.

Situation

A situation means that resources of the City are planning for, are responding to, are managing or recovering from an incident, event or emergency.

Incident

An incident is any situation which is part of the standard operation of a service and which causes or may cause an interruption to or a reduction in the quality of service.

Event

An event is any situation which requires an extraordinary response to people, property, the environment, the economy and/or services.

Emergency

An emergency is any situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property that is caused by natural, technological or human-caused hazards, whether intentional or otherwise.

Disaster

A disaster is a serious disruption to an affected area, involving widespread human, property, environmental, and/or economic impacts that exceeds the ability of City departments, partners or stakeholders to cope using their own resources.

PART 5: Risk, Response and Demobilization

The City uses the following descriptors (nomenclature) for departments, partners and stakeholders in co-ordinating mitigation, response and recovery efforts:

- 5.1 Enhanced Risk Management (mitigation)
- 5.2 Response Escalation Levels
 - Normal Operations
 - Situational Awareness Operations
 - Enhanced Operations
 - Activated Operations
 - State of Emergency Operations
- 5.3 Demobilization (recovery)

5.1 Enhanced Risk Management

As defined in the *City of Ottawa Enhanced Risk Management Policy*, revised December 2013, risk management is a shared responsibility at all City levels:

“All employees are required to demonstrate risk-aware thinking and accountability and communicate significant risks to their managers. Enhanced risk management provides a continuous, proactive, systematic and consistent approach to understand, manage and communicate risks from an organization-wide perspective. Risk management is the systematic process of identifying, analyzing and responding to risk. Risk management includes the avoidance and/or mitigation of hazards, the management of uncertainty and the harnessing of opportunities.”

All City departments are expected to apply a risk management lens when monitoring activities in the City and when necessary escalate situations as per their internal

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reporting structure and the *Response Escalation Level Guideline*. Each department is responsible to establish their own escalation criteria and thresholds.

In some instances, a situation requires information to be shared with other departments. Duty Officers¹ are expected to contact the Corporate Duty Officer² when they are faced with a situation that seems out of the ordinary, and has the potential to worsen or may be politically sensitive. When in doubt, the Duty Officer is expected to consult with the Corporate Duty Officer.

The Corporate Duty Officer will gather information about a situation that may have a significant impact on City (as noted above) and share the information with other Duty Officers. Each department will determine the relevance of the information being shared and the impact to their respective service delivery.

5.2 Response Escalation Levels

There are five levels of response escalation which include:

- Normal Operations
- Situational Awareness Operations
- Enhanced Operations
- Activated Operations

¹ See Part 7.2

² See Part 7.4

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- State of Emergency Operations

Normal Operations

Normal Operations consist of normal daily operations that departments must carry out according to standard operating procedures, guidelines, policy and procedures, and legislation. When a response to a situation is required, it is co-ordinated by Incident Commanders and Command Centres.

Situational Awareness Operations

Situational Awareness Operations involves City departments, partners and stakeholders aware of situations evolving municipally, provincially, nationally or internationally, both privately and publicly, to understand how that situation may have an impact or consequences on Normal Operations. During this level, the Corporate Duty Officer and some or all Duty Officers may be notified and engaged.

Enhanced Operations

Enhanced Operations indicate a potential situation, which is outside of Normal Operations. This situation is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. This situation may also be politically sensitive. During this level, the Corporate Duty Officer and some or all Duty Officers are notified and engaged.

Activated Operations

Activated Operations indicate a situation that requires the engagement of the Senior Leadership Team through the mobilization of the *Emergency Operations Centre Control Group (EOCCG)* and the *Emergency Operations Centre Operations Group (EOCOG)*.

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State of Emergency Operations

A State of Emergency Operations is an Activated Operations level situation wherein, the Emergency Operations Centre Control Group recommends to the Head of Council that a State of Emergency be declared.³

The *Response Escalation Level Guideline* document provides a list of criteria, as defined by the respective departments for Enhanced Operations and Activated Operations levels.

5.3 Demobilization

Demobilization planning starts as soon as the response is mobilized and continues until the Incident Management System organization ceases operation. All situations should have a *Demobilization Plan*, which is included as part of the Incident Action Plan. The purpose of the Demobilization Plan is to ensure systematic and safe release of all resources from a situation including personnel, equipment, supplies and facilities. Standard demobilization activities⁴ include the following:

- Identifying and bringing forward demobilization issues related to an assigned function.
- Ensuring that incomplete/open actions in position logs are reassigned.

³ *Office of the Fire Marshal and Emergency Management Ontario (OFMEM) "Checklist in Consideration of a Declaration of Emergency"*

⁴ *Emergency Operations Centre Essentials, Justice Institute of British Columbia*

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- Completing and forwarding all original documentation (for example, reports, forms, lists) to the Documentation Unit in the Planning Section⁵.
- Advising the Financial Section of any outstanding financial commitments or details.
- Returning all borrowed or acquired equipment/supplies.
- Cleaning up and organizing work stations.
- Preparing to participate in post-operational debriefs and contributing to the After Action Report.
- Participating in an exit interview or debrief.
- Obtaining information for accessing critical incident stress management support.
- Closing out position logs and forwarding to the Documentation Unit in the Planning Section.
- Signing out of the respective Decision Centre.

Where possible, the Demobilization Plan should provide opportunities for debriefing prior to resources being released. For longer term recovery efforts, it may be necessary to conduct a separate recovery debrief to address the recovery issues.

⁵ See Figure 1, Part 6.4

PART 6: Incident Management System

The Province of Ontario has approved the Incident Management System (IMS) doctrine for Ontario. The City supports IMS and has implemented IMS in all Decision Centres and in the response to all emergencies. This section briefly describes the following elements of IMS:

- 6.1 Definition
- 6.2 Decision Centres
- 6.3 Response Goals
- 6.4 Organizational Structure
- 6.5 Principles

6.1 Definition

IMS is a standardized approach to emergency management. Personnel, facilities, equipment, procedures and communications operate within a common organizational structure. IMS is based on the understanding that in any and every situation there are certain management functions that must be carried out, regardless of the number of persons who are available or involved in the mitigation, response or recovery.

6.2 Decision Centres

Decision Centres are where information is collected, collated, evaluated, documented and disseminated for emergency management decision making. Each decision centre uses the IMS. This includes the IMS functional organization, standard roles and responsibilities, and supporting IMS principles. The City of Ottawa has the following Decision Centres:

- Emergency Operation Centre (EOC)
- Command Centre (CC)
- Incident Command Post (ICP) and Area Command Post (ACP)

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Table 1: Roles and Functions of the Three Decision Centres⁶

Role	Emergency Operations Centre (EOC)	Command Centre (CC)	Incident/Area Command Post
Scope	<p>Control Group: City-wide management and situational awareness</p> <p>Operations Group: City-wide management and service support</p>	City-wide and site support	City-wide awareness and site operations
Jurisdiction	City geographical boundaries.	Department	Site(s) defined by the Incident Commander
Domains of Concerns	<p>Control Group</p> <ul style="list-style-type: none"> • Directs the response and 	Supports Incident Command Post, Area Command	Oversight of response and

⁶ For further detail: refer to the *Decision Centres' Concept of Operations*.

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Role	Emergency Operations Centre (EOC)	Command Centre (CC)	Incident/Area Command Post
	<p style="text-align: center;">recovery in an emergency</p> <ul style="list-style-type: none"> • Conducts consequence management and sets policy direction • Provides comprehensive common operating picture • Sets corporate objectives • Approves extraordinary resource requests • Approves internal and external communications • Approves prioritization of continuity of operations (departmental) • Recommends state of emergency declaration to Head of Council 	<p>Post and Emergency Operations Centre</p> <p>Develops service prioritization of continuity of operations</p>	<p>site management</p>

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Role	Emergency Operations Centre (EOC)	Command Centre (CC)	Incident/Area Command Post
	<p>Operations Group</p> <ul style="list-style-type: none"> • Extension of Control Group • Implements the strategy established by the Control Group: how objectives will be accomplished • Recommends prioritization of continuity of operations • Acts as the point of contact for external service centres, including federal or public agencies 		
Mobilization	Activated Operations threshold, or by direction of the City Manager, or delegated authority	Activated Operations threshold, or by the direction of the Departmental General Manager	Any situation

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Role	Emergency Operations Centre (EOC)	Command Centre (CC)	Incident/Area Command Post
IMS	The Incident Command Post, Area Command Post, Command Centres and Emergency Operations Centre Operations Group follow the IMS principles	The Incident Command Post, Area Command Post, Command Centres and Emergency Operations Centre Operations Group follow	The Incident Command Post, Area Command Post, Command Centres and Emergency Operations Centre Operations Group follow the
Lead	Control Group; Chair Operations Group: EOC Commander	the IMS CC Commander	IMS principles Incident Commander
Composition	Control Group City Managers, General Managers, Chiefs Operations Group Duty Officers, City staff, partners and stakeholders	Departmental staff	Command and General Staff

Communication Tools

Good communication requires clearly understood responder roles and responsibilities; including the role of their department or service provides during the emergency. All activities between the site and Decision Centres must be co-ordinated. In addition, co-ordination between Decision Centres is critical to success and is based on established communication protocols. During emergency situations the *Emergency Management Information System (EMIS)* is the communication tool to support the management and

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dissemination of information. The EMIS can notify, track, manage and document resource requests and assets, share information and display key information geospatially to support decision-making. EMIS also provides comprehensive situational awareness and a robust means of notifying Duty Officers when their participation is required.

6.3 Response Goals

The following IMS response goals are used in all Decision Centres:

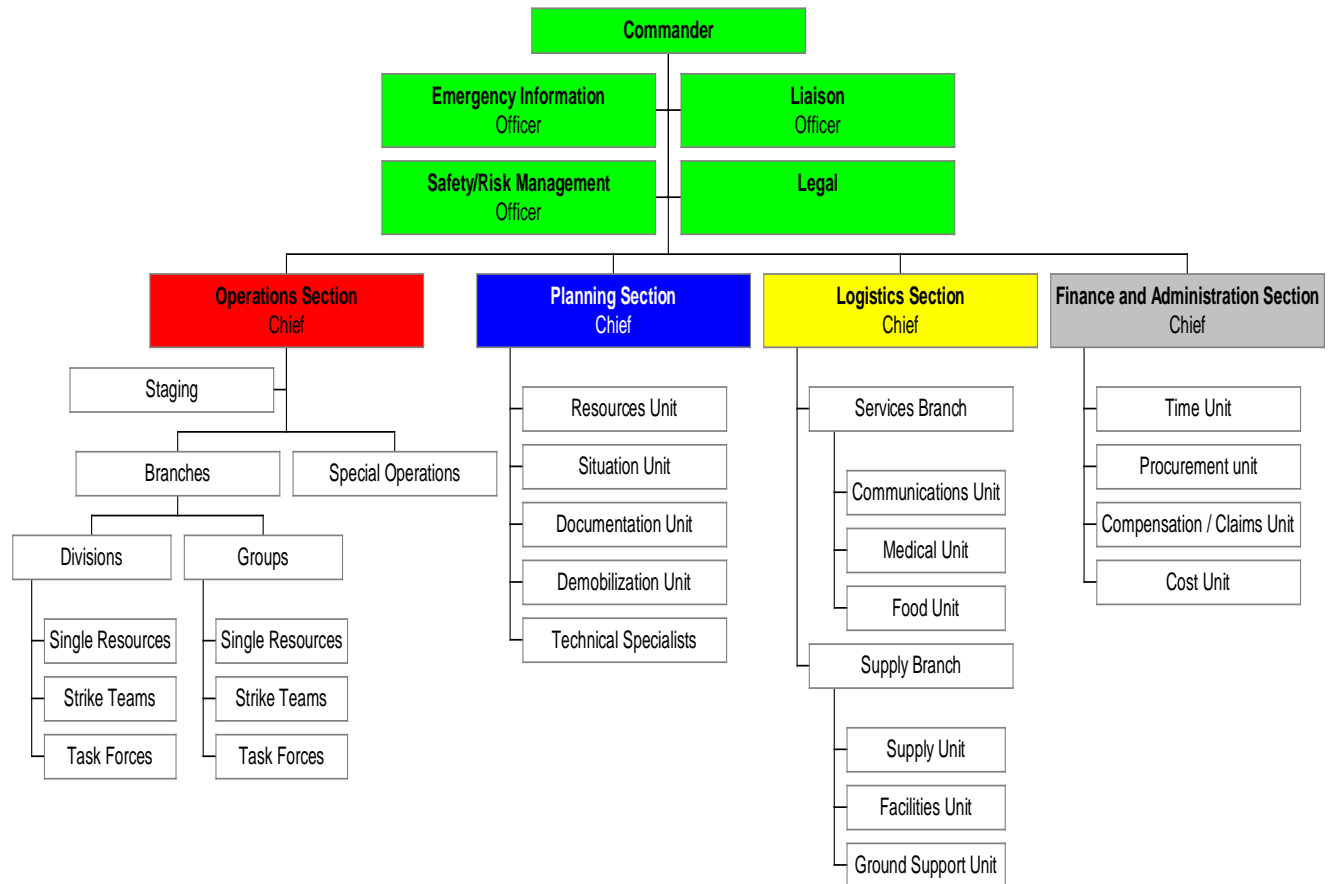
- Maintain public confidence by:
- Protecting the health and safety of employees
- Saving lives
- Reducing suffering
- Protecting public health
- Protecting infrastructure and property
- Protecting the environment
- Reducing economic and social losses

6.4 Organizational Structure

Figure 1 provides an overview of how resources are organized under the IMS structure. All IMS resources are co-ordinated using this structure so that they are scalable and work effectively with other IMS resources.

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Figure 1: IMS Organizational Structure (scalable)



6.5 Principles

The following standard operating principles guide how IMS is implemented:

- Five primary management functions
- Establishing and transferring command
- Single or unified command
- Management by objectives
- Manageable span of control
- Modular organization

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- Unity and chain of command
- Common terminology
- Consolidated Incident Action Plans
- Personnel (accountability)
- Integrated communications
- Comprehensive resource management

PART 7: Roles and Responsibilities

The individual and group roles and responsibilities involved in emergency situational response:

- 7.1 Command
- 7.2 Duty Officers
- 7.3 Command Centre Commander
- 7.4 Corporate Duty Officer
- 7.5 Emergency Information Officer
- 7.6 Community Emergency Management Coordinator
- 7.7 Office of Emergency Management Staff
- 7.8 Head of Council
- 7.9 Elected Officials
- 7.10 Emergency Operations Centre Control Group
- 7.11 Emergency Operations Centre Operations Group
- 7.12 Emergency Operations Centre Commander
- 7.13 Emergency Operations Centre Deputy Commander

7.1 Command

Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

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Incident Commander

The Incident Commander has the overall authority and responsibility for all site activities, including the development of objectives, strategies and tactics and the ordering and the release of resources. The Incident Commander is responsible for providing situational awareness to their Duty Officer.

Area Commander

The Incident Commander may assign an Area Commander to a geographic area when there are multiple incident sites. The Area Commander provides logistical and administrative support to the Incident Commander. The Area Commander is responsible for providing situational awareness to the Emergency Operations Centre.

7.2 Duty Officers

Each City department has on-call Duty Officers (DO) who will fulfill the function as the single point of contact for their respective department. A DO is responsible for:

- Maintaining service-specific situational awareness
- Notifying the Corporate Duty Officer of situations that may meet or have met the criteria of the *Response Escalation Level Guideline*
- Being available to respond on a 24/7 basis
- Responding to Corporate Duty Officer notifications
- Notifying their departmental management as per their departmental protocol
- Providing resource management on behalf of their department or service
- Fulfilling the role of initial Emergency Operations Centre Operations Group member as required

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7.3 Command Centre Commander

The Command Centre Commander is responsible for the development of objectives, strategies and tactics, as well as the ordering and the release of resources, for their respective departmental or service area. The Command Centre Commander has overall authority and responsibility for supporting departmental operations for the situation and departmental continuity of operations. The Incident Commander is responsible for providing situational awareness to their Duty Officer.

7.4 Corporate Duty Officer

During a situation, the Corporate Duty Officer is the central point of contact for the Emergency Management Plan.

The Corporate Duty Officer is responsible for:

- Being available to respond on a 24/7 basis
- Monitoring and maintaining situational awareness
- Communicating with Duty Officers
- Understanding situation levels as per Part 4
- Identifying the corporate response escalation level as per Response Escalation Level Guideline
- Initiating the corporate notification procedures
- Fulfilling the role of Emergency Operations Centre Commander as required

7.5 Emergency Information Officer

Under Ontario Regulation 380/04, made under the Emergency Management Act, “Every municipality shall designate an employee of the municipality as its emergency information officer”. The Director, Public Information and Media Relations will fulfill the role of the emergency information officer and shall “...act as the primary media and

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public contact for the municipality in an emergency”. The Emergency Information Officer duties include:

- Monitoring media reports, and social media
- Compiling information for dissemination
- Posting emergency information
- Releasing information through various information streams
- Coordinating media briefings
- Managing to media and public inquiries
- Identifying spokesperson(s)

7.6 Community Emergency Management Coordinator

A Community Emergency Management Coordinator (CEMC) is defined as, “An individual officially designated by a community who is responsible and accountable for the community’s emergency management program. The CEMC must be a municipal employee, as per the Municipal Act.” The Ottawa CEMC position is held by an individual within the Office of Emergency Management. The CEMC is also responsible for liaison with the Provincial Emergency Operation Centre (PEOC) and the Office of the Fire Marshal and Emergency Management (OFMEM).

7.7 Office of Emergency Management Staff

The Office of Emergency Management is a unit of the Security and Emergency Management Branch. The Office of Emergency Management provides operational, planning, logistical and administrative support to the Emergency Management Program including the Corporate Duty Officer and Emergency Operations Center Commander.

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7.8 Head of Council

The Head of Council⁷ is the only individual with authority to make an emergency declaration for the municipality. The Head of Council may take such action and make such orders, as deemed necessary, that are not contrary to law, to implement the Emergency Plan and to protect property, health, safety and welfare of the affected persons in the emergency area. Further, they may terminate an emergency declaration for the municipality at any time. The Premier of Ontario also has legislated authority to terminate a municipality's declaration of a state of emergency.

7.9 Elected Officials

As community leaders, Elected Officials play an essential role in managing emergencies. The designation of elected officials includes the Mayor and Councillors. Elected Officials do not direct the response; rather, they leverage existing community networks to help relay information from the community and disseminate information provided by the Emergency Information Officer.

7.10 Emergency Operations Centre Control Group

The Emergency Operations Centre Control Group is managed by the Emergency Operations Centre Control Group Commander and is supported by the Emergency Operations Centre Operations Group Deputy Commander. Communication between the Control Group and the Operations Group is coordinated through the Emergency

⁷ Ontario Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, Section 4(1)

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Operations Centre Commander and Deputy Commander. The EOCCG membership includes:

- City Manager, City Manager's Office - Chair
- Director, City Manager's Office
- City Clerk and Solicitor, Office of the City Clerk and Solicitor
- General Manager, Community and Social Services Department
- General Manager, Corporate Services Department
- General Manager, Emergency and Protective Services Department – Alternate Chair
- General Manager, Recreation, Cultural and Facility Services Department
- General Manager, Planning, Infrastructure and Economic Development Department
- General Manager, Public Works and Environmental Services Department
- General Manager, Service, Innovation and Performance Department
- General Manager, Transportation Services Department
- Director, Public Information and Media Relations
- Chief, Ottawa Fire Service
- Chief, Ottawa Paramedic Service
- Chief, Ottawa Police Service
- Medical Officer of Health, Ottawa Public Health
- Chief Executive Officer, Ottawa Public Library
- Chief Information Officer, Corporate Services Department
- Manager, Security and Emergency Management (EOCCG Commander)

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The Emergency Operations Centre Control Group shall direct the City's response and recovery activities in an emergency.

Statutory Duties

Some members of the Emergency Operations Centre Control Group (EOCCG) have statutory duties. These statutory duties are defined by municipal, provincial or federal legislation. Examples of provincial legislation which delegate authority and responsibility include the Emergency Management and Civil Protection Act, the Building Code Act, the Health Protection and Promotion Act and the Police Services Act. The exercise of a statutory duty during a situation can have a considerable impact on other service providers; and therefore, where appropriate, a coordinated approach with all affected service providers should be considered. A consultative approach provides an opportunity for all involved to assess, plan and coordinate matters associated with the intended exercise of a statutory duty. EOCCG and legal advice should be solicited as circumstance permits. The City's Emergency Plan assigns certain responsibilities to various stakeholders to coordinate the specific emergency functions.

7.11 Emergency Operations Centre Operations Group

The Duty Officer represents their respective departments in the Emergency Operations Centre Operations Group until the Emergency Operations Centre Deputy Commander establishes an appropriate Incident Management System structure for a situation. The Emergency Operations Centre Operations Group is responsible to ensure the continuity of operations (city-wide), support Command Centres. Further, the Emergency Operations Centre Operations Group provides recommendations to the Emergency Operations Centre Control Group. Lastly, they develop strategies for the implementation of Emergency Operations Centre Control Group objectives.

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7.12 Emergency Operations Centre Commander

The Emergency Operations Centre Commander is responsible for the overall management of the Emergency Operations Centre facility, assigned resources within the Emergency Operations Centre, and the provision of situation support.

7.13 Emergency Operations Centre Deputy Commander

The Emergency Operations Centre Deputy Commander is responsible to support the overall management of the Emergency Operations Centre facility, assigned resources within the Emergency Operations Centre, and the provision of situation support. The Commander and Deputy Commander work together to ensure that the objectives set by the Emergency Operations Centre Control Group are implemented operationally. The Deputy Commander provides leadership for the Emergency Operations Centre Operations Group and may be delegated as Commander as required.

7.14 Documentation

The individuals and groups involved in emergency situational response shall be expected to maintain documentation through the use of the Emergency Management Information System (EMIS). The documentation should include an Activity Log (IMS Form 214).

The Activity Log (IMS 214) records details of notable activities of individual or team resources at various IMS organizational levels, including Units, single resources, Strike Teams, Task Forces, etc. Activity Logs should be maintained by all individuals involved in incident response (where feasible). Activity Logs may also be maintained at the group level (units, strike teams, task forces, etc.). These logs provide a basic reference from which to extract information for inclusion in any after-action report.

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Consistent with the City of Ottawa Records Retention and Disposition By-law 2004-567, as amended, the logs constitute a "record" and should be maintained as such and destroyed only in accordance with the by-law. Therefore, records relating to an actual situation must be maintained for a period of seven (7) years following the end of the situation.

PART 8: Emergency Support Functions

The City uses a functional approach to respond to situations. The functions and the associated tasks are assigned to departments based on their mandates. This section describes the emergency support functions and highlights the department responsible for coordinating the function.

8.1 Function Tables

Table 2: Acronyms used in the Support Function Descriptions

Acronym	Department
CCS	Office of the City Clerk and Solicitor
CS	Corporate Services Department
CSS	Community and Social Services Department
EPS	Emergency and Protective Services Department
OPH	Ottawa Public Health
PIED	Planning, Infrastructure and Economic Development Department

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Acronym	Department
RCFS	Recreation, Cultural and Facility Services Department
PS	Police Service
PWES	Public Works and Environmental Services Department
SIP	Service Innovation and Performance Department
TS	Transportation Services Department

Table 3: Emergency Support Functions Roles and Responsibilities

The Coordinator for each department is responsible for providing leadership, coordination, and oversight for its designated function.

Emergency Support Function	Department	Responsibility
Administration	Service Innovation and Performance	To coordinate the administration of human resources for sustaining response during extended emergency operations.

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Emergency Support Function	Department	Responsibility
Administration	Corporate Services Department	To coordinate material, technological and financial resources for emergency operations
Administration	Office of the City Clerk and Solicitor	To coordinate legal and legislative services for emergency operations.
Animal Care	Emergency and Protective Services	To coordinate the care and shelter for canine and feline pets.
Animal Care	Planning, Infrastructure and Economic Development	To coordinate the transportation of livestock and the disposal of deadstock, as the result of a hazard situation.
Commodity Distribution	Emergency and Protective Services	To coordinate procedures, and protocols with City services to secure life sustaining emergency supplies and their distribution to residents, businesses and visitors.
Critical Infrastructure	Planning, Infrastructure and Economic Development	To coordinate the prioritization, protection and resumption of critical infrastructure.
Damage Assessment	Planning, Infrastructure and Economic Development	To coordinate the identification of buildings and designated structures covered by the Building Code Act

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Emergency Support Function	Department	Responsibility
		that may be unsafe due to a catastrophic event.
Debris Management	Public Works and Environmental Services	To coordinate non-hazardous debris removal, environment protection, site clean-up with other partnering services
Donation of Goods Management	Emergency and Protective Services	To coordinate the receipt, storage, and distribution of donated goods.
Elected Officials Coordination	City Manager	To coordinate Elected Officials during emergency operations.
Emergency Social Services	Emergency and Protective Services	To coordinate the provision of emergency social services.
Fatality Management	Police Service	To coordinate the care of the deceased in a mass casualty situation.
Finance	Corporate Services	To coordinate and manage cost accounting, purchases, payments and contracted services.
Fire Suppression	Emergency and Protective Services	To coordinate fire suppression in urban, rural and wild land settings.
Hazardous Materials	Emergency and Protective Services	To coordinate the identification, containment, recovery and

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Emergency Support Function	Department	Responsibility
		arrangements for disposal of hazardous materials.
Information Analysis and Dissemination	Service, Innovation and Performance	To coordinate external information, development, analysis and dissemination.
Internal Information	Service, Innovation and Performance	To coordinate internal information, development, analysis and dissemination.
Law Enforcement	Police Service	To coordinate the provision of law enforcement services.
Long Term Community Recovery	Emergency and Protective Services	To coordinate the long term community recovery and resumption of City services.
Medical Services	Emergency and Protective Services	To coordinate unplanned out-of-hospital emergency medical care.
Natural Resources and Environment	Public Works and Environmental Services	To coordinate the protection and sustainability of natural resources and environment.
Protective Measures Program	Emergency and Protective Services	To coordinate external protective measures
Public Health	Ottawa Public Health	To coordinate the provision of public health in the municipality.

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Emergency Support Function	Department	Responsibility
Resource Management and Logistics	Emergency and Protective Services	To coordinate during situations operational resources and logistical requirements
Search and Rescue	Emergency and Protective Services	To coordinate the provision of technical search and rescue (collapsed structure, confined and water and ice rescue).
Search and Rescue	Police	To coordinate the provision of open air search and rescue operations.
Stakeholder Coordination	Emergency and Protective Services	To coordinate the engagement and management of stakeholders.
Telecommunications	Corporate Services	To coordinate the provision of telecommunication services.
Transit and Traffic	Transportation Services	To coordinate the provision of transit and traffic services.
Volunteer Management	Recreation, Cultural and Facility Services	To coordinate volunteers.

PART 9: After Action Reporting

This section describes the City's evaluation, after action/ corrective action and reporting process, for exercises and situations which includes:

- 9.1 Debriefing
- 9.2 After Action Report / Corrective Action
- 9.3 Reporting

9.1 Debriefing

An event debrief plays a critical role in learning and is an effective tool for sharing experiences; identifying difficulties and opportunities for improvement; and, making recommendations for corrective action. The demobilization plan should provide opportunities for an initial debrief prior to the release of resources from the event. The debrief process includes the recording and reporting of lessons observed, and capturing inputs that are relevant for the overall After Action Report. A debrief is required whenever the Emergency Operations Centre is mobilized. Whenever a situation escalates to Enhanced Operations, Security and Emergency Management or the participating agency, will determine whether a formal operational debrief is required.

Following the mobilization of the Emergency Operations Centre, the Planning Chief is responsible for overseeing the preparation and management of the debriefing as part of the demobilization plan. For complex incidents, the Planning Chief appoints a debriefing team to assist with this process. The Emergency Operations Centre Commander will select a facilitator for the debriefing. The debriefing involves the establishing timelines, the collection of individual feedback, collating the information into themes, and preparing an After Action Report.

Each individual should have the opportunity to provide written comments in a similar format. They will be asked to outline the key actions that were taken to manage the event (what worked well), identify areas for improvement (what could be done differently

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next time there is a need to respond to a similar event), determine the adequacy of the plans, processes and capabilities, and identify gaps and limitations from the event.

9.2 After Action Report/Corrective Actions

The After Action Report documents the evaluation of plans, procedures, capabilities, lessons observed and performance. The After Action Report is completed as part of demobilization plan.

The After Action Report should be concise as possible and include a summary of the situation, an analysis of findings, a list of key issues, and the development of a corrective action tracking table. A Community Emergency Management Coordinator is responsible for monitoring progress of the After Action Report.

9.3 Reporting

An After Action Report is intended to be shared and part of the official record of the event. All participants in an event may be required to submit reports related to the event. The Incident Commander, Command Centre Commander, Commander and Deputy Commanders, are expected to report on an event in which they participated.

In a declared State of Emergency, the Community Emergency Management Coordinator is responsible to submit a report to the Mayor within sixty (60) days of the demobilization of the event.

PART 10: List of Supporting Documents

Table 4: List of Supporting Documents

Document Name	Responsibility
Authority Matrix	SEM ⁸
Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Response Plan	SEM
City Clerk and Solicitor's Departmental Emergency Management Plan	CCS
Commodity Distribution Guideline	SEM
Common Terminology	SEM
Continuity of Government Plan	CCS
Corporate Services Departmental Emergency Plan <ul style="list-style-type: none">• Financial Services Emergency Plan• Fleet Services Emergency Plan• Fuel Management Guideline• Information Technology Services Emergency Plan	CS

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Document Name	Responsibility
Drinking Water Advisory Protocol	OPH
Decision Centres' Concept of Operations	SEM
Emergency and Protective Services <ul style="list-style-type: none"> • By-law and Regulatory Services Emergency Plan • Ottawa Fire Services Emergency Plan • Ottawa Paramedic Service Emergency Plan • Security and Emergency Management Emergency Plan 	EPS
Emergency Social Services Plan <ul style="list-style-type: none"> • Disaster Psychosocial Guide • Emergency Reception and Lodging Plan • Personal Services Plan 	SEM CSS RCFS/CSS CSS
Environmental Services <ul style="list-style-type: none"> • Drinking Water Incident Escalation Response Plan • Solid Waste Services Incident Escalation Response Plan • Wastewater Services Situation Escalation and Response Plan 	PWES
Evacuation Plan	SEM
Hazard Mitigation Plan	SEM
Long Term Care Emergency Management Plan	CSS

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Document Name	Responsibility
Natural Death Surge Plan	OPH
Northern Ontario Evacuation Plan	SEM
Ottawa Interagency Influenza Pandemic Plan	OPH
Ottawa Public Health Emergency Plan	OPH
Ottawa Public Library Emergency Management Plan	OPL
Planning, Infrastructure and Economic Development Emergency Management Plan	PIED
Police Services Emergency Plan	Police Service
Public Works <ul style="list-style-type: none"> • Public Works Departmental Emergency Plan • Forestry Services Emergency Plan • Parking Operations Maintenance and Development Emergency Plan • Roads and Traffic Operations and Maintenance Emergency Plan 	PWES
Recovery Guide	SEM
Re-Entry Plan	SEM
Resource Management and Logistics Guide	SEM
Response Escalation Level Guideline	SEM
Service Innovation and Performance Departmental Emergency Plan	SIP

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Document Name	Responsibility
<ul style="list-style-type: none">• Human Resources Emergency Plan• Public Information and Media Relations Emergency Plan• ServiceOttawa Emergency Plan• Service Transformation Emergency Plan	
Transportation Services <ul style="list-style-type: none">• Rail Implementation Office Departmental Emergency Management Plan• Traffic Management and Operational Support Emergency Plan• Transit Services Emergency Management Plan	TS
Urban Search and Rescue (USAR) Response Plan	SEM