



Emergency Management Program Municipal Emergency Plan

December 16, 2024

Version 7.0



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Version control

Table 1: Chronological representation of approved document versions

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	5.0	EMP Steering Committee
December 8, 2017	5.1	EMP Steering Committee
December 7, 2018	5.2	EMP Steering Committee
December 16, 2019	5.3	EMP Steering Committee
December 18, 2020	5.4	EMP Steering Committee
December 10, 2021	6.0	EMP Steering Committee
December 2, 2022	6.1	EMP Steering Committee
December 8, 2023	6.2	EMP Steering Committee
December 16, 2024	7.0	EMP Steering Committee

Document approval

 Beth Gooding, Director
 Public Safety Service

December 16, 2024

Date

Municipal Emergency 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 Municipal Emergency Plan (the “MEP”).

Custodian of the MEP

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

To ensure the City’s continued compliance with applicable legislation, corporate policies and procedures, and records management standards and best practices, this document will be saved as an Official Business Record (OBR) in an official records repository.

MEP revision

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

EMP Advisory Committee responsibility

Each EMP Advisory Committee representative shall notify the Advisory Committee Facilitator of gaps or revisions required in the MEP.

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.

Major revisions

Major revisions to the MEP are amendments which are operational in nature and affect service area delivery. Major revisions shall be made in consultation with the EMP Advisory Committee. The final approval of major revisions remains the domain of the EMP Steering Committee.

Annual review

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



MEP versioning

The OEM shall be responsible for the MEP version control.

For further details, please contact:

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Acronyms

Table 2: List of common emergency management acronyms

AAR	After-Action Report
AC	Area Commander
ACP	Area Command Post
CC	Command Centre (service area)
CEMC	Community Emergency Management Coordinator
CDO	Corporate Duty Officer
ConOps	Concept of Operations
DO	Duty Officer (service area)
ECC	Emergency Coordination Centre
EIO	Emergency Information Officer
EM	Emergency Management
EMCPA	Emergency Management and Civil Protection Act
EMIS	Emergency Management Information System
EMO	Emergency Management Ontario (Provincial)
EMP	Emergency Management Program
GOC	Government Operations Centre (Federal)
HIRA	Hazard Identification and Risk Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
OEM	Office of Emergency Management
MECG	Municipal Emergency Control Group
MEP	Municipal Emergency Plan
PEOC	Provincial Emergency Operations Centre
PSS	Public Safety Service (a service area under the Emergency and Protective Services Department)
ToR	Terms of Reference

Part 1: Introduction

The Ontario Emergency Management and Civil Protection Act (EMCPA), 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 (EMP), which includes the Municipal Emergency Plan (the “MEP”). The MEP takes an all-hazard function-based approach and is always in effect, as elements can be implemented on a flexible and scalable basis to provide effective prevention, mitigation, preparedness, response and recovery efforts in the Ottawa area. The MEP is designed to be used by all City departments and partners, during planned or unplanned situations. City departments and partners that have a function to fulfill under the MEP are required to develop their own supporting formal emergency plans and procedures, and corresponding operational capability and capacity.

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

Part 2: Purpose and scope

The purpose of the MEP 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 all situation responders and those affected by the situation
 - Saving lives
 - Treating the sick and injured
 - Protecting property and the environment
 - Preventing and / or reducing economic and social losses
 - Ensuring the continuity of government and critical services
 - Ensuring accessible, stable, and consistent channels of communication with the public

The scope of the MEP is to identify and assign specific areas of responsibility for performing functions to mitigate, respond to, and recover from a situation.

Part 3: Authorities and references

Ontario's EMCPA Act, R.S.O., 1990, c.E.9, is the legal authority for the City of Ottawa EMP and its elements have been issued under the City of Ottawa Emergency Management Program By-law.

The MEP 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 (R2014)
- Canadian Standards Association CAN/CSA-Z1600-17: Emergency and Continuity Management Program
- National Fire Protection Association NFPA 1600 Standard on Disaster/ Emergency Management and Business Continuity Programs, 2000 Edition, NFPA, 2000
- Incident Command System (ICS)

Part 4: Situation types

A situation refers to City resources dedicated towards prevention, mitigation, preparedness, response and recovery efforts. The following descriptions outline types of situations:

Incident

An occurrence or event that requires an emergency response to protect people, property, the environment, the economy and/or services.

Event

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

Emergency

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

Disaster

A serious disruption of the functioning of a community or society, involving widespread human, property, environmental, social and/or economic impacts that exceeds the ability of City departments or partners to cope using their own resources. Extraordinary efforts may be implemented to reinstate normal operations.

Part 5: Incident Command System

The Incident Command System (ICS) is a pan-Canadian command and control structure used to help manage emergency situations and planned events. It provides a framework for standard incident management response and improves interoperability between all response organizations, as well as with international cooperators.¹

The City supports the implementation of ICS in all decision centres for managing simple, complex, planned and unplanned situations.

This part of the MEP briefly describes the following elements of ICS:

- 5.1 Decision centres
- 5.2 Organizational structure

5.1 Decision centres

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

- Incident Command Post (ICP): location from which an Incident Commander (IC) oversees situation management.
- Area Command Post (ACP): location from which an Area Commander (AC) manages multiple ICPs. An ACP may be established to provide oversight and direction to personnel if there are multiple situations in an area.
- Service Area Command Centre (CC): monitors all resource requests, commitments and service level agreements to support the situation and ensure continuity of operations.
- Emergency Coordination Centre (ECC): a central entity that is responsible for making decisions that maintain public confidence through carrying out the

¹ The ICS documentation is available on the ICS Canada website.

principles of situation management at a strategic level and ensuring the continuity of operations of City departments.

- Municipal Emergency Control Group (MECG): directs the municipality's response in an emergency, including the implementation of the MEP.

For more details regarding the hierarchy and domains of concerns of the decision centres, see Part 9.1.

Communication tools

Effective communication requires clearly understood City responder roles and responsibilities, including the role(s) their department or service area provides during the situation. All activities amongst decision centres must be coordinated. In addition, coordination between decision centres is critical to success and is based on established communication protocols. The Emergency Management Information System (EMIS) is the communication tool used to support the management and dissemination of information, which includes a variety of platforms to address the situation. The EMIS can notify, track, manage and document resource requests and assets, share information and display data geospatially to support timely decision-making. EMIS also provides comprehensive situational awareness and a standard means of notifying Duty Officers and the Municipal Emergency Control Group (MECG) when their participation is required.

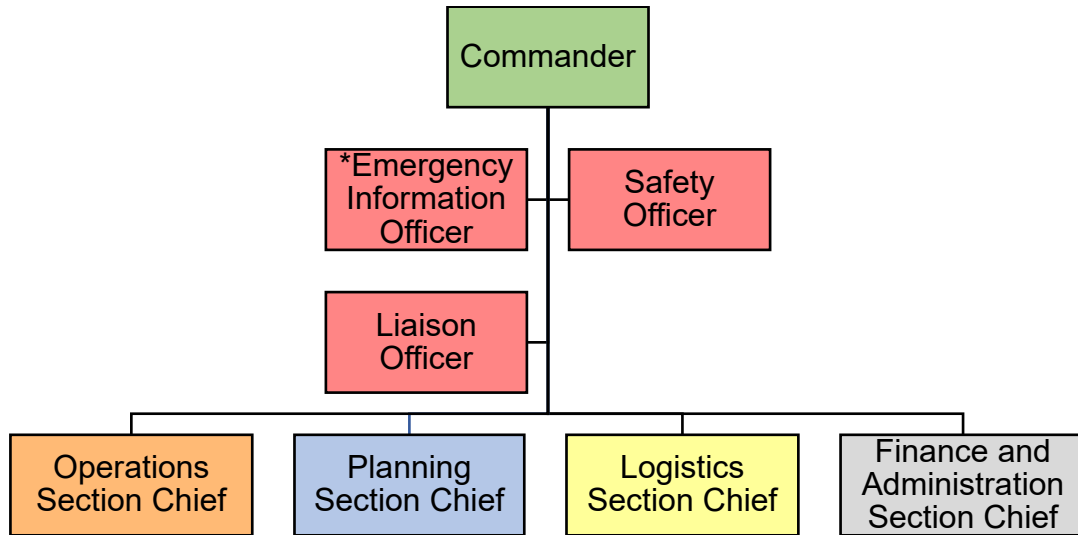
5.2 Organizational structure

ICS is based on the understanding that in every situation there are certain management functions that must be carried out, regardless of the number of persons available or involved in the mitigation, response or recovery. The management functions include: Command, Operations, Planning, Logistics and Finance and Administration.

Figure 1 provides an overview of how resources can be organized under an ICS structure, including Command Staff (Officers) and General Staff (Section Chiefs).

All ICS resources are coordinated so that they are scalable and work effectively with other ICS resources, in order to achieve common objectives identified in the Incident Action Plan (IAP).

Figure 1: ICS organizational structure



***Note:** The standard ICS organizational structure includes an Information Officer. The City of Ottawa has revised the name of this position to the Emergency Information Officer (EIO), in order to comply with a legislative requirement under Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act (EMCPA).

Part 6: Roles and responsibilities

The individual and group roles and responsibilities involved before, during and after situations include:

- 6.1 Community Emergency Management Coordinator
- 6.2 Emergency Information Officer
- 6.3 Corporate Duty Officer
- 6.4 Duty Officers
- 6.5 Emergency Coordination Centre
- 6.6 Emergency Coordination Centre Commander
- 6.7 Emergency Coordination Centre Deputy Commander
- 6.8 Municipal Emergency Control Group
- 6.9 Municipal Emergency Control Group Chair
- 6.10 Command
- 6.11 Council Liaison Officer
- 6.12 Office of Emergency Management Staff
- 6.13 Head of Council
- 6.14 Elected Officials
- 6.15 Public Health Emergencies

6.1 Community Emergency Management Coordinator

Ontario Regulation 380/04, s. 10(1) states: “Every municipality shall designate an employee of the municipality or a member of council as its emergency management program coordinator”. The Ottawa Community Emergency Management Coordinator (CEMC) Primary and Alternate positions are held by individuals within the Public Safety Service. The CEMC is also responsible for liaising with the Provincial Emergency Operation Centre (PEOC) and Emergency Management Ontario (EMO).

6.2 Emergency Information Officer

Under Ontario Regulation 380/04, made under the EMCPA:

- Section 14(1): Every municipality shall designate an employee of the municipality as its emergency information officer.
- Section 14(2): The emergency information officer shall act as the primary media and public contact for the municipality in an emergency.

The Chief Communications Officer, Public Information and Media Relations, will fulfill the role of the Emergency Information Officer (EIO).

The EIO duties include:

- Establishing the Emergency Information Centre (EIC), which is a location where Emergency Communications functions take place
- Monitoring media reports and social media
- Compiling information for dissemination
- Posting emergency information
- Releasing information through various information streams
- Coordinating media briefings
- Managing the media and public inquiries
- Identifying spokesperson(s)

6.3 Corporate Duty Officer

During a situation, the Corporate Duty Officer (CDO) is the initial central point of contact.

The CDO is responsible for:

- Being available to respond on a 24/7 basis
- Coordinating, collaborating and communicating with the Duty Officers
- Monitoring, maintaining and sharing situational awareness

- Identifying the corporate response escalation level as per Response Escalation Level Guideline
- Initiating the corporate notification procedures

6.4 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 service area.

A DO is responsible for:

- Maintaining service area-specific situational awareness
- Notifying the Corporate Duty Officer (CDO) 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 CDO notifications without delay
- Confirming receipt of notification
- Being the service area's single point of contact for the CDO
- Notifying their service area management as per their departmental protocol
- Using the service area emergency plans for guidance
- Providing resource management on behalf of their service area
- Fulfilling the role of initial Emergency Coordination Centre member

6.5 Emergency Coordination Centre

The DO represents their respective service areas in the Emergency Coordination Centre (ECC) until the ECC Commander establishes a formalized ICS structure for a situation. The ECC is accountable for consequence management, ensuring continuity of operations (City-wide) and supporting Command Centres (CCs).

The ECC is responsible for:

- Implementing Municipal Emergency Control Group (MECG) objectives
- Ensuring continuity of City operations
- Supporting CCs

The ECC has the authority to:

- Develop and implement strategies to fulfill MECG objectives

6.6 Emergency Coordination Centre Commander

The ECC Commander is responsible for consequence management, ensuring continuity of operations (City-wide) and supporting CCs.

The ECC Commander has the authority to:

- Assume overall responsibility of the ECC
- Provide guidance and situational awareness to the MECG for consequence management, ensuring continuity of operations (City-wide)
- Ensure that the ECC objectives are developed
- Provide MECG briefings
- Reinforce that all ECC personnel maintain and complete Activity Logs (ICS 214) and other function-specific tracking logs that may be required. See Part 6.16 Activity Log (ICS 214).

6.7 Emergency Coordination Centre Deputy Commander

The ECC Deputy Commander is responsible for supporting the ECC Commander. The ECC Commander and Deputy Commander work together to ensure that the response priorities set by the MECG are implemented operationally.

The ECC Deputy Commander has the authority to:

- Assume the duties of the ECC Commander when designated
- Assume overall responsibility for the ECC
- Provide leadership to the ECC
- Ensure that the ECC objectives are implemented
- Initiate the ECC briefing

- Reinforce that all ECC personnel maintain and complete Activity Logs (ICS 214) and other function-specific tracking logs that may be required. See Part 6.16 Activity Log (ICS 214).

6.8 Municipal Emergency Control Group

The Municipal Emergency Control Group (MECG) is facilitated by the ECC Commander. Communication between the MECG and the ECC is coordinated through the ECC Commander.

The MECG membership includes:

- City Manager (Chair)
- Director, City Manager's Office
- City Clerk, Office of the City Clerk
- City Solicitor, Legal Services
- Chief Communications Officer, Public Information and Media Relations
- General Manager, Community and Social Services Department
- General Manager, Emergency and Protective Services Department (Alternate Chair)
- General Manager and Chief Financial Officer / Treasurer, Finance and Corporate Services Department
- General Manager, Infrastructure and Water Services Department
- General Manager, Planning, Development, and Building Services Department
- General Manager, Public Works Department
- General Manager, Recreation, Cultural and Facility Services Department
- General Manager, Strategic Initiatives Department
- General Manager, Transit Services Department
- Chief, Ottawa Fire Services
- Chief, Ottawa Paramedic Service
- Chief, Ottawa Police Service
- Chief Executive Officer, Ottawa Public Library

- Chief Information Officer, Finance and Corporate Services Department
- Medical Officer of Health, Ottawa Public Health
- Director, Public Safety Service (ECC Commander)

The MECG shall:

- Direct the City's response and recovery activities in a situation.
- Direct the development and approval of a Terms of Reference (ToR) for any new non-standard group or element to the governance structure that is introduced and approved during a situation.

The MECG has the authority to:

- Provide overall policy direction and development of objectives to achieve their goal to "maintain public confidence"
- Authorize policy direction
- Provide direction on public information activities
- Act as official spokesperson(s)

The MECG does not use the ICS; however, an impact and consequence management assessment approach is applied.

Operations cycle meetings

The MECG meeting cadence will be determined based on the specific context of each situation, as determined by the MECG Chair.

All of MECG membership (Primary and/or Alternates) must be present at each scheduled meeting. A Scribe will be assigned to record minutes of these meetings.

The MECG meets to:

- Gain situational awareness and analysis
- Identify the immediate consequences and risks
- Formulate strategic standing objectives
- Prioritize management response objectives
- Determine whether a State of Emergency Declaration is recommended
- Determine any impacts on policy decisions

- Coordinate information sharing with the Mayor and City Council
- Determine what communications, coordination and resource management needs are required

A written update (i.e., email) can be considered in lieu of a MECG meeting. This will be determined by the MECG Chair.

Statutory duties

Individual MECG members, or their staff, may have legislated statutory responsibilities that they are required to fulfill, regardless of the situation. The City's EMP has developed an Authority Matrix to capture those responsibilities. These statutory duties are defined by municipal, provincial or federal legislation. Examples of provincial legislation which delegate authority and responsibility include, but are not limited to, the Municipal Act, 2001, Emergency Management and Civil Protection Act, 1990, Building Code Act, 1992, Health Protection and Promotion Act, 1990 and the Police Services Act, 1990.

Where conditions require the exercise of a statutory duty, the official is required by law to act and fulfill that duty. It is typically an offence to interfere, hinder or otherwise obstruct an official carrying out a statutory duty. However, it is also important to recognize that the exercise of a statutory duty may impact other service providers, even during normal operations.

The exercise of a statutory duty during a situation can have a considerable impact on other service providers. Therefore, it is recommended that where appropriate, a coordinated approach with all affected service providers should be considered in the exercise of a statutory duty. This type of approach provides an opportunity for all involved to assess, plan and coordinate matters associated with the intended exercise of a statutory duty.

In the course of acting upon a statutory duty, the official should seek advice from various partners and experts, including legal advice where circumstances require. From an emergency management perspective, it is therefore appropriate for an official to also consult with the MECG, as it is the group that City Council and the EMCPA recognizes as responsible for both the emergency response and implementation of the MEP. The MEP assigns certain responsibilities to various departments to coordinate the specific emergency support functions.

6.9 Municipal Emergency Control Group Chair

The Municipal Emergency Control Group Chair has the authority to:

- Manage and lead the MCECG
- Approve MCECG objectives
- Recommend to the Head of Council to declare a State of Emergency

6.10 Command

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

Incident Commander

The Incident Commander (IC) 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 IC is responsible for providing situational awareness to their respective Duty Officer.

The IC may require an Area Commander (AC) when there are multiple incident sites. The AC provides logistical and administrative support to the IC. The AC is responsible for providing situational awareness to the ECC.

The IC decides on:

- The appropriate ICS structure
- The ICS planning cycle

Command Centre Commander

The Command Centre (CC) Commander is responsible for the development of objectives, strategies and tactics, as well as the ordering and the release of resources, for their respective service area. The CC Commander has overall authority and responsibility for supporting service area operations for the situation and service area continuity of operations.

The CC Commander will:

- Implement an appropriate ICS structure
- Set an appropriate planning cycle, which could align with the ICP or ACP cycle
- Coordinate, collaborate and communicate with their service area DOs and vice versa

If a CC is not mobilized, the DO for that service area ensures completion of the functions usually managed by the CC.

Note: There may be two (2) separate planning cycles, one (1) to support the ICP or ACP and one (1) to support continuity of operations across the corporation.

Area Commander

The individual who exercises the function of Area Command is the Area Commander (AC). The AC is responsible for setting the overall strategy and priorities, allocating critical resources according to priorities, ensuring that situations are properly managed, and ensuring that objectives are met and strategies followed.

The Area Commander decides on:

- The appropriate ICS structure
- The ICS planning cycle

6.11 Council Liaison Officer

During an ECC mobilization, the ECC Council Liaison Officer (CLO) may be mobilized. The CLO is responsible for:

- Providing a single point of contact to respond to Councillor inquiries (ensuring a consistent response, City-wide)
- Receiving and coordinating requests from elected officials pertaining to response and recovery operations
- Documenting and maintaining a record of all requests and inquiries received by elected officials
- Participating in ECC briefings as required
- Participating in MECG meetings at the request of the ECC Commander
- Maintaining 24-7 communications availability with elected officials

6.12 Office of Emergency Management staff

The Office of Emergency Management (OEM) is a branch of the Public Safety Service, within the Emergency and Protective Services Department. The OEM provides operational, planning, logistical, recordkeeping and administrative support to the EMP, including the CDO and ECC Commander.

The OEM staff will:

- Support the ECC, which includes the MECG, as required.
- When directed by the MECG Chair, or Delegate, coordinate the development of a detailed Terms of Reference (ToR), when any non-standard group or element to the governance structure is introduced or approved by the MECG. The ToR will define the purpose, scope, structures, and decision-making authorities to support a clear understanding within the ECC structure about the new non-standard group or element.

The OEM is responsible for meeting the records management requirements of the emergency response. To further develop its support associated with this responsibility, the OEM will develop a comprehensive records management plan and, in consultation with Information Technology (IT) Services and the Information Management Branch, will implement a 'records ready' SharePoint site that can be used during ECC mobilization or as required. The SharePoint site will include the appropriate information architecture and libraries to ensure all relevant documentation is captured and stored in accordance with the City's records management policy and procedures. Consistent with the current City of Ottawa Records Retention and Disposition By-law, records associated with a situation will be lifecycle managed. More information regarding the records management plan can be obtained by contacting the Program Manager, Information Management, or the OEM.

Note: Personal information and personal health information will be managed according to the responsibilities and requirements set out under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Personal Health Information Protection Act (PHIPA), and other applicable access and privacy legislation.

6.13 Head of Council

The Head of Council² is the only individual with authority to make an emergency declaration for the municipality³. The Head of Council may take such action and make such orders, as deemed necessary, that are not contrary to law, to implement the MEP and to protect property, health, safety and welfare of the affected persons in the emergency area. Further, the Head of Council or City Council may terminate an emergency declaration for the municipality at any time. The Premier of Ontario also has

² Ontario Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, Section 4(1)

³ In the City of Ottawa, this means the Mayor or the appointed Deputy Mayor in the Mayor's absence (Reference Procedure By-law - Deputy Mayor Section)

legislated authority to terminate at any time, a municipality's declaration of a state of emergency⁴.

6.14 Mayor and City Council

As community leaders, the Mayor and City Council play an essential role in supporting situations. The Mayor and City Council do not direct the response; rather, they carry out their delegated authorities and roles⁵, as well as leverage their communication channels and existing community networks. For example, relaying information from the community to the ECC through the Council Liaison Officer and disseminating information provided by the Emergency Information Officer to networks. In their role of supporting situations, coordination between elected officials and the ECC is key to ensuring an effective situation response and recovery, and to avoid duplication of services.

6.15 Public Health Emergencies

The City of Ottawa encounters risks and potential health threats from an increasing range of hazards, such as infectious diseases, water and food contamination, and extreme weather events. Further, some Ottawa residents may require additional supports, because of factors including poverty, age, gender, migration, environmental or health status. The EMP supports Ottawa Public Health (OPH) in evaluating, developing and strengthening capabilities to respond immediately and effectively to potential threats to public health, and emergencies with public health impacts.

The following public health-related principles are applied as part of the MEP implementation:

- That City services work with OPH, through the EMP governance, to enhance community resilience and preparedness in support of the MEP's purpose and scope of saving lives and preventing injury
- That City services work with OPH to identify and promote public health related preparedness, response and recovery objectives, for all emergencies

When emergencies have broader population health impacts, such as the COVID-19 pandemic, OPH and the OEM shall develop a Terms of Reference (ToR) to guide an

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

⁵ The Province - [The Ontario municipal councillor's guide | ontario.ca](#) and the [Municipal Act, 2001, S.O. 2001, c. 25 \(ontario.ca\)](#) – Part VI

effective City-wide response that leverages the framework of the MEP, while respecting the authority and technical expertise of OPH.

The ToR will describe:

- The role of OPH in the City's response and recovery structure
- The process through which public communications are managed, including the designation of organizational leads for different types of messaging
- The specific decision-making authority of the Medical Officer of Health, as it relates to the City's overall emergency response and recovery activities

6.16 Documentation

The individuals and groups involved in situational response shall maintain documentation through the use of the EMIS. The documentation should include an Activity Log (ICS Form 214) or other position-specific logs.

The Scribe is responsible for accurately recording activities during a situation. The Documentation Unit Lead will assign records management roles and responsibilities.

Activity Log (ICS 214)

Records details of notable activities of individual or team resources at various ICS 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 are Official Business Records (OBRs) and provide a basic reference from which to extract information for inclusion in any after-action report. Since the logs constitute an OBR, they should be maintained as such with permanent retention in accordance with the Records Retention and Disposition By-law.

Part 7: Risk, response and demobilization

The City uses the following descriptors (nomenclature) for departments and partners in coordinating prevention, mitigation, preparedness, response and recovery efforts:

- 7.1 Enterprise risk management (mitigation)
- 7.2 Response escalation levels
- 7.3 Demobilization (recovery)

7.1 Enterprise risk management

As defined in the City of Ottawa Enterprise Risk Management Policy, revised June 22, 2022, risk management is a shared responsibility at all City levels. All employees are required to demonstrate risk-aware thinking and accountability and to mitigate or escalate risks when warranted.

“Employees are expected to promote and facilitate appropriate risk control techniques to manage the risks to the public and employees’ health, safety and security, mitigate liability and protect corporate assets against loss and damage.

Employees have a responsibility to report incidents, assess exposures, reduce, control and monitor risk in programs and operations. Employees also have a responsibility to mitigate emergent or new risks if they are able to or bring identified risks to the attention of a supervisor/manager, and the supervisor/manager has a responsibility to mitigate the risk or escalate to the next level of authority until the risk receives the appropriate level of visibility, action and control.”

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 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 among departments. DOs are expected to contact the CDO when they are faced with a situation that is out of the ordinary that may meet or have met the criteria of the Response Escalation Level Guideline and has the potential to worsen or may be politically sensitive. When in doubt, the DO is expected to consult with the CDO.

The CDO will gather information about a situation that may have a significant impact on the City as an organization as well as the city and its residents and share the information with other DOs. Each department will determine the relevance of the information being shared and the impact to their respective service area(s).

7.2 Response escalation levels

Normal Operations consists of operations that service areas carry out according to their standard operating procedures, guidelines, legislation, policies, and procedures. When a response to Normal Operations is required, it is coordinated by ICs and service area CCs.

There are four levels of response escalation that require coordination through the CDO, which include:

- Monitoring
- Enhanced Operations
- Activated Operations
- State of Emergency

Monitoring

Monitoring involves City service areas and partners being made aware of a situation evolving municipally, provincially, nationally, or internationally, both privately and publicly, to understand how that situation may have an impact or consequences on Normal Operations. At this level, the CDO and some or all DOs may be notified and engaged.

Enhanced Operations

Enhanced Operations indicates a situation that is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure, and economic stability and may also be politically sensitive. At this level, the CDO and some or all DOs are notified and engaged.

Activated Operations

Activated Operations indicates a situation that requires the engagement of the City's senior leaders through the mobilization of the MECG and the ECC.

State of Emergency

There is no legislative criteria for an emergency declaration. Rather, when the City has entered into an Activated Operations level, the specific context of the situation (including legal, operational, financial / economic considerations) will be assessed to assist the Head of Council in determining whether a State of Emergency should be declared.⁶

Response Escalation Level Guideline

The Response Escalation Level Guideline provides guidance to the CDO and DOs for situations where a coordinated level of prevention, mitigation, preparedness, response or recovery may be required to meet the needs of City employees or the community, while continuing the delivery of City services.

The guideline has established criteria, as defined by the respective departments, for Enhanced Operations and Activated Operations levels.

7.3 Demobilization

Demobilization planning starts as soon as the response is mobilized and continues until the ICS organization ceases operation. All situations should have a demobilization plan, which is included as part of the IAP. The purpose of the demobilization plan is to ensure the systematic, safe and cost-efficient release of all resources from a situation including personnel, equipment, supplies and facilities, as well as the capture of Official Business Records (OBRs). The demobilization is ordered by the ECC Commander; planned by the Planning Section; and, generally, carried out by the Operations Section although some activities may be carried out by other sections.

For simple situations, a demobilization plan can be verbal. For more complex situations, it may be necessary to create a Demobilization Unit within the Planning Section to fulfill this function.

Once a demobilization plan has been approved, it is important to ensure that all ICS functions know and understand their responsibilities. The Planning Section is responsible for conducting ECC briefings to ensure that ICS functions leads are aware of their roles in the demobilization plan. In addition, the Planning Section will ensure the demobilization plan is disseminated within an appropriate timeframe and that any updates and/or revisions continue to be shared as demobilization activities occur.

⁶ Emergency Management Ontario (EMO) "Checklist in Consideration of a Declaration of Emergency"

Standard demobilization activities include the following:

- Restoration of resources to original state and location
- Restocking and inventory control
- Cleaning and repairing facilities and equipment, as necessary
- Advising the Finance and Administration Section of any outstanding financial commitments or details
- Cleaning up and organizing workstations
- Participating in post-operational debriefs and contributing to the After-Action Report
- Obtaining information for accessing psychosocial support
- Completing and forwarding all original documentation (for example: activity logs, reports, forms, lists) to the Documentation Unit within the Planning Section
- Signing out of and demobilizing 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.

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.

Each department is responsible for the development of plans, processes and procedures for its designated emergency support function.

Table 3: Emergency support functions roles and responsibilities

Emergency support function	Department	Responsibility
Administration	Office of the City Clerk	To coordinate legislative services for emergency operations.
Administration	Finance and Corporate Services Department	To coordinate fuel, hired equipment, material, and technological resources for emergency operations. To coordinate and provide staffing support in the hiring of specific positions as required, to sustain a response during extended emergency operations.
Administration	Legal Services	To coordinate legal services for emergency operations.
Animal Care	Emergency and Protective Services Department	To coordinate the care and shelter for canine and feline pets.
Animal Care	Planning, Development, and Building Services Department	To coordinate the transportation of livestock and the disposal of deadstock, as the result of a situation.

Emergency support function	Department	Responsibility
Commodity Distribution	Emergency and Protective Services Department	To coordinate procedures, and protocols with City services to secure life sustaining emergency supplies and their distribution to residents, businesses and visitors.
Community Recovery	Emergency and Protective Services Department	To coordinate community recovery and resumption of City services.
Critical Infrastructure	Infrastructure and Water Services Department	To coordinate the prioritization, protection and resumption of critical infrastructure.
Damage Assessment	Planning, Development, and Building Services Department	To coordinate the identification of buildings and designated structures covered by the Building Code Act that may be unsafe due to a situation.
Debris Management	Public Works Department	To coordinate non-hazardous debris removal, environment protection, and site clean-up with other partnering services
Donations of Goods Management	Emergency and Protective Services Department	To coordinate the receipt, storage, and distribution of donated goods.
Donations Management – Corporate	Recreation, Cultural and Facility Services Department	To solicit, coordinate the receipt of, and track all corporate donations.
Elected Officials Coordination	City Manager	To coordinate Elected Officials during emergency operations.

Emergency support function	Department	Responsibility
Emergency Social Services	Emergency and Protective Services Department	To coordinate a framework within which arrangements and measures are implemented to ensure that basic needs are met for people impacted by a situation.
Fatality Management	Ottawa Police Service	To coordinate the care of the deceased in a mass fatality situation.
Fatality Management	Ottawa Public Health	To coordinate a natural death surge response, in collaboration with key partners.
Finance	Finance and Corporate Services Department	To coordinate and manage cost accounting for emergency operations.
Fire Suppression	Emergency and Protective Services Department	To coordinate fire suppression in urban, rural and wild land settings.
Geographic Information System (GIS)	Planning, Development, and Building Services Department	To coordinate and manage GIS services.
Hazardous Materials	Emergency and Protective Services Department	To coordinate the identification, containment, recovery and arrangements for disposal of hazardous materials.
Information Analysis and Dissemination	Public Information and Media Relations	To coordinate, prepare and disseminate messaging and information material to the general public and media, on behalf of the City and its partner agencies at the Corporate level.

Emergency support function	Department	Responsibility
Internal Information	Public Information and Media Relations	To coordinate and prepare messaging and information material directed for City employees and disseminate at the Corporate level.
Law Enforcement	Ottawa Police Service	To coordinate the provision of law enforcement services.
Medical Services	Emergency and Protective Services Department	To coordinate unplanned out-of-hospital emergency medical care.
Natural Resources and Environment	Infrastructure and Water Services Department	To coordinate the protection and sustainability of natural resources and environments, in conjunction with other partnering service areas. Note: Natural resources could include, but are not limited to: trees and forestry; mines, minerals and other non-renewable resources; and energy, including energy developed from water.
Partner Coordination	Emergency and Protective Services Department	To coordinate the engagement and management of partners.
Protective Measures Program	Emergency and Protective Services Department	To coordinate protective measures.
Public Health	Ottawa Public Health	To coordinate the protection and promotion of public health in the municipality.

Emergency support function	Department	Responsibility
Resource Management and Logistics	Emergency and Protective Services Department	To coordinate operational resources and logistical requirements during situations.
Search and Rescue	Emergency and Protective Services Department	To coordinate the provision of technical search and rescue (structural collapse, rope / confined space, land subsidence, and water and ice rescue).
Search and Rescue	Ottawa Police Service	To coordinate the provision of open-air search and rescue operations.
Telecommunications	Finance and Corporate Services Department	To coordinate the provision of telecommunication services.
Traffic	Public Works Department	To coordinate the provision of traffic services.
Transit	Transit Services Department	To coordinate the provision of transit services.
Volunteer Management	Recreation, Cultural and Facility Services Department	To coordinate the registration of unaffiliated spontaneous volunteers.
Volunteer Management	Emergency and Protective Services Department	To coordinate the operations of unaffiliated spontaneous volunteers and non-governmental organizations.

Part 9: Concept of operations

It is critical that all City departments and partners understand how to communicate and share information efficiently in order to effectively manage situations and maintain public confidence. The Concept of operations (ConOps) is an overarching structure that brings all elements of situation management together by providing a framework to support and standardize emergency management in the City in its continued ability to prevent, mitigate, prepare, respond and recover from situations.

Situations are part of the daily operations for City service areas, but during emerging or complex situations, coordination across the Corporation, along with operational and strategic partners, may be required to conduct all components of emergency management. This may mean that the City will need to coordinate some of its activities through an ICS structure.

The ConOps also describes an effective governance structure that delineates clear roles and responsibilities within and between decision centres to ensure an effective coordinated response by supporting communication and information sharing in one standardized approach across the organization. The ConOps outlines and describes:

- Decision centre hierarchy; domain of concern; command and control structure; roles and responsibilities; and flow of communication.
- Operating parameters for Normal Operations and the four response escalation levels.

The ConOps does not replace existing plans, guidelines and procedures—it explains how they will be integrated in the various decision centres.

9.1 Operating procedures for decision centres

Operating procedures for the City's decision centres are based on:

- Decision centre response and management objectives (see Part 2: Purpose and scope, which are also used as objectives)
- Response Escalation Level Guideline
- Decision centre hierarchy and domain of concern

Hierarchy and domain of concern

The City of Ottawa has the following distinct decision centres, each with their own domain of concern:

- Incident Command Post (ICP)
- Area Command Post (ACP)
- Command Centre (CC)
- Emergency Coordination Centre (ECC)
- Municipal Emergency Control Group (MECG)

The following sub-sections describe the City decision centres and their domains of concern in the hierarchical order of mobilization.

There may be situations, such as a pandemic, where the decision centre(s) may operate using virtual means depending on the circumstances.

9.1.1 Incident Command Post

The Incident Command Post (ICP) domain of concern oversees situation management and onsite or virtual operations and has the ongoing responsibility for:

- Situation assessment
- Resource management
- Response protocols
- Responder accountability
- Rest and recovery
- Site layout
- Responder health and safety
- Hazard control
- Needs anticipation
- Information sharing

9.1.2 Area Command Post

The Area Command Post (ACP) domain of concern depends on the complexity of the situation. The ACP has the ongoing responsibility to:

- Develop broad objectives for the impacted area

- Coordinate the development of individual situation objectives and strategies
- Set priorities for the use of critical resources allocated to the incidents assigned to the area

9.1.3 Command Centre

A Command Centre (CC) domain of concern includes their respective service areas. The CC has the ongoing responsibility to:

- Respond and manage the needs of the ICP, ACP and the ECC
- Manage operational needs of the service areas
- Manage service area resources and administrative functions relevant to the situation
- Coordinate service area demobilization

9.1.4 Emergency Coordination Centre

The Emergency Coordination Centre (ECC) is the City entity that coordinates the City's response to situations.

An ECC is responsible for the strategic overview of the situation and does not normally directly control field assets. The ECC makes strategic decisions and leaves tactical and operational decisions to the appropriate decision centre level.

The ECC is an extension of the MCEG and its membership is comprised of City staff and partners. The ECC domain of concern includes:

- Ensure continuity of City-wide operations
- Support CCs
- Provide recommendations to the MCEG
- Develop strategies for the implementation of MCEG objectives

9.1.5 Municipal Emergency Control Group

The MCEG directs the City's mitigation and response activities in a situation by providing overall policy and strategic direction. Activities include:

- Direct municipal response
- Conduct situation consequence management

- Define corporate objectives; what needs to be accomplished
- Recommend a State of Emergency Declaration
- Approve extraordinary resource requirements
- Set policy direction
- Point of contact for Mayor, Mayor’s Office and City Council
- Point of contact for external Command Centres, such as federal or provincial agencies
- Provide the integrated City view
- Ensure consistent dissemination of information
- Assure the continuity of services at the City-wide level

The diagram in Figure 2 summarizes the City’s decision centres, their domain of concern and the role of the Centre’s personnel.

Figure 2: Domains of concern for City decision centres

<p>Municipal Emergency Control Group (MECG) City-wide management and situation awareness</p>
<p>Emergency Coordination Centre (ECC) City-wide management and situation support</p>
<p>(Service area) Command Centre City-wide and situation support</p>
<p>Area Command Post (ACP) City-wide awareness and situation management</p>
<p>Incident Command Post (ICP) City-wide awareness and situation operations</p>

9.2 Decision centre operational levels

This section describes the operating parameters for ConOps for each of the response escalation levels. At each of the operational levels, there are various partners, command structures, concurrent activities, resource requests and communications involved.

It is the responsibility of the Public Safety Service (PSS) to define, document and initiate notification procedures through the EMIS.

The CDO is the City point of contact when service area personnel observe an evolving situation. Once advised of the situation, the CDO initiates the corporate notification procedure, in order to share and obtain further situational awareness. In addition, PSS will define and document the notification procedures and establish required linkages with external partners.

Although there is a corporate emergency notification system for all DOs, MECG and ECC members, it is the responsibility of each City service area to define its own internal notification procedure and document their own processes and operating procedures.

Mobilized decision centres

In Normal Operations and Monitoring, the ICP, ACP and / or CCs may be mobilized.

In Enhanced Operations, the ICP, ACP, CCs and / or ECC may be mobilized.

In Activated Operations and State of Emergency, all Decision Centres, including the MECG, may be mobilized. The Ontario Provincial Emergency Operations Centre (PEOC) and Federal Government Operations Centre (GOC) are notified and may also be mobilized.

State of Emergency

As per the EMCPA, “The Head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.

Once a State of Emergency has been declared, the Head of Council shall ensure that the Solicitor General is notified forthwith of a declaration made under the Ontario EMCPA, Section 4(1).”⁷

⁷ Ontario, Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, Section 4(3)

Upon declaration, the City's Community Emergency Management Coordinator (CEMC):

- Ensures that the Head of Council has signed the Declaration of Emergency document
- Notifies the PEOC Duty Officer of the declaration
- Provides the PEOC Duty Officer with a copy of the signed declaration

Partners

At every operational level, it is possible that decision centres may interact with the following partners:

- Residents, businesses and visitors
- Mayor, Mayor's Office and City Council
- City departments
- Partners (internal and external) that are part of day-to-day business
- Governmental and non-governmental organizations

In the Activated Operations and State of Emergency, the PEOC and GOC are notified and may be involved.

Concurrent activities

At every operational level, there are many concurrent activities that are occurring within and between the various decision centres that have been mobilized.

In Normal Operations, every City service area will:

- Conduct normal daily activities
- Conduct surveillance
- Maintain situational awareness for potential or actual escalation or de-escalation
- Respond to situations following standard operating procedures and guidelines
- Report situations to management as defined by internal notification procedures
- Report situations to the CDO that may require awareness across the corporation, following the City's Response Escalation Level Guideline

- Communicate to the Mayor, City Council, residents, media and businesses through established protocols within the service area
- Ensure continuity of operations

In Monitoring or Enhanced Operations, a DO has contacted the CDO with information about a real or potential situation. For Enhanced Operations, a situation may have met escalation criteria as defined in the Response Escalation Level Guideline. From this point:

- The CDO logs situation in the EMIS
- Some or all DOs are notified of the real or potential situation through the EMIS by the CDO
- On-call DOs shall acknowledge receipt of notification
- Depending on the nature of the situation, DOs may be required to participate in a teleconference, virtual meeting, or in-person meeting, to provide awareness and updates to the CDO. On this call or meeting, a briefing is provided, and there may be a decision regarding the appropriate escalation level for the situation.
- DOs will continue to document awareness of the situation and updates in the EMIS
- DOs are responsible for providing updates to their management as defined by their internal service area procedures
- If the decision is to escalate to Enhanced Operations, all communications to Council, residents, media and businesses is now coordinated by the EIO

If a situation meets the response escalation level criteria for Activated Operations:

- All DOs and MCEG members are notified through the EMIS that the City has entered into Activated Operations
- Only on-call DOs and MCEG Members (or alternates when primary member is absent) are required to acknowledge receipt of notification and follow the directions of the notification
- The CDO and DOs continue to log situation information in the EMIS
- The DO network transitions into the ECC and assumes ICS functional roles, as assigned by the ECC Commander

- DOs provide updates from the ECC to their respective CCs
- All communications to Council, residents, media and businesses are now coordinated by the EIO

If the City's Head of Council determines that a situation warrants the declaration of a State of Emergency, the following communications will occur:

- The CEMC will complete the appropriate paperwork and follow protocol as per the MEP
- The CDO sends out a notification about the State of Emergency through the EMIS to all DOs and MECG members
- The ECC Commander ensures that the State of Emergency declaration is logged in the EMIS
- All ECC members provide updates to the ECC Commander and document through the EMIS
- ECC members provide updates respective to their assigned function(s)

Communication between decision centres

As stated in Ontario Regulation 380/04, "The emergency operations centre [EOC]⁸ must have appropriate technological and telecommunications systems to ensure effective communication in an emergency." O. Reg. 380/04, s. 4(2). The ConOps provides advice and assistance in determining what telecommunications systems may be "appropriate" for a municipality. It is the municipality's decision to determine if the telecommunications capabilities in their decision centres are appropriate.

The telecommunication capabilities that a decision centre needs may vary based on the size and type, the number of staff fulfilling functional roles, and the hazards and risks that a municipality may face. Service areas need to be operable, meaning they have sufficient communications capabilities to meet their everyday and emergency communication requirements, and they should be interoperable with other agencies, departments, or jurisdictions.

⁸ For the City of Ottawa, this decision centre is titled the emergency coordination centre (ECC)

To determine the telecommunication needs within decision centres, consider:

- Who needs to communicate, with whom, and when?
- What information should be communicated?
- What means of communication will be used?

9.3 Decision centre planning process

Decision centres must be resourced with the correct tools and personnel in order to ensure an organized response. This may mean that the organization must adopt a standardized functional ICS structure to manage internal and external resources supporting an emergency response and recovery effort.

Decision centres use the ICS Planning Cycle to develop consolidated IAPs.

Impact and consequence management assessment

The MECG applies the principles of an impact and consequence management assessment to:

- Gain situational awareness and analysis
- Identify the consequences and risks
- Formulate strategic standing objectives
- Prioritize Management Response Objectives
- Determine whether a State of Emergency Declaration is recommended
- Determine any impacts on policy decisions
- Coordinate information sharing with the Mayor and City Council
- Determine the requirement for communications, coordination and resource management needs
- Provide direction and clarification for the ECC in their ICS Planning Cycle

Initial Incident Action Plan establishment

Every situation 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 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

Incident Action Plan development

All decision centres responding to or managing a situation should develop their own IAP outlining how they will execute their responsibilities. Their respective IAPs should recognize their operational objectives and the applicable roles and responsibilities associated with their decision centres.

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.

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 (1) operational period.

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

The IC establishes operational periods as a basis for the ICS Planning Cycle at the ICP. The operational periods of the ACP, CCs and the ECC reflect or complement that of the ICPs, ACP, CCs and the ECC, which may have two operational periods: one to respond to the needs of the site and one to ensure continuity of operations.

All decision centres schedule and conduct a briefing at the beginning of each operational period to ensure that the decision centre staff is:

- 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

9.4 Decision making

All decisions made in decision centres require accurate and timely information as well as input and consultation from team members.

The decision centre commander is ultimately responsible for making key decisions on behalf of the decision centre, in consultation with the Command and General Staff.

The decision centre commander must carefully assess, evaluate, and prioritize each issue requiring a decision / approval. Once the decision is made, it must be assigned to applicable functions / positions for implementation and communicated to all appropriate decision centre staff levels.

All relevant documentation associated with decisions must be captured and stored in accordance with the City's records management procedures, and be consistent with the current City's Records Management Policy and Records Retention and Disposition By-law.

Part 10: After-action reporting

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

- 10.1 Debriefing
- 10.2 After-Action Report
- 10.3 Reporting

10.1 Debriefing

A situation 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 situation. The debrief process includes the recording and reporting of lessons observed and capturing inputs that are relevant for the overall After-Action Report (AAR). A debrief is required whenever the ECC is mobilized. Whenever a situation escalates to Enhanced Operations, PSS, or the participating service area(s), will determine whether a formal operational debrief is required.

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

Each individual should have the opportunity to provide comments, either verbally or in writing. They will be asked to outline the key actions that were taken to manage the situation (what worked well), identify areas for improvement (what could be done differently next time there is a need to respond to a similar situation), determine the adequacy of the plans, processes and capabilities, and identify gaps and limitations from the situation.

10.2 After-Action Report

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

The AAR 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.

Whenever a situation escalates to Activated Operations, PSS is responsible for coordinating an AAR.

10.3 Reporting

An AAR is intended to be part of the official record of the situation. All participants in a situation may be required to provide input related to the situation. The decision centre commanders are expected to report on a situation in which they participated.

Part 11: List of supporting documents

Table 4: List of supporting emergency management documents

Responsibility	Document name
Office of the City Clerk	City Clerk Departmental Emergency Management Plan City Clerk Departmental Continuity of Operations Plan Continuity of Government Plan
Legal Services	Legal Services Guide
Public Information and Media Relations	Public Information and Media Relations Emergency Plan and Continuity of Operations, plus appendices
Community and Social Services Department	Community and Social Services Emergency Plan Children’s Services Emergency Management Plans Long Term Care Emergency Management Plans
Emergency and Protective Services Department	Emergency and Protective Services Department Emergency Management Plan, which includes: <ul style="list-style-type: none"> • By-law and Regulatory Services Emergency Plan • By-law and Regulatory Services Continuity of Operations Plan • Ottawa Fire Services Emergency Plan • Ottawa Fire Services Continuity of Operations Plan • Ottawa Paramedic Service Emergency Plan • Ottawa Paramedic Service Continuity of Operations Plan • Public Safety Service Emergency Plan • Public Safety Service Continuity of Operations Plan

Responsibility	Document name
Emergency Social Services (Emergency and Protective Services; Recreational, Cultural and Facility Services; Community and Social Services; Ottawa Public Health)	Emergency Social Services Plan Emergency Social Services Continuity of Operations Plan Disaster Psychosocial Guide
Finance and Corporate Services Department	Finance and Corporate Services Department Emergency Plan, which includes: <ul style="list-style-type: none"> • CIRP – Computer Incident Response Plan • Fleet Services Supply Chain Emergency Preparation Response Guide • Fleet - Fuel Management Guide • Human Resources Emergency Plan and COOP • ServiceOttawa Emergency Management Plan and COOP Finance and Corporate Services Department Continuity of Operations Plan Financial Emergency Procedures
Infrastructure and Water Services Department	Infrastructure and Water Services Departmental Emergency Plan Infrastructure and Water Services Departmental Continuity of Operations Plan Drinking Water Incident Escalation Response Plan Wastewater Services Situation Escalation and Response Plan
Planning, Development, and Building Services Department	Planning, Development, and Building Services Emergency Management Plan Planning, Development, and Building Services Department Continuity of Operations Plan

Responsibility	Document name
<p>Public Safety Service (Emergency Management Program)</p>	<p>Commodity Distribution Guideline Common Terminology Emergency Management Program Continuity of Operations Plan (COOP) EMP Terms of Reference Emergency Coordination Centre Guideline Hazard Mitigation Plan Municipal Emergency Control Group Authority Matrix Northern Ontario Evacuation Plan Protective Measures Program Guide Recovery Guide Resource Management and Logistics Guide Response Escalation Level Guideline Standard Operating Guideline: Plan Implementation, Maintenance, Revision and Evaluation</p>
<p>Public Works Department</p>	<p>Public Works Departmental Emergency Plan Public Works Departmental Continuity of Operations Plan Flood Preparedness Response Plan Forestry Services Emergency Plan Rideau River and Small Waterway Flood Preparedness Plan Rideau River Flood Control Response Plan Roads Emergency Plan Severe Windstorm and Tornado Response Plan Solid Waste Services Incident Escalation Response Plan Traffic Services Emergency Management Plan</p>

Responsibility	Document name
Recreation, Cultural and Facility Services Department	Emergency Volunteer Registration Plan Donations Management Emergency Plan
Transit Services Department	Transit Services Departmental Emergency Management Plan Transit Services Departmental Continuity of Operations Plan Rail Construction Program Emergency Management Plan Transit Operations Services Emergency Management Plan
Ottawa Police Service	Ottawa Police Emergency Response and Management Plan Ottawa Police Service Continuity of Operations Plan Mass Fatality Plan
Ottawa Public Health	Ottawa Public Health Emergency Plan Ottawa Public Health Continuity of Operations Plan Adverse Drinking Water Incident Response Plan Emergency Priority Populations Plan Extreme Heat Cold Smog Plan for the City of Ottawa Natural Death Surge Guide Opioid Interagency Overdose Cluster Response Plan Respiratory Infectious Disease Response Plan
Ottawa Public Library	Ottawa Public Library Emergency Management Plan Ottawa Public Library Continuity of Operations Plan