Emergency Management Program
Municipal Emergency Plan

Version 5.4

December 18, 2020

A copy of this document is available in Accessible Format or with Communication supports upon request. Please contact the Office of Emergency Management, at: 613-580-2424, ext. 14741

Table of Contents

Version Control Table

Table 1 - 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	5.0	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

Document Approval

"original signed by"_____   December 18, 2020

Amanda Mullins, Manager   Date

Security and Emergency Management (Acting)

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 "Plan").

Custodian of the Municipal 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.

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 in an official repository.

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.

Major Revisions

Major revisions to the Plan are amendments which are operational in nature and affect service area delivery.

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 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 OEM 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 the Municipal Emergency Plan (the "Plan"). This Municipal 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 a risk. Although the City of Ottawa applies an all-hazards approach to the Emergency Management Program; human resources, equipment purchasing, training and exercise, and public education efforts are prioritized based on the understanding of the identified vulnerabilities.

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:

o Protecting the health and safety of employees

o Saving lives

o Reducing suffering

o Protecting public health

o Protecting infrastructure and property

o Protecting the environment

o 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

Office of Emergency Management

110 Laurier Ave West

Ottawa, Ontario K1P 1J1

613-580-2424, ext. 14741

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 Program By-law.

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 (R2014)

- Canadian Standards Association CAN/CSA-Z1600-17: Emergency and Continuity Management Program

- Emergency Management Standard: Emergency Management Accreditation Program 2019

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

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 people, property, the environment, the economy and/or services.

Emergency

An emergency is 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 the forces of nature, a disease or other health risk, an accident or an act 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 one or more affected communities to cope using their own resources.

Part 5: Incident Management System

The Province of Ontario has approved the Emergency Management (EM) Doctrine for Ontario and the Incident Management System (IMS) Doctrine [1] for Ontario. The City supports IMS and has implemented IMS in all Decision Centres and in the response to all situations. This section briefly describes the following elements of IMS:

5.1   Definition

5.2   Decision Centres

5.3   Response Goals

5.4   Organizational Structure

5.5   Principles

5.1   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.

5.2   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

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[1] The EM and IMS Doctrines are available on the Emergency Management Ontario Website.

responsibilities, and supporting IMS principles. The City of Ottawa has the following Decision Centres[2]:

- 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 in case there are multiple situations in an area.

- Service area Command Centre (CC): monitors all resource requests, commitments and service level agreements to ensure continuity of operations.

- Emergency Operation Centre (EOC): is a central facility that is responsible for making decisions that maintain public confidence, carrying out the principles of situation management at a strategic level and ensuring the continuity of operations of City Departments.

Communication Tools

Effective communication requires clearly understood responder roles and responsibilities; including the role their department or service provides during the situation. All activities between the Site and 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 key information geospatially to support decision-making. EMIS also provides comprehensive situational awareness and a robust means

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[2] For further detail: refer to the Decision Centres' Concept of Operations.

of notifying Duty Officers and the Emergency Operations Centre Control Group when their participation is required.

5.3   Response Goals

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

- Maintain public confidence by:

    o   Protecting the health and safety of employees

    o   Saving lives

    o   Reducing suffering

    o   Protecting public health

    o   Protecting infrastructure and property

    o   Protecting the environment

    o   Reducing economic and social losses

5.4   Organizational Structure

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

Figure 1: IMS Organizational Structure (scalable)

Figure 1: IMS Organizational Structure (scalable)
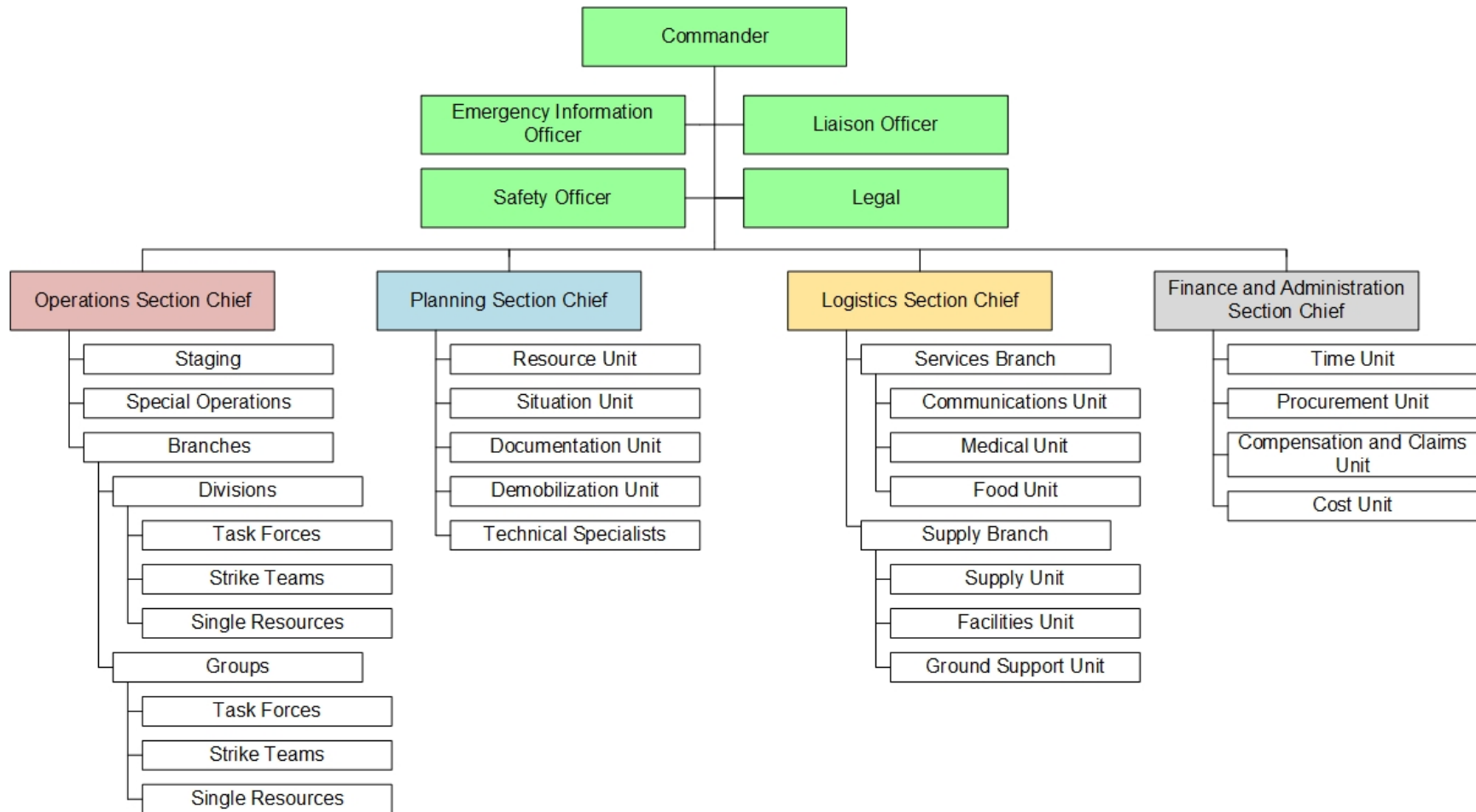
Part 6: Roles and Responsibilities

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

6.1   Command

6.2   Corporate Duty Officer

6.3   Duty Officers

6.4   Command Centre Commander

6.5   Emergency Information Officer

6.6   Community Emergency Management Coordinator

6.7   Office of Emergency Management Staff

6.8   Head of Council

6.9   Elected Officials

6.10   Council Liaison Officer

6.11   Emergency Operations Centre Control Group

6.12   Emergency Operations Centre Operations Group

6.13   Emergency Operations Centre Commander

6.14   Emergency Operations Centre Deputy Commander

6.1   Command

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

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.

6.2   Corporate Duty Officer

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

The Corporate Duty Officer is responsible for:

- Being available to respond on a 24/7 basis

- Monitoring, maintaining and sharing initial situational awareness

- Communicating with Duty Officers

- 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

6.3   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 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 service area management as per their internal protocol

- Providing resource management on behalf of their service area

- Fulfilling the role of initial Emergency Operations Centre Operations Group member as required

6.4   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 service area. The Command Centre Commander has overall authority and responsibility for supporting service area operations for the situation and service area continuity of operations.

6.5   Emergency Information Officer

Under Ontario Regulation 380/04, made under the Emergency Management and Civil Protection Act:

- 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 Director, Public Information and Media Relations, will fulfill the role of the Emergency Information Officer. The Emergency Information Officer duties include:

- Establishing the Emergency Information Centre (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)

6.6   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 Primary and Alternate positions are held by individuals within the Security and Emergency Management Service. 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).

The CEMC is designated as the single point of contact to serve as the coordinator for incident management system implementation.

6.7   Office of Emergency Management Staff

The Office of Emergency Management (OEM) is a branch of the Security and Emergency Management Service. The OEM provides operational, planning, logistical and administrative support to the Emergency Management Program including the Corporate Duty Officer and Emergency Operations Center Commander.

6.8   Head of Council

The Head of Council[3] is the only individual with authority to make an emergency declaration for the municipality[4]. The Head of Council may take such action and make such orders, as deemed necessary, that are not contrary to law, to implement the Municipal Emergency Plan and to protect property, health, safety and welfare of the affected persons in the emergency area. Further, the Head of Council or the Council 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[5].

6.9   Elected Officials

As community leaders, Elected Officials play an essential role in supporting situations. The designation of elected officials includes the Mayor and Councillors. Elected Officials do not direct the response; rather, they leverage existing community networks. For example, relaying information from the community and disseminating information provided by the Emergency Information Officer.

6.10 Council Liaison Officer

During an emergency (Activated or State of Emergency only), the EOC Council Liaison Officer is responsible for:

- Initiating contact and maintaining open communications with elected officials

- Maintaining situational awareness by providing updates to elected officials

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

[4] In the City of Ottawa, this means the Mayor or the appointed Deputy Mayor in the Mayor's absence (Reference Procedure By-law 2019-8, as amended – Section 5)

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

- 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 EOC briefings as required

- Participating in EOCCG meetings at the request of the EOC Commander

- Proactive engagement of elected officials.

- Maintaining 24-7 communications availability with elected officials

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

- City Manager, City Manager's Office - Chair

- Director, City Manager's Office

- City Clerk, Office of the City Clerk

- Chief Financial Officer / Treasurer, Finance Services Department

- General Manager, Community and Social Services Department

- General Manager, Emergency and Protective Services Department – Alternate Chair

- General Manager, Innovative Client Services Department

- 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, Transportation Services Department

- Chief, Ottawa Fire Services

- Chief, Ottawa Paramedic Service

- Chief, Ottawa Police Service

- Chief Executive Officer, Ottawa Public Library

- Chief Information Officer, Innovative Client Services Department

- Director, Public Information and Media Relations, Innovative Client Services Department

- City Solicitor, Innovative Client Services Department

- Medical Officer of Health, Ottawa Public Health

- Manager, Security and Emergency Management Service (EOCCG Commander)

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

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 Municipal Emergency Plan assigns certain responsibilities to various departments to coordinate the specific emergency support functions.

6.12 Emergency Operations Centre Operations Group

The Duty Officer represents their respective service areas in the EOCOG until the EOC Deputy Commander establishes a formalized IMS structure for a situation. The EOCOG is accountable for consequence management, ensuring continuity of operations (city-wide) and supporting Command Centres.

6.13 Emergency Operations Centre Commander

The EOC Commander is responsible for consequence management, ensuring continuity of operations (city-wide) and supporting Command Centres.

6.14 Emergency Operations Centre Deputy Commander

The EOC Deputy Commander is responsible for supporting the EOC Commander.

The Commander and Deputy Commander work together to ensure that the response priorities set by the EOCCG are implemented operationally. The Deputy Commander may be delegated as Commander as required.

6.15 Documentation

The individuals and groups involved in situational response shall maintain documentation through the use of the Emergency Management Information System (EMIS). The documentation should include an Activity Log (IMS Form 214). The Scribe will be responsible for ensuring proper documentation during a situation. Documentation Unit Lead will be responsible for records management.

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.

Consistent with the City of Ottawa Records Retention and Disposition By-law 2003-527, as amended, the logs constitute a "record" and should be maintained as such and destroyed only in accordance with the by-law.

Part 7: Risk, Response and Demobilization

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

> 7.1 Enhanced Risk Management (mitigation)
>
> 7.2 Response Escalation Levels
>
> 7.3 Demobilization (recovery)

7.1 Risk Management

As defined in the City of Ottawa Enterprise Risk Management Policy, revised November 25, 2019, 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 amongst departments. Duty Officers are expected to contact the Corporate Duty Officer 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 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 the 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 area.

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 Incident Commanders and service area Command Centres.

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

- Situational Awareness Operations

- Enhanced Operations

- Activated Operations

- State of Emergency

Situational Awareness Operations

Situational Awareness Operations involves City service areas, partners and stakeholders 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 Corporate Duty Officer and some or all Duty Officers 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. This situation may also be politically sensitive. At this level, the Corporate Duty Officer and some or all Duty Officers are notified and engaged.

Activated Operations

Activated Operations indicates 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).

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

State of Emergency

A State of Emergency is considered when the City has entered into an Activated Operations level situation and the Emergency Operations Centre Control Group recommends to the Head of Council that a State of Emergency be declared.[6]

7.3   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.

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[6] Office of the Fire Marshal and Emergency Management Ontario (OFMEM) "Checklist in Consideration of a Declaration of Emergency"

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.

8.1   Function Tables

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

Table 2 - 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	Innovative Client Services Department	To coordinate fuel, material, and technological resources and legal services for emergency operations. To coordinate and provide staffing support in the hiring of specific positions as required, to sustain response during extended emergency operations.
Animal Care	Emergency and Protective Services Department	To coordinate the care and shelter for canine and feline pets.

Emergency Support Function	Department	Responsibility
Animal Care	Planning, Infrastructure and Economic Development Department	To coordinate the transportation of livestock and the disposal of deadstock, as the result of a hazard situation.
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.
Critical Infrastructure	Planning, Infrastructure and Economic Development Department	To coordinate the prioritization, protection and resumption of critical infrastructure.
Damage Assessment	Planning, Infrastructure and Economic Development Department	To coordinate the identification of buildings and designated structures covered by the Building Code Act that may be unsafe due to a catastrophic event.
Debris Management	Public Works and Environmental Services Department	To coordinate non-hazardous debris removal, environment protection, site clean-up with other partnering services

Emergency Support Function	Department	Responsibility
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 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	Police Service	To coordinate the care of the deceased in a mass fatality situation.
Fatality Management	Ottawa Public Health	To coordinate the care of the deceased in a natural death surge.
Finance	Finance Services Department	To coordinate and manage cost accounting, purchases, payments and contracted services, for emergency operations.

Emergency Support Function	Department	Responsibility
Fire Suppression	Emergency and Protective Services Department	To coordinate fire suppression in urban, rural and wild land settings.
Geographic Information System (GIS)	Planning, Infrastructure and Economic Development 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	Innovative Client Services Department	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.
Internal Information	Innovative Client Services Department	To coordinate and prepare messaging and information material directed for City employees and disseminate at the Corporate level.
Law Enforcement	Police Service	To coordinate the provision of law enforcement services.

Emergency Support Function	Department	Responsibility
Long Term Community Recovery	Emergency and Protective Services Department	To coordinate the long term community recovery and resumption of City services.
Medical Services	Emergency and Protective Services Department	To coordinate unplanned out-of-hospital emergency medical care.
Natural Resources and Environment	Public Works and Environmental Services Department	To coordinate the protection and sustainability of natural resources and environment.
Protective Measures Program	Emergency and Protective Services Department	To coordinate external protective measures.
Public Health	Ottawa Public Health	To coordinate the provision of public health in the municipality.
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 (collapsed structure, confined and water and ice rescue).
Search and Rescue	Police Service	To coordinate the provision of open-air search and rescue operations.

Emergency Support Function	Department	Responsibility
Stakeholder Coordination	Emergency and Protective Services Department	To coordinate the engagement and management of stakeholders.
Telecommunications	Innovative Client Services Department	To coordinate the provision of telecommunication services.
Transit and Traffic	Transportation Services Department	To coordinate the provision of transit and traffic 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: 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

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. A debrief is required whenever the EOC is mobilized. Whenever a situation escalates to Enhanced Operations, Security and Emergency Management or the participating service area(s), will determine whether a formal operational debrief is required.

Following the mobilization of the EOC, 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 EOC 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 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 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.

9.2 After Action Report

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.

Whenever a situation escalates to Activated Operations, Security and Emergency Management is responsible for conducting an After Action Report.

The 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 situation. All participants in a situation may be required to submit reports related to the situation. The Incident Commander, Command Centre Commander, Commander and Deputy Commanders, are expected to report on a situation in which they participated.

Part 10: List of Supporting Documents

Table 3 - List of Supporting 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
Community and Social Services Department	Long Term Care Emergency Management Plan
Emergency and Protective Services Department	Emergency and Protective Services Department Emergency Management Plan, which includes: • By-Law and Regulatory Services Emergency Plan • Ottawa Fire Services Emergency Plan • Ottawa Paramedic Service Emergency Plan • Security and Emergency Management Emergency Plan
Emergency Social Services (Emergency and Protective Services; Recreational, Cultural and Facility Services; Community and Social Services; Ottawa Public Health; Canadian Red Cross; The Salvation Army)	Emergency Social Services Plan Disaster Psychosocial Guide

Responsibility	Document Name
Finance Services Department	Finance Services Department Emergency Plan Financial Emergency Procedures Finance Services Department Continuity of Operations Plan
Innovative Client Services Department	Innovative Client Services Departmental Emergency Plan, which includes: • CIRP – Computer Incident Response Plan • Fleet Services Emergency Guide • Fuel Management Guide • Human Resources Services Emergency Plan • Legal Services Guide • Public Information and Media Relations Emergency Plan • ServiceOttawa Emergency Plan
Planning, Infrastructure and Economic Development Department	Planning, Infrastructure and Economic Development Emergency Management Plan
Public Works and Environmental Services Department	Public Works and Environmental Services Departmental Emergency Plan Forestry Services Emergency Plan Roads Emergency Plan Drinking Water Incident Escalation Response Plan

Responsibility	Document Name
	Solid Waste Services Incident Escalation Response Plan Wastewater Services Situation Escalation and Response Plan
Recreation, Cultural and Facility Services Department	Emergency Volunteer Registration Plan
Security and Emergency Management Service	Authority Matrix Commodity Distribution Guideline Common Terminology Decision Centres' Concept of Operations Emergency Operations Centre Guideline Hazard Mitigation Plan 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
Transportation Services Department	Transportation Services Departmental Emergency Management Plan

Responsibility	Document Name
	Rail Construction Program Emergency Management Plan Traffic Services Emergency Management Plan Transit Services Emergency Management Plan
Ottawa Police Service	Ottawa Police Emergency Response and Management Plan
Ottawa Public Health	Ottawa Public Health Emergency 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 Overdose Cluster Response Plan Respiratory Infectious Disease Response Plan
Ottawa Public Library	Ottawa Public Library Emergency Management Plan