

To: David Creery, Chief Administrative Officer

From: Jeff Slager, Fire Chief

Re: Repeal and Replacement of Municipal Code Chapter 309

AIM

The purpose of this staff report is to repeal and replace Chapter 309 – Emergency Response Plan.

BACKGROUND

The current Emergency Response Plan (ERP) by-law was last amended in 2020. This revision was made, among other things, to clarify a position designation requirement.

Through continuing discussions with our Field Officer of Emergency Management Ontario (EMO) additional revisions were identified within legislated committees, separation of establishing by-law and plan, and movements towards adopting the Incident Management System (IMS) when activating our Emergency Operations Centre (EOC).

SUMMARY

Our current by-law for the ERP includes both regulatory designations under the *Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9*, as amended, and the actions to be undertaken by City of Woodstock staff when enacting it. Having the two legislated pieces of the City's ERP unified in the by-law requires any administrative type changes that need to be made to the "action" plan be presented to Council for by-law approval, rather than the Emergency Management Program Committee simply making the modifications.

The overall revision of the City of Woodstock's plan is quite extensive when compared to the current by-law/plan. The new ERP was designed to be in a format that can be easily shared and followed by both City of Woodstock staff and residents. The plan, separate from the establishing by-law, will be provided to the City of Woodstock residents by way of a downloadable file on the City's website, or in printed form upon request.

When the Emergency Management Program Committee (EMPC) met in the spring, a revision of both the core members of the Municipal Emergency Control Group (MECG) and the members of the EMPC was discussed. On the advice of our EMO Field Officer, both the Woodstock EMPC and MECG were scaled back to just have City of Woodstock staff as the core members, with the ability to invite/include either County of Oxford staff, or any other support agency staff, as needed. A revision of the City of Woodstock core staff was completed to only include those who would occupy the command team in IMS.

Additionally, the Mayor/Head of Council was added to the EMPC. These changes are reflected within the ERP by-law and referenced in the ERP itself.

The revised ERP provides clearer directions for all staff involved in the different roles/responsibilities, from the Head of Council & Councillors to supporting agencies. It also provides direction on how to operate the City's EOC in conjunction with the County of Oxford's EOC if both have been activated, including steps to follow as Woodstock emergencies escalate.

EMO has been encouraging municipalities to adopt the IMS structure within their ERP's, and basic level IMS instruction has been provided to Woodstock staff during annual exercises. As such, the provisions of IMS have been laid out within the revised plan, with directions for positions that are established within it and those that may be implemented.

While the basis of the revised ERP by-law and the plan itself remains the same as the current by-law (by-law and plan combined), the structure of responsibility is more clearly defined by leaning on the IMS structure in the following ways:

- The Mayor/Head of Council and Councillors form the Policy group, who liaise with the EOC Commander and provide support for the recommendations to address the emergency.
- The EOC Commander further forms the EOC Management Team (EOCMT). The EOCMT is formed of the MECG and designated Section Chiefs, who represent the different functions within IMS. The Management Team establishes the strategy to address the emergency based upon information provided by the Section Chiefs.
- Section Chiefs represent the four (4) different action sections of IMS: Operations, Planning, Logistics, and Finance & Administration. Each of these Chiefs gather information from Branch Coordinators operating within their section pertaining to their needs and tasks completed.
- Branch Coordinators are the direct connection to the teams in the field addressing the emergency. On-site updates and needs are communicated directly to the respective coordinator who in turn provides support to the field team and advises on new strategies established by the Management Team.

RECOMMENDATION

That Woodstock City Council refer the report regarding the Repeal and Replacement of Municipal Code Chapter 309 to the by-law section of the agenda.

Authored by: Jeff Slager, Fire Chief

Approved by: David Creery, Chief Administrative Officer



Emergency Response Plan

By-law 9712-24

October 2024

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1. Introduction

The City of Woodstock Emergency Response Plan establishes a framework for responding to a number of risks the City faces. Developed with key officials, agencies, and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

The Emergency Response Plan (ERP) document describes the framework of how the City of Woodstock will respond to, recover from, and mitigate the impact of an emergency. It describes the legal authorities, concept of operations, and functional roles & responsibilities.

1.1 Purpose

The purpose of the City of Woodstock ERP during an emergency is to facilitate the effective co-ordination of human and physical resources, services, and activities necessary to:

- a) Protect and preserve life and property;
- b) Protect the environment;
- c) Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the City of Woodstock; and
- d) Quickly and efficiently enable the recovery and restoration of normal services.

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City of Woodstock to protect the health, safety, and welfare of the residents of Woodstock during any emergency by:

- a) Identifying the governance structure for emergency response within the City of Woodstock;
- b) Identifying roles and responsibilities required in mitigating, preparing for, responding to, and recovering from emergencies and disasters;
- c) Identifying standard response goals for emergency response operations and decision making; and
- d) Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

1.2 Aim

As per the Emergency Management and Civil Protection Act (EMPCA), the City of Woodstock has formulated an Emergency Response Plan (ERP) which is adopted by Council by By-law 9712-24

The aim of the City's Emergency Plan is to:

- Protect public safety;
- Protect the environment;
- Create disaster resilient communities; and

- Promote public confidence in the City’s ability to manage a major emergency or disaster.

1.3 Public Access to the ERP

The City of Woodstock Emergency Response Plan is available on the City of Woodstock website (www.cityofwoodstock.ca). The public may also request to access the plan through the Marketing and Communications Manager.

Supporting Plans do not form part of the ERP as they may be confidential and provide more detailed, relevant information that may require frequent updating, be of a technical nature, or contain sensitive or personal information which could pose a security threat or violate privacy legislation if released.

1.4 Definition of an Emergency

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

The Emergency Management and Civil Protection Act defines an emergency as:

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

1.5 Legal Authorities

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

- *The Emergency Management and Civil Protection Act*, R.S.O 1990, c.E.9, as amended (the “Act”);
- Ontario Regulation 380/04; and
- The City of Woodstock Emergency Management Program By-law 9712-24.

The Act requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law. An emergency management program must consist of:

- An emergency plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Minister of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an emergency response plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC)

The City of Woodstock Emergency Management Program By-law approves the enactment of the City of Woodstock Emergency Response Plan and other requirements for the City's Emergency Management Program.

The Senior Official for the purpose of the City's Emergency Management Program Committee is the Chief Administrative Officer (CAO), or designated alternate.

1.6 Council Approval

Where significant portions of the City of Woodstock ERP are revised, Council is required to adopt the plan by by-law.

1.7 Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) as required by the *Emergency Management and Civil Protection Act* consists of representatives from City departments and agencies, or designated alternates. The CEMC and CAO co-chair the EMPC.

This committee reviews the emergency management program and plan annually, ensures training is provided to employees on their functions, recommends changes to the program as considered appropriate, and refers recommendations to Council for further review and approval.

1.8 Municipal Emergency Control Group

In the event of an emergency, the staff listed in by-law 9712-24 act as the Municipal Emergency Control Group, as defined by Ontario Regulation 380/04, to oversee the City's emergency response.

1.9 Community Emergency Management Coordinator

The Fire Chief is appointed as the Community Emergency Management Coordinator (CEMC).

1.10 Emergency Information Officer

The Marketing and Communications Manager (or designate) is appointed as the Emergency Information Officer (EIO).

1.11 Department and Support Agency Emergency Procedures

Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfill its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency shall designate a member of its staff to review, revise, and maintain its own emergency response procedures or guidelines on a periodic basis.

2. Hazard Identification and Risk Assessment (HIRA)

The Emergency Management Program has identified realistic hazards that may occur in Woodstock and assessed them in terms of probability, frequency of occurrence, and magnitude of consequence or impact. Results of the HIRA assist with the development of training and exercise scenarios and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

As a result of the HIRA process, risks in the City of Woodstock listed below represent major incidents involving multiple locations or having a significant impact on City facilities, infrastructure, operations, or the public.

- Tornado
- Infectious Disease
- Transportation accidents involving hazardous materials
- Cyber Attack
- Sabotage
- Oil or Natural Gas Spills
- Chemical Incidents (hazardous material spills and explosions)
- Electrical Power Blackouts
- Extreme Heat
- Large Scale Fires

3. Concept of Operations

First responders and City departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support from within the City. The City may elect to call upon neighbouring municipalities/townships and/or the County of Oxford to provide assistance. The City may also call upon the Provincial government to provide supplemental financial and/or physical resources necessary to deal with the overall impacts of the public emergency.

The City's Emergency Response Plan incorporates some principles of an existing Incident Management System (IMS); however, it has not fully adopted it at this time.

The Incident Management System can be used in any size or type of emergency to manage response personnel, facilities, and equipment. IMS principles include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. The basic functional modules of IMS (Command, Operations, Planning, Logistics, and Finance & Administration) can be expanded or contracted to meet requirements as an event progresses.

There are multiple response parts to any emergency situation within the City of Woodstock, which are as follows:

3.1 Site Response

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control.

3.2 Corporate Response

The Emergency Operations Centre (EOC) is a physical location where the leadership of the city of Woodstock can gather to collectively and collaboratively support emergency responses and manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate efforts occurring at the site(s).

3.3 Policy Group

The Policy Group is comprised of the Head of Council (HOC) in their assigned role and authority during an emergency, or the Mayor and members of Council sitting as City Council at any regular or special meeting called during an emergency situation.

Head of Council (HOC):

The Mayor or Acting Mayor is the HOC during an emergency. The HOC would have all the powers set out in the Act and ERP for purposes of an emergency situation and/or declared emergency.

The Policy Group may be established to receive information or reports during an emergency situation and to provide any necessary policy direction to the EOCMT. The Act and ERP have assigned responsibility for management of emergency situations, so the Policy Group does not have responsibility for emergency management during an emergency situation, but the Policy Group does have power under the Act to declare or terminate a declaration of emergency.

3.4 Councillor Role

It is important for Councillor's to understand and support the coordinated and timely management of information. The HOC and Councillor's act as the Policy Group during the City of Woodstock EOC activation. The Policy Group may be established to receive information or reports during an emergency situation and to provide any necessary policy direction to the EOCMT.

The main responsibilities of a Councillor are to:

- Assist relaying approved information to area residents;
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the community;
- Liaise back through the Mayor any concerns from constituents;
- Follow leadership and requests of the Mayor.

3.5 Emergency Operations Centre Management Team (EOCMT)

The Emergency Operations Centre Management Team (EOCMT) provides for the overall management and coordination of site support activities and consequence management, and is responsible for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing support to the Incident Commander and site personnel;
- Collecting situational awareness information and prioritizing, evaluating, and summarizing it, as well as disseminating and displaying it;
- Establishing priorities based on all the information gathered and developing EOC Incident Action Plans;
- Obtaining, coordinating, and managing payment of any additional resources (both personnel and equipment) needed to support the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day activities of the community outside of the emergency area.

The EOCMT is comprised of the MCECG and a representative from any other City/County/Support department/agency requested to attend the EOC.

3.6 Oxford County EOC

Once the Oxford County Emergency Response Plan is implemented, the Mayor (or designate) and CAO (or designate) will become a member(s) of the County Emergency Control Group (CECG).

The Local MCECG remains in the Municipality to manage the local emergency, while the CECG ensures a controlled and coordinated response for County services and community agencies which the County has a Memorandum of Understanding (MOU) with.

4. Implementation

The ERP can be implemented as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for the ERP to be implemented to protect the lives and property of the inhabitants of the City of Woodstock.

When such an emergency exists or appears imminent, but has not yet been declared, City of Woodstock employees may take such action(s) under this ERP as may be necessary to protect the lives and property of the inhabitants of the City of Woodstock. It authorizes employees of the City of Woodstock to respond to an emergency in accordance with the emergency plan where an emergency exists but has not yet been declared to exist.

Any of the EMPC members outlined in section 4.1 have the authority to activate the EOC when they feel the activation of the EOC is necessary. They may receive an initial warning of a potential emergency and/or arrive first at the scene of an emergency and feel the circumstances require the support of the EOC.

EMPC members will contact the CEMC to activate the EOC and have personnel assemble at the appropriate EOC location.

4.1 City of Woodstock EOC Notification System – (Fan Out)

Any of the following listed below have the authority to implement the ERP:

- Mayor (or alternate)
- CAO (or alternate)
- Development Commissioner (or alternate)
- Marketing and Communications Manager (or alternate)
- Manager of Health & Safety (or alternate)
- CEMC (or alternate)

4.2 City of Woodstock Emergency Operations Centre (EOC) Activation

There is a primary and alternate location designated as the EOC. In the event of implementation of the Plan for a declared or undeclared emergency, EOC personnel will be notified to assemble at one of the designated locations.

The County of Oxford CEMC may be notified by the Woodstock CEMC when the Woodstock EOC is activated. The Woodstock EOCMT may request the County of Oxford CEMC or designate to attend the Woodstock EOC.

The following County of Oxford departments may be called to respond to the City of Woodstock EOC when activated:

- Oxford County Paramedic Service (OCPS)
- Oxford County Human Services

Southwestern Public Health (SWPH) may also be called to respond upon activation.

4.3 Escalation of Emergencies

The City of Woodstock will use the following four emergency management response levels as a guide to be used before, during, and following emergencies.

Response Level	Actions	Criteria	Examples
Normal Operations	Normal response by operating departments and responders.	Routine Operations	Small car accident, isolated flooding, small power outage, house fire.
Level 1: MCEG monitoring level	Key members of MCEG notified. MCEG monitors. Notification of County CEMC	Incident contained within City of Woodstock. Minor impact to citizens and environment. Contained within inner perimeter Minor impact on resources	Apartment fire with displacements, contained hazmat, boil water advisory, active threat from person(s), helicopter crash.
Level 2: Partial notification/ activation MCEG	MCEG notified and on standby, key member of MCEG may convene. Notification of County and neighbouring Township(s) CEMC. County/Township ECG may be notified and on standby. PEOC may be notified	Incident contained within City of Woodstock. Significant impact to citizens, property and environment beyond the outer perimeter. Significant media attention. Significant demand on resources. May affect multiple buildings	Chemical spill, multiple fire locations, multiple suspects/active threat on the move, city/township wide boil water advisory, isolated communicable disease outbreak.
Level 3: Full activation MCEG	MCEG convened. Notification of County and neighbouring Township(s) CEMC. County ECG notified and on standby. May require City emergency declaration. PEOC notified	Incident contained within City of Woodstock. Possible activation reception/evacuation centre(s). Major impact to citizens, property and/or environment beyond the outer perimeter. Major media and/or public interest. Major demand on resources. Multiple buildings/incidents	Ice storm, tornado, chemical spill, commercial airliner crash, train derailment, large propane explosion, pipeline leakage, potable water emergency, epidemic, terrorism, large scale flood

Response Level	Actions	Criteria	Examples
Level 4: County emergency	County ECG convened. Notification of all CEMC's in Oxford County. MECG may continue to be in operation. May require County and/or City emergency declaration. PEOC notified	Exceeds City of Woodstock resources and capabilities May affect two or more municipalities/townships. Possible activation reception/evacuation centre(s). Major impact to citizens, property and/or environment. Major media and/or public interest. Multiple sites/incidents. The emergency affects or threatens County facilities or services.	Level 3 examples that: <ul style="list-style-type: none"> • Impact more than on Municipality/Township; • Is contained within one Municipality but has major County-wide impact; or • Impacts County services.

5. Declaration and Termination of an Emergency

5.1 Prior to Declaration

When an emergency exists, but has not yet been declared, the City of Woodstock employees and first responders may take such action(s) under authority of the ERP necessary to protect lives and property.

5.2 Declaration of an Emergency

The Mayor or Acting Mayor, as Head of Council, is responsible for declaring that an emergency exists within the boundaries of the City of Woodstock. In declaring an emergency, the Head of Council will identify the geographical boundaries of the emergency area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the EOCMT.

The EOCMT will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in the City of Woodstock, the Mayor shall notify:

- a. The Solicitor General and Office of the Fire Marshal and Emergency management (OFMEM), by email or fax, through the Provincial Emergency Operations Centre (PEOC);
- b. Members of Woodstock City Council; and
- c. The Warden of the County of Oxford.

The following may also be notified of a declaration of emergency:

- a. Local Member of Provincial Parliament (MPP);
- b. Local Member of Federal Parliament (MP);
- c. Local media; and
- d. The public.

5.3 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor and/or Council will make an official termination of declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time.

The EOC Commander will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency in the City of Woodstock, the Mayor shall notify:

- a. The Solicitor General and Office of the Fire Marshal and Emergency management (OFMEM), by email or fax, through the Provincial Emergency Operations Centre (PEOC);
- b. Members of Woodstock City Council; and
- c. The Warden of the County of Oxford.

The following may also be notified of a termination of emergency:

- a. Local Member of Provincial Parliament (MPP);
- b. Local Member of Federal Parliament (MP);
- c. Local media; and
- d. The public.

6. Requests for Assistance

It is possible that assistance from other levels of government, or external partner agencies with specialized knowledge or expertise, may be required by the City of Woodstock to help successfully respond to an emergency situation.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance or provide information and advice to the EOCMT through the Liaison Officer.

6.1 Requesting County of Oxford Support

When the resources of the City of Woodstock are at capacity or there is a need for support from county departments, the designated member of the MECG may request further assistance from the County of Oxford by contact the (acting) County CAO.

Where required due to time restrictions, such requests can be made through the County CEMC, who will submit the request to the appropriate County designate.

On request through the County of Oxford several volunteer-based organizations, such as the Canadian Red Cross and St. John Ambulance, may provide resources on a cost recovery basis as per Memorandum of Understanding (MOU).

6.2 Requesting Provincial Assistance

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to the Office of the Fire Marshal and Emergency Management through the Provincial Emergency Operations Centre.

6.3 Requesting Federal Assistance

Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre, who in turn liaises with the Federal Government Operations Centre.

6.4 Support Agency Composition

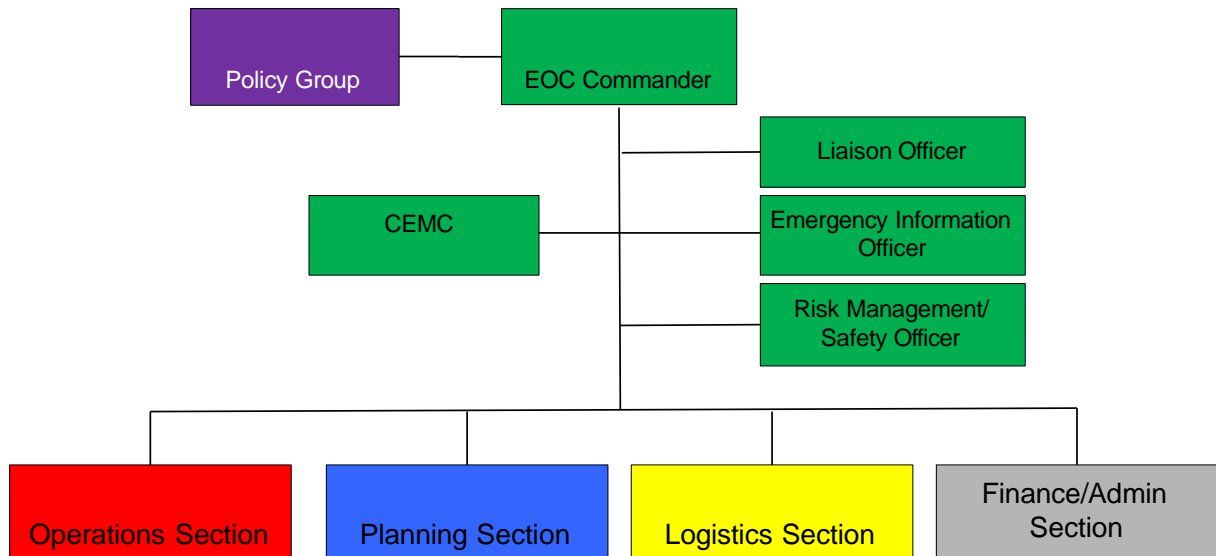
When requested by the EOCMT, support agencies work in support of the EOC and site, and include, but are not limited to, the following representatives of external groups and organizations:

- Union Gas and/or Enbridge Gas
- Hydro One
- Woodstock General Hospital (WGH)
- Upper Thames River Conservation Authority (UTRCA)
- CN and CP Railway Police
- Thames Valley District School Board (TVDSB)
- London District Catholic School Board (LDCSB)
- Samaritan's Purse
- The Salvation Army
- St. John Ambulance
- Canadian Red Cross Society
- Provincial and Federal Ministries as required, i.e. MOECC, MTO, MNT
- Representatives from any other service organization or agency deemed necessary by the EOCMT.

Support Agency representatives may be invited to attend EOCMT or site meetings as required.

7. Incident Management System

The City's Emergency Response Plan incorporates some principles of the Incident Management System (IMS); however, the full system has not been adopted. Based on five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities, and equipment. Principles of the IMS include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, and comprehensive resource management.



7.1 Incident Commander (Site)

The Incident Commander at the site is responsible for and/or has the authority to:

- a. Establish a Unified Command structure for the purpose of information sharing, establishing objectives regarding emergency site management, and prioritizing resources where applicable between the responding agency Incident Commanders;
- b. Designate an emergency site media coordinator;
- c. Implement the strategy established by the EOCMT at the emergency site(s), if required;
- d. Ensure that responding agencies make available the human and material resources that are required at the emergency site;
- e. Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site;
- f. Maintain a record of events, decisions made, and actions taken as Incident Commander;
- g. Participate in a debriefing with EOCMT regarding the emergency, if required; and
- h. Assist the CEMC in creating an after-action report on the emergency.

7.2 Response Goals

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

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

7.3 Incident Management System Functions

While the City of Woodstock has not fully adopted IMS, it will be utilized in the EOC within the Command Section, and may also be implemented by establishing Operations, Planning, Logistics, and Finance & Administrations Sections.

Policy Group

Responsibilities of the Policy Group include:

- Providing overall policy direction.
- Changing/amending bylaws or policies.
- Requesting County and/or Municipal level assistance.
- Declaration of an emergency.
- Termination of a declared emergency.
- Acting as an official spokesperson.
- Ensuring members of Council are notified of an emergency.
- Notifying the Mayors of adjoining municipalities/townships of the emergency if required and providing any status reports.

EOC Management Team (EOCMT)

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

The EOC Management Team consists of the following positions:

- EOC Commander
- CEMC (EOC Chief)
- Emergency Information Officer
- Safety Officer/Risk Management Officer

- Liaison Officer
- Operations Section Chief (if implemented)
- Planning Section Chief (if implemented)
- Logistics Section Chief (if implemented)
- Finance & Administration Section Chief (if implemented)

EOC Commander

- Overall authority and responsibility for the activities of the EOC.
- Sets out priorities and objectives in conjunction with the EOCMT members for each operational period and ensures they are carried out.
- Liaises with the Policy Group (Head of Council) through Policy Group Representative and advises whether or not a declaration and termination of an emergency is recommended.
- Designates the geographical boundaries of the emergency area.
- Authorizes the extraordinary expenditure of municipal funds during the emergency.
- Confirms the adequacy of the expenditure limits as identified in the purchasing by-law.
- Approves emergency information releases.
- Establishes procedures to be taken for the safety or evacuation of persons in an emergency area in partnership with other agencies as needed.
- Determines if implementation of sections is needed, determines what sections are needed, assigns section chiefs as appropriate, and ensures they are staffing their sections are required.
 - Operations Section Chief
 - Planning Section Chief
 - Logistics Section Chief
 - Finance Section Chief
- Determines which management staff positions are required and ensures they are filled as soon as possible:
 - Emergency Information Officer
 - Liaison Officer
 - Safety Officer/Risk Management Officer

EOC Chief (CEMC)

- Ensures EOC is properly set-up, appropriately staffed, and operational.
- Support and assist EOC Staff as it relates to their roles in the EOC and the overall effectiveness of the EC organization.
- Serve as advisor to the EOC Commander and Section Chiefs, and assist with the overall facilitation and function of the EOC, ensuring compliance with existing emergency plans and procedures.

- Liaises with the neighbouring Municipal, Township, and County CEMCs, OFMEM, and other provincial and federal representatives as required.

Emergency Information Officer (EIO)

- Establishes and maintains media contacts.
- Prepares news releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with other EIOs.
- Ensures public safety information is provided in accessible formats, as required by provincial legislation.

Risk Management/Safety Officer

- Identifies liability and loss exposures to personnel and property, and the municipality.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City of Woodstock during the emergency.
- Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- Liaises and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

Liaison Officer

- Invites required or requested agencies and stakeholders to the EOC, as identified by the EOC Commander and EOCMT, and maintains contact when required.
- Provides input on strategic direction and advice to the EOCMT regarding emergency management issues.
- In conjunction with the EOC Commander, facilitates a debriefing with the EOC personnel and other appropriate agencies or organizations, and prepares an After-Action Report on the emergency.

Operations Section

The Operations Section, when implemented, maintains direct contact with the site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the

Planning Section and other EOCMT personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all EOC issued resources to the Incident Commander.

Operations Chief

When implemented, the Operations Chief:

- Ensures coordination of the Operations function, including supervision of the various Branches/Departments required to support the emergency event.
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- Establishes the appropriate level of Branch and Unit organizations, when implemented, within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communications link between Incident Commanders (sites) and the EOC for the purpose of coordinating the overall response, resource requests, and event status information.
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports, when implemented.
- Conducts periodic Operations briefings for the EOC Commander and EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains the EOC Commander's approval of critical and extraordinary resources.
- Supervises the Operations Section.

Branch Coordinators

When implemented, Branch Coordinators oversee the operations of a particular city department, division, section, or outside agency. A Branch Coordinator will be responsible for coordinating the activities of their department/agency site personnel and dispatch centre (if one exists). Additional Branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

a) Woodstock Fire Branch Coordinator

- Establishes ongoing communications with Fire Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Arranges and coordinates fire suppression, as well as hazardous materials support operations.
- Coordinates fire branch activities with fire site personnel and fire dispatch centre.
- Liaises with Oxford County Mutual Aid Coordinator about the emergency.

- Liaises with the Office of the Fire Marshal and Emergency Management (OFMEM) for any additional fire service assistance or resources required.
- Acquires and coordinates all fire mutual aid resources, as necessary.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- Assists in altering of persons endangered by the emergency.
- Implements the objectives of the EOC Action Plan assigned to the Fire Branch.
- Completes and maintains Branch Status Reports throughout the emergency.
- Maintains status of unassigned fire and HAZMAT resources.
- Provides routine status reports to the Operations Chief.

b) Woodstock Engineering Branch Coordinator

- Arranges, as required, for the Chief Building Official (or alternate) to inspect and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.
- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Takes action to ensure the protection of the public including, but not limited to:
 - Upon a completion of an application, issues required building/ demolition permits to property owners;
 - Prohibiting the use or occupancy of a building;
 - Order a building to be renovated, repaired, or demolished to remove and unsafe condition; and
 - Take measures necessary to terminate the danger where a building is involved.
- Provides technical expertise regarding the construction of buildings, as required.
- Provides advice and assistance relating to the enforcement of municipal by-laws and property standards, which may include:
 - Enforces by-laws by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained);
 - Responds to citizen complaints and conducts proactive investigations.
- Contacts local utility companies for building demolition needs.
- Provides advice and assists with traffic engineering.

- Coordinates asset management for roads, bridges, water, wastewater & stormwater, and facilities programs.
- Provides advice and assists with design and engineering matters related to roads, bridges, drainage & sediment/erosion control, water, wastewater, and storm water.
- Surveys all other infrastructure systems, such as roads, bridges, sewer, and waters systems within the area.
- Connect with Asset Management for bridge matters.
- Provides advice and assists with construction and commissioning.
- Provides advice and assists with infrastructure planning
- Liaises with Oxford County Transportation.
- Coordinates, in conjunction with Oxford County Human Services and the SPCA, animal control operations at reception centres, as required.
- Provides routine status reports to the Operations Chief.

c) Woodstock Public Works Coordinator

- Coordinates roads & fleet operations during the emergency.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Coordinates waste management issues including collection, processing, and disposal with the County of Oxford.
- Coordinates debris removal services as required.
- Implements the County of Oxford/City of Woodstock water distribution emergency response protocol, as required.
- Through coordination with the County of Oxford water supply operations, ensures adequate emergency water supply/pressure for effective fire suppression operations.
- Coordinates the removal of rubble for emergency response.
- Provides advice and assists with design and engineering matters related to roads, bridges, drainage & sediment/erosion control, water, wastewater, and storm water.
- Surveys all other infrastructure systems, such as roads, bridges, sewers, and water systems within the area.
- Connect with Asset Management for bridge matters.
- Provides routine status reports to the Operations Chief.

d) Woodstock Parks & Recreation Branch Coordinator

- Coordinates parks, forestry, and recreation operations during the emergency.
- In conjunction with the Oxford County Human Services Branch, set up suitable Reception Centres, as required.

- Ensures personnel are notified to open and assist with the operations in Reception Centres.
- In conjunction with Oxford County Human Services, coordinates animal control operations at Reception Centre, as required.
- Coordinates recreation programs and operations during the emergency.
- Provides routine status reports to the Operations Chief.

e) Woodstock Police Branch Coordinator

- Ensures all necessary emergency services are notified as required.
- When legally required to do so, ensures an investigation is conducted and further ensures all other investigative agencies are notified and provides assistance, as needed.
- Ensures a communication link is established between the MCEG and the Police On-Scene Command Post.
- Provides the MCEG with advice on public safety matters.
- Ensures persons endangered by the emergency are alerted and provides coordination of evacuation procedures, including traffic control on evacuation routes.
- Liaise with the Director of Parks & Recreation regarding the site(s) selected for reception centre(s) and approximate time of arrival of the first evacuees.
- Where time and circumstances permit, liaise and consult with the Oxford County Human Services to ensure the initial designation of reception centres has occurred and meet the needs of the evacuees.
- Ensures a police presence is provided at the EOC, reception centres, holding areas, and other facilities, as required.
- When required, assists the Incident Commander (IC) in fulfilling their responsibilities.
- Provides routine status reports to the Operations Section Chief.

f) Oxford County Paramedic Service Branch Coordinator

- When required, assists the IC in fulfilling their responsibilities
- In conjunction with the IC, assesses the need and initial request for (special) emergency resources at the emergency site, e.g., multi-patient units, support units, air ambulances, etc., and any other medical resources required.
- Liaise with hospitals for the efficient distribution of casualties through the local Central Ambulance Communication Centre (CACC) dispatch.
- Notifies and requests assistance of the Ontario Ministry of Health and Long-Term Care, Emergency Health Services Branch through CACC.

- Liaise with neighbouring Paramedic Services regarding areas of mutual concern which may include coverage issues, distribution of patients to area hospitals, and any other issues needed in pre-hospital care.
- In conjunction with the IC, assess the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams.
- NOTE: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.
- Liaise with the Woodstock Director of Public Works & Woodstock Transit Supervisor in providing buses for low acuity patients.
- Liaise with Southwestern Public Health (SWPH)/Medical Officer of Health (MOH) regarding the evacuation of persons requiring ambulance or other stretcher transportation and assist with the organization.
- Provides routing status reports to the Operations Section Chief.

g) Oxford County Human Services Branch Coordinator

- Oversees the coordination of reception and/or evacuation centres.
- In partnership with the Canadian Red Cross, Salvation Army, and other community organizations, has a role in delivering emergency social services such as clothing, feeding, lodging, registration and inquiry services, and individual/family services to displaced citizens.
- May assume responsibility as the Reception Centre Manager.
- Establish temporary, on-site offices to process applications for emergency financial assistance to affected residents.
- Contact and provide direction to local volunteer groups established to assist in emergency social service functions.
- In consultation with SWPH and the Canadian Red Cross, establish an “outreach program” for affected residents.
- Liaise with Ontario Health Teams (OHA), Paramedic Services, and other agencies to determine the number and location of medically fragile person(s), and coordinate any specialized support needed.
- Liaise with Victim Services to provide psychosocial resources, as required, to support evacuees, staff, and volunteers.
- In collaboration with Woodstock Parks and Recreation Branch Coordinator, determine whether additional reception centres are needed.
- Liaise with Woodstock Police Branch and Woodstock Parks and Recreation Branch Coordinators on matters of establishing reception centres, site security, and other areas of mutual concern.
- Liaise with SWPH/Medical Officer of Health regarding operation in reception centres including food safety and water quality, general sanitation and health hazards, infection prevention and control,

accommodation standards for emergency lodging, and assessment of the health risks of the affected community.

- Provide advice on social service and welfare matters to the Policy Group and the MECG.
- Provides routine status reports to the Operations Section Chief.

h) Southwestern Public Health Branch Coordinator

- As a member of the MECG, acts as a coordinating link with LHIN for all health services at the EOC, as appropriate.
- Liaise with the Provincial Ministry of Health and Long-Term Care (MOHLTC), Public Health Ontario (PHO), and the Local Health Integration Network (LHIN) as needed.
- Liaise and coordinate with community health care partners, as needed, as part of the Public Health emergency response (e.g., physicians, hospitals, etc.)
- Provides advice and recommendation to the public on matters which affect the health of the community (e.g., boil water advisory, preventative measures for infection disease outbreaks, etc.).
- Coordinates the health response to public health emergencies or emergencies with public health impacts (e.g., infections disease outbreaks, contamination of drinking water, etc.), according to MOHLTC direction, OPH standards, the *Health Protection and Promotion Act*, and/or other relevant legislation (e.g. *Safe Drinking Water Act*).
- Liaise with the Director of Public Works and the Water Distribution Supervisor to ensure the safety of drinking water and appropriate sanitation services.
- Liaise with the Director of Parks & Recreation and provide support specific to reception/evacuation centres, or other temporary lodging sites, in the areas of:
 - environmental health consultation (food, water safety, sanitation, and infection control practices);
 - participation in intake of clients at a reception/evacuation centre;
 - infectious disease case management and surveillance; and
 - infectious disease outbreak control.
- Provides routine status reports to the Operations Section Chief.

Planning Section

- Collects, processes, evaluates, and displays situation information.
- Develops EOC Incident Action Plans in coordination with other functions.
- Tracks the status of EOC issued resources.
- Maintains all EOC documentation
- Conducts advance planning activities and makes recommendations for action.

- Obtains technical experts for the EOC, as required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

Logistics Section

- Provides/acquires requested resources including personnel, facilities, equipment, and supplies.
- Arranges access to technological and telecommunication resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees, and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

Finance & Administration Section

- Monitors the expenditure process, and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and/or contracts.
- Oversees the purchasing processes.

8. Reserved

9. Compensation for Losses

The Municipal Disaster Recovery Assistance (MDRA) program will help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads, and public buildings, as a result of a natural disaster.

The Disaster Recovery Assistance for Ontario (FRAO) program provides assistance to individuals, small businesses, farmers, and not-for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

For further information, visit the website of the Ministry of Municipal Affairs and Housing.

10. Emergency Response Plan Review and Maintenance

The City of Woodstock Emergency Response Plan (Plan) will be maintained and distributed by the CEMC to the public via the City of Woodstock public website.

The Plan will be reviewed annually by the EMPC. The review and recommended revisions will be coordinated by the CEMC.

The Plan shall be revised only by By-law; however, revisions to the appendices and minor administrative or housekeeping changes may be made by the CEMC in consultation with the City Clerk.

It is the responsibility of each person, agency, service, or department identified within the Plan to notify the CEMC forthwith of the need for any administrative changes or revisions to the Plan or supporting plans.

The CEMC is responsible for maintaining a current, confidential contact list for EOC personnel and Support Agencies.

Each Department and Support Agency involved with this Plan should prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency should designate a member of its staff to review, revise, and maintain its own functional emergency response procedures or guidelines on a periodic basis.

10.1 Exercising of the Emergency Response Plan

At least one exercise will be organized and conducted annually by the CEMC and EMPC in order to test the overall effectiveness of the Plan. Recommendations arising from the annual exercise shall be considered by the CEMC and EMPC for revisions to the Plan.

10.2 Plan Distribution

Copies of the Plan will be provided to EOC personnel, partner organizations and agencies, the Province, and bordering municipalities and townships that may have a role to play in responding to, or providing assistance for, emergencies in Woodstock.

10.3 Revision History

Revision #	Revised by	Revision Date

10.4 Abbreviations

AAR	After Action Report
CACC	Central Ambulance Communications Centre
CAO	Chief Administrative Officer
CEMC	Community Emergency Management Coordinator
CP	Canadian Pacific Railway
DRAO	Disaster Recovery Assistance for Ontarians
ECG	Emergency Control Group
EIO	Emergency Information Officer
EMCPA	Emergency Management and Civil Protection Act
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
EOCMT	Emergency Operations Centre Management Team
ERP	Emergency Response Plan
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HOC	Head of Council
IAP	Incident Action Plan
IC	Incident Commander
IMS	Incident Management System
MDRA	Municipal Disaster Recovery Assistance
MECG	Municipal Emergency Control Group
MOECC	Ministry of Environment and Climate Change
MOH	Medical Officer of Health
MOHLTC	Ministry of Health and Long-Term Care
MOU	Memorandum of Understanding
MNRF	Ministry of Natural Resources and Forestry
MP	Local Member of Federal Parliament
MPP	Local Member of Provincial Parliament
MTO	Ministry of Transportation
OCPS	Oxford County Paramedic Service
OFMEM	Office of the Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
PHE	Public Health and Emergency Services
PHO	Public Health Ontario
REACT	Radio Emergency Associated Communications Team
SPCA	Society for the Prevention of Cruelty of Animals
SWPH	Southwestern Public Health
WFD	Woodstock Fire Department
WPS	Woodstock Police Service



City Of Woodstock Emergency Management Program Committee Terms of Reference

Goals

As a provincially mandated body the Emergency Management Program Committee oversees the implementation and operation of the City's Emergency Management Program as required by the *Emergency Management and Civil Protection Act*.

Objectives

The committee ensures the continual development of programs to increase municipal preparedness, improve municipal emergency response, mitigate risks and hazards, and recover from emergencies.

The committee shall conduct an annual review of the municipality's emergency management program and shall make recommendations to Council for its revision if necessary.

Membership

Mayor, or designate
Chief Administrative Officer (CAO) (or alternate)
Community Emergency Management Coordinator (CEMC) (or alternate)
Development Commissioner (or alternate)
Marketing and Communications Manager (or alternate)
Manager of Health & Safety (or alternate)

The CEMC maintains a list of alternates.

Co-Chairs

CAO (or alternate)
CEMC (or alternate)

Meetings

Meetings may be held at a minimum of once a year.

Minutes

Minutes will be taken and shared via email to all members. Minutes will be reviewed for approval at the start of each meeting.

Accountability

This is a standing committee required by the provincial *Emergency Management and Civil Protection Act* and approved by Council.

This committee is accountable to Council and shall advise Council on the development and implementation of the municipality's emergency management program as required.

Agenda

The agenda will be prepared by the CEMC in consultation with the committee members.

Attendance

If the primary representative cannot attend, they should send the established alternate.

Quorum

At minimum 50% plus 1 must be represented.

History

Author(s) of Terms of Reference: Jeff Slager
Date the EMPC approved: October 3, 2024