



Emergency Master Plan



2025

City of Oshawa Emergency Master Plan

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Foreward

General

In accordance with the *Emergency Management and Civil Protection Act*, R.S.O. 1990,c. E.9 (“*Emergency Management and Civil Protection Act*”; formerly the *Emergency Plans Act*, 1983), there is a requirement for municipalities, ministers of the Crown, and designated agencies, boards, commissions, and other branches of government to develop and implement emergency management programs consisting of emergency plans, training programs and exercises, public education, and any other elements prescribed by regulation.

The City of Oshawa Emergency Master Plan establishes a framework document for responding to any type of emergency and outlines the following:

- Policy for emergency management;
- Emergency plans structure;
- Response strategies;
- Concept of operations; and
- Roles and responsibilities.

The City of Oshawa Emergency Master Plan is designed to prescribe the emergency organization and the response management to be implemented within Oshawa and will be regularly maintained by the Community Emergency Management Coordinator (C.E.M.C.) through the Office of the Chief Administrative Officer (C.A.O.). The Emergency Master Plan will be reviewed annually and updated from time to time as deemed necessary.

Departmental plans and implementing procedures must conform to this document in accordance with the *Emergency Management and Civil Protection Act*.

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The Emergency Master Plan is formally titled the “City of Oshawa Emergency Master Plan” (henceforth to be known as the Plan). It was developed by the C.E.M.C. under the authority of a Council by-law and pursuant to the *Emergency Management and Civil Protection Act*.

This Plan was developed as a multi-hazard support plan for all types of emergencies (risk-specific plans) to which the City of Oshawa may be vulnerable. It was designed to ensure the timely and efficient delivery of emergency response services and recovery operations within the City of Oshawa (“City” or Oshawa). This Master Plan also provides the framework for the provision of emergency support services to other municipalities.

City of Oshawa departments, the Region of Durham, and local agency stakeholders were consulted to assist in the development of this Master Plan.

Master Plan Amendments

The City of Oshawa emergency response process was designed to utilize a Plan with supporting plans and implementing procedures. Departmental support plans have also been developed where necessary. All plans and amendments are coordinated and maintained through the C.E.M.C. office.

The C.E.M.C. may revise, update or add to the municipal emergency plan, if necessary, and shall cause a copy of the municipal emergency plan and all revisions and/or addendums to be deposited with the Chief of E.M.O. Support plans may be revised and updated as deemed necessary by the C.E.M.C. or department. Amendments to any supporting municipal and departmental plans or procedures will be completed by, or in conjunction with, the departmental/lead agency, using a consultative process and reviewed by the C.E.M.C.

Date of Amendment	Description of Amendment	Amendments Made By
February 2019	Update to Municipal Control Group.	M. Hamilton
March 2020	Updated plan structure and aligned with current Regional and Health Department Plans.	S. Barkwell
March 2023 F	Updated Municipal Control Group and Appendix B – Notification List	S. Bao
February 2024	Updated OFS staffing changes	K. Whetham
February 2025	Census Update - EMCPA - Hybrid	K. Whetham

Chapter 1

General

1.1 Purpose

- 1.1.1 The purpose of the Plan is to establish uniform policies, strategies, and a concept of operations for a planned, coordinated, effective response to all natural and human-caused emergencies within the City of Oshawa in order to protect human health, property, and the environment during an imminent or actual emergency in or affecting Oshawa. These emergencies may vary in size and severity and may affect localized businesses, residential areas, or the general welfare of the residents of Oshawa.
- 1.1.2 This Plan establishes a framework for an effective system of emergency management to accomplish the following specific purposes:
- i) To reduce the vulnerability of residents to the loss of life, to the loss of infrastructure, or to the adverse health effects resulting from a natural or a human-caused event;
 - ii) To ensure the preservation of critical municipal services and the local economic base within Oshawa;
 - iii) To prepare for prompt and efficient response and recovery activities for the protection of the lives, property, and infrastructure affected by the emergency; and
 - iv) To respond to all emergencies using all existing systems, plans, and resources necessary to preserve the health, safety, and welfare of residents affected by the emergency.

1.2 Scope

- 1.2.1 The Plan addresses the emergency management problems that any number of hazards could create for the City. It includes actions by the City of Oshawa to assist Durham Region in support of emergency operations in other communities. The scope also includes guidance for the department heads for the development of departmental plans. In addition, it gives recovery-planning considerations.
- This plan does not address nuclear emergencies at either Darlington or Pickering Nuclear Generating Stations. Nuclear emergencies are covered in The City of Oshawa Nuclear Emergency Response Plan.
- 1.2.2 The Plan also establishes Oshawa's emergency management structure under which the City will operate in response to natural or human-caused emergencies by:

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- i) Using operations spanning the direction and control of an emergency from initial monitoring of policies, strategies, and assumptions;
 - ii) Using a consistent and coordinated concept of operations through post-disaster response, mitigation, and recovery;
 - iii) Using municipal, regional, and other agency coordination mechanisms;
 - iv) Assigning specific functional responsibilities to appropriate departments and other agencies that outline methods of coordination with the private sector and volunteer organizations; and
 - v) Identifying the actions that the City and other agencies will take in coordination with provincial and federal counterparts as appropriate.
- 1.2.3 Under the *Emergency Management and Civil Protection Act*, municipalities are required to develop and implement emergency management programs consisting of emergency plans, training programs, exercises, public education, and any other elements prescribed by regulation. Local municipal plans and procedures must conform and be compatible with the regional level master plan.
- 1.2.4 This Plan has been designed as a master plan to prescribe the emergency organization and framework; to indicate the emergency response management to be implemented; as well as to provide guidance and direction for staff using this and other emergency support plans and procedures within the City of Oshawa.

1.3 Legal Basis and Requirement

- 1.3.1 This Master Plan has been developed under the authority of Council as per the City's Emergency Management By-law 77-2008, as amended ("Emergency Management By-law") (Appendix C) to provide for a prompt and coordinated response to an emergency and may be updated without amendment to this by-law.
- 1.3.2 This Master Plan is filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services, as per Section 6.2(1) of the *Emergency Management and Civil Protection Act*.

1.4 Legal Powers and Liability

- 1.4.1 The Mayor or designated alternate may declare an emergency in the City of Oshawa in response to any emergency event within the City. (Refer to Section 4 of the *Emergency Management and Civil Protection Act*)
- 1.4.2 The Mayor may take such action and make such orders as the Mayor considers necessary, that are not contrary to any law, to implement the plan and to protect property; infrastructure; and the health, safety, and welfare of the inhabitants of the City of Oshawa.
- 1.4.3 The Mayor and the City of Oshawa are responsible for their traditional sphere of jurisdiction under the *Emergency Management and Civil Protection Act*.
- 1.4.4 The Fire Chief assesses the need to implement the Master Emergency Plan. The Fire Chief may consult with the appropriate member(s) of the Municipal Control Group. However, unnecessary delay must be prevented. If activation of the Plan is required, the Fire Chief makes a recommendation to the C.A.O. as soon as possible after the initial report to Fire Dispatch. The recommendation includes the activation level. The C.A.O. approves activation of the Master Emergency Plan and the activation level.
- 1.4.5 The *Emergency Management and Civil Protection Act* provides that no action or other proceedings for damages lies or shall be instituted against a member of the Council, an employee of the City of Oshawa, or a Crown employee for doing any act or neglecting to do any action in good faith in the implementation or the intended implementation of this Master Plan or in connection with an emergency.

1.5 Declaration/Termination of an Emergency

- 1.5.1 The Mayor, pursuant to Section 4 of the *Emergency Management and Civil Protection Act* may declare that an emergency exists in the City of Oshawa or any part thereof.
- 1.5.2 Consultation will take place with the Municipal Control Group (refer to Section 5.2) before this declaration. The form for the declaration of an emergency is included in Appendix D.
- 1.5.3 In accordance with the *Emergency Management and Civil Protection Act*, after declaring an emergency, the Mayor shall ensure that the Minister of Community Safety and Correctional Services is notified forthwith. A copy of the signed declaration will be faxed to the Durham Emergency Management Office (D.E.M.O.) and/or Regional Emergency Operations Centre (R.E.O.C.), Provincial Emergency

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Operations Centre (P.E.O.C.) and the remaining Durham Region Municipalities.

- 1.5.4 For a nuclear emergency, the Province may declare a provincial emergency.
- 1.5.5 In accordance with the *Emergency Management and Civil Protection Act*, the Mayor or the Council of the City of Oshawa may terminate an emergency at any time. The form of the termination of an emergency is included in Appendix D.
- 1.5.6 In accordance with the *Emergency Management and Civil Protection Act*, upon declaring that an emergency has terminated, the Mayor shall ensure that the Minister of Community Safety and Correctional Services is notified forthwith. A copy of the signed declaration as to termination of emergency will be faxed to the Durham Emergency Management Office (D.E.M.O.) and/or the Regional Emergency Operations Centre (R.E.O.C.), Provincial Emergency Operations Centre (P.E.O.C.) and the remaining Durham Region Municipalities. A media release will also be issued immediately.
- 1.5.7 The Premier of Ontario may at any time declare that a municipal emergency has terminated (Section 4(4) of the *Emergency Management and Civil Protection Act*).

1.6 Plan Maintenance and Administration

- 1.6.1 The City of Oshawa shall be responsible for the implementation and administration of the Master Plan through the Community Emergency Management Coordinator (C.E.M.C).
- 1.6.2 Each department tasked with responsibilities under this Plan will be responsible for developing their individual plans and standard operating procedures for the staff in their organization to address those assigned tasks.
- 1.6.3 All comments or suggestions relating to this plan shall be addressed to:

Community Emergency Management Coordinator
City of Oshawa Fire Services
199 Adelaide Avenue West
Oshawa, ON L1J 7B1
- 1.6.4 Copies of the Master Plan will be issued in accordance with the distribution list contained in Appendix B of this document. Amendments will be issued by the C.E.M.C. (or designate) to copyholders listed in the relevant document distribution list.

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- 1.6.5 Master Plan copyholders on the distribution list shall be responsible for inserting any new amendments and providing safekeeping of their copies.
- 1.6.6 The Master Plan will be reviewed at least annually and updated if required. All amendments will be referenced on the record of amendment.
- 1.6.7 The Master Plan will be revised and updated in coordination and consultation with those parties having responsibilities under this plan, in accordance with generally accepted municipal emergency management practices/procedures.

Chapter 2

Situation, Planning Principles and Assumptions

2.1 General

- 2.1.1 The City of Oshawa has been subjected to train derailments, ice storms, blizzards, power failures, floods, major fires, hurricanes, tornados, hazardous material spills, etc., in the last 50 years. Many have caused varying degrees of economic loss and property damage.
- 2.1.2 The Master Plan and any applicable risk-specific and support plans will be activated for an emergency at the municipal level. This includes nuclear emergencies that have the potential for requiring resources beyond the normal level of the municipality experiencing the emergency.
- 2.1.3 The success of implementing this Master Plan is dependent on the availability and the coordination of municipal resources, including personnel and their ability to procure additional resources at that particular time.

2.2 Situation

- 2.2.1 This section of the Plan characterizes the realistic planning environment and that information is to be treated as fact rather than assumptions. (Refer to Section 2.4 – Planning Assumptions).
- 2.2.2 Municipalities have primary responsibility for response in emergency/disaster situations within their communities. They will commit all available resources to save lives and minimize injury to persons and damage to property and infrastructure. Emergency operations are initiated wherever most appropriate for a rapid response to the situation.
- 2.2.3 Municipalities have designated individuals called Community Emergency Management Coordinators (C.E.M.C's) who will execute their assigned emergency responsibilities under this Plan and/or associated support plans. C.E.M.C's are responsible and accountable for the development, implementation, and maintenance of the local municipal emergency management program as prescribed in the *Emergency Management and Civil Protection Act*.

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- 2.2.4 Municipalities each have their own emergency management structure in place that includes a management group called the Municipal Control Group (M.C.G.) that manages emergencies from a Municipal Emergency Operations Centre facility.
- 2.2.5 C.E.M.C's report to their respective Municipal Emergency Operations Centre (M.E.O.C.) during emergencies to provide advice and guidance to the C.A.O. or designate and M.C.G. respecting all facets of the emergency management program.
- 2.2.6 Elected officials of the City of Oshawa are aware of the possible occurrence of emergencies/disasters and their responsibilities under this Plan and their respective municipal plans and will fulfill their duties as required.
- 2.2.7 The M.E.O.C. is the primary location from which municipal emergency management operations are conducted under the overall direction of the Mayor and C.A.O. The M.E.O.C. is located at Consolidated Operations Depot, 199 Wentworth Street East. (Refer to Section 5.2 of this Plan.)
- 2.2.8 The alternate M.E.O.C. (A.M.E.O.C.) is located at Fire Station 5, 1550 Harmony Road North.
- 2.2.9 The Fire Chief, through the activation team, is responsible for the initial notification of the Municipal Control Group and supporting agencies.
- 2.2.10 Operational readiness of the M.E.O.C. is the responsibility of the C.E.M.C. through the designated setup team.
- 2.2.11 Staff briefings will be conducted during M.E.O.C./A.M.E.O.C operations as often as required based on the emergency in progress and at the discretion of the C.A.O. or designate (Operations Officer).
- 2.2.12 As appropriate, and through prearranged mutual assistance agreements (M.A.A.'s), regional and other municipalities, plus adjacent jurisdictions, provide assistance in emergency response and recovery capabilities if called upon.
- 2.2.13 Municipalities may exercise independent direction and control of their own resources, those outside resources assigned to them by the Regional Control Group (R.C.G.), or resources secured through existing mutual aid/mutual assistance agreements with other municipalities, cities, or regions.
- 2.2.14 Provincial or federal aid will be coordinated through the R.C.G. if required.

- 2.2.15 The Mayor will take a leadership role (executive authority) for natural or human-caused disasters.
- 2.2.16 Emergency operations and coordination at all levels of government will be carried out according to standard operational policies, guidelines, and industry-best practices.

2.3 Planning Principles

- 2.3.1 During any real emergency, the emergency event will be handled using best practices and solid emergency planning principles. Emergency planning principles include:
 - i) Applying systematic notification procedures for recalling all required emergency response personnel with responsibilities under applicable municipal or departmental emergency plans;
 - ii) Developing municipal or departmental emergency plans based on clearly assigned responsibilities and accountabilities for specific components and procedures;
 - iii) Developing clearly laid out emergency checklists for emergency response personnel to effectively implement this and any applicable departmental emergency plans or procedures;
 - iv) Applying systematic procedures by which to initiate and undertake resident evacuations in an organized and effective manner, independent of time of day or time of year;
 - v) Developing an emergency plan that incorporates coordination with the local media to maintain an information flow to the general public and municipal stakeholders;
 - vi) Developing emergency and departmental plans that incorporate regular testing to provide reasonable assurance that the emergency procedures contained in the plan are effective and in good working order;
 - vii) Developing emergency and departmental plans that take into account staff and general populations with special needs or disabilities, including methods of transportation, personal accompaniment, and medication if required;
 - viii) Developing emergency and departmental plans, which, for reasons of risk management, include a degree of built-in redundancy (i.e. designated alternates for key staff, alternate operations centres, etc.); and

- ix) Developing emergency and departmental plans that incorporate a provision for accommodation and care through the provision of basic necessities to displaced persons, a plan to assist persons with family reunification/information, and a plan to assist residents with their return home.

2.4 Planning Assumptions

2.4.1 For the purpose of this Plan, the following assumptions were made:

- i) The municipality will respond to emergencies within their jurisdictional boundaries and may request support from Durham Region;
- ii) The municipality will commit all available resources to save lives and minimize injury and damage to property and infrastructure. Emergency operations are initiated whenever most appropriate for a rapid response to the situation;
- iii) Many emergencies/disasters can occur with little or no warning allowing little time for preparedness management;
- iv) The designated Community Emergency Management Coordinator will execute his/her assigned responsibilities under this Plan and the *Emergency Management and Civil Protection Act*;
- v) The Plan shall be compatible with the policies and procedures of the Region of Durham's Emergency Plan (Section 5 of the *Emergency Management and Civil Protection Act*);
- vi) In support of this Plan, the primary and supporting agencies of each emergency support function have developed emergency operating procedures for their own staff;
- vii) Local emergency response personnel could experience damage or loss to their homes and personal property and could themselves be the victims of a disaster;
- viii) Citizens and response organizations from other cities and provinces may send available resources in response to the disaster if requested and as conditions allow as outlined in any mutual assistance agreements;
- ix) While the probability of a nuclear emergency is very low, the effects on the residents of the City of Oshawa could be severe. Therefore, extensive, detailed planning must be undertaken at all levels for such an event; and

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- x) The City of Oshawa will work in conjunction with Durham Region on such issues as emergency declarations or terminations, situation reports, media releases, and the provision of public information during a nuclear emergency.

Chapter 3

Emergency Responsibilities

The responsibility for emergency preparedness and response rests with individuals, businesses and industries, community organizations, and all levels of government, as outlined below.

Individuals, businesses, and industries will be informed of their responsibilities through regional and community emergency preparedness awareness programs.

3.1 Individuals

- 3.1.1 Responsibility for initial response to an emergency lies with the individuals most affected. As a minimum, all individuals should prepare and implement initial emergency measures to protect life, property, and environment. For example, if a hurricane is imminent, heads of households and individual business operators are responsible to ensure adequate food and water supplies are available for at least 72 hours; take steps to mitigate the impact of loss of critical services such as telephone and power; and protect property from potential damage, as applicable.

Families, individuals, and business operators are also responsible to have plans to implement the two basic protective measures – sheltering and evacuation.

- i) Sheltering – Individuals should have plans to shelter their homes or place of business for hazardous material spills and other hazards. A shelter plan should include warning others, closing all doors and windows, turning off all furnaces/air conditioning and other air intake/ exhaust mechanisms (as required), and listening to designated radio or television stations for further instructions.
- ii) Evacuation – Heads of households and individuals are responsible for ensuring they are prepared to evacuate the area quickly during an emergency. Families and individuals should be prepared to evacuate with enough clothing and personal care items to be self-sufficient for at least 72 hours. As a minimum, the following items should be considered: clothing, medication, money and credit cards, and sleeping bags.

Heads of households and individuals should have plans to secure their homes to protect their property. For example, all doors and windows should be closed and locked.

Persons without transportation should make arrangements to travel with family, neighbours, or friends.

- 3.1.2 It is vital that individuals with disabilities and/or special needs develop a plan to assist them and their families in an emergency. Emergency Management Ontario has developed a specific guide to assist people titled [Emergency Preparedness Guide for People with Disabilities](#).

3.2 Businesses and Industries

- 3.2.1 Businesses and industries are responsible for contingency plans for any emergency, which may result from their activities. They are responsible for initial response to those emergencies. Contingency plans must detail procedures to warn and protect their employees and other persons on their premises. The C.E.M.C. will provide advice as requested but Plan Maintenance is the responsibility of the associated business or organization.

Businesses and industries may be used to augment Oshawa's resources according to prearranged agreements and plans or as required during an emergency.

3.3 Community Organizations

- 3.3.1 Community groups and organizations, such as service clubs, are valuable resources for emergency response. They will be used to augment Oshawa's resources according to prearranged agreements and plans or as required during an emergency.

3.4 City of Oshawa Departments

- 3.4.1 City of Oshawa departments are responsible for implementing emergency response actions directed by the Municipal Emergency Operations Centre (M.E.O.C.) when activated. Departments are responsible for the implementation of measures (sheltering and evacuation) to protect their personnel. They are also responsible for identifying essential vehicles and equipment and for the development of procedures for their timely removal from danger areas, if required. All departments will have emergency plans and procedures, which are compatible with this Plan (see Appendix L - restricted). The

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C.E.M.C. will provide advice as requested but Plan Maintenance is the responsibility of the associated department or organization.

3.5 City of Oshawa

- 3.5.1 The City of Oshawa is responsible for the implementation of emergency measures to protect the population, property, and environment in the City. The City of Oshawa is also responsible for providing resources in support of Durham Region's emergency operations.

3.6 Durham Region

- 3.6.1 First, Durham Region is responsible for emergency coordination between the regional communities and the provincial government. This includes coordinating actions outside the City limits to minimize interference with the emergency operation. For example, traffic in the region may have to be diverted to ensure response operations are not impeded.

Second, in coordination with Oshawa's M.E.O.C., the Durham Region Departments of Health and Social Services are responsible for the provision of emergency health and social services.

Third, Durham Regional Police Service is responsible for emergency police services within Oshawa.

Fourth, the Durham Emergency Management Office (D.E.M.O.) is responsible for providing additional resources when requested by Oshawa.

Finally, if the City of Oshawa cannot manage the emergency or if it affects more than one municipality, Durham Region may assume overall responsibility for coordination of emergency response operations, if requested.

3.7 Province of Ontario

- 3.7.1 The Province is responsible for providing additional resources when requested by the City of Oshawa. They are also responsible for requesting resources not available in the province. Requests are made through Emergency Management Ontario (E.M.O.).

The provincial government may also intervene when the emergency affects an area of provincial jurisdiction.

3.8 Government of Canada

- 3.8.1 The Government of Canada is responsible for providing federal resources requested by the City of Oshawa. They are also responsible to arrange for resources not available in the province. E.M.O. makes requests to the Emergency Preparedness Canada.

The federal government may also intervene when the emergency affects an area of federal jurisdiction.

Chapter 4

Hazard Analysis

4.1 Municipal Vulnerability

- 4.1.1 The *Emergency Management and Civil Protection Act* requires that each municipality identify and assess the various hazards and risks to public safety that could create an emergency. The Hazard Identification and Risk Assessment (H.I.R.A.) is a requirement for the essential level program standard verification.
- 4.1.2 The City of Oshawa is located within Durham Region along the shore of Lake Ontario. The City of Oshawa is home to a wide range of uses including; education, health care, automotive, and lumber. Two railway lines, a deep water port, as well as Highway 401 and 407 cross through the City. The City of Oshawa has a population of 175,383 people (2021 census) and covers an area of 145.72 square kilometers.
- 4.1.3 A structured emergency management program is required and necessary as the City Of Oshawa is vulnerable to hazards in each of the following categories:
- i) Natural Emergencies – Those related to naturally occurring elements and conditions including but not limited to floods, severe weather, or ice and snow storms; and
 - ii) Human-Caused Emergencies – Those that are accidental and include chemical spills, explosions or leaks, train derailments, plane crashes, public transit crashes, multi-car pileups, and power outages. Technological emergencies are also human caused and can affect critical infrastructure, computer technology, telecommunications, and other IT issues. Also included are those related to acts of human-based disorder intended to disrupt community services or activities such as terrorist action.
- 4.1.4 A comprehensive H.I.R.A. was developed in 2015 and will be reviewed on an annual basis. Risk-specific plans are developed in response to the results compiled in the H.I.R.A.
- Hazard identification information is contained in Appendix F (restricted).
- 4.1.5 The City of Oshawa lies between two nuclear power stations. Oshawa's Nuclear Response Plan is contained in Appendix L (i) (restricted). These nuclear power stations are assessed to have a

low probability for accident, but should a severe accident occur, the potential consequences could be high.

4.2 Critical Infrastructure

4.2.1 Emergency Management Ontario defines Critical infrastructure as:

“Critical infrastructure is the interdependent, interactive, interconnected networks of institutions, services, systems, and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government.”

Critical infrastructure is the basic structural foundation of a society or an enterprise. It is the assets or systems that, if disrupted or destroyed, could have a critical impact on the health, safety, security, and economic well-being of citizens or could adversely affect the functioning of government.

4.2.2 Emergency Management Ontario (E.M.O.) requires that every community identify its critical infrastructure to meet the essential level standard of the Community Emergency Management Program under Section 2.1(1) of the *Emergency Management and Civil Protection Act*.

4.2.3 The identification of critical and essential facilities, equipment, and systems is a key step toward the protection and preservation of public health and safety, the local economy, and the continuity of government at all levels.

4.2.4 Nine broad sectors of critical infrastructure are identified by E.M.O. to help define the type of infrastructure in each local municipality. The nine sectors identified are as follows:

- i) Food and Water;
- ii) Electricity;
- iii) Telecommunications;
- iv) Financial Institutions;
- v) Gas and Oil;
- vi) Transportation;
- vii) Continuity of Government Services;
- viii) Public Safety and Security;
- ix) Health

4.2.5 Each of the broad sectors of the critical infrastructures identified above must be prioritized by the City. The critical infrastructures should be prioritized, progressing from Level 1 (the most critical) to Level 3 (the least critical).

- 4.2.6 It is the responsibility of each municipality to designate their public and private infrastructure that is critical to maintaining their own municipal operations within their own jurisdiction.
- 4.2.7 The City of Oshawa has developed a list of critical infrastructures for the municipality. (Appendix G - restricted).

4.3 Existing Hazards

- 4.3.1 The City of Oshawa is vulnerable to a wide range of emergency situations. Normally the frequency of a particular hazard is inversely proportional to its magnitude. As a result, large-scale, devastating emergencies occur very rarely. The City has a significant number of situations that present hazards to residents on a daily basis. All hazards have been identified relative to risk. These existing hazards include but are not limited to:
 - i) Road Transportation – high volumes of traffic carrying significant volumes of dangerous goods through Oshawa on a daily basis;
 - ii) Rail Transportation – carrying large volumes of hazardous materials/dangerous goods through Oshawa on a daily basis;
 - iii) Commodity Pipelines – transverse the City carrying large volumes of gas and oil products;
 - iv) Major Heavy Industry – use, handle, store, and transport large quantities of dangerous goods;
 - v) Nuclear Generating Stations – pose potential risks of accidental radiation releases from equipment failure or emergencies resulting from terrorist activities;
 - vi) Flood Prone Areas – flood plains and flood damage centres pose potential risks;
 - vii) Air Transportation – daily commercial and business flights from Oshawa Airport. The City Oshawa is also on a flight path to Pearson Airport;
 - viii) Shipping – the City has an international port with potential for shipping accidents and large chemical spills; and

- ix) Weather – weather is always unpredictable and can create an emergency at any time.

4.4 Evolving Hazards

4.4.1 The City of Oshawa must also plan and prepare for hazards that will increase in risk due to a number of reasons. Evolving hazards in Oshawa include but are not limited to:

- i) Heavy industry expansion;
- ii) Highway 407 extension (increased transportation of dangerous goods);
- iii) Terrorist threats at nuclear stations, major industry, key government facilities or infrastructure;
- iv) Climate change including global warming increases risks for weather extremes;
- v) Influenza pandemic;
- vi) Bio-terrorism;
- vii) Cyber security including computer viruses;
- viii) Power outages; and
- ix) Potable water contamination.

4.5 Hazard Analysis Summary

4.5.1 The people, infrastructure, and environment of the City of Oshawa are vulnerable to a variety of natural and human-caused hazards based on historical records.

4.5.2 The risk assessment study (H.I.R.A.) is one of the tools used in the City of Oshawa and by other emergency planners in assessing risk hazards and in developing an effective emergency management program. It is not, however, the definitive listing as to where all the hazards lie.

4.5.3 Although nuclear emergencies are extremely low in probability, the potential effects on the residents of Oshawa would be severe. Hence, a large emphasis is placed on the planning for nuclear emergencies, making it an extremely high priority item.

4.5.4 Based on the H.I.R.A., the types of hazards with a likely potential can be summarized as follows:

- Weather emergencies;
- Hazardous materials leaks or spills;
- Mass casualty emergencies; and
- Major fires/explosions.

These hazards translate into risk-specific plan requirements for weather emergencies, hazardous materials incidents, mass casualty incidents, and major fires/explosions. Risk-specific plans may be found in Part 3.

4.5.5 In connection with the above study, the most effective emergency management tools are as follows:

- i) Coordination of emergency response;
- ii) Crisis communication capacity;
- iii) Emergency exercises and training;
- iv) Emergency planning; and
- v) Emergency responder training.

4.5.6 The Hazard Analysis and Risk Assessment recommended that the focus of emergency planning be on the above hazard categories and that these hazard issues be addressed when conducting the following operations:

- i) Designing emergency planning exercises (involve one or more hazards);
- ii) Staff training (train for weather extremes, toxic spills, train derailments, etc.);
- iii) Developing expertise with external agencies respecting arson, bomb threats, etc.;
- iv) Purchasing/arranging specialty equipment and supplies (sandbags, spill control equipment, etc.);
- v) Purchasing/arranging for back-up generators;
- vi) Providing public education programs (what to do in weather extremes or power outages); and
- vii) Media and public communications.

The City of Oshawa's Emergency Program will address these items.

4.6 Special Facilities/Populations

4.6.1 The City of Oshawa is home to a number of special facilities/populations that need to be considered during any type of emergency event. Special facilities are those that would be, in effect, more vulnerable to the effects of given hazards than general facilities or the general population.

4.6.2 These facilities include group homes, shelters, hospitals, childcare centres, homes for the aged, nursing homes, public and secondary schools, and post-secondary schools and may require a significant amount of specialized transportation assistance in the event of an emergency, dependent on the time of day or time of year.

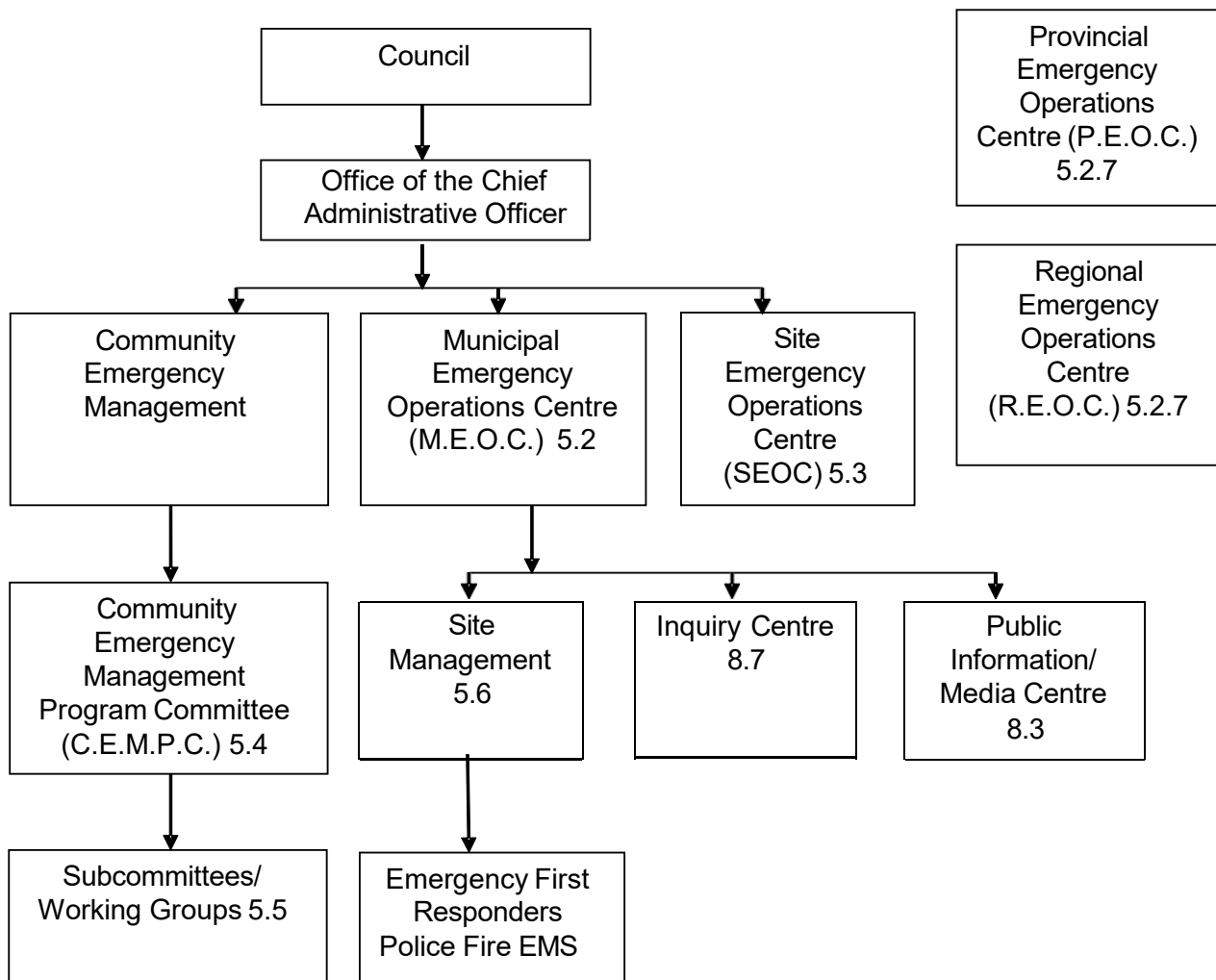
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- 4.6.3 Special facilities and populations without transportation will be assisted with their transportation needs through the Transportation Annex, an annex to the Durham Region Evacuation and Sheltering Plan under Part II of the Durham Region Nuclear Emergency Plan. Although this is a nuclear support plan, the same principles could be adapted/applied to arranging transportation for other types of emergencies.
- 4.6.4 Special populations could include both non-ambulatory and disabled persons within the City of Oshawa.

Chapter 5

City of Oshawa Emergency Planning

Figure 1 - City of Oshawa Emergency Planning Structure and Response Organization



5.1 Community Emergency Management Coordinator (C.E.M.C.)

- 5.1.1 The C.E.M.C. is responsible for the development and implementation of the emergency management program consisting of emergency plans, training programs, exercises for City employees and partner agencies, public education on risks to public safety and public preparedness for emergencies, and any other elements required as prescribed in the *Emergency Management and Civil Protection Act*. The C.E.M.C. reports to the C.A.O. and to Council through the Community Services Committee.
- 5.1.2 The C.E.M.C. is also responsible on a day-to-day basis for the coordination of plans and procedures for Oshawa departments.

5.2 Municipal Emergency Operations Centre (M.E.O.C.)

- 5.2.1 The Municipal Emergency Operations Centre (M.E.O.C.) is situated at the Consolidated Operations Depot, 199 Wentworth Street East and is appropriately equipped to support emergencies. The alternate centre (A.M.E.O.C.) is located at Fire Station 5, 1550 Harmony Road North.
- 5.2.2 The M.E.O.C. may be partially or fully activated dependent on the emergency. Some participants may attend virtually. The Community Emergency Management Coordinator (C.E.M.C.) will be responsible for coordinating, planning, administering, and managing operations related to the M.C.G.
- 5.2.3 The M.C.G. has the authority to make decisions on behalf of the municipality. The overall responsibilities of the M.C.G. are as follows:
 - i) The Municipal Emergency Operations Centre ("M.E.O.C.") group consists of the M.C.G. and the M.E.O.C. support staff. The M.E.O.C. group is responsible for:
 - a. Resourcing emergency site(s);
 - b. Coordinating emergency actions outside the emergency site(s); and
 - c. Providing critical activities to the areas of the City not affected by the emergency.
 - ii) The Municipal Control Group's (M.C.G.) responsibilities are to:
 - a. Assess the short, medium, and long-term emergency operating requirements for Oshawa;
 - b. Recommend declaring, extending, and terminating a state of emergency;
 - c. Make policy decisions;

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- d. Set operational priorities, assign resources, and issue instructions to departments;
- e. Resolve inter-departmental or inter-organizational disputes; and
- f. Ensure communications with all other levels of government, external agencies, and the public is coordinated.

5.2.4 The M.C.G. is comprised of:

- a) Mayor (Executive Authority);
- b) Chief Administrative Officer (Designated Operations Officer);
- c) Director, Legislative Services/City Clerk (Designated Control Officer);
- d) Fire Chief (CEMC);
- e) Deputy Fire Chiefs (x3);
- f) Director, Recreation Services;
- g) Commissioner, Community and Operations Services;
- h) Commissioner, Corporate and Finance Services;
- i) Commissioner, Economic and Development Services;
- j) Commissioner, Safety and Facilities Services;
- k) Director, Operations Services; and
- l) Manager, Corporate Communications (Emergency Information Officer).

5.2.5 M.E.O.C. Setup Team – I.T. Services are responsible for the coordination of the setup team and are contacted immediately prior to the M.C.G. by the activation team in the event of an emergency.

5.2.6 M.C.G. Responsibilities – Each member of the M.C.G. is responsible for providing their individual administrative support. The City Clerk is responsible for providing overall support personnel to provide services as laid out in Appendix L (vi) (restricted).

5.2.7 In the event of a nuclear emergency, both the Provincial Emergency Operations Centre (P.E.O.C.) and the Regional Emergency Operations Centre (R.E.O.C.) will be activated and staffed. The Oshawa M.E.O.C. will take direction from and support the Province in this situation.

5.2.8 Roles and Responsibilities:

- i) The roles and responsibilities of the various members of the M.C.G. can be found in Appendix L (restricted). M.C.G. members as well as external organizations have important roles to play and could be called upon to assist with response operations at any time.

- ii) In most cases, their respective responsibilities start with pre-planning before an actual emergency and extend during and after an emergency into the recovery phase.

5.3 Site Emergency Operations Centre (S.E.O.C.)

- 5.3.1 The Site Emergency Operations Centre (S.E.O.C.) is a model utilized during significant emergencies involving multiple response agencies where the activation of the M.E.O.C. is not deemed to be required at the present time. This structure is utilized where the emergency site is localized and can be managed or controlled effectively by the on scene emergency response agencies. Where the situation escalates or where additional support is needed either on site or within the rest of the municipality, the Emergency Plan will be activated and the M.E.O.C. opened.
- 5.3.2 The Fire Chief or designate upon notification of the emergency will determine in consultation with the C.A.O. or designate whether the S.E.O.C. or M.E.O.C. will be activated. If the decision is to activate the S.E.O.C., A Site Manager will be designated by the Fire Chief and normally be chosen from the lead responding agency. Once chosen, this person must find a replacement for his/her former position. The Site Manager is responsible for the overall command of the incident.
- 5.3.3 The Site Manager will determine an appropriate location to set up the Command centre. Preference will be to utilize the D.R.P.S. Command centre but a nearby facility may also be utilized.
- 5.3.4 The Site Manager in consultation with the Fire Chief will determine the activation level of the Control Group. At a minimum, the complete Control Group will be notified of the emergency and requested to be available if needed. The S.E.O.C. may expand in size as necessary and if the situation escalates, the M.E.O.C. may be activated. The Site Manager will provide regular updates to the Fire Chief or designate who will in turn update the C.A.O. or designate and Mayor.
- 5.3.5 The Fire Chief will ensure the Emergency Information and Public Inquiry plans are activated. The Emergency Information Officer (E.I.O.) will be notified and requested to attend the S.E.O.C. In a municipal emergency, the E.I.O. will coordinate communications both externally to the media and public and internally to Senior City staff. The E.I.O. will ensure that media materials and communications are provided on a regular basis as the situation progresses. All media interviews will be coordinated by the E.I.O. and conducted by the Mayor (or designate) and the Site Manager.
- 5.3.6 Once the S.E.O.C. is activated, the Site Manager will remain within the Command Centre to conduct operations. Working in a unified

command system, other emergency and non-emergency agencies shall report to the Site Manager and be responsible for their individual entities.

- 5.3.7 A business cycle meeting (as described in Section 7.8) will be held at regular intervals within the Command Centre. The Site Manager will chair the business cycle meetings and determine the frequency and length as the situation dictates.

5.4 Community Emergency Management Program Committee (C.E.M.P.C.)

- 5.4.1 The Community Emergency Management Program Committee (C.E.M.P.C.) is established to provide the City of Oshawa with a higher-level coordinating body to facilitate municipal level coordination and cooperation regarding the comprehensive emergency management program, which consists of writing plans, procedures, and operational guidelines; training and exercises; public education; and any other element required under legislation.

- 5.4.2 The C.E.M.P.C. is chaired by the C.E.M.C. and consists of the following members or their designated alternates:

- a) Fire Chief/C.E.M.C. (Chair);
- b) Deputy Fire Chiefs (x3);
- c) Director, Corporate Communications;
- d) Chief Fire Prevention Officer;
- e) Director, Operations Services;
- f) Director, Recreation Services;
- g) Director, Legislative Services/City Clerk;
- h) Director, Planning Services;
- i) Durham Regional Police Services Representative;
- j) Durham Emergency Medical Services Representative;
- k)

- 5.4.3 The creation of this C.E.M.P.C. and subcommittee/working group structure is an essential component of the ongoing process to inform municipal staff and support agencies and to upgrade emergency management in the City of Oshawa.

Subcommittees and working groups of the C.E.M.P.C. may be established as required.

Chapter 6

Notification and Response

6.1 Procedure

1. The Fire Chief will be notified by Fire Dispatch of a major incident. After consultation with the C.A.O. (and the Mayor for nuclear incidents), the Fire Chief will notify a member of the activation team.
2. The activation team member will contact designates on the activation list beginning with the M.E.O.C. (Municipal Emergency Operations Centre) setup team.
3. In the event that the designate is not reached, a message will be left, if possible, to contact the Fire Chief by cell phone (905-809-1403). Whenever a designate is not contacted, the alternate will be called.
4. Once notified of the emergency, designates/alternates will be responsible for contacting support staff identified within their individual departmental plans.
5. Upon completion of notification of the designates and/or alternates on the activation list, the activation team member will contact the Fire Chief with a list of designates/alternates contacted.
6. The following message will be utilized when contacting designates/alternates.
7. The City is activating the Emergency Plan as a result of the following situation

_____.

You are being asked to report to the Emergency Operations Centre located at

_____ (either Consolidated Operations Depot or Fire Station 5).

Will you confirm your availability to attend at once?

6.2 Nuclear Notification

6.2.1 Durham Region manages initial nuclear notification procedures.

Durham Region Nuclear Notification Procedures – For nuclear emergencies, the D.E.M.O. duty contact is the initial contact (24/7) for Durham Regional Police Service (D.R.P.S.) to initiate a regional, offsite response.

The D.E.M.O. duty contact person is advised by E.M.O. of the offsite response requirements and then requests D.R.P.S. to notify the appropriate municipality of those response actions to be taken. In this “top-down” approach, the D.E.M.O. duty contact initiates all offsite response requirements ordered by the Provincial Emergency Operations Centre.

The four Nuclear Notification Categories are defined by the Province in the Provincial Nuclear Emergency Response Plan and are listed with their definitions.

Table 2 – Nuclear Notification Categories

Classification	Definition
Reportable Event	An event affecting the nuclear installation that would be of concern to offsite authorities responsible for public safety.
Abnormal Incident	An abnormal occurrence at the station that may have a significant cause and/or may lead to more serious consequences.
Onsite Emergency	A serious system malfunction that results in a significant atmospheric emission of radioactive material or is likely to result in an emission at a later time.
General Emergency	An ongoing major atmospheric emission of radioactive material or is likely within the next 12 hours.

6.3 Nuclear Response Actions

- 6.3.1 For nuclear events, Durham Region uses the standardized types of offsite response for each nuclear emergency classification set by the Province under the P.N.E.R.P. Response to a liquid emission event will be dealt with under the Regional Liquid Emission Response Plan (L.E.R.P.) and not the P.N.E.R.P., unless it is combined with reactor-core damage.

In nuclear events, the Province determines the offsite response. Regional nuclear responses are outlined below. More specific actions will be contained in detailed regional, departmental, or agency standard operating procedures.

City of Oshawa Emergency Master Plan

Table 3 – Response Actions – Nuclear Events

Classifications	Regional Response Levels
Reportable Event	Routine Monitoring – D.E.M.O. monitors situation and confirms communications arrangements with P.E.O.C. Duty Manager. C.E.M.C's notified and kept updated.
Abnormal Incident	Enhanced Monitoring – D.E.M.O. staff and Community Emergency Management Coordinators monitor situation. D.E.M.O. to confirm communications arrangements with P.E.O.C. and M.E.O.C's and review emergency preparedness arrangements.
Onsite Emergency (No Emission Occurring)	Activation (Partial) – Regional response notification to D.R.P.S. Communications, Central Ambulance Communications Centre (C.A.C.C.), and all municipalities in both PZs. Emergency plan activated and M.E.O.C. set-up. R.E.O.C. and affected M.E.O.C's partially staffed. R.E.O.C. / M.E.O.C's monitor media until J.I.C. / P.E.O.C. is operational.
Onsite Emergency (Emission Occurring)	Activation (Full) – Regional response notification to entire Regional Emergency Response Organization. Activate Public Alerting Plan for PZ. Set up and fully staff the M.E.O.C., reception, evacuee, and emergency worker centres on a 24-hour basis. Activate the Regional Evacuation and Sheltering Plan. Declare a Municipal Emergency.
General Emergency	Activation (Full) – As noted above.

Chapter 7

Concept of Operations

7.1 General

- 7.1.1 Operations will normally be carried out in two phases for natural or human-caused hazards. These phases are called the response phase and the recovery phase.
- 7.1.2 Response Phase – Response includes the actions taken once an emergency has occurred to deal with the immediate effects and can include mitigation efforts expended at all locations and sites supporting the emergency effort. Such actions by the Emergency Control Group or lead departments will be mainly based on prearranged plans, procedures, and preparations.

Response operations for major emergencies will be handled from the M.E.O.C.
- 7.1.3 Recovery Phase – Recovery or restoration includes all the efforts necessary to restore a municipality to normal after an emergency has occurred. This includes the actions required to assess and deal with the short and longer-term effects after the impact has passed.
- 7.1.4 It is expected that certain departments will take a lead or a partnership role in any emergency relating to their direct field of expertise.
- 7.1.5 The recovery phase begins once the immediate effects of the emergency have passed. At this point, the recovery plan will be activated to deal with the personal, infrastructure, and financial issues.
- 7.1.6 Recovery operations for major emergencies will not likely be handled from the Municipal Emergency Operations Centre but will be dealt with through formation of a number of committees to deal with the personal, infrastructure, and financial issues.

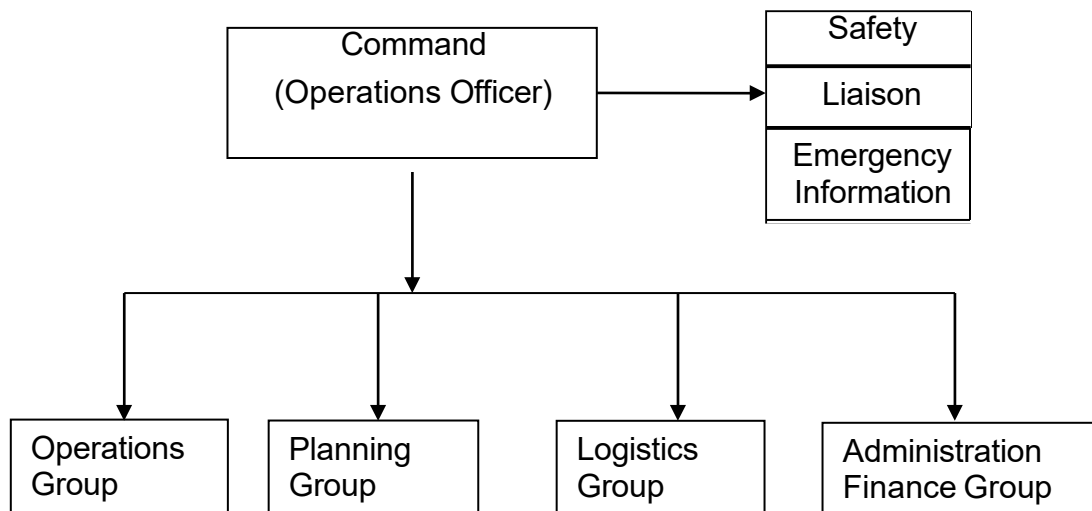
7.2 Incident Management System (I.M.S.)

- 7.2.1 Incident Management System (I.M.S.) implementation is a requirement under the framework for Community Emergency Management Programs standards.
- 7.2.2 The I.M.S. provides a command structure that is common to all emergency operations centres including the Provincial, Regional, and Municipal Emergency Operation Centres. It is a simple model that

allows the organizational flexibility to upscale or downscale supporting resources as needed.

- 7.2.3 It is expected that all emergency sites and each community organization deployed will utilize I.M.S. All groups utilize the same functions and management structure at all emergency operations centres and all emergency sites as required. Each group maintains contact with its counterpart in the Municipal/Regional Operations Centre(s) or respective organization centres. (See Figure 2).
- 7.2.4 The standardized I.M.S. is modeled after the North American emergency management standards and recommended best practices that draw substantially from the National Fire Protection Association (N.F.P.A.) 1561 and the National Incident Management System (N.I.M.S.).

Figure 2 – The Incident Management System (I.M.S.)



7.2.5 I.M.S. Functional Details

- i) Command (Operations Officer) – Has the authority to give formal orders, instructions, or directives. The three functions that support Command are:
- Safety – Ensure safety of all site personnel, and pass on information received from Command (M.E.O.C.) indirectly impacting the overall safety of the emergency management efforts;
 - Liaison – Staff located in the M.E.O.C. that act as a link between Command (M.E.O.C.) and their organizations/group

of organizations involved in the management of the situation;
and

- Emergency Information (E.I.) – Development and timely dissemination of approved emergency information messages and bulletins to the media.

- ii) Operations is responsible for developing and managing the operations and tactics to accomplish incident objectives including organizing, assigning and supervising all resources assigned to an incident.
- iii) Planning is responsible for collecting, collating, evaluating, analyzing and disseminating incident information including planning and preparing an incident action plan, conducting contingency planning and developing plans for demobilization.
- iv) Logistics is responsible for coordinating, obtaining, maintaining and accounting for essential personnel, equipment, supplies and resources required to manage and resolve the emergency.
- v) Finance and Administration perform administrative, financial, and staffing duties specific to the emergency including capturing incident-related costs, maintenance and scheduling of support personnel, records, and administering contracts.

7.2.6 It must be recognized that there is an overlap of the above four groups within the M.E.O.C. The Emergency Control Group will perform some or all functions depending upon the nature of the emergency.

7.2.7 Emergency Operations will be carried out in such a manner as to permit the departments, M.E.O.C., external organizations, institutions, and industry to operate cohesively. The I.M.S. will be used to define the basic command structure, roles, and responsibilities required for the effective management of an emergency situation.

7.2.8 The Site Incident Commander (I.C.) also uses this structure and reports to the equivalent command in the M.E.O.C. Once a Site Manager is designated, reports to the Operations Officer in the M.E.O.C.

7.3 Command and Control

7.3.1 The M.C.G. is responsible for the emergency coordination and the implementation of any protective actions required with the City.

7.3.2 The Incident Commander (I.C.) will be responsible for the coordination of all emergency site team activities and reporting through the appropriate command at the M.E.O.C

The Incident Commander will:

- Provide regular information updates;
- Evaluate the need for and provide requests for resources; and
- Maintain contact with the M.E.O.C.

7.3.3 Information will be provided from the emergency site and requests for resources will be forwarded from the Site I.C. to their respective command in the M.E.O.C. The M.E.O.C. will then provide existing or requested additional resources to assist the site.

7.3.4 For non-nuclear emergencies, the Regional Emergency Operations Centre will provide additional resources and assistance to any local

municipality upon request. If a municipality becomes overpowered, the Regional Chair may declare a regional emergency. The R.E.O.C. may also be asked to assume full responsibility of an emergency for a municipality.

7.4 Precautionary Management

- 7.4.1 Precautionary management is the measures taken in the early stages of an emergency to minimize the impact on the general public. These would include operations like school and park closures, the closing of workplaces in the private and public sectors, et cetera.

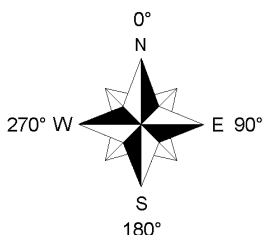
7.5 Operational Conventions

- 7.5.1 The following operational conventions shall be utilized for emergencies within the City of Oshawa:

- i) Time – shall be local time and expressed as a 24-hour clock starting with zero at midnight and all timings will be given in local time. As an example, 6 p.m. shall be 18:00 hours.
- ii) Location – shall be expressed by urban features (e.g. street names, intersections, civic addresses).
- iii) Weather – Temperature – expressed in degrees Celsius.
Forecast – provide forecast for next 24 hours.
- iv) Wind – wind shall always be referred to by the following three parameters:
 - a) the direction in degrees the wind is blowing from;
 - b) the direction in degrees the wind is blowing to; and
 - c) the speed expressed in km/hr (kilometres per hour)

Example, the wind is blowing from 270 degrees to 90 degrees at 15 kilometre/hour.

- 7.5.2 Nuclear operational conventions also express wind direction in degrees (compass points) and measuring clockwise with north being 0 degrees. It will always be expressed as X degrees to Y degrees.



For example, a 10 kilometre/hour wind blowing from the west to the east shall be expressed as: from 270 degrees to 90 degrees at 10 kilometre per hour.

7.6 Communications

7.6.1 The primary means of communications in the M.E.O.C. are:

- i) Land-based telephones (analog or digital);
- ii) Hand-held wireless communications systems (cellular phones);
and
- iii) Radio system.

7.6.2 Additional means of communications that may be utilized during an emergency are:

- i) Fax (incoming and outgoing);
- ii) Internet and email;
- iii) Amateur radios;
- iv) Satellite phones;
- v) Couriers; and
- vi) Runners to hand deliver messages.

7.7 Business Cycle

7.7.1 A business cycle is a structured meeting held at regular intervals during an emergency by the M.C.G. The purpose of regular business cycles are:

- To obtain status updates from all M.C.G. members;
- Discuss strategy and required actions;
- To ensure that items requiring action are in the process of being completed;
- To inform each other of actions taken (briefings);
- To evaluate the status of the emergency and any change in status;
- To identify problems;
- To make decisions and plan actions and strategies required by each member/agency;
- To coordinate expertise, personnel, equipment, and supplies;
- To implement required actions;
- To report on these actions at the next business cycle; and
- To request assistance from Durham Region or other agencies as required.

7.7.2 Prior to the upcoming Business Cycle meeting, M.C.G. members shall review their operations log and task list items and be prepared to report on items within the scope of their department.

- 7.7.3 In the M.E.O.C., the business cycle meeting is chaired by the Operations Officer and includes an update from all M.C.G. members. Business cycle meetings should be brief. The Control Officer's administration staff will take minutes of the meetings.
- 7.7.4 The Control Officer will determine the frequency and length of business cycle meetings as the situation dictates.

7.8 Operations Log

- 7.8.1 The Emergency Control Group and all other Control Group personnel will maintain their own departmental/agency operations log of events, decisions, situation reports, declarations, actions, phone calls, correspondence, instructions, et cetera, and any and all messages and documents received or sent relating to the emergency.
- 7.8.2 Copies of any significant documents from log forms such as situation reports and declaration/terminations of emergency forms, to name a few, must be provided to C.E.M.C.
- 7.8.3 All log forms and correspondence (dated, signed, and numbered) must be completed and will be collected by Clerks Dept. and provided to C.E.M.C. for future reference to compile reports, file insurance claims, and/or to apply for disaster relief assistance.
- 7.8.4 Log forms from municipal emergencies must be maintained for a period of seven years.

7.9 Event Milestone Board

The City Clerk shall be responsible for maintaining an electronic chart projected upon one of two screens located within the M.E.O.C.

All event milestones associated with the emergency situation shall be recorded chronologically. Events recorded would include, but not be limited to such things as:

- Time emergency began
- M.E.O.C. operational
- Changes in emergency situation
- Declaration of emergency/termination
- Request/provision of major resources
- Benchmarks such as under control, loss stopped
- Resources requested / received at emergency site

7.10 M.E.O.C. Logistics

- 7.10.1 Evacuation

The Operations Officer will determine if evacuation is necessary and whether it is immediate or imminent within the near future.

If evacuation is necessary and closure of the M.E.O.C. is required for an extended period, staff will remove all resources and equipment possible and report to the alternate M.E.O.C. located at Fire Station 5, 1550 Harmony Road North.

7.10.2 First Aid/C.P.R.

E.M.S. staff within the M.E.O.C. will be responsible for the provision of Emergency First Aid and/or C.P.R.

In a prolonged incident, E.M.S. will arrange for physiological examinations if necessary.

7.10.3 Security

The Activation Team is responsible for contacting City Security Provider immediately upon notification of plan activation.

The City Of Oshawa Security provider will be responsible for providing security within the building including the M.E.O.C.

Staff will enter and exit the M.E.O.C. using only the main door and must sign in and out with the time included.

Security staff will also control media access to the facility during media briefings.

All M.E.O.C. staff must wear City Of Oshawa identification tags at all times in the M.E.O.C. and may require them while enroute to the M.E.O.C.

7.11 Infection Prevention and Control Guidelines

7.11.1 During influenza pandemics or infectious disease outbreaks meetings where possible, will be held utilizing virtual meeting resources; such as video or telephone conference. If in-person meetings are required staff will adhere to social distancing practices of keeping a 2m distance from others, room layouts to be adjusted accordingly and/or as recommended by the Chief Medical officer of Ontario.

7.11.2 It is essential that infection control practices be followed within the M.E.O.C. at all times but especially during an influenza/infectious disease pandemic.

- 7.11.3 M.E.O.C. designates shall consider workplace shortages due to an influenza/infectious disease pandemic within their divisional plans.
- 7.11.4 M.E.O.C. staff is strongly recommended to have regular immunizations of influenza following Ministry of Health Guidelines.
- 7.11.5 The M.E.O.C. shall be kept clean and frequently touched surfaces shall be disinfected regularly and also at the beginning of each new shift.
- 7.11.6 Staff experiencing flu symptoms should not attend the M.E.O.C.
- 7.11.7 Staff shall regularly wash hands and practice appropriate cough etiquette.

7.12 Recovery Planning

- 7.12.1 Recovery planning is a process of returning a community back to normal or near normal once the immediate threat to life and property has passed. The process starts when directed by the Municipal Control Group, and the timing will be determined by the nature of the emergency.
- 7.12.2 In a nuclear emergency, the Provincial Emergency Operations Centre will advise Durham Region when the immediate emergency has passed and the recovery process will begin. This information would then be communicated to the M.E.O.C. of the affected municipalities.
- 7.12.3 Normally, recovery planning will commence when the immediate response to an emergency has been completed and the situation has been stabilized. To begin the recovery process, a series of committees may need to be formed to deal with various aspects of the community assistance. These might include the following areas of need:
 - i) Financial assistance;
 - ii) Infrastructure repair/rebuilding; and
 - iii) Personal assistance.

Chapter 8

Emergency Information and Public Information

8.1 General

8.1.1 In the event of an emergency, emergency information procedures assist with:

- Providing emergency information to the media and general public; and
- Providing emergency information to municipal, regional, and provincial staff.

8.2 Communications Hierarchy

8.2.1 Emergency information will be coordinated by the Emergency Information Officer (E.I.O.) Refer to Appendix L (xi) (restricted). It is important that the public and media communications begin immediately after the emergency begins to provide the current status and then be provided at regular intervals thereafter.

8.2.2 The E.I.O. will:

- Report to the M.E.O.C. or S.E.O.C. on receipt of the emergency alert and sign in with administration staff/security;
- Consult with the M.E.O.C. Operations Officer and Fire Chief to determine if the Province, Durham Regional Police or City of Oshawa are the lead on communications;
- Attend M.C.G. and S.E.O.C. (refer to Section 5.3) business cycle meetings and provide update on media coverage and public feedback;
- Prepare (for the approval of the M.E.O.C. Operations Officer) and oversee distribution of media materials (emergency media advisory or emergency media release) and e-communication messages;
- Prepare (for the approval of the M.E.O.C. Operations Officer) and distribute Council/Corporate Leadership Team notification emails resulting from updates provided during business cycle meetings or as developments take place. Durham Regional Police and Fire Services approve media materials if there is a technical component. The Mayor and Members of Council receive materials as information;

City of Oshawa Emergency Master Plan

- Set-up and coordinate a Media Centre and ensure that there is adequate administrative support, office or area space, telephone and computer resources as well as obtain regular briefings;
- Provide the Emergency Media Centre Manager with prepared media materials and e-communication messages when approved by the M.E.O.C. Operations Officer;
- Manage media monitoring and report level of accuracy to the M.E.O.C. Operations Officer. Take immediate action to correct any misinformation;
- Establish communication links and regular liaison with the M.C.G., PIC and other municipal media counterparts within the Region and Province to coordinate release of authorized information;
- Update the Public Information Coordinator (P.I.C.) on a regular basis and receive feedback on public inquiries. Advise the P.I.C. “This information can be made public” or “This information is not to be made public”;
- Ensure that the City of Oshawa’s website is being updated with the latest information on the emergency. An update will be posted under “Emergency & Severe Weather Updates”. All new posts to the “Emergency & Severe Weather Updates” webpages are automatically communicated through Social Media such as Twitter and Facebook. All web postings must be date and time stamped with most recent appearing at the top;
- Arrange a suitable time for media interviews and ensure that participants in media interviews and press conferences are briefed;
- Provide key messages for M.C.G. media spokespeople and arrange for a qualified M.C.G. member or expert to respond to inquiries on a specific topic as required;
- Contact media outlets and provide the location of the Emergency Media Centre, telephone number(s) for the Media Centre, web page address and frequency of communication;
- Contact Site E.I.O. to confirm process for media conferences, inquiries, interview and e-communication messages;
- Prepare for press conferences and briefings with the media;
- Ensure the media materials developed from the emergency site are coordinated through the M.E.O.C.;

- In the event of an evacuation, request media to relay instructions to the public; and
 - Maintain a record of all action taken in the operations log.
- 8.2.3 The City of Oshawa may request assistance at any time and be supported by the Durham Region Corporate Communications staff or the provincial emergency information resources if needed.
- 8.2.4 In the event of a water infrastructure or health emergency, the lead role will be taken by Durham Region who will issue media releases and updates to inform the Province, Regional and Municipal staff, the media; and the general public on a regular and as-required basis.
- 8.2.5 Nuclear Emergencies (Pickering or Darlington Generating Stations) are controlled by Emergency Management Ontario who directs the offsite response actions to the designated municipality. (Durham Region is a designated municipality for the Pickering and Darlington Nuclear Generating Stations.)

The provincially-operated Joint Information Centre (J.I.C.), through their operating procedures, coordinate the media emergency information and media releases for any type of offsite response due to a nuclear emergency. Local municipalities may issue media releases dealing with local issues such as road closures.

The J.I.C. is assisted operationally by Regional administrative staff and has a direct link to the R.E.O.C.

8.3 Media Centre

- 8.3.1 The Media Centre will be located at Consolidated Operations Depot, 199 Wentworth Street East and press conferences will be held in Boardroom 1 and/ or at the emergency site upon the decision of the M.C.G.
- 8.3.2 Members of the press shall be brought into the Consolidated Operations Depot via public entrance. At no time will the press or public be allowed near the M.E.O.C. or be allowed within the building unattended. Security shall be responsible for policing the movements of the public and press.
- 8.3.3 The E.I.O. shall direct the Mayor and other media spokespersons into the boardroom through the rear door when possible and ensure appropriate tables and chairs are in place.

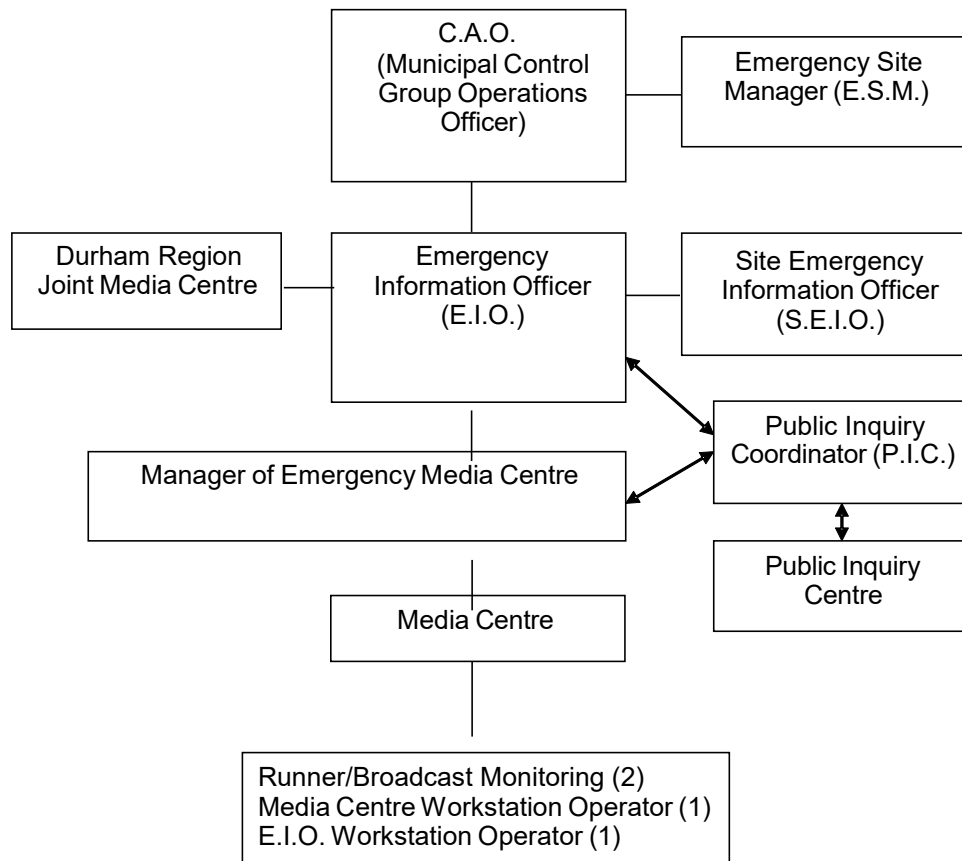
8.4 Media Coverage

- 8.4.1 In the event of an emergency, the general public should monitor local radio and television stations for ongoing updates and regular status reports, the [City's website](#) or follow "Oshawa City" on Social Media including Twitter and Facebook.

8.5 Spokesperson(s)

- 8.5.1 The designated municipal spokesperson for the City of Oshawa will be designated by the M.E.O.C. Operations Officer and Fire Chief in consultation with the E.I.O. at the time of the emergency.
- 8.5.2 The E.I.O. will assist the Mayor and any other designated spokesperson with the preparation and dissemination of public information. The E.I.O. will prepare statements of public information for the Mayor and any other designated spokesperson based on information collected at the M.E.O.C. business cycle meetings.
- 8.5.3 Municipal spokespersons are normally the Mayor, M.E.O.C. Operations Officer and Fire Chief, or others as designated.

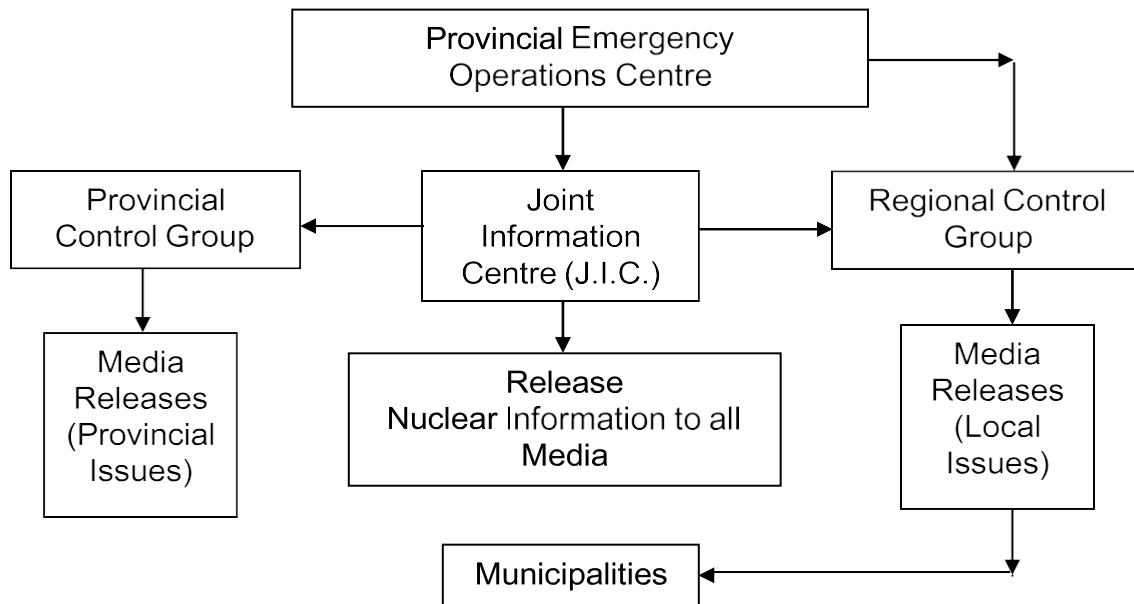
Figure 3 - E.I.O./Emergency Media Centre Organization Chart



8.5.4 Nuclear Events

- i) In nuclear events, initial emergency information flows directly from the P.E.O.C. to the J.I.C. and the R.E.O.C. and municipal stakeholders.

Figure 4 – Nuclear Events Organization



- ii) It is important that stakeholders are an integral part of the regional emergency information distribution and that they be kept informed and updated of changing emergency conditions. These include but are not limited to:
 - a) The general public and vulnerable populations in the affected area (schools, hospitals);
 - b) Regional departments;
 - c) Local municipalities within Durham Region; and
 - d) Other involved stakeholders.
- iii) The J.I.C. will be set up in the Regional Headquarters to relay emergency information to the R.E.O.C. and to provide media monitoring and other relative media services.
- iv) Local municipalities may issue local information relating to road closures, et cetera, or other non-technical activities within their jurisdiction.

8.5.5 Nuclear Events – Responsibilities

- i) Province – In the event of a nuclear emergency, the J.I.C. is set up by Provincial staff from E.M.O. in Regional Headquarters.

The overall operational responsibilities are as follows:

- a) E.M.O. is fully responsible for the setup and operation of the J.I.C. at Regional Headquarters. This includes maintaining the Provincial Nuclear Emergency Response Plan (P.N.E.R.P.) and the J.I.C. Procedures. The J.I.C. Procedures are annually reviewed and updated as required by E.M.O.;
 - b) E.M.O. will be responsible for writing and also providing the prescript P.A.D.'s (Public Action Directives) for release to the general public during an event at either the Darlington or Pickering Nuclear Generating Station;
 - c) The Province (E.M.O.) is fully responsible for the staffing and operation of the J.I.C.;
 - d) Media releases relating to technical related station activities must be approved by E.M.O. and the J.I.C. prior to release to the general public.
- ii) Durham Region – The Council Chambers (or other designated area) are used for media conferences. Durham Regional staff will forward all public (nuclear) inquiry calls to the P.E.O.C.

The Durham Region Clerk's Department is responsible for providing staff administrative support to the JIC for nuclear and for the P.I.C. for non-nuclear events.

The Durham Region Facilities Management Department is responsible for providing staff to assist with the set-up of the Council Chambers (Media Centre) and the lower level boardroom (B-15) or other rooms as required.

Durham Emergency Management Office maintains local nuclear emergency plans and provides a liaison between Emergency Management Ontario and Durham Region with respect to the J.I.C. through the R.E.O.C.

D.E.M.O. is responsible for setting up and manning the R.E.O.C to ensure communication is managed during nuclear emergencies.

8.6 The Joint Information Centre (J.I.C.)

- 8.6.1 The Joint Information Centre (J.I.C.) is a provincial facility set up to provide a current and accurate source of emergency information to the media and the general public on nuclear events.
- 8.6.2 The J.I.C. will act as the main source of emergency information on behalf of these agencies during the emergency. During nuclear emergencies, the J.I.C. provides timely information to the general public on the current status of the emergency situation at either the Darlington or Pickering Nuclear Station.
- 8.6.3 The J.I.C. is operated by Emergency Management Ontario and has information linkages and operational relationships between the following centres:
- i) P.E.O.C. (directs overall nuclear response);
 - ii) Regional Emergency Operations Centre (R.E.O.C.) overseeing the local emergency response functions;
 - iii) Affected organization/facility (e.g. O.P.G.'s nuclear stations); and
 - iv) The federal government (the federal government provides spokespersons and assistant spokespersons representing Health Canada, as the lead agency, and the Canadian Nuclear Safety Commission).
- 8.6.4 The J.I.C. operates under the J.I.C. Procedures Manual prepared by the Ministry of the Solicitor General.

8.7 Public Direction

- 8.7.1 The general public will take direction and implement subsequent protective actions from the information provided through local media. The Public Alerting System will initiate the offsite response (nuclear) or other actions required by notifying the general public.
- 8.7.2 Details of the situation in progress will be verified for the public through local television or radio. First responders may assist in the public notification process.

8.8 Public Inquiry Centre

- 8.8.1 The Public Inquiry Centre provides a credible outlet for the general public to obtain current and accurate information relating to the emergency in progress. The Public Inquiry Centre is contacted by the Emergency Information Officer and is located at City Hall on the 1st Floor of West Wing. The phone number of the Public Inquiry Centre is

(905) 436-3311 and will be issued as required at the beginning of or during an emergency.

- 8.8.2 The Public Inquiry Coordinator is appointed by the Municipal Operations Officer, works closely with the Emergency Information Officer and Media Centre Manager prior to an emergency and is responsible for the maintenance of lists of staff available to work at the Public Inquiry Centre and for their training.
- 8.8.3 The Public Inquiry Coordinator liaises with the Manager of the Media Centre to identify what information can be released to the public and media.
- 8.8.4 Public Inquiry Centre staff will record call information in the Customer Relationship Management (C.R.M.) software and provide appropriate responses to public phone calls and questions.
- 8.8.5 Public Inquiry Centre staff will redirect calls as needed to the appropriate department. The Public Inquiry Coordinator will determine if calls need to be redirected to the M.C.G.
- 8.8.6 Difficult questions will be sent from the Public Inquiry Centre to the Public Inquiry Coordinator. The Public Inquiry Coordinator will forward to the Manager, Media Centre if appropriate.

Chapter 9

Financial Management/Assistance

9.1 General

- 9.1.1 During an emergency, it is imperative to have financial control and proper documentation in place to oversee any required emergency expenditures.
- 9.1.2 The Commissioner of Finance Services will be responsible for developing the municipality's financial management process prior to the emergency, monitoring expenditures during an emergency, and assisting with expenditure reconciliation after an emergency, whereby emergency funding may be obtained if required.
- 9.1.3 The Commissioner of Finance Services will report to the M.E.O.C.
- 9.1.4 Once an emergency situation has come through the recovery phase, it is imperative to attempt to recover lost revenues for emergency expenditures through normal insurance policies or disaster relief agencies.

9.2 Financial Management

- 9.2.1 It is the intent of this Plan to:
 - i) Provide guidelines for basic financial management to all departments responding under the provisions of this Plan;
 - ii) Ensure that any Council resolutions are provided expeditiously for expenses incurred during an emergency;
 - iii) Ensure that financial operations are conducted in accordance with the accepted accounting policies, best practices, and standards set within the City of Oshawa; and
 - iv) Provide guidance for basic assumptions so that lost revenues are recovered through insurance policies, Provincial and/or Federal Disaster Relief Programs where possible.
- 9.2.2 Purchases made during an emergency will be completed in accordance with the Purchasing By-law and in consultation with Finance Services and Corporate Leadership Team (C.L.T.).

The Manager, Purchasing Services shall provide purchase order as follows:

- If the E.O.C. is activated, a list of emergency purchase order numbers will be provided and are administered through the E.O.C.
- If the E.O.C. is not activated, Purchasing Services will issue purchase orders in accordance with their normal operating procedures.

Due to the nature of most emergency situations, purchasing operations will be carried out with compressed time frames and other pressures, from time to time, necessitating the use of non-routine purchasing procedures.

Purchasing will work with City staff, Finance Services and C.L.T. to ensure financial management and accountability.

The initial payments for goods and services will be borne by the City of Oshawa. Finance Services will work with the provincial or federal governments for reimbursement of emergency purchases.

The Manager, Purchasing Services shall maintain a list of available suppliers/contractors with 24-hour availability. This list shall be updated at a minimum twice per year.

Each agency or organization involved in the emergency will have their own designated person responsible for purchasing operations in accordance with their own approved process already in place.

9.3 Expenditure of Municipal Funds

- 9.3.1 Extreme care and attention to detail must be taken throughout the emergency response effort and recovery period to maintain logs, formal records, and file copies of all expenditures including personal timesheets in order to provide clear and reasonable accountability and justification for future reimbursement requests.
- 9.3.2 Reimbursement is not automatically given unless proper procedures are used and accountability is maintained. Reimbursement is also subject to the terms and conditions of insurance policies or disaster relief programs.
- 9.3.3 All records relating to the allocation and disbursement of municipal funds pertaining to the elements and activities covered in this Plan must be maintained as applicable in compliance with standard policies and accounting procedures.

- 9.3.4 The City of Oshawa, as well as any agency or organization involved in the emergency response effort, is responsible for the allocation and disbursement of its own funds as well as individual record keeping.

9.4 Funding Assistance

- 9.4.1 There are programs in place for municipalities to obtain reimbursement of funds after a major emergency or disaster has occurred. The City of Oshawa will first exhaust existing insurance policies before seeking compensation from additional programs. As Provincial and Federal Disaster Relief Programs change from time to time the City Of Oshawa will review assistance programs when need is required.

Chapter 10

Mutual Aid/Assistance Agreements

10.1 Purpose & Provisions

- 10.1.1 As outlined by E.M.O., all communities should attempt to create regional mutual aid and assistance agreements. Such agreements can greatly improve a community's ability to respond to larger-scale emergencies.
- 10.1.2 Mutual aid or assistance agreements are in place to supply additional resources when municipal resources have been depleted to deal with extraordinary emergency situations.
- 10.1.3 The City of Oshawa may receive assistance through the Durham Region Fire Mutual Aid Agreement.
- 10.1.4 The objective of the Mutual Aid Plan is to provide a means whereby the fire departments in Durham Region may initiate the necessary action to save and/or protect lives, property, and/or the environment during a major fire or emergency.
- 10.1.5 The Mutual Aid Plan is organized and operational on a reciprocal, or no charge basis, among the participating fire departments.
- 10.1.6 The *Emergency Management and Civil Protection Act* legislates that municipalities may be directed by the Premier to provide assistance to other municipalities. Pre-arranged agreements will simplify the process of providing personnel, services, equipment, and material during an emergency.
- 10.1.7 As directed under the enhanced level requirements for municipal emergency plans, the City of Oshawa will enter into mutual assistance agreements with neighbouring municipalities and other agencies/organizations as needed.
- 10.1.8 Nothing in these agreements requires or obligates either party to provide assistance, and no liability arises against the assisting municipality if it fails to respond to a request for assistance.
- 10.1.9 The municipality may, at its discretion, determine the type and scope, nature, and amount of assistance to be provided.

Chapter 11

Training

11.1 Training

- 11.1.1 Section 3(5) of the *Emergency Management and Civil Protection Act* requires that every municipality conduct training programs to ensure the readiness of employees of the municipality and other persons to act under the Emergency Plan.
- 11.1.2 The C.E.M.C. is responsible for coordinating training programs and exercises to ensure the readiness of City staff to act under the Plan. The C.E.M.C. will maintain a database of staff training.
- 11.1.3 Staff training may be achieved through any or all of the following activities:
 - i) Staff attending internal or external general training sessions;
 - ii) Staff attending refresher and/or upgrading sessions, as required;
 - iii) New staff, or staff transferred to different positions, attending training; and/or
 - iv) Departmental distribution of related material or information newsletters to staff with responsibilities under the Plan.
- 11.1.4 Professional development opportunities for staff may be provided, including attending appropriate emergency response courses, such as Red Cross Training, Emergency Preparedness Canada, etc.
- 11.1.5 D.E.M.O. will offer training programs to local municipalities from time to time as the need arises.
- 11.1.6 Assistance or information about available training programs or conferences may be obtained through the C.E.M.C.
- 11.1.7 Each department is responsible for ensuring that its staff is trained to carry out their assigned duties under this Plan.

Chapter 12

Exercises

12.1 Testing the Plan

- 12.1.1 Section 3(5) of the *Emergency Management and Civil Protection Act* requires that every municipality conduct exercises to ensure the readiness of employees of the municipality and other persons to act under the Emergency Plan.
- 12.1.2 The C.E.M.C., under direction and approval of the C.A.O. or designate, is responsible for organizing annual testing of the Plan and conducting exercises. Conducting exercises is a municipal responsibility but from time to time will be done in coordination with D.E.M.O.
- 12.1.3 Each component of the Plan can be tested in isolation as well as in coordination with one another. It is vital that all major elements of the Plan are tested annually.
- 12.1.4 The type of exercises/drills tested will vary from year to year and include a natural progression of exercises, as appropriate to community needs, with exercises becoming increasingly complex.
- 12.1.5 Immediately following an exercise, a debriefing will be conducted with departments, agencies, and key personnel to review and evaluate the exercise and make recommendations.

Chapter 13

Public Awareness and Education

13.1 General

- 13.1.1 The development and implementation of a Community Emergency Management Public Awareness Program is a requirement of the *Emergency Management and Civil Protection Act*.
- 13.1.2 Public awareness is an important component of the Emergency Management Program put in place so that the general public will know what to expect before, during, and after an emergency event.
- 13.1.3 Public awareness is general information provided to the broader public to increase awareness about emergency management.
- 13.1.4 Public education is specific information provided to a target audience to educate about protective actions to reduce the risk of life and property damage in the event of an emergency.
- 13.1.5 The City of Oshawa has developed a Public Awareness Strategy to ensure that these needs are met. This strategy will be reviewed and revised annually to ensure compliance with the enhanced and comprehensive program requirements under the *Emergency Management and Civil Protection Act*. (Refer to Appendix M)

13.2 Responsibilities

- 13.2.1 The C.E.M.C. is responsible for the development and implementation of public education and public awareness programs.
- 13.2.2 These programs will be coordinated with Durham Region and neighbouring municipalities, as well as the Durham Regional Police Service and other appropriate agencies.

13.3 Public Awareness Delivery Methods

- 13.3.1 The public awareness information program provided might include:
 - Brochures;
 - Media releases;
 - City Web site;
 - Community displays; or
 - Other media as deemed appropriate.

13.4 Public Education

13.4.1 Public education might include:

- Programs/presentations for students, service clubs, industries, institutions, et cetera;
- Hazardous material education and training in the high school curriculum; and
- Providing specialized instructions, such as information regarding sheltering-in-place, for those living within a “high risk” area of the City.

13.4.2 Questions regarding emergency preparedness are referred to the Fire Chief/C.E.M.C. for follow up.

14.0 Abbreviations

C.A.O.	Chief Administrative Officer
C.E.M.C.	Community Emergency Management Coordinator
D.E.M.O.	Durham Emergency Management Office
R.E.O.C.	Regional Emergency Operations Centre
P.E.O.C.	Provincial Emergency Operations Centre
M.C.G.	Municipal Control Group
M.E.O.C.	Municipal Emergency Operations Centre
A.M.E.O.C.	Alternate Municipal Emergency Operations Centre
M.A.A.	Mutual Assistance Agreements
R.C.G.	Regional Control Group
E.M.O.	Emergency Management Ontario
H.I.R.A.	Hazard Identification and Risk Assessment
S.E.O.C.	Site Emergency Operations Centre
D.R.P.S.	Durham Regional Police Service
E.I.O.	Emergency Information Officer
O.P.U.C.	Oshawa Power and Utilities Corporation
L.E.R.P.	Liquid Emission Response Plan
P.N.E.R.P.	Provincial Nuclear Emergency Response Plan
C.A.C.C.	Central Ambulance Communications Centre
I.M.S.	Incident Management System
N.F.P.A.	National Fire Protection Association
N.I.M.S.	National Incident Management System
E.I.	Emergency Information
I.C.	Incident Commander
E.M.S.	Emergency Medical Services
P.I.C.	Public Information Coordinator
J.I.C.	Joint Information Centre
S.E.I.O.	Site Emergency Information Officer
P.A.D.	Public Action Directives
O.P.G.	Ontario Power Generation
C.R.M.	Customer Relationship Management
C.L.T.	Corporate Leadership Team
C.E.M.P.C.	Community Emergency Management Program Committee