THE CORPORATION OF THE TOWN OF LINCOLN

BY-LAW NO. 2026-09

A BY-LAW TO ESTABLISH AN EMERGENCY MANAGEMENT PROGRAM FOR THE TOWN OF LINCOLN AND TO AUTHORIZE THE EXECUTION OF SHARED SERVICE AGREEMENTS FOR THE PROVISION OF EMERGENCY MANAGEMENT SERVICES BETWEEN THE TOWN OF LINCOLN, TOWN OF PELHAM, TOWNSHIP OF WAINFLEET, AND TOWNSHIP OF WEST LINCOLN

WHEREAS:

1. The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, mandates that every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program;

2. The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, mandates that every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan;

3. Subsection 20(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 provides that a municipality may enter into an agreement with one or more municipalities to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries;

4. The Council of the Town of Lincoln deems it beneficial and expedient to cooperate with other municipalities to adopt and implement a joint emergency management program in accordance with the requirements of the *EMCPA,* and to share services in respect of the implementation and administration of the joint emergency management program;

5. The Council of the Town of Lincoln deems it necessary to revise and update the by-law to adopt an emergency management program

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF LINCOLN HEREBY ENACTS AS FOLLOWS:

DEFINITIONS

1. In this by-law:

   "*emergency*" means a situation or an 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.

   "EMCPA" means the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, and regulations enacted thereunder

EMERGENCY MANAGEMENT PROGRAM

2. An emergency management program shall be adopted and implemented pursuant to the *EMCPA* and shall consist of:

   (a) an emergency plan in conformance with the *EMCPA*;

(b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;

(c) public education on risks to public safety and on public preparedness for emergencies;

(d) any other element required by the standards for emergency management programs set under section 14 of the *EMCPA*; and

(e) identification and assessment of the various hazards and risks to public safety that could give rise to emergencies and identification of the facilities and other elements of the infrastructure that are at risk of being affected by emergencies.

3. The Niagara West Emergency Management Program attached hereto as Schedule "A" is hereby adopted as the emergency management program for the Town of Lincoln and shall be implemented in cooperation with the other participating municipalities in the Niagara West Emergency Management Program and in accordance with the *EMCPA*.

EMERGENCY PLAN

4. The Niagara West Emergency Plan attached hereto as Schedule "B" shall be and is hereby adopted as the municipal emergency plan for the Town of Lincoln in accordance with the *EMCPA*.

5. The Niagara West Emergency Plan shall be implemented and shall constitute the plan to govern the provision of necessary services during an emergency, and shall be applied, with any necessary modifications, in the event of an emergency to provide the procedures under which employees of the municipality and others will respond to an emergency.

6. Designated municipal officials as set out in the Niagara West Emergency Plan, and their alternates, shall be empowered to activate the Niagara West Emergency Plan within their respective municipality where an emergency is deemed to exist but has not yet been declared to exist.

EMERGENCY OPERATIONS CENTRE MANAGEMENT TEAM

7. A municipal Emergency Operations Centre Management Team as set out in Niagara West Emergency Plan shall be and is hereby established as the municipal emergency control group in accordance with the *EMCPA* for each municipality that participates in the Niagara West Emergency Management Program.

8. The positions identified as members of the municipal emergency control group of each municipality shall be deemed to be appointed by the Council of each respective municipality.

DECLARATION OF AN EMERGENCY

9. The Head of Council of the Town of Lincoln, or designated alternate, as provided in the Niagara West Emergency Management Plan, shall be empowered to declare an emergency in accordance with the *EMCPA* within the Town of Lincoln, but in no other municipality.

MUTUAL ASSISTANCE AGREEMENTS

10. During a declared emergency, by signature of the Head of Council the Town of Lincoln may enter into mutual assistance agreements with any other municipality, or with any persons or organizations, for the provision of personnel, service, equipment, or material.

NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM ADVISORY COMMITTEE

11. The Niagara West Emergency Management Program Advisory Committee shall be established to support the administration of the Niagara West Emergency Management Program and to ensure that the Emergency Management Program is implemented by all participating municipalities in an effective and harmonized manner.

12. The Niagara West Emergency Management Program Advisory Committee shall consist of the Niagara West Emergency Management Coordinator, and the Community Emergency Management Coordinator, the Chief Administrative Officer or designate, and such other municipal employees as may be appointed from each participating municipality in the Niagara West Emergency Management Program.

13. The Niagara West Emergency Management Coordinator shall Chair the Niagara West Emergency Management Program Advisory Committee.

14. The Niagara West Emergency Management Program Advisory Committee shall review the Niagara West Emergency Management Program at least annually.

15. The Niagara West Emergency Management Program Advisory Committee is hereby authorized to add, amend, revise or remove any Annex to the Niagara West Emergency Plan without amendment to this by-law.

TOWN OF LINCOLN EMERGENCY MANAGEMENT PROGRAM COMMITTEE

16. The Town of Lincoln Emergency Management Program Committee shall be and is hereby established as the municipal emergency management program committee pursuant to the *EMCPA*.

17. The Chief Administrative Officer, Community Emergency Management Coordinator, Fire Chief, Clerk, and Manager of Corporate Communications shall be and are hereby appointed by Council as members of the Town of Lincoln Emergency Management Program Committee.

18. The Town of Lincoln Emergency Management Program Committee may also include such municipal employees who are responsible for emergency management functions, and such other persons as may be appointed by Council.

19. The Town of Lincoln Emergency Management Program Committee shall review the Niagara West Emergency Management Program at least annually and, if necessary, shall recommend revisions to the Niagara West Emergency Management Program Advisory Committee for consideration by Council.

20. The Town of Lincoln Emergency Management Program Committee shall advise Council on matters regarding the development and implementation of the municipality's emergency management program.

TOWN OF LINCOLN EMERGENCY MANAGEMENT PROGRAM COORDINATOR

21. The Community Emergency Management Coordinator designated for the Town of Lincoln shall be and is hereby appointed by Council as the Emergency Management Program Coordinator for the Town of Lincoln pursuant to the *EMCPA*.

22. The Town of Lincoln Emergency Management Program Coordinator shall coordinate the development and implementation of the Niagara West Emergency Management Program within the municipality and shall coordinate the emergency management program with the emergency

management programs of other municipalities, of ministries of the Ontario government, and of organizations outside government that are involved in emergency management.

SHARED EMERGENCY MANAGEMENT SERVICES AGREEMENT

23. The Clerk is hereby authorized and directed to prepare agreements with the Corporation of the Town of Pelham, the Corporation of the Township of West Lincoln, and the Corporation of the Township of Wainfleet, for the provision of shared emergency management services, and the Chief Administrative Officer is hereby authorized to sign and execute such agreements.

REPEAL

24. By-law No. 2018-65 be and is hereby repealed and any other by-law that is found to be inconsistent with this by-law is hereby repealed in whole or in part on the passing of this by-law.

FORCE AND EFFECT

25. This by-law shall come into force and take effect on the day on which it is passed.

PASSED AND ENACTED on the 2nd day of February 2026.

MAYOR: SANDRA EASTON

CLERK: JULIE KIRKELOS

SCHEDULE "A" to By-law 2026-09
NIAGARA WEST EMERGENCY MANAGEMENT PROGRAM

DEFINITIONS

"**Program**"	Refers to the Niagara West Emergency Management Program.
"***Act***"	Refers to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c.E.9 and Ontario Regulation 380/04 enacted thereunder.
"**HIRA**"	Refers to the Hazard Identification and Risk Assessment.
"**CI**"	Refers to Critical Infrastructure.
"**BCP**'	Refers to Business Continuity Planning.
"**IMS**"	Refers to Incident Management System.
"**EOC**"	Refers to Emergency Operations Centre.
"**EMPAC**"	Refers to the Niagara West Emergency Management Program Advisory Committee.
"**Niagara West**"	Refers to the municipalities of Lincoln, Pelham, West Lincoln, Wainfleet, and any additional party to the Shared Services Agreement for the Provision of Emergency Management Services.

1. INTRODUCTION

1.1 The *Act* prescribes that:

> *"2.1(1) Every municipality shall, in accordance with the regulations, develop and implement an emergency management program that contains the emergency management plan required by section 3 and meets the requirements of this section and the regulations.",*

and further that:

> "*2.1(2) The council of the municipality shall by by-law adopt the emergency management program."*

and further that:

> *"2.1(2.1) A regulation made for the purposes of subsection (1) may provide for the development and implementation of an emergency management program jointly by two or more municipalities."*

and further that:

> *"3(1) Every municipality shall, in accordance with the regulations, develop and implement an emergency management plan that conforms to the provincial planning framework and meets the prescribed requirements."*

1.2 The Program allows for continuous improvement to develop, implement, maintain and evaluate emergency management and the continuity of operational programs that address prevention, mitigation, preparedness, response and recovery that meet and exceed all of the necessary requirements of the *Act.*

1.3 The Program includes the following:

(a) A municipal emergency plan;

(b) Community HIRA and CI identification;

(c) Implementation of the IMS model;

(d) Training programs for EOC personnel;

(e) Exercises for EOC personnel and key stakeholders;

(f) Public education on risks, safety and preparedness;

(g) Guidance and advice from the EMPAC;

(h) Identification and equipping of a primary EOC in each municipality, and shared use of other Niagara West EOCs as alternates;

(i) Identification of Regional EOC personnel;

(j) Emergency Information Management; and

(k) Updates when necessary to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards and codes of practice made at various levels of government and other decision-making authorities.

2. EMERGENCY PLAN

2.1 Schedule B of By-Law No. 2026-09 to Establish an Emergency Management Program for the Town of Lincoln sets out the Niagara West Emergency Plan.

3. HIRA and CI IDENTIFICATION

3.1 The *Act* requires each municipality to identify and assess the various hazards and risks to public safety and identify facilities and infrastructure that may be affected by these risks.

3.2 The Program, in partnership with key stakeholders, annually identifies and monitors the hazards that can have an impact on operations and areas of responsibility. Hazards from the following three categories will be considered:

(a) Natural;

(b) Human; and

(c) Technology.

3.3 The Program will conduct annual risk assessments that include evaluating the likelihood of a hazard or combination of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends, and probability. The risk assessments will include data on the impact of the risk event on the municipalities of Niagara West and on citizens, property and the environment.

3.4 The CI will be identified based on critical categories for Niagara West in alignment with the CI for the Region of Niagara. It will include identification of ownership and contact information for each infrastructure which will be updated on an annual basis

4. INCIDENT MANAGEMENT SYSTEM (IMS) MODEL

4.1 To manage an incident, the Program has established and implemented the IMS model to direct, control and coordinate operations during and after an emergency. IMS assigns specific organizational roles, titles and responsibilities for each incident management function, and procedures for coordinating response, continuity and recovery activities.

5. TRAINING AND EXERCISE PROGRAMS

5.1 The Program will develop, implement and maintain a competency-based training and educational curriculum to support the EOC personnel. The objective of the curriculum is to provide knowledge and enhance the skills required to develop, implement and execute the Program within the IMS model.

5.2 The Program evaluates program plans, procedures, and capabilities through reviews, testing, and annual exercises. Exercises will be designed to test

individual essential elements, interrelated elements, or the entire plan. Additional evaluations are based on post-incident analyses and reports, lessons learned, and performance evaluations.

5.3 Procedures will be established to correct and improve on any areas identified during evaluation. Training records of EOC personnel will be maintained.

5.4 For each exercise, an after-action report identifying the strengths, opportunities and improvement plan will be developed and shared with the EMPC.

6. PUBLIC EDUCATION

6.1 Public awareness and public education programs will be implemented to increase the capacity of the public to be prepared for, respond to, and recover from an emergency incident.

6.2 Where the public is potentially impacted by a hazard, procedures will be developed to communicate information and respond to requests from internal and external audiences, including media, for pre-incident information.

7. EMERGENCY MANAGEMENT PROGRAM ADVISORY COMMITTEE (EMPAC)

7.1 The Niagara West Emergency Management Program Advisory Committee (EMPAC) will support the administration of the Program and ensure that the Program is implemented by all participating municipalities in an effective and harmonized manner.

7.2 The EMPAC will consist of the Niagara West Emergency Management Coordinator, and the Community Emergency Management Coordinator, the Chief Administrative Officer or designate, and such other municipal employees as may be appointed from each participating municipality in the Program.

7.3 In addition to the EMPAC, each municipality will have a separate municipal Emergency Management Program Committee as prescribed by the *Act,* which will consist of such members appointed by each respective Council.

7.4 The Niagara West Emergency Management Coordinator will chair the EMPAC.

7.5 The EMPAC provides a venue for discussion, collaboration and strategic support to the Program. The objectives of the EMPAC are to:

(a) Foster communication, integration and collective decision making among key stakeholders;

(b) Consider issues related to emergency readiness, interoperability, business continuity and recommend a course of action;

(c) Address areas of possible collaboration, sharing and common benefit between departments and between community partners;

(d) Act as a conduit for information regarding the Program to the Corporate Leadership Teams and to various departments; and

(e) Conduct annual reviews of the Program and make recommendations to each Council for its revision if necessary.

7.6 The appointment of at least one (1) senior municipal official to the EMPAC from each municipality is required and must be approved by the respective Council. Other appointments to the EMPAC do not require Council approval.

8. EMERGENCY OPERATIONS CENTRE (EOC)

8.1 Each municipality will maintain a primary EOC with technology and resources required by the EOC Management Team, including Emergency Information Management systems, to ensure effective communications in an emergency.

8.2 Each municipality may use any other Niagara West EOC as their alternate EOC.

8.3 The EOCs should be utilized during exercises to increase familiarity with the layout and resources available.

9. EOC MANAGEMENT TEAM

9.1 The EOC Management Team (referred in the *Act* as the Municipal Emergency Control Group) will be made up of senior staff, technical specialists, and key stakeholders in each municipality.

9.2 The IMS model will be implemented in Niagara West. The primary and alternate staff position for each role will be identified for all sections within the IMS structure.

9.3 EOC Management Team personnel will be provided training in the principles of IMS, as well as specific training based on the section that he/she may potentially be assigned to in the EOC, such as Management Team, Operations, Planning, Logistics, Finance and Administration.

9.4 Standard Operating Guidelines have been developed and distributed for the EOC which include an overview of the IMS model, position checklists, contact information and required forms.

9.5 In addition, each municipality will provide trained Scribes to support the key personnel in the EOC with documentation functions.

10. EMERGENCY INFORMATION MANAGEMENT

10.1 Emergency Information Management includes the set-up of:

(a) Telecommunications and other communications systems that are regularly tested. Consideration is given to the need for redundancy, interoperability, and security of communications systems;

(b) Emergency communication and warning systems to alert people who may be impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment, either directly, or through authorized agencies, will be developed and periodically tested; and

(c) Communication procedures inclusive of protective action guidelines for emergencies where potentially impacted populations can be advised to shelter-in-place, evacuate or take any other actions as directed.

10.2 The Program works with the designated Emergency Information Officers to ensure there exists the following:

(a) A central point of contact for the media;

(b) Procedures to gather, monitor, and disseminate emergency information;

(c) Pre-scripted information bulletins;

(d) Procedures to coordinate and approve information for release;

(e) Procedures to communicate with vulnerable populations; and

(f) Protective action guidelines for shelter-in-place and evacuation.

11. BUSINESS CONTINUITY PLAN (BCP)

11.1 The Program will develop and implement BCP to continue critical operations following an emergency.

11.2 The BCP will:

(a) Include the identification of time-sensitive critical functions and applications, associated resource requirements and interdependencies;

(b) Take the entire municipality into consideration when the critical operational services, associated resource requirements and interdependencies are identified;

(c) Build on the findings from risk assessments; and

(d) Consider possible events and how they could affect each municipality over time.

11.3 The Program will follow a planning process for the purpose of developing and maintaining its emergency management and continuity of operations programs. The planning requirements will depend on the program's objectives and the results of the HIRA and BCP.

11.4 The Niagara West municipalities will engage in a planning process on a regularly scheduled basis, or when a situation has occurred that the existing BCP needs updating. When applicable, the municipalities will include all key stakeholders in the planning process.

Niagara West Emergency Plan

SCHEDULE "B" TO:
Town of Lincoln By-law No. 2026-09

January 2026

Table of Contents

Glossary of Terms 1
1. Introduction 2
1.1 Purpose 2
1.2 Definition of an Emergency 3
1.3 Legal Authorities 3
1.4 Emergency Operations Centre Management Team (EOCMT) 4
1.5 Council's Role 4
1.6 Municipal and Support Agency Emergency Procedures 5
1.7 Emergency Management Program 5
2. Concept of Operations 5
2.1 Site Response 5
2.2 Emergency Operations Centre (EOC) 5
2.2.1 Municipal Response 5
2.2.2 Regional Response 6
2.3 Emergency Operations Centre Management Team (EOCMT) 6
3. Implementation 6
4. Declaration and Termination of an Emergency 7
4.1 Prior to a Declaration 7
4.2 Declaration of an Emergency 7
4.2.1 Municipal Emergency Declaration 7
4.2.2 Regional Emergency Declaration 7
4.2.3 Provincial Emergency Declaration 8
4.3 Termination of an Emergency 8
5. Requests for Assistance 9
5.1 Support Agency 9
5.2 Governmental or Support Agency Requests for Assistance 9
5.3 Support Agency Composition 9
6. Incident Management System 10
6.1 Incident Commander (Site) 10
6.2 Response Goals 11
6.3 Incident Management System Functions 11
6.3.1 EOCMT 12

6.3.2 Policy Director 13
6.3.3 EOC Director 13
6.3.4 Risk Management Officer 14
6.3.5 Health and Safety Officer 14
6.3.6 Liaison Officer 14
6.3.7 Information Officer 15
6.3.8 Operations Section Chief 15
6.3.8.1 Branch Coordinators 16
6.3.9 Planning Section Chief 16
6.3.10 Logistics Section Chief 17
6.3.11 Finance and Administration Section Chief 17
7. Emergency Plan Supporting Documents 18
7.1 Annex A – EOC Management Team Responsibilities by Position 18
7.2 Annex B – Emergency Contact List 18
7.3 Annex C – Emergency Notification Protocol 18
7.4 Annex D – EOC Standard Operating Guidelines and Checklists 18
7.5 Annex E – Hazard Identification and Risk Assessment (HIRA) 19
7.6 Annex F – Critical Infrastructure Identification (CI) 19
7.7 Annex G – Crisis Communications Plan (under development) 19
7.8 Annex H – Mass Evacuation Plan (Under review) 19
7.9 Annex I – Water Operations Emergency Response Plan 19
7.10 Annex J – Responsibilities of Niagara Region in a Local Municipal Emergency 20
7.11 Annex K – Regional Emergency Social Services (ESS) Plan 20
7.12 Additional Annexes 20
8. Emergency Plan Review and Maintenance 20
8.1 Exercising of the Emergency Plan 21
8.2 Plan Distribution 21
8.3 Revision History 21

Glossary of Terms

The following terms, used in this document, are identified below:

Niagara West	Refers to the municipalities of Lincoln, Pelham, West Lincoln and Wainfleet.
Act	Refers to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c.E.9, and Ontario Regulation 380/04 enacted thereunder.
Alternate CEMC	Refers to one or more Alternate Community Emergency Coordinator(s) as appointed by each municipality, in accordance with the Act.
CEMC	Refers to the Community Emergency Management Coordinator as appointed by each municipality in accordance with the Act.
EMPAC	Refers to the Niagara West Emergency Management Program Advisory Committee.
EOC	Refers to the municipal Emergency Operations Centre.
EOCMT	Refers to Emergency Operations Centre Management Team.
EMO	Refers to Emergency Management Ontario
HIRA	Refers to the Hazard Identification and Risk Assessment.
IC	Refers to Incident Commander.
IMS	Refers to the Incident Management System.
NWEP	Refers to the Niagara West Emergency Plan.
PEOC	Refers to the Provincial Emergency Operations Centre.
REOC	Refers to the Region's Emergency Operations Centre.
CLT	Refers to the municipal Corporate Leadership Team.

1. Introduction

The municipalities of Lincoln, Pelham, West Lincoln, and Wainfleet, in recognition of their close proximity and desire to work collaboratively to prepare for and respond to emergencies, have agreed to establish one amalgamated Emergency Management Program and Emergency Plan for Niagara West. This will allow for shared use of facilities and resources including human resources.

The Niagara West Emergency Plan (NWEP) establishes the framework for responding to a number of risks these municipalities may face in the future. In collaboration with key officials, agencies, departments and stakeholders, the NWEP, and its associated Annexes, serves as a guideline within the overarching Niagara West Emergency Management Program that outlines collective and individual roles and responsibilities in responding to, managing and recovering from an emergency.

Section 2.1 of the Act provides the legal authority to develop and implement a plan of this nature. This section of the Act states:

> *"Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program".*

The NWEP is intended to comply with the requirements of the Act for each municipality.

1.1 Purpose

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

- Protect and preserve life and property
- Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the Municipalities in Niagara West; and
- Quickly and efficiently, enable the recovery and restoration of Niagara West municipal services.

The NWEP also enables the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken to protect the health, safety and welfare of the residents of these municipalities during an emergency by:

- Identifying the governance structure for emergency response for Niagara West;
- Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
- Identifying standard response goals for emergency response operations and decision making; and,

- Outline the necessary structure for a coordinated response by Niagara Region, and partner agencies in managing emergencies.

Section 5 of the Act, states that the emergency plan of a lower tier municipality in an upper-tier municipality shall conform to the emergency plan of the upper-tier municipality. Niagara Region as the upper tier municipality provides region wide services in support of the 12 local area municipalities. Therefore, it is important that the NWEP is aligned specifically as they relate to the provision of Niagara Region services during emergency situations.

1.2 Definition of an Emergency

Section 1 of the Act defines an emergency as:

> "*A situation or an 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 whether intentional or otherwise.*"

Any situation that meets the above definition, occurring within or impacting within any or all of the municipalities in Niagara West may precipitate the activation of the NWEP.

1.3 Legal Authorities

The legislation under which the municipalities of Niagara West and its employees are authorized to respond to an emergency are:

- The Act; and
- The Emergency Management Program by-law for the Town of Lincoln; or
- The Emergency Management Program by-law for the Town of Pelham; or
- The Emergency Management Program by-law for the Township of Wainfleet, or
- The Emergency Management Program by-law for the Township of West Lincoln.

The Act requires municipalities to develop, implement and maintain an emergency management program and adopt it with a by-law. The 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 Ministry of Emergency Preparedness and Response.

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 plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an emergency operations centre with appropriate communications systems;
- Designation of an Emergency Information officer; and
- Designation of a Community Emergency Management Coordinator.

The Niagara West Emergency Management Program By-Law approves the enactment of the NWEP and other requirements for the program

1.4 Emergency Operations Centre Management Team (EOCMT)

In each municipality of Niagara West, the EOCMT (see section 6.3.1 herein), leads the Municipal Control Group as defined by Ontario Regulation 380/04.

1.5 Council's Role

It is important for Council members to understand and support the coordinated and timely management of information in emergency situations. The Mayors and Councillors, in their capacity as Council, will act as the Policy Group in the event of the activation of their municipal EOC. The Mayor, or designate, as part of the EOCMT, will relay information and requests for policy direction to Council members.

The main responsibilities of the municipal Councillors are to:

- Assist in the relay of approved information to residents in the affected area(s);
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the affected area(s);
- Liaise back through the Mayor concerns from citizens within the community;
- Provide overall policy direction;
- Set expenditure limits; and
- Change/amend bylaws or policies as required.

1.6 Municipal and Support Agency Emergency Procedures

The NWEP has been developed to ensure that it integrates directly with the Region's Emergency Plan to ensure their emergency response procedures or guidelines align. These procedures or guidelines will outline the department or support agency's responsibilities during an emergency. The emergency response procedures for each support agency referenced in the NWEP have been vetted through the Region. (Refer to 5.1 herein for definition of a support agencies)

1.7 Emergency Management Program

The Niagara West Emergency Management Program is set out in Schedule A of each participating municipality's by-law.

2. Concept of Operations

First responders and municipal and regional 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 any or all of these municipalities. The Municipalities of Niagara West may call upon each other to provide assistance as well as the Niagara Region. The Provincial Emergency Operations Centre may also be contacted to provide assistance and resources to assist in dealing with the overall impact of the public emergency.

2.1 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. When additional resources and support are required, the incident commander (refer to 6.1 herein) may request the activation of the EOC to provide support.

2.2 Emergency Operations Centre (EOC)

An EOC is a physical location where the leadership of a municipality can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency.

2.2.1 Municipal Response

Each Niagara West municipality has designated and equipped an EOC where staff and relevant agencies will gather to provide support to the site of the emergency. Each municipality may use any of the other Niagara West EOC's as

their alternate. Upon activation of an EOC, the other Niagara West municipalities will be notified of the activation. Annex C outlines the quick set up guidelines for each of the primary EOC's.

2.2.2 Regional Response

Niagara Region's EOC is where the Niagara Region response to any emergency event occurring within or impacting within regional boundaries is managed. Niagara Region has designated and equipped both a primary and alternate EOC.

2.3 Emergency Operations Centre Management Team (EOCMT)

The EOCMT provides the overall management and coordination of site support activities and consequence and recovery management. The EOCMT acts as the leadership team for the Emergency Control Group under the Act 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 for prioritizing, evaluating, summarizing, and disseminating and displaying the information where necessary;
- 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 manage the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day critical activities of the community outside of the emergency area.

3. Implementation

The NWEP may be implemented as soon as an emergency occurs, or is expected to occur, which is deemed to be of such magnitude as to warrant its implementation. The NWEP can also be implemented in anticipation of large events. An official declaration of an emergency does not have to be made for the NWEP to be implemented to protect the lives and property of the inhabitants of, and visitors to Niagara West.

In each of the municipalities of Niagara West, the Community Emergency Management Coordinator and any member of SMT (or their designates) have the authority to activate the EOC when they feel the activation of the EOC is necessary.

4. Declaration and Termination of an Emergency

4.1 Prior to a Declaration

When an emergency exists, but has not yet been declared, the Town employees and first responders may take such action(s) as identified in the NWEP necessary to protect lives and property.

4.2 Declaration of an Emergency

The Mayor (or designated alternate) should declare an emergency under section 4 of the Act where he or she considers it necessary to implement the NWEP to protect property and the health, safety and welfare of the inhabitants of their municipality.

4.2.1 Municipal Emergency Declaration

The Mayor (or designated alternate) has the authority to declare an emergency within the boundaries of the Municipality.

4.2.2 Regional Emergency Declaration

The Regional Chair or designated alternate, as head of the council, has the authority to declare an emergency within the boundaries of the Niagara Region.

Although the Regional Chair is empowered to declare a regional emergency at any location within the regional boundaries, the Regional Chair does not have the power to declare an emergency on behalf of any local area municipality. That power rests only with the Mayor of each specific municipality and their respective designated alternates.

In declaring an emergency, the Mayor (or designated alternate) 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 the necessary personnel and supporting agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in the, the Mayor or designate shall notify:

- Emergency Management Ontario by email and fax, through the Provincial Emergency Operations Centre (PEOC);
- Members of municipal Council; and
- Niagara Regional Chair.

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

- Local Member(s) of Federal Parliament (MPs);
- Local Member(s) of Provincial Parliament (MPPs);
- Local media; and
- Municipal Residents.

4.2.3 Provincial Emergency Declaration

The Premier of the Province of Ontario (or designated alternate) has the authority to declare a provincial emergency to exist within the boundaries of the Province of Ontario. In addition to a provincial declaration, the Premier also has the authority to declare an emergency on behalf of any community within provincial boundaries and may also at any time declare that an emergency is terminated on behalf of any Ontario municipality.

4.3 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor (or designated alternate) will make an official termination of the declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time on behalf of any Ontario municipality.

The EOC director or designate, will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency. Upon termination of an emergency in the Town, the Mayor or designate shall notify:

- Emergency Management Ontario through the Provincial Emergency Operations Centre (PEOC);
- Members of Council; and
- The Niagara Regional Chair.

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

- Local Member(s) of Federal Parliament (MPs);
- Local Member(s) of Provincial Parliament (MPPs);
- Local media; and
- Municipal Residents.

5. Requests for Assistance

5.1 Support Agency

A Support Agency is an agency or organization that is either an Assisting Agency or Cooperating Agency as defined below in Article 5.3 below.

5.2 Governmental or Support Agency Requests for Assistance

It is possible that assistance from other levels of government, or Support Agencies with specialized knowledge or expertise, may be required by one or more Niagara West municipalities 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.

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to EMO through the PEOC.

Requests for personnel or resources from the federal government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

5.3 Support Agency Composition

The Liaison Officer is responsible for inviting required or requested Support Agencies to the EOC, as identified by the EOC Director and EOCMT.

During an EOC activation, various Support Agencies may be working with the EOC. Support Agencies are defined as either assisting agencies or cooperating agencies:

Assisting Agencies

Assisting Agencies are external agencies or organizations that directly provide operational/tactical resources to the site(s) and/or EOC. Each Assisting Agency should have a branch coordinator in the EOC under the Operations Section who should have the authority to make decisions and commitments on relevant matters for their agency.

Cooperating Agencies

Cooperating Agencies are those external agencies that support the incident or supply assistance that is not directly operational or tactical in nature. Their role is usually not critical enough to have a branch coordinator in the EOC. The Liaison Officer will be the Cooperating Agencies' primary contact within the EOC.

These Assisting Agencies and Cooperating Agencies may include but are not limited to the following:

- Niagara Regional Police Services (NRPS)
- Niagara Emergency Medical Services (NEMS)
- Niagara Region Departments
- Niagara Peninsula Conservation Authority
- 211
- Power and Gas Utilities
- Trans-Canada Pipelines
- Canadian Red Cross
- CN Rail
- CP Rail
- Niagara Health System
- Hamilton Health System
- Salvation Army
- Niagara School Boards
- Amateur Radio Auxiliary Communications (Aux Comm)
- Provincial and Federal Ministries as required (e.g. EMO, MOE, MTO, MNR, etc.)
- Phone providers
- Regional Fire Coordinator or Alternate Fire Coordinator
- Office of the Fire Marshal and Emergency Management (OFMEM)

6. Incident Management System

6.1 Incident Commander (Site)

The Incident Commander (IC) at the site, appointed by unified command or determined by the first agency on scene, is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority and is responsible for the overall management of the response. As the situation changes, the IC may change based on level of authority. The IC is responsible for and/or has the authority to:

- 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 ICs;

- Designate an emergency site media coordinator;
- Implement the strategies established by the EOCMT at the emergency site(s);
- Ensure that responding agencies make available the human and material resources that are required at the emergency site;
- Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site;
- Maintain a record of events, decisions made, and actions taken as IC;
- Participate in a debriefing with EOCMT regarding the emergency, if required; and
- Assist the CEMC in creating an after-action report on the emergency.

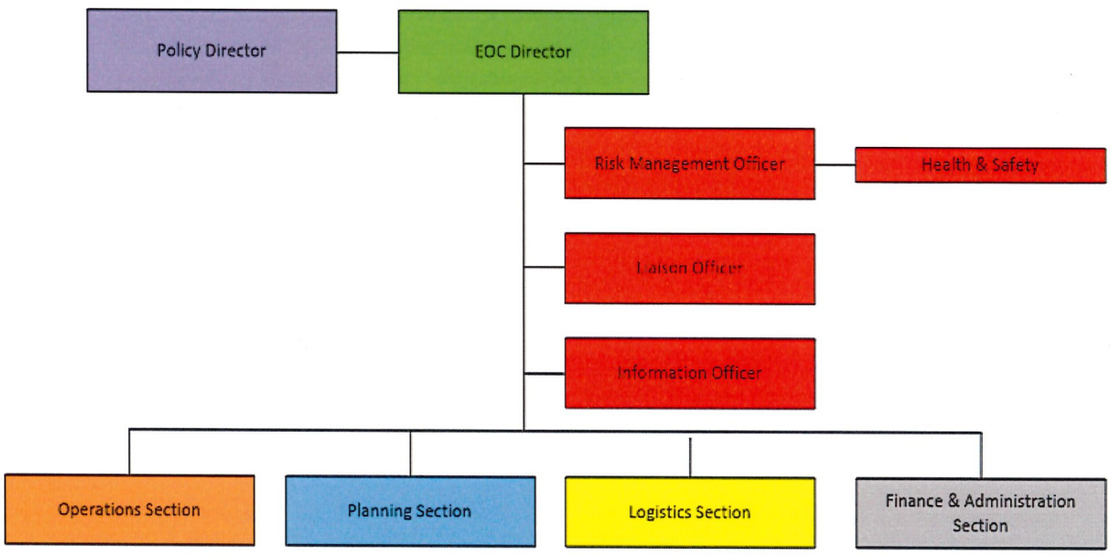
6.2 Response Goals

The following response goals are applied to all emergency situations in order of priority:

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; and
8. Reduce economic and social losses.

6.3 Incident Management System Functions

In the EOC, IMS positions will be activated and assigned as required to support the response to the emergency or planned event.



6.3.1 EOCMT

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence and recovery 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 EOCMT consists of the following positions:

- Policy Director;
- EOC Director;
- Information Officer;
- Risk Management Officer;
- Health and Safety Officer;
- Liaison Officer;
- Operations Section Chief;
- Planning Section Chief;
- Logistics Section Chief;
- Finance and Administration Section Chief.

6.3.2 Policy Director

The Policy Director is the Mayor or designate and holds the position of Policy Director as the head of the Policy Group (which is Council – see section 1.5). Responsibilities of the Policy Director include:

- Acting as liaison between the Emergency Operations Centre Director and Council
- Declaration/termination of an emergency
- Bringing recommendations for changing/amending bylaws or policies to the Policy Group (Town Council) with the assistance of Town staff.
- Official spokesperson, if required.
- Ensuring Members of Council are notified of the emergency.
- Notifying the Mayors of the affected and/or adjoining municipalities of the emergency, if required and providing any status reports.

6.3.3 EOC Director

Has overall authority and responsibility for the activities of the EOC which include:

- Assess the Situation – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of EOC activation.
- Support Site(s) – Provide support to Incident Commanders and Support Agencies and ensure that all actions are coordinated within the established priorities.
- Develop / Approve Action Plans – Prepare EOC action plans with the EOCMT based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas.
- Inform Others – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group informed.
- Manage the EOC – Establish the appropriate EOC staffing level and continuously monitor organizational effectiveness.
- Liaising with the Incident Commander - To confirm the geographical boundaries of the emergency area as declared by the Policy Director (per section 5.2.2).
- Confirming the adequacy of expenditure limits – As identified by the municipal Purchasing By-law.

6.3.4 Risk Management Officer

Has overall authority and responsibility for the following EOC activities:

- Ensures good risk management practices are applied throughout the response and recovery and that every function within the EOC considers the management of risk.
- Identifies liability and loss exposures to personnel and property.
- Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of the municipality during the emergency.
- Provides advice on health and safety issues and if required, activates the Health and Safety Officer.

6.3.5 Health and Safety Officer

- 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 the Emergency Site Safety Officer regarding health and safety issues for site personnel, as required.
- This position is severable subject to the direction of the Director and nature of the emergency event.

6.3.6 Liaison Officer

Has overall authority and responsibility for the following EOC activities:

- Invites required or requested Support Agencies and stakeholders to the EOC, as identified by the EOC Director and EOCMT and maintains contact when required.
- Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues.
- Liaises with the neighbouring Municipal and Regional CEMCs, EMO and other provincial and federal representatives, as required.
- In conjunction with the EOC Director, facilitates a debriefing with the EOC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency.

6.3.7 Information Officer

Has overall authority and responsibility for the following EOC activities:

- Establishes and maintains media contacts.
- Prepares news/social media releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by 211 and EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources including 211.
- Liaises and coordinates messages with other internal and external Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

A support team from Niagara Regional corporate communications may assist the information officer in meeting these tasks if required. This support team includes personnel for online communications.

6.3.8 Operations Section Chief

The EOC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites. This position is typically filled by a Senior Municipal Official that may be considered a subject matter expert (e.g. Director of Public Works for water related emergencies) or designate and has overall authority and responsibility for the following EOC activities:

- Maintain Communications – Establish communication links with incident command posts and the Emergency Operations Centre if activated.
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.
- Coordinate Response – Direct the coordination of operations in cooperation with other Support Agencies.
- Coordinate Resource Requests – Collect and coordinate resource requests from site(s), working with the EOC Logistics Section.
- Share Operational Information – Collect and distribute operational information to the planning section, the EOC Information Officer, and other EOC Sections.

- Manage the Operations Section – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

6.3.8.1 Branch Coordinators

Branch Coordinators oversee the operations of a particular department, division, section or agency. A Branch Coordinator will be responsible for coordinating the activities of their department/Support 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:

- Regional Fire Branch Coordinator
- Regional Police Branch Coordinator
- Niagara EMS Branch Coordinator
- Emergency Social Services Branch Coordinator
- Public Works Branch Coordinator
- Public Health Branch Coordinator

6.3.9 Planning Section Chief

The Planning Section is responsible to:

- Assess the Situation – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports.
- Manage the Planning Section – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness.
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.
- Managing Display Boards - Ensure that the situation unit is maintaining current information for the EOC situation report.
- Anticipate Future Events – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the EOCMT.
- Track Resources – Track resources assigned to the EOC and to the Incident Commanders through the EOC and Mutual aid.
- Keep Records – Document and maintain paper and electronic files on all EOC activities.

- Plan for EOC Demobilization – Set out a schedule for demobilization and assist Section Chiefs in debriefing EOC personnel as they leave.
- Plan for Recovery – Initiate recovery efforts at the earliest time and develop plans for short-term and long-term recovery appropriate to needs.
- Coordinate Technical Specialists – Provide technical support services to EOC sections and branches, as required.
- Prepare After Action Report – Coordinate the assembly of EOC lessons learned from contributions from EOC staff and from Support Agency representatives.

6.3.10 Logistics Section Chief

The Logistics Section is responsible to:

- Manage the Logistics Section – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness.
- Provide Telecommunication and Information Technology Services – Support use of telecommunication and information technology in EOC.
- Support EOC – Provide and maintain EOC facilities, including all utilities, food, water, and office supplies.
- Supply Equipment and Material Resources to Sites – Coordinate all requests for resources from initiation to delivery to support the Operations Section.
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.
- Coordinate Personnel – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers.
- Arrange Transportation – Coordinate transportation requests in support of response operations.

6.3.11 Finance and Administration Section Chief

This position is typically filled by the municipal Treasurer or designate and has overall authority and responsibility for the following EOC activities:

- Record Personnel Time – Collect and process on-duty time for all EOC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payroll for all employees.

- Coordinate Purchasing – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer.
- Coordinate Compensation and Claims – Process workers' compensation claims within a reasonable time.
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period.
- Record Costs – Maintain financial records for response and recovery throughout the event. Keep the EOC Director, EOCMT, and elected officials aware of the current fiscal situation.
- Maintain Records – Ensure that all financial records are maintained throughout the event or disaster.

7. Emergency Plan Supporting Documents

7.1 Annex A – EOC Management Team Responsibilities by Position

This document identifies the municipal employees by position, and their alternates, who have the responsibility of implementing the NWEP in the event of an emergency.

7.2 Annex B – Emergency Contact List

The Emergency Contact List provides confidential contact information for EOC personnel.

7.3 Annex C – Emergency Notification Protocol

The Emergency Notification Protocol outlines the process in each municipality for notification of EOC personnel to place them on alert and/or activate the EOC.

7.4 Annex D – EOC Standard Operating Guidelines and Checklists

These documents outline the procedures involved in the activation and operation of the EOC, including facility location details, access, setup, guiding principles, managing information and resources, and roles and responsibilities for functions within the IMS.

As a supplement to the NWEP, the EOC Standard Operating Guidelines and Checklists provide information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

7.5 Annex E – Hazard Identification and Risk Assessment (HIRA)

The purpose of the HIRA is to identify the hazards, which have caused, or possess the potential to cause, disastrous situations by overwhelming response capabilities within the Niagara West and the Region of Niagara. This information assists in preparing for more effective emergency responses and operations. The planning phase will seek to mitigate the effects of a hazard, to prepare for response measures, and to ensure the safety of our citizens, preserve life and minimize damage.

The HIRA for the municipalities of Lincoln, Pelham, West Lincoln and Wainfleet has been developed in cooperation and collaboration with the development of the Region's HIRA. Each municipality within Niagara West has completed a HIRA specific to their community.

7.6 Annex F – Critical Infrastructure Identification (CI)

The purpose of the CI is to identify facilities and other infrastructure that is at risk of being impacted by emergencies. There are 9 CI sectors: Food and Water, Transportation, Financial institutions, Electricity, Communication Systems, Health Care, Public Safety & Security, Gas & Oil and Continuity of Government.

7.7 Annex G – Crisis Communications Plan

The Crisis Communications Plan coordinates communications within Niagara West in cooperation with the Niagara Region and agencies to media outlets, municipal employees, businesses, and residents to deliver information before a pending emergency (if possible), during, and after an emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications are also outlined.

In the event of a major emergency requiring a response from Niagara municipalities and Niagara Region, communications should be coordinated through Niagara Regional Police and municipal Information Officers.

7.8 Annex H – Mass Evacuation Plan

The Mass Evacuation Plan was developed to be utilized in any of the Municipalities in Niagara and aligns with the Mass Evacuation Plan with the EMO published guidelines.

7.9 Annex I – Water Operations Emergency Response Plan

These documents serve to address the roles and responsibilities of and establish procedural guidelines specific to the emergencies associated with municipal drinking

water. The Water Operations Emergency Response Plan and its associated documents have been developed as part of the Drinking Water Quality Management System Operational Plan.

7.10 Annex J – Responsibilities of Niagara Region in a Local Municipal Emergency

This document serves as an operational guideline outlining the role of Niagara Region core departments and services and how these align with local municipalities during a local emergency incident.

7.11 Annex K – Regional Emergency Social Services (ESS) Plan

The aim of the Regional Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Niagara during any emergency once they are outside of immediate danger.

This response includes both Niagara Region staff and external Support Agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

7.12 Additional Annexes

Additional annexes may be developed and attached to the NWEP as they are required and developed.

8. Emergency Plan Review and Maintenance

The NWEP (without the confidential annexes) will be maintained and distributed by the CEMCs to the public via the websites of each municipality.

The NWEP will be reviewed annually pursuant to the regulations under the Act and, where necessary, revised by the EMPAC. The review and recommended revisions will be coordinated by the CEMCs.

Revision made to the NWEP shall be approved only by By-law of Council. However, revisions to the annexes and minor administrative or housekeeping changes may be made by the CEMCs.

It is the responsibility of each person, Support Agency, service or department identified within NWEP to notify the CEMCs forthwith, of the need for any administrative changes or revisions to the NWEP or Annexes.

The CEMCs are responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

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 and ensure they align with the NWEP.

8.1 Exercising of the Emergency Plan

Pursuant to the Regulations under the Act, at minimum, one exercise will be organized and conducted annually by the CEMC in order to test the overall effectiveness of the NWEP. Recommendations arising from the annual exercise shall be considered by the CEMCs and EMPAC for revisions to the NWEP.

8.2 Plan Distribution

Copies of the NWEP will be provided to EOC personnel, Support Agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Niagara West.

8.3 Revision History

Rev. No.	Revised by	Details	Revision Date
1	Chief Hudson, C. McGrath	Update agency names, NWEM municipal parties, grammar and formatting.	2026/01/26