City of Mississauga Emergency Plan

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Revision Date	Section/ Pages Changed	Section / Pages Added	Pages Removed
Sept 1, 2006	Complete revision		
May 9, 2008	Complete review plus changes; Distribution List 1.1 / 1 1.7 / 2 2.3 / 6 3.0.2 / 7 3.0.8 / 8 3.1.2 / 10 3.1.5 / 12 3.1.8 / 16 3.1.11 / 18 3.1.13 / 20 4.0.1 / 21 4.2.1 / 27 4.2.2 / 27 4.2.3 / 28 4.4 / 32 Figure 1 / 36 6.1 / 37 6.4 / 37	1.5 / 2 4.1.7 / 24 4.1.8 / 25 4.1.9 / 25 6.11 / 41	
November 22, 2010	1.7 / 3		
October 2011	Complete revision under IMS		
July 7, 2015	Section B		

City of Mississauga Emergency Plan
Distribution List

NOTE: Complete plan with appendices.

Dept/Division/Agency	Title
Mayor	Mayor
Transportation and Works	Commissioner
Corporate Communications	Director
Fire and Emergency Services	Fire Chief
Emergency Management Office	Community Emergency Management Coordinator
City Manager's Office	City Manager
Community Services	Commissioner
Region of Peel	Senior Police Officer
Region of Peel	Director, Paramedic Services
Region of Peel	Medical Officer of Health
Region of Peel	Commissioner of Human Services and Manager, Peel Living
Office of the City Clerk	City Clerk
Corporate Services	City Solicitor
Corporate Services	Director of Information Technology
Corporate Services	Manager of Materiel Mgt.
Corporate Services	Director of Human Resources
Planning and Building	Chief Building Official
Corporate Services	Commissioner
Planning and Building	Commissioner
Fire and Emergency Services	Command Post
Fire and Emergency Services	Communications Officer
Fire and Emergency Services	Platoon Chiefs
Fire and Emergency Services	Alternate CEMC
Facilities and Property Management	Manager, Security Operations
EOC Battle Box	Mayor
EOC Battle Box	City Manager
EOC Battle Box	Peel Police
EOC Battle Box	Fire Chief
EOC Battle Box	Peel Regional Paramedics
EOC Battle Box	Commissioner T&W
EOC Battle Box	Peel Medical Officer of Health
EOC Battle Box	Peel Commissioner of Human Services

NOTE: Complete plan with appendices.

Dept/Division/Agency	Title
EOC Battle Box	Commissioner of Community Services
EOC Battle Box	Director of Communications
EOC Battle Box	CEMC
EOC Battle Box	City Clerk
EOC Battle Box	City Solicitor
EOC Battle Box	Commissioner of Corporate Services and Treasurer
EOC Battle Box	Director of Information Technology
EOC Battle Box	Manager of Materiel Mgt
EOC Battle Box	Chief Building Official
EOC Battle Box	Commissioner Planning and Building
EOC Battle Box	Director of Human Resources
EOC Battle Box	Corporate Security
EOC Battle Box	GIS Technician
EOC Battle Box	311

NOTE: Appendices are not included with these copies

Dept/Commission/Agency	Title
Office of the City Clerk (Public Copy)	City Clerk
Office of the City Clerk	Councillor Ward 1
Office of the City Clerk	Councillor Ward 2
Office of the City Clerk	Councillor Ward 3
Office of the City Clerk	Councillor Ward 4
Office of the City Clerk	Councillor Ward 5
Office of the City Clerk	Councillor Ward 6
Office of the City Clerk	Councillor Ward 7
Office of the City Clerk	Councillor Ward 8
Office of the City Clerk	Councillor Ward 9
Office of the City Clerk	Councillor Ward 10
Office of the City Clerk	Councillor Ward 11
Ministry of the Minister of Community	Community Officer, EMO Safety and Correctional Services

City of Mississauga Emergency Plan
Distribution List

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Dept/Division/Agency	Title
Credit Valley Conservation	Water Resources Engineer
Peel Region Emergency Programs	Manager
Region of Peel	Chairman
Region of Peel	CAO
Enersource	Director, Internal Audit & Enterprise Risk
Enbridge Gas Distribution	Mgr. Business Continuity
Peel Board of Education	Manager of Health and Safety
Dufferin-Peel Catholic District School Board	Manager of Health and Safety
Bell Canada	Emergency Management
Mississauga Amateur Radio Emergency Services	Emergency Coordinator

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1.0   INTRODUCTION

1.1   Preamble

Mississauga is home to Canada's busiest international airport, a well-developed industrial base, shipping docks and marinas, rail corridors, pipeline, and six major highways. These factors combined with a population of more that 700,000, contribute to increased potential for emergency situations to occur.

Municipalities routinely respond to situations requiring fire, police, paramedic, and public works services; however, some situations may escalate beyond the scope of normal operations. These situations need to be dealt with via an emergency plan. The City Emergency Plan is a flexible document, adaptable to any emergency situation.

The City of Mississauga Emergency Plan is a tool to assist emergency personnel in their response to such situations. In order to use this tool to its full potential, it is important that emergency personnel be aware of their roles and responsibilities within the response framework. To help increase this awareness, the City of Mississauga Emergency Plan provides for training, exercises, and evaluation.

1.2   Title

This document is the City of Mississauga Emergency Plan, herein referred to as the "Plan".

1.3   Aim

The aim of the City of Mississauga's Emergency Plan is to outline a plan of action for the efficient deployment and co-ordination of City Services, Partner Agencies, and personnel to provide the earliest possible response in order to:

1) protect and preserve the life, health, and safety of the residents and businesses of Mississauga;

2) protect and preserve property and environment of the residents and businesses of Mississauga;

3) minimize the effects of the emergency on the City of Mississauga;

4) restore essential services in a timely manner;

5) assist the Region of Peel as required, if resources allow; and

6) assist other communities outside the immediate areas, as requested, if resources allow.

1.4   Amending Formula

This Plan, which forms Schedule "A" to the current City of Mississauga Emergency Management By-law (see appendix S), may only be amended by City Council. Proposals for amendments to the Plan or its appendices shall be submitted to the Emergency Management Program Committee.

1.5   Appendices

The appendices do not form part of the Plan. Any reference to an Appendix within the Emergency Plan is solely for the assistance of the users of the manual, individuals identified within the IMS structure. External agencies may be given the appendices in whole or in part. The Plan's appendices are confidential and are not to be made public as explained in the Emergency Management and Civil Protection Act R.S.O.1990, Ch. E.9 para. 2.1(4), para. 2.1(5), and para. 2.1(6).

1.6   Emergencies

Emergencies are situations, threats, or serious impending situations that will adversely affect a significant number of persons, properties, or areas. By their nature or magnitude, these situations may require municipal expenditures, requests for additional resources, provisions for emergency shelter, or evacuation. These situations are distinct from normal operations where coordinated activities among agencies are adequate to resolve the situation. See Section 1.7 for the definition of an emergency as defined under the *Emergency Management and Civil Protection Act*.

1.7   Definitions

"Acting Mayor" means the member of Council who is appointed by Council to act from time to time in the place and stead of the Mayor when the Mayor is absent or refuses to act or the office of Mayor is vacant.

"Agency Commander" is an individual appointed by his/her agency that is responsible for directing and coordinating the actions of all the personnel of his/her agency at the emergency site. The Agency Commander reports directly to the Incident Site Commander and the individual in this position may change as the emergency progresses.

"Branch" is the organizational level having functional or geographical responsibility for major parts of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

"Citizen Inquiry Centre" is the location from which general public inquires are answered.

"Command Staff" in an incident management organization, the Command Staff consists of the Communications Group (Public Information Officer, Customer Service, and Ad Hoc Functional Groups(s)), Policy (Head of Council, Risk Management, City Solicitor, and City Clerks) and Liaison Officer. They report directly to the EOC Director.

"Command Post" is the central control/communications centre from which the Incident Site Commander will coordinate on-site activities and communicate with the Emergency Operations Centre and other operational communications centres.

"Community Emergency Management Coordinator (CEMC)" is responsible for developing and implementing Mississauga's Emergency Management Program. She/He is responsible for the functionality of the Emergency Operations Centre (EOC). During EOC activation the CEMC assumes the role of EOC Manager.

"Critical Incident Stress Management Program" provides emotional support and counselling to those municipal employees who have been subjected to high levels of stress associated with the resolution of an emergency. The program is delivered by trained personnel.

"Declared Emergency" is a signed declaration made in writing by the Mayor or the Premier of Ontario in accordance with the Emergency Management and Civil Protection Act. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community activity.

"Division" is the partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Section Lead. A division is located within the IMS organization between the branch and resources in the Operations Section. As an example: an emergency in south-west Mississauga could be divided into "Clarkson Division" and "Port Credit Division".

"Divisional Command Post" an area or office set up within a City's Division in which staff can work from once their Emergency Sub Plan has been activated in whole or in part. Staff are in contact with their representatives in the EOC Operations Section.

"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. (Emergency Management and Civil Protection Act, R.S.O. 1990,c.E.9)

"Emergency Management Program Committee (EMPC) is responsible for the administration of the Emergency Management Program. The members of the committee are set out in Section 6 of the Emergency Management Program By-law and the Chair of the committee is set out in Section 7 of the By-law

"Emergency Operations Centre (EOC)" is the physical facility from which the Incident Management Team and the General Staff coordinates and directs the response effort of all the responding agencies to an emergency. This facility is located at a predetermined location with an alternate location designated if the primary EOC is not accessible.

"EOC Director" (City Manager) is responsible for coordinating all decisions or directions of the IMT within the EOC.

"Full Alert" – When Security is instructed to issue a full alert, all members of the IMT and those individuals within the General Staff identified by the caller will be contacted and instructed to respond to the EOC at a given time.

"General Staff" refers to the various Branches and Units that fall under the Sections.

"Hot Wash" is a brief debriefing of the EOC staff immediately after the emergency situation has ended.

Incident Action Plan (IAP)" is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

"Incident Command Post (ICP)" is the location from which Command oversees incident management. An ICP is only established when an incident occurs or is planned. There is only one ICP for each incident or event. This facility may change location during the incident.

"Incident Management Team (IMT)" is responsible for directing and managing emergency operations and for providing support and resources to the emergency site. NOTE the IMT corresponds to the Municipal Emergency Control Group as stated in O. Reg. 380/04, s. 12 (1).

"Incident Management System (IMS)" is a standardized approach to emergency management. It provides guidance on how personnel, facilities, equipment, procedures, and communications may be coordinated within a common organizational structure. IMS is based on the understanding that in any and every incident the functions of Command, Operations, Planning, Logistics, and Finance & Administration must be carried out regardless of the number of persons who are available or involved in the emergency response. IMS is based on incident management principles and concepts developed over the past 30 years and is consistent with industrial and international best practices.

"Incident Objectives" are statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

"Incident Site Commander" is the individual who is confirmed/appointed by the IMT, and is responsible for directing and coordinating the actions of all the responding agencies at the emergency site. He/She reports directly to the Operations Section Lead. The individual in this position may change as the nature of the emergency changes

"Jurisdiction" is a range or sphere of authority. Jurisdictional authority at an incident can be political, legislative, or geographical (for example municipal, provincial, or federal).

"Liaison" is a form of communication for establishing and maintaining mutual understanding and cooperation.

"Liaison Officer (LO)" is a member of the IMT responsible for coordinating with representatives from external agencies.

"Mayor" means the head of the Council for the Corporation of the City of Mississauga.

"Media Centre" is the location from which information, approved by the IMT, is provided to the media. The centre will also monitor the emergency's media coverage to provide the Communications Group with effective strategies on dealing with media issues. Components of this centre include a press room, a press conference area, and a media location at the emergency site. Media emergency site tours, interviews, and photo opportunities are coordinated through this centre, and are delivered at the emergency site. The Media Centre and Citizen Inquiry Centre activities are linked through the Communications' Group Leader.

"Operational Cycle (or Operational Periods)" are the time scheduled for executing a given set of operation actions, as specified in the IAP. Operational Cycles can be of various lengths, although usually not over 24 hours.

"Partial Activation" – When Security is instructed to issue a partial activation, only those members of the IMT and General Staff identified by the caller will report to the EOC.

"Regional Control Group" is responsible for planning and directing the actions of all personnel and resources of all agencies responding to a Regional emergency.

"Section" is the organizational level having responsibility for a major functional area of incident management, e.g. Operations, Planning, Logistics, and Finance/Administration. The Section is organizationally situated between the Branch or Unit and the EOC Director.

"Span of Control" is the number of individuals a supervisor is responsible for usually expressed as the ratio of supervisors to individuals. Under IMS, an appropriate span of control is between 1:3 and 1:7.

"Stand-By Alert" – When Security is instructed to issue a stand-by alert, all members of the IMT, are contacted and instructed to "Stand-By" for further information. This alert level may be used if there is an emergency situation developing or the threat of an emergency occurring which does not yet merit assembling the members of the above groups.

"Strategy" is the general direction selected to accomplish incident objectives set by the Incident Management Team. These will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.

"Unit" is the organizational element having functional responsibility for a specific Planning, Logistics, or Finance and Administrative activity.

1.8   <u>IMS Colour Coding</u>

"Red" Represents the colour of the vest for the EOC Director and EOC Manager.

"Green" Represents the members of the Command Staff.

"Orange" Represents the members of the Operations Section.

"Blue" Represents the members of the Planning Section

"Yellow" Represents the members of the Logistics Section

"Grey" Represents the member of the Finance and Administration Section

"Taupe" Represents the colour of the vest worn by EOC IT support personal.

Figure 1

IMS Organizational Chart

City of Mississauga Emergency Plan   Revised: October 11, 2011
                                         Replaced: November 22, 2010
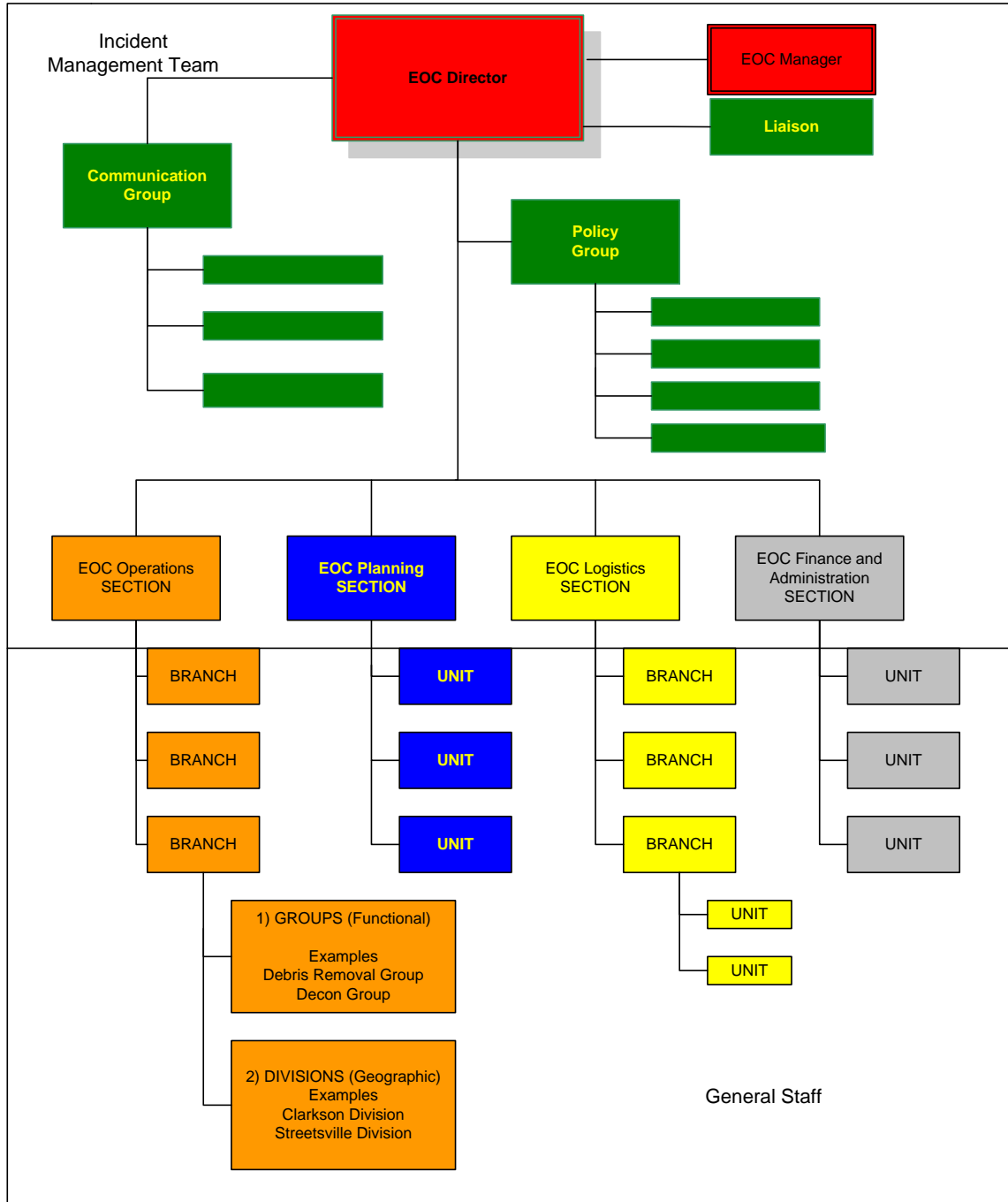
AUTHORITY

2.1   **The Emergency Management and Civil Protection Act**

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, is the primary authority enabling passage of the by-law adopting the Plan. Important measures authorized under the legislation which form part of the Plan are:

- expenditure of monies associate with the formulation and implementation of the Plan;

- authorization from municipal employees to take appropriate action before formal declaration of an emergency;

- procedures to be taken for safety and/or evacuation of persons in an emergency area;

- designation of a Member of Council who may exercise powers and perform the duties of the Mayor under the Plan during the absence or inability of the Mayor to act, this designated Member of Council is referred to as the Acting Mayor in this Plan and is set out in Appendix C;

- establishment of committees and designate employees to be responsible for reviewing the Plan, to train employees in their functions, and to implement the Plan during an emergency;

- authorization to obtain and distribute materials, equipment, and supplies during an emergency; and

- authorization to attend to such other matters that are considered necessary or advisable for the implementation of the Plan during an emergency.

2.2   **Protection from Liability for Implementation of the Plan**

Section 11 of the *Emergency Management and Civil Protection Act* states:

(1)   No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district Human Services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for ant act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or neglect or default in the good faith exercise or performance of such a power or duty. 2006, c. 13,s.1 (6).

(2)   Despite subsections 5 (2) and (4) of the *Proceedings Against the Crown Act*, subsection (1) does not relieve the Crown of liability for the acts or omissions of a minister the Crown or a Crown employee referred to in subsection (1) and the Crown is liable under that Act as if subsection (1) had not been enacted. 2006, c. 13, s. 1 (6).

(3)   Subsection (1) does not relieve a municipality of liability for the acts or omissions of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council as if the member were an employee of the municipality. 2006, c. 13,s. 1(6).

2.3   **Public Accessibility to the Plan**

Section 10 of the *Emergency Management and Civil Protection Act* provides that an emergency plan must be available to the public during regular business hours at the municipal office. The Plan will be made available to the public at the Office of the City Clerk. The Plan will be made available on the City's website.

2.4   **Freedom of Information and Protection of Privacy**

Any personal information collected under the authority of the Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within the Plan and the release of any information under this Plan shall be made in conformity with the *Municipal Freedom of Information and Protection of Privacy Act,* R.S.O. 1990, c.M.56, as amended.

2.5   **Powers of Regional Emergency Plan**

Section 5 of the *Emergency Management and Civil Protection Act,* 1990 states:

"The emergency plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the emergency plan of the upper-tier municipality and has no effect to the extent of any inconsistency and, for the purposes of this section, The Corporation of the County of Lambton shall be deemed to be an upper-tier municipality." 2002, c. 17, Sched. C, s. 10 (3).

3.0   INCIDENT MANAGEMENT TEAM ROLES and RESPONSIBILITIES

3.0.1   Preamble

Formerly the Plan listed the Community Control Group (CCG) and the Support Group (SG). With the Plan now falling under IMS the term CCG has been replaced by the IMT. The Operations section will now be supported by the other three sections however the term Support Group (SG) has now been eliminated. The make-up of the various sections especially the Operation Section and who will be its lead are situationally dependent. For Example under a fire emergency the Fire Chief would be the Operations Section Lead. Under a flood situation the Operations Section Lead could be a representative from Transportation and Works. During the course of an incident the Section Lead can change, for instance during a bombing, Fire may be in charge initially as the emphasis will be on rescue and fire suppression however subsequently the lead will be moved to the Police for criminal investigation.

The Incident Management Team (IMT) is responsible for directing and managing emergency operations and for providing support and resources for the emergency site. This is to ensure the effective use and deployment of resources in order to minimize the effects of an incident.

The IMT is composed of the following:

- EOC Director (City Manager)
- EOC Manager (CEMC)
- Liaison Officer
- Communications (PIO, Customer Service, Ad Hoc Functional Groups)
- Policy (Head of Council, City Clerk, Risk Management, and City Solicitor)
- Four Section Leads (Operations, Planning, Logistics, and Finance and Administration)

Other City staff, government officials, and outside experts may be called by the Mayor or EOC Director to join the IMT and or General Staff.

The IMT and or General Staff can be called together in whole or in part without the declaration of an emergency.

3.0.2   Responsibilities of the IMT and General Staff

The responsibilities of the IMT and General Staff will include:

Pre-Emergency

1) Ensure they have the latest copy of the Emergency Plan.

2) Review the roles and responsibilities as listed in the Emergency Plan. Notify the Community Emergency Management Coordinator of any changes within his or her department or division that would affect the roles and responsibilities listed in The Plan.

3) Notify Community Emergency Management Coordinator (CEMC) should their role within the city change and they are no longer able to take part in the EOC operations.

4) Ensure all individuals that may have an acting role in the emergency plan having an understanding of that role and are identified to the CEMC.

5) Attend annual training of the EOC representative and the annual EOC exercise.

6) Assist with the yearly EOC Battle box audit and ensure that their box contains the items and supplies they require during all phases of an emergency.

3.0.3   Responsibilities of the IMT

1) Upon notification from Corporate Security report to the designated Emergency Operations Centre and sign in.

2) Implement the City's Emergency Plan in whole or in part and if necessary active one for more Divisional Emergency Sub-plan(s).

3) Determine the impact the situation or pending situation has on the City.

4) Advise the Mayor or Acting Mayor as to whether the declaration of an emergency is recommended.

5) Designate any area(s) in the municipality as an emergency site(s).

6) Determine the requirement to recall or establish advisory or sub-groups as may be required to support implementation of emergency operations.

7) Direct and coordinate the responding services and agencies to ensure that all actions necessary for the response and recovery are taken expeditiously and in accordance with the law.

8) Provide recommendations on the spending of public funds for the implementation of the Plan.

9) Determine what work and/services within the city will be reduced or suspended during the duration of the incident.

10) Reallocate resources to ensure key essential services are maintained ("set Strategy").

11) Appoint, or confirm the appointment of, an Incident Site Commander who will be the IMT's representative on site and will be responsible for the organization and coordination of all emergency response agencies at the emergency site and will carry out the roles and responsibilities as described in Section 4.3.1 of the Plan.

12) Implement aims, priorities, and strategies in consultation with the Sections Leads and the Incident Site Commander.

13) Approve or endorse the proposed courses of action for the resolution of the emergency.

14) Direct the evacuation of buildings, or areas within the emergency sites(s), if necessary.

15) Direct the dispersal or removal of persons from the emergency sites(s) who are in danger, or whose presence hinders emergency operations.

16) Direct the discontinuation of public/private utilities or services due to safety or the efficient functioning of emergency operations, if required.

17) Direct the activation and operations of evacuation centres to provide temporary accommodation to all residents who are in need of assistance due to displacement as a result of the emergency.

18) Direct and commit municipal personnel or equipment to support emergency operations, as required.

19) Arrange for assistance from agencies including other levels of government, public/private organizations and volunteers, as required.

20) Direct activation of the Communications Division's Emergency Sub-Plan to provide a Media Centre and to ready the Citizen Inquiry Centre.

21) Notify all services, agencies, groups, or persons under the control of the IMT of the termination or the emergency.

22) Direct follow-up in support of persons directly involved in emergency operations, including Critical Incident Stress Programs, as required.

23) Maintain a detailed log of all discussions, decisions or actions taken by the IMT.

24) Conduct and participate in a post-emergency debriefing, and provide reports as requested by the EOC Director.

3.1   IMT Composition and Individual Responsibilities

3.1.1   EOC Director (City Manager)

Upon learning of a potential emergency or an emergency situation the City Manager will consider bringing together all or part of the IMT General Staff, and if warranted, will trigger the Emergency Alerting Procedure, Section 5.0. Once together, the group will consider the possible activation of the Plan.

The EOC Director or alternate will:

1) Oversees all management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Incident Commanders(s), EOC General Staff and Management Staff, set priorities for response efforts in the affect areas.

2) Provide support to local authorities and provincial agencies and ensure that all actions are accomplished within the priorities established.

3) Establish appropriate staffing levels for the EOC and continuously monitor organizational effectiveness to ensure the appropriate modifications occur as required.

4) Ensure inter-agency coordination is accomplished effectively within the EOC.

5) Overall management responsibility for coordinating, supporting, and assisting other agencies.

6) Sets priorities for overall response and recovery efforts.

7) Participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency.

8) Ensure that timely and correct information is displayed or available within the EOC.

9) Direct, in consultation with the Public Information Officer and if necessary the Head of Council, appropriate emergency public information actions using the best methods to dissemination. Approve the issuance of press releases, and other public information materials as required.

10) Ensure that the EOC's Operations, Planning, Logistics, and Finance and Administrations Section Leads disseminate decisions or directions to all response agencies made by the IMT during the Operations Cycle meeting.

11) Approve expenditures of funds for implementing the Plan.

12) Liaise with City Managers or Chief Administrative Officers of neighbouring municipalities affected by the emergency or providing assistance to City emergency operations, if appropriate. Note, Liaison Officer may be delegated this task.

13) Consult the city's Leadership Team or other stakeholders if applicable.

14) Maintain a detailed log of all actions and decisions taken by the EOC Director.

15) Prepare a post-emergency report for submission to City Council.

3.1.2 EOC Manager (Community Emergency Management Coordinator, CEMC)

The EOC Manager is responsible for the following actions:

1) Act as the EOC Manager, complete "Manager's Duties at Activation" checklist, Appendix H.

2) Provide emergency management advice to the IMT and other personnel as required.

3) Undertake special assignments at the request of the EOC Director.

4) Act as administrator of the Municipal Emergency Plan, and advise the IMT on matters of emergency management procedures.

5) Ensure that security is in place for the EOC.

6) Liaise with other agencies as directed by the EOC Director.

7) Contact neighbouring CEMCs to advise them of the situation.

8) Contact the EMO Community Officer to advise him/her of the situation. An additional call may be required should a declaration of an emergency take place.

9) Monitor the well-being of personnel working in the EOC, arrange for relief or rest if needed.

10) Facilitate shift change briefings and operational debriefings.

11) Collect information during the emergency to prepare for the post-emergency hotwash (if any), formal debriefing and critique, and preparation of an After-Action Report for the Emergency Management Program Committee.

12) Ensure that all members of the EOC have the necessary plans, resources, supplies, maps, and equipment separate from those items that are specific to agencies' battle boxes.

13) Provide advice and clarification about the implementation details of the Emergency Plan.

14) Ensure that the Operation Cycle process is met by the EOC Director and related documentation is maintained and kept for future reference.

15) Monitor personnel leaving the EOC after being relieved, and at the end of the emergency, arrange access to counselling for those seriously stressed, emotionally traumatized, or requiring/requesting assistance (the need for EAP or Critical Incident Stress Management (CISM), with the guidance from the Director of Human Resources.

16) Inform the EOC Director (City Manager) should the EOC become unsafe or not functional and arrange for evacuation of the EOC with the support of Corporate Security.

17) Conduct a 'hotwash' debriefing at the end of the emergency if appropriate.

18) At the end of the emergency ensure that the EOC has been returned to pre-emergency status as per the "Manager's Duties at Stand-Down" checklist, Appendix H.

19) Host an operational debriefing and writing the report for the Emergency Management Program Committee.

20) Maintain records and logs for the purpose of the debriefings and post-emergency reporting that will be prepared for the Emergency Management Program Committee.

21) Maintain a personal log of all actions taken.

3.1.3 Liaison Officer

Responsibilities:

1) Point-of-Contact for external agencies and key staff by receiving, assessing, and prioritizing information for the EOC Director. Agencies may include and are not limited to: municipal CAOs, school boards, utilities (Board of Directors if applicable), hospitals, and business associations.

2) Primary contact with other levels of government with the exception of Emergency Management Ontario and The Department of National Defence.

3) Assist and serve as an advisor to the EOC Director and IMT as needed, providing information and updates relating to external agency concerns and developments.

4) Update high-level stakeholders on the situation.

3.2 Policy Group

This group provides legal and legislative direction to the IMT on decisions being made during the incident as well as during post-incident recovery events. The Policy Group responsibilities include, but are not limited to:

1) Communicate the declaration and termination of an emergency to the Minister of Community Safety and Correctional Services (CSCS) through Emergency Management Ontario via the EOC Manager.

2) Notifies the Mayor(s) in adjacent municipalities and members of Regional Council (as required).

3) Provides guidance on all legal matters.

4) Provides guidance on risk management issues and prepares for possible claims (private, business, and / or others) against the city.

5) Keeps members of municipal council apprised of the emergency situation.

6) Formally request Provincial and/or Federal government assistance (through the Ministry of Municipal Affair and Housing).

7) Maintains municipality's responsibilities under the Municipal Act, 2001 in non-affected areas.

The Policy Group is composed of the following:

Head of Council,
City Clerk's Office,
City Solicitor, and
Risk Management.

3.2.1 Mayor (Head of Council)

Upon learning of a potential emergency or an emergency situation the Mayor will consider bringing together all or part of the IMT General Staff, and if warranted, will trigger the Emergency Alerting Procedure, Section 5.0. Once together, the group will consider the possible activation of the Plan.

The Mayor will:

1) If warranted, declare an emergency to exist.

2) Notify the Minister of Community Safety and Correctional Services of Ontario of the declaration of an emergency through EMO via the EOC Manager.

3) Request assistance from senior levels of government, when required.

4) In consultation with the Director of Communications and the EOC Director, approve news releases and public announcements.

5) As the City's key spokesperson, address the media as soon as possible after declaring an emergency. Staff advisors should accompany the Mayor to address technical questions.

6) Keep Council updated regarding the situation and actions being taken to resolve the emergency.

7) Terminate the emergency at the appropriate time through EMO via the EOC Manager and ensure all concerned have been notified.

8) Maintain a detailed log of all actions taken by the Mayor's Office.

9) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.2.2 City Clerk's Office

The roles and responsibilities of the City Clerk's Office are as follows:

1) Assign an EOC records manager to ensure all records to and from the EOC are maintained.

2) Arrange for printing of materials, if required.

3) If directed by the Mayor, ensure that all Councillors are advised of the declaration and termination of the emergency.

5) Ensure Mayor and Councillors are also informed press releases or signification events.

6) If directed by the Mayor, arrange a special Council meeting(s).

7) Provide IMT with guidance on matters pertaining to the Municipal Act, 2001 in consultation with the City Solicitor.

8) If directed by the IMT, retrieve records from the Corporate Records Centre, and ensure their preservation and availability.

9) Maintain a detailed log of all actions taken by the Office of the City Clerk.

10) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.2.3 City Solicitor

If requested, the City Solicitor or alternate will:

1) Provide legal advice to the Incident Management Team.

2) Liaise with representatives from the Region of Peel's Solicitor's Office as well as representatives from adjacent and local municipalities.

3) Provide legal guidance in procurement issues surrounding Purchasing By-law 374-06.

4) Interface with the Ministry of Municipal Affairs and Housing and the Ministry of the Environment on legal issues.

5) Provide interpretation of legislation.

6) Provide legal risk assessments and strategic advice.

7) Prepare the indemnifications sections of City contracts and agreements.

8) Maintain a detailed log of all actions taken by the City Solicitor's Office.

9) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.2.4 Risk Management

If requested, the representative from Risk Management will:

1) Conduct risk assessments and/or inspections of the area affected.

2) Arrange and conduct information sessions to assist City Department or Divisions with risk management concerns surrounding the event.

3) Review and confirm the insurance sections of City contracts and agreements.

4) Review Insurance Sections of City contracts to ensure they are consistent with the Indemnity clause.

5) Gather claims and incident information for the City.

6) Assess damage and loss, working with Planning Section and Compensation and Claims Branch from the Finance and Administration Section.

7) Provide consultation to IMT on insurance and claims related issues.

8) Provide loss control advice and guidance, inspections, contract review, and loss recovery direction to all City Departments and Divisions.

9) Maintain a detailed log of all actions taken by Risk Management staff.

10) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.3 Communications Group

During an emergency efficient communication with all stakeholders is essential. This will expedite the City of Mississauga's efforts to assist the public in coping with and recovering from a major emergency. The Communication Group coordinates communications from the City of Mississauga and its supporting agencies.

Communications provides a direct link from the Emergency Operations Centre to media, city staff, community leaders, businesses and residents, to deliver critical information before an impending emergency (if applicable), during and after a major disaster or public emergency.

In the event that a municipal emergency is escalated to a regional, provincial, or federal emergency the highest level of government will be the lead Emergency Information agency with support from the City of Mississauga. If the emergency involves multiple jurisdictions, then the authority have jurisdiction will be the lead Emergency Information agency with support from the City of Mississauga.

The Communications Groups is responsible for and not limited to:

1) Work with IMT re internal and external communication.

2) Develop communications strategy, key messages, etc. as the situation dictates.

3) Notify media, community support agencies, service providers, etc.

4) Arrange for 3-1-1 support to get incident-related messages to the public.

5) Work in coordination with other agencies and government communication teams.

6) Support the Communication Team of the authority having jurisdiction over the incident.

7) Media monitoring and rumour control.

3.3.1 Public Information Officer (PIO)

Upon learning of a potential emergency or an emergency situation the PIO (Director of Communications) or alternate will consider bringing together all or part of the IMT General Staff, and if warranted, will trigger the Emergency Alerting Procedure, Section 5.0. Once together, the group will consider the possible activation of the Plan.

The PIO or alternate will:

1) Advise the IMT on matters pertaining to public information, public affairs, and media relations.

2) Participate in decision making, determining priorities, and issuing operational directives through the EOC Director for the resolution of the emergency.

3) Be the spokesperson for the Communication Group during the Operation Cycle meetings. The PIO will designate an alternate should he/she not be able to attend the Operations Cycle meetings.

4) Activate the Communications Division's Emergency Sub-Plan.

5) Gather, process and disseminate information for use by the IMT, and any ad hoc functional groups.

6) Formulate public information and media releases for review by the Mayor and EOC Director.

7) Upon approval of the Mayor or EOC Director, release information to the public and media.

8) Direct the establishment and operation of a Media Centre.

9) Issue public announcements, instructions, or warnings as directed by the Mayor or EOC Director.

10) Liaise with other agencies' PIOs for a coordinate message.

11) Supply support for PIOs of another agency if they are designated the authority having jurisdiction of the incident.

12) Provide public relations support as required.

13) Assign staff to monitor media and social media to ensure accuracy of information and to immediately implement corrective measures for inaccurate statements or broadcasts.

14) Coordinate all media request, including the arrangements for supervised tours near the emergency sites(s).

15) Assign an on-site Media Spokesperson and support his or her activity at the site.

16) Maintain a detailed log of all actions taken by the Communications Group and Division. This role may be assigned to another individual from the City's Communication Division by the PIO.

17) Participate in a post-emergency debriefing and provide reports as required by the EOC Director.

3.3.2   Manager of 311

Upon learning of a potential emergency, the Manager of 311 or the designate from 3-1-1 will:

1) Inform Customer Service Call Centre Staff that an emergency situation has occurred.

2) Prepare a shift schedule to ensure 24/7 coverage of the Citizen Inquiry Centre.

3) Inform the PIO at the EOC-of the readiness of the Citizen Inquiry Centre and designated telephone number(s) should additional telephone lines or extensions by used.

4) Continually liaise with the PIO to provide and obtain current information on the emergency.

5) Gather, process and disseminate information for use by the IMT.

6) Ensure processes are in place so that staff responsible for 3-1-1, respond to or redirect inquires pertaining to the emergency to the appropriate City's Divisional Command Post or City Service.
   a. Assigns CIC 311 Support Staff to manage the receipt, administration and tracking of inquires destined to EOC representatives.

7) Ensure processes are in place so that staff responsible for the Citizen Inquiry Centre redirect any serious inquiries for information pertaining to the emergency to the Manager of 311 for further dissemination to members of the EOC.
   a. Citizen, Business Customers or Visitor Inquiries
   b. Agency or others inquiries that are destined for EOC members, e.g. media

8) Issue public announcements, instructions, or warnings as directed by the PIO.

9) Provide public relations support as required by the PIO.

10) Maintain a detailed log of all actions taken by the Customer Service Division.

11) Participate in a post-emergency debriefing and provide reports as required by the EOC Director.

3.3.3 Ad Hoc Functional Groups (specific to communications)

Ad Hoc Functional Groups will be developed should the need for additional communication methods be required. These Groups could come from a variety of areas in the City, NGOs, other level of government, or citizen groups. As an example, a City Recreation Centre must cancel all programs due to the emergency. The Recreation Centre Staff will have the program enrolment information and thus will be able to contact citizens that programs have been cancelled or suspended.

1) Take direction from the PIO or their assign liaison for information release and gathering.

2) Report to a supervisor designated by existing procedures or agency protocols. The supervisor will report to the PIO.

3) Confirm telephone lines and supply all telephone numbers and extensions to the PIO.

4) The supervisor will provide a summary of all communications related activities to the PIO.

3.4 EOC Operations Section

The Operations Section is responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations according to the objectives set in the Incident Action Plan.

Expansion of the Operations Section may occur during the incident if there is a demand for additional resources.

The Operations Section will:

1) Act as the communication focal point with the Incident Site Commander.

2) Implement the Incident Action Plan (IAP).

3) Determine operational capabilities.

4) Prepare updates for stakeholders and IMT.

5) Ensure compliance with Provincial / Federal directives.

6) It is typically one of the first organizations to be assigned to the incident and take a lead role.

7) Expands from the bottom up if additional supervisory levels are needed as resources exceed the optimum span of control (optional Branches, Groups, and Divisions).

8) May have Staging Areas and special organizations.

9) Serve as the plug-in point for the city's Divisional Command Post(s) if activated.

3.4.1 Operations Section Lead

Depending on the type of incident the agency having jurisdiction will assume the role of Operations Section Lead. As the event progresses the Section Lead may change.

Responsibilities of the Operations Section Lead include and are not limited to:

1) Establish the appropriate level of Branch organization within the Operations Section and continually monitor the effectiveness. The Operation Sector Lead will upon consultation with the Branches modify staffing accordingly.
2) Developing and implementing strategy and tactics to carry out the incident objectives as identified in the Incident Action Plan upon consultation with Operations Section Branches

3) Appoints or re-selects the Incident Site Commander (ISC).

4) Coordinate any activation of Departmental/Divisional Command Post (DCP) with the appropriate Branch Coordinator(s).

5) If directed by the IMT, activate and operate emergency evacuation centres at designated community centres, arenas, or libraries.

6) Maintains a communication link between ISC and the EOC for the purpose of coordinating the overall response, resource requests, and event status information.

7) Liaise closely with the Planning Section providing Branch and incident status reports.

8) Work with ISC to request the assistance of the Chief Building Official for the surveying and assessing the damage to facilities and coordinating either the repair or demolition. Also, to survey critical infrastructure and infrastructure systems.

9) Provide briefings for the IMT during the Operations Cycle Meeting.

10) Ensure the resources in the Staging Area can meet sudden escalation of the incident.

11) Provide supervision and direction for the Operations Section.

3.4.2 Operation Section Composition

The Operation Section is composed of those city divisions and external agencies that will have an operational role on-scene.

These include the following Branches:

Internal	External
Mississauga Fire and Emergency Services	Region of Peel Human Services
Transportation and Works	
Community Services	Peel Regional Police
Other Divisions (as identified)	Medical Officer of Health
Partner Agency / ies as identified	Peel Regional Paramedic Services

3.4.3 Roles of the Branch Coordinators

3.4.3.1 Mississauga Fire and Emergency Services Branch Coordinator

1) Arrange and coordinate fire suppression as well as hazardous materials operations.

2) Activate MFES Serious Emergency Operational Support Plan mutual aid plans or MOUs as necessary.

3) Request any specialized teams such as HUSAR or CBRNE.

4) Coordinate the mobilization and transportation of all resources through the Logistics Section.

5) Complete and maintain a log of activities as well as any status reports.

6) Implement all Fire and Emergency Services activities and objectives as identified in the IAP.

7) Brief Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

8) Liaise with fire dispatch.

9) Liaise with Regional Fire Coordinator if necessary.

9) Overall supervision of the MFES Branch.

10) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.4.3.2 Mississauga Transportation and Works Branch Coordinator

1) Provide the EOC Operations Section Lead with information and advice on engineering, transit, and enforcement matters.

2) Participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency in accordance to the objectives set out in the IAP.

3) Activate the T&W emergency notification and alert system.

4) Activate the T&W Emergency Sub-Plan, Animal Services Plan, mutual aid agreements, and/or MUOs if necessary.

5) Overall supervision of the T&W Branch.

6) Direct and coordinate all T&W operations in accordance to the objectives set in the IAP.

7) Maintain liaison with flood control centres, conservation and environmental agencies and be prepared to conduct relief or preventative operations.

8) Briefs Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

9) Coordinate engineering, personnel, materials, supplies, and equipment as required in support of emergency operations with the Planning and Logistics EOC Section Leads.

10) Arrangement for personnel, engineering materials and equipment from other municipal, regional, provincial, or federal departments or private/commercial agencies.

11) Arrangement for the use of all transportation resources in support of evacuation or other emergency operations as required.

12) Coordinate debris removal activities in conjunction with Peel Region.

13) Coordinate demolition or securing all 'Unsafe' buildings as directed by the Chief Building Official.

14) Assist with traffic control and emergency operations by clearing emergency routes, assisting the police in closing and opening roadways, marking obstacles, installing emergency road signs and other actions as required.

15) Coordinate the provision of emergency potable water, supplies, and sanitation facilities in support of emergency operations.

16) Maintain liaison with regional public works and utilities service agencies (i.e. hydro, gas, telephone, cable) and issue directions for the disconnection and the reconnection of services as directed by the IMT.

17) Coordinate activities with the Credit Valley Conservation in case of a flood emergency.

18) Coordinate T&W support to restoration and clean-up activities following the termination of the emergency.

19) Maintain a detailed log of all actions taken by the T&W Department.

20) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.4.3.3 Community Services Branch Coordinator

1) Advise the Operations Section Lead on matters pertaining to the support provided by the Community Services Department.

2) Participate in decision making, determining priorities, and issuing operational directives through the Operations Section Lead for the resolution of the event in accordance to the objectives set out in the IAP.

3) Overall supervisor of the Community Services Branch.

4) Direct and coordinate the personnel, material, and equipment resources of the Community Services Department in accordance with directions issued by the IMT.

5) Brief Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

6) Liaise with the Regional Commissioner of Human Services and General Manager of Peel Living and provide such support as necessary for the implementation of the Human Services Emergency Sub-Plan.

7) If directed by the IMT, with coordination with the Medical Officer of Health activate and operate emergency morgue facilities in arenas.

8) Provide recommendations on staffing requirements to assist at the emergency reception centre(s) and/or shelters, and other task as directed by the Divisional Command Post or other members of the Operations Section.

9) Maintain a detailed log of all actions taken by the Community Services Department.

10) Participate in a post-emergency debriefing and provide reports as request by the EOC Director.

3.4.3.4 <u>Region of Peel Human Services Branch Coordinator</u>

1) Coordinates the delivery of Emergency Human Services (i.e. shelter, food, clothing, and other essential human needs) as required for those impacted by the event.

2) Possible coordination of Human Services for Response and EOC workers.

3) Provides direction and support to all activated reception centres.

4) Activates Human Services Emergency Operational Support Plan, mutual aid plans or MOUs as necessary.

5) Briefs Operations Section lead on incident status and situation reports in preparation for the Operation Cycle Meeting.

6) Primary liaison with Human Services support agencies such as the Canadian Red Cross, Salvation Army, Mississauga Amateur Radio Emergency Services (MARES), and others as required.

7) Confers with EOC Operation Section Lead (and if required EOC Finance and Administration Lead and the EOC Director) on extraordinary expenditures.

8) Participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency.

9) Coordinate assistance from other municipal, regional, provincial, federal departments, or private agencies.

10) Maintain a detailed log of all actions taken by Human Services.

11) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.4.3.5 <u>Peel Regional Police Branch Coordinator</u>

1) Coordinate all law enforcement and traffic control operations.

2) Coordinate movement and evacuation operations with other Operation

Section Branches.

3) Overall supervision of the Police Branch.

4) Alert and notify the public of impending or existing emergency situations.

5) Activate all Police Support Plans, mutual aid plans or MOUs as necessary.

6) Coordinate the mobilization and transportation of all resources through the Logistics Section.

7) Complete and maintain a log of activities as well as any status reports.

8) Implement all Police Services activities and objectives as identified in the IAP.

9) Direct that the Coroner be contacted in the event of fatalities and coordinate whatever additional support in accordance with the Coroners Act.

10) Brief Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

11) Liaise with police dispatch.

12) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.4.3.6 Medical Officer of Health Branch Coordinator

1) Provide the Operation Section Lead, with information and advice on public health issues, including environmental health, communicable disease, and other issues related to public health.

2) Participate in decision-making, determining priorities, and issuing directives for the resolution of a public health emergency.

3) Activate the Health Services Department Emergency Plan and notification procedures, if required.

5) Liaise with the Ontario Agency for Health Promotion and Protection, including the Public Health Division and the Emergency Management Branch, and the Public Health Agency of Canada, for the purpose of coordinating emergency response activities.

6) Provide recommendations and / or direction regarding public health measures, including (but not limited to) infection control measures, the use of personal protective equipment, and / or the evacuation of buildings or areas.

7) Coordinate the acquisition and distribution of anti-viral medications, vaccines, and / or antibiotics with the EOC Logistics Lead.

8) Coordinate the response to infectious disease outbreaks, such as pandemics, including the operation of mass clinics and assessment centres.

9) Liaise with emergency response agencies, including voluntary and non-profit support agencies, regarding health services and public health issues in emergency areas, including food safety in reception centres.

10) Brief Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

11) Through the Health Emergency Management Program, maintain a detailed record of all emergency response operations conducted by the Peel Health Department.

12) Participate in a post-emergency debriefing and provide reports, as requested.

3.4.3.7 Peel Paramedic Services EOC Branch Coordinator

1) Assist in identifying and mobilizing available ambulance resources.

2) Coordinate the transportation of people injured in the event.

3) Overall supervision of the Paramedics Branch.

4) Coordinate between on-scene Paramedics and base hospitals appropriate reception locations for injured.

5) Activate all Paramedic Support Plans, mutual aid plans or MOUs as necessary.

6) Coordinate the mobilization and transportation of all resources through the Logistics Section.

7) Coordinate with Senior Police officials the movement of ambulances to and from the emergency site(s).

8) Complete and maintain a log of activities as well as any status reports.

9) Implement all Paramedic activities and objectives as identified in the IAP and in accordance with legislation.

10) Coordinate with the EOC Logistics Lead the provision of special emergency health services resources at the emergency site (i.e. ambulance buses, support units, paramedics, ambulance helicopters, etc).

11) Liaise with the Region's Medical Officer of Health and the EOC Logistics Lead and assist with the organization and transportation of persons in health care facilities, homes for the aged, nursing and rest homes, and people with special needs who need to be evacuated.

12) Brief Operations Section lead on incident status in preparation for the Operation Cycle Meeting.

13) Network with the provincial radio dispatch system as the province provides the main radio and communication link among the health services.

14) Complete and maintain a log of activities as well as any status reports.

15) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.4.3.8 <u>Partner Agency (ies) as identified Operation Section Branch Coordinator(s)</u>

These partner agencies can be from internal or external sources.

Some of these partners include

Enersource
Bell Canada
Enbridge Gas Distribution
Dufferin-Peel Catholic District School Board
Dufferin Peel Public School Board
Conservation Authorities: Credit Valley,
                              Toronto Regional Conservation Authority,
                              and Conservation Halton.

3.5   EOC Planning Section

The EOC Planning Section coordinates the development of each Incident Action Plan (IAP) and ensures information is shared effectively with all of the IMT and General Staff in order to ensure an efficient planning process.

Expansion of this section may occur during an incident where the increasing number of assigned resources may make it difficult for the Planning Section Leader to directly manage the resources. To accomplish this, the Section can be broken down into Units. These Units are part of the organizational structure

having a functional responsibility for a specific activity, for example a Police Unit.

This Section provides a primary location for Technical Specialists assigned to an incident, for example the Chief Building Official

3.5.1 The Planning Section Lead

The Planning Section lead had the following responsibilities as needed:

1) Gathers, analyzes, and disseminates information and intelligence of the Section with the consultation of Unit Coordinators.

2) Manages the planning process.

3) Compiles the Incident Action Plan for each operational period based on objectives developed by each EOC Section.

4) Conducts advance planning activities and reports.

5) Manages Technical Specialists assigned to Planning Section.

6) Works with Logistics Section lead to tracks resources (note this Planning tracks the resources, it does not obtain or supply them).

7) Provide technical support services to the areas of the EOC.

8) Keeps the EOC Manager and the IMT informed of significant issues affecting the Planning process.

9) In conjunction with other Section Leads ensures status reports are completed and are available for briefing the EOC Manager during the Operation Cycle Meetings.

10) Complete and maintain a log of activities as well as any status reports.

11) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.5.2 Planning Section Composition

The Planning Section is composed of those city divisions and external agencies identified as Units. These Units will have a planning role in the EOC in order to support immediate, short-term, and long-terms needs of citizens, businesses, first responders, and EOC members.

These include the following Units:

Internal	External
Mississauga Fire and Emergency Services	Region of Peel Human Services
Chief Building Official	
Transportation and Works	Peel Regional Police
Community Services	The Office of the Medical Officer of Health
GIS/CADD	
Other Divisions (as identified)	Peel Regional Paramedic Services
Partner Agency / ies as identified	

The responsibilities of these representatives are as follows based on their specific department, division, or agency:

1) Collect and evaluate information re the emergency including damage assessments.

2) Forecast long- and short-term developments.

3) Monitor weather reports and forecasting.

4) Assess impact on City services and citizens.

5) Prepare the Incident Action Plan and ensures its distribution to the IMT.

6) Provide recommendations on strategic and tactical options to the Planning Section Lead.

7) Track events through the use of GIS.

8) Quality assurance for both emergency-related activities and on-going non-emergency City business.

9) Maintain resource status.

10) Maintain and displays situation status.

11) Develop alternative strategies.

12) Provide documentation services.

13) Prepare the Demobilization Plan and supervises the personnel assigned to this task.

14) Supervise the personnel assigned to the recovery process and all recovery operations unless otherwise directed by the Planning Section Lead or the EOC Manager.

3.5.3 Specialized Tasks

3.5.3.1 <u>Planning and Building Unit Coordinator</u>

1) Provide building inspection services for city and privately owned buildings to assess damage, declare buildings safe or unsafe.

2) Arrange for the Chief Building Official to exercise powers pursuant to BCA, as required for unsafe buildings.

3) Provide building permits, drawing, and plans to EOC members as needed.

3.5.3.2 <u>Chief Building Official Unit Coordinator</u>

If requested, the Chief Building Official or alternate will:

1) Advise the EOC Planning Section Lead on all matters relating to building.

2) Activate the Planning and Building Emergency Response Procedure and emergency notification system.

3) Coordinate the securing of unsafe buildings or demolition of structures found to be unsafe.

4) Liaise with the Chief Building Officials from area municipalities, as required.

5) Maintain a detailed log of all actions taken by the Chief Building Official and the individual assigned to this Unit.

6) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.5.3.3 <u>GIS/CADD Technician Unit</u> Coordinator

1) Have a GIS Technician report to the EOC and initiate GIS mapping systems.

2) Schedule 24/7 time table of GIS Technical Support if necessary.

3) Advise EOC on issues relating to mapping technologies.

4) Create various map products and graphics to support ongoing events.

5) Data loading, management, and analysis.

6) Work in conjunction with agencies such as the Credit Valley Conservation Authority for mapping information relating to specific risks and hazards.

7) Maintain a detailed log of all actions taken by the GIS Technician Unit.

8) Participate in a post-emergency debriefing and provide reports as required by the EOC Director.

3.6   EOC Logistics Section

The EOC Logistics Section is responsible for providing services and support to the incident in relation to the IAP. The Planning and Logistics Section Leads normally consult one another in the IAP development to ensure resources the site requires will be available at the time requested.

These task and resources can include but are not limited to:

1) Supply resources that the Operations Section needs.

2) Medical support to incident personnel.

3) Food for incident personnel.

4) Supplies.

5) Facilities.

6) Transportation.

7) Purchasing of supplies and equipment.

8) Manage staff deployment.

9) Develop training as circumstances dictate.

10) Provide viable work space.

11) Support EOC activities with IT and telecommunications systems.

3.6.1   Logistics Section Lead

The Logistics Section Lead is responsible for:

1) Provides resources and services required to support incident and EOC activities.

2) Provides and oversees telecommunication and Information Technology resources for EOC and incident site.

3) Supervises the individuals assigned to the Logistics Section.

4) Ensures resources are allocated according to city policies.

5) Develops portions of Incident Action Plan and forwards them to Planning Section.

6) Contracts and provides delivery for goods and services needed at the incident.

7) Completes and maintains a log of activities as well as any status reports.

8) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.6.2 Logistics Section Composition

The Logistics Section is comprised of the following Branches and Units:

IT Branch (Telecommunications and Computer Systems Units)
Transportation Branch (Transit and Supplies Units)
EOC Support Branch (Facilities, Security, Clerical, and MARES Units)
Purchasing Branch

Depending on the situation some or all of the some of the above may be activated:

3.6.2.1 <u>IT Branch Coordinator</u>

The EOC IT Branch will normally be headed by the Director of Information Technology or his alternate. If requested, the Director of Information Technology or alternate will:

1) Coordinate the provision, installation, operation, and maintenance of all telecommunications, AV, and IT systems in support of emergency operations, including liaison with outside telecommunication agencies and commercial or volunteer organizations. This can be accomplished by assigning an individual or a team of individuals under the Telecommunications and Computer Support Units or the team can be kept as on Unit under "EOC IT Support".

2) With the PIO and Telecommunications Coordinator equip the Media Centre and 311 Centre with additional resources, if necessary.

3) Within the City Emergency IT Plan, maintain an inventory of both City-owned equipment, and regional and private sector communications equipment and facilities.

4) If directed by the IMT ensure that Priority Access Dialling (PAD) has been activated by Bell Canada.

5) Maintain a detailed log of all actions taken by the Information Technology Branch.

6) Dispatch an IT team to the alternate EOC for advance set up should it become necessary to move the primary EOC or the primary EOC cannot be accessed. The decision to move or set up the alternate EOC will come from the EOC Director upon consultation with the IMT or initial notification that the primary EOC cannot be accessed.

7) Ensure the EOC Logistics Section Lead is made aware of any issues that have arisen.

8) Ensure 24/7 IT coverage for the EOC.

9) Assigns individuals for the break-down of EOC telecommunication and computer systems upon stand down of the EOC and inventory resources before storage.

10) Complete and maintain a log of activities as well as any status reports

11) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.6.2.1.1 Telecommunications Unit Coordinator

1) Ensure all devices used for telecommunications are set up and functional.

2) Ensure staff is available for 24/7 assistance to EOC representatives.

3) Ensure the repair or replacement of telecommunication equipment during the time the EOC is activated.

4) Upon stand-down of primary or alternate EOC that all telecommunication equipment is accounted for, in working order, and stored.

5) Complete and maintain a log of activities as well as any status reports and provides them to the IT Branch Coordinator

3.6.2.1.2 Computer Systems Unit Coordinator

1) Ensure all computer systems used in the EOC (primary and alternate) are set up and functional.

2) Ensure staff is available for 24/7 assistance to EOC representatives.

3) Ensure the repair or replacement of computer equipment during the time the EOC is activated.

4) Upon stand-down of primary or alternate EOC that all computer equipment is accounted for, in working order, and stored.

5) Complete and maintain a log of activities as well as any status reports and provides them to the IT Branch Coordinator

3.6.2.2 Transportation Branch Coordinator

The Transportation Branch can be divided into two Units (Transit and Supplies)

The overall responsibility will be to:

1) Provide transportation for resources (people and supplies) to the incident site

2) Develop any transportation support plans to support the IAP.

3) Ensures the EOC Logistics Section Lead is made aware of any issue that have arise.

4) Develop a transportation plan which identifies routing in and out of the incident area

5) Liaise with Police agencies to achieve affective implementation of this transportation plan, as needed.

6) Develop transportation plan which identifies routing for the movement of EOC personnel should a move to another location be necessary.

7) Work with other transportation providers for example school bus companies.

8) Coordinate the return of transportation units and if necessary, decontamination

9) Complete and maintain a log of activities as well as any status reports

10) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director

3.6.2.2.1 <u>Transit Unit Coordinator</u>

1) To supply and direct buses or other vehicles in which to move people resources.

2) Complete and maintain a log of activities as well as any status reports.

3) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director

3.6.2.2.2 <u>Supplies Unit Coordinator</u>

1) To supply and direct other vehicles in which to move other resources.

2) Complete and maintain a log of activities as well as any status reports

3) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director

3.6.2.3 <u>Support Branch Coordinator</u>

1) Activates and supervises the Facilities, Security, Clerical and MARES Units.

2) Ensure the EOC Logistics Section Lead is made aware of any issue that have arise.

3) Complete and maintain a log of activities as well as any status reports.

4) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.6.2.3.1 <u>Facilities Unit Coordinator</u>

1) Ensures that the EOC is stood-up and stood-down

2) Works with Security for entrance and egress routes.

3) Provides 24/7 custodial support for the EOC and surrounding area.

4) Provides carts and personnel to move EOC equipment if necessary.

5) Ensures generators are functional.

6) Works with the Support Branch and Purchasing Coordinator for food and refreshment services.

7) Keeps inventory list and record of items consumed.

8) Arranges for a replacement should he or she be called away to support another city facility

9) Works with EOC Manager on issues arising surrounding facilities

10) Complete and maintain a log of activities as well as any status reports and provide to the EOS Support Branch Coordinator for post-emergency debriefing and reports.

3.6.2.3.2 Security Unit Coordinator

1) Ensure EOC is stood up when directed by an individual assigned the authority.

2) Ensure that a call-out to identified EOC members is taken and initiated (see Section 5.1).

3) Assign a Security Officer to staff the EOC security desk.

4) If directed by the IMT issue a mass alert via Security's alerting system.

5) Advise the EOC Manager on all matters relating to the security of the EOC and all security breaches.

6) Prepare for 24/7 security coverage of the EOC.

7) Assist in the evacuation and relocation of the EOC if necessary.

8) Coordinate security measures in City Facilities as required by the EOC.

9) Ensures that secure parking is available for individuals that are called to the EOC.

10) If required and if resources allow support/assist Peel Regional Police for incidents involving City facilities or staff.

11) Complete and maintain a log of activities as well as any status reports and provide to the EOS Support Branch Coordinator for post-emergency debriefing and reports.

3.6.2.3.3 Mississauga Amateur Radio Emergency Services (MARES) Unit Coordinator

Mississauga ARES is a group of amateur radio operators, specializing in emergency communications. These volunteers can provide direct radio

communications links to Evacuation Centres and backup communications at the EOC and operational command centres as required. Under defining agreements with the Region of Peel and the Red Cross Branch, Mississauga ARES will:

1) At the request of the EOC Support Unit Coordinator provide radio equipment and operators to the EOC or other locations as required.

2) Provide an ARES coordinator at the EOC to liaise with the EOC Support Unit Coordinator.

3) Provide radio Communications links between opened Evacuation Centres and the (Regional) EOC or other locations at the request of the EOC Operations Section Lead (Peel Human Services).

4) In the event of loss of regular telephone service, provide communications to extended areas as required, nationally and internationally.

5) Serve as a communication link with senior levels of government as required.

6) Maintain a detailed log of all actions taken and provide to the EOS Support Branch Coordinator for post-emergency debriefing and reports.

3.6.2.3.4 Clerical Unit Coordinator

1) Under the direction of the EOC Support Branch Coordinator arrange for clerical assistance for the EOC.

2) Assign an individual to record and maintain the major event log and take minutes during the Operation Cycle meetings

3) Assign an individual to assist Section Leads or Coordinators in documenting actions and events.

4) Arrange for photocopying and distribution of logs and documents

5) Works with administrative assistants of representatives from the various departments, divisions, and outside agencies.

6) Keeps track of expenditures.

7) Supervise individuals designated working in the Clerical Unit.

8) Informs EOC Support Coordinator of staffing shortages and arranges for additional personal.

9) Maintains a detailed log of all actions taken and provide to the EOS Support Branch Coordinator for post-emergency debriefing and reports.

3.6.2.4 <u>Purchasing Branch Coordinator</u>

1) Oversee the acquisition and allocation of supplies.

2) Check the availability and quantities of supplies within Central Stores.

3) Coordinate the delivery of supplies to the incident site or EOC

4) Keep track of all supplies (consumables and returnables), delivery locations.

5) Keep records of all expenditures.

6) Interface with Transportation Coordinator to have supplies delivered to the incident site.

7) Verify purchase order limits.

8) Make arrangements for food and refreshments as required in coordination with Facilities Unit Coordinator.

9) Ensures the EOC Logistics Section Lead is made aware of any issues that have surfaced.

10) Contact existing suppliers and order needed goods and services.

11) Coordinate and develop any vendor contracts not previously covered by existing approved vendors.

12) Consult and coordinate with the Operations Section Lead on all matters involving the purchase, lease, rental, and hire of resources.

13) Advise as to the types and level of inventory of supplies and materials existing in Central Stores or other inventories.

14) Negotiate, prepare and sign contracts as needed, if necessary consult with F/A Section Lead.

15) Supervise any staff assisted to assist in this Branch.

16) Consult and advise Finance and Administrative Section Lead on any items related to the purchasing By-law for expenditures needed during an emergency.

17) Liaise with supply personnel of area municipalities, and other relevant organizations as required.

18) Consult existing MOUs for temporary accommodations with local hotels for EOC representatives. If necessary negotiate additional accommodations.

19) Ensure all contracts are complaint with city policies.

20) Upon EOC stand-down ensure all purchasing activities have been processed and documented.

21) Assigns follow-up activities should any purchasing activities not be resolved at the time of EOC stand-down.

22) Follow up on defective items to obtain refunds.

23) Assist in settling vendor accounts and return or re-distribution of unused emergency items.

24) Follow up on resources that were rented or leased to ensure closure of account.

25) Maintain a detailed log of all actions taken by the Purchasing Branch.

26) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.7   Finance and Administrative Section

The Finance and Administrative Section is responsible for keeping track of incident-related cost, personnel, and equipment records associated with the incident and post-incident.

3.7.1   Finance and Administrative Section Lead

The Finance and Administrative Section Lead is responsible for the following:

1) Provide information and advice on fiscal matters as they relate to the emergency.

2) Ensure that records of expenses are maintained throughout the entire event for possible future claim purposes.

3) Provide the statistical order number to all Sections for expenditure tracking purposes. See Appendix L

4) If necessary, liaise with Treasurer(s) of neighbouring municipalities and Peel Region.

5) Consult with EOC Director on spending limits and financial concerns.

6) Provide the EOC Director, the IMT or other members of the EOC, if necessary a briefing on By-law 374-06 surrounding purchases under an emergency situation.

7) Supervises the WSIB, Accounting, and Human Resources Unit Coordinators.
8) Meet with Logistics and Operations Section Leads and review financial requirements and if necessary determine level of purchasing authority to be delegated to them or to members of their Sections.

9) Upon EOC stand-down ensures all expenditures and financial claims have been processed and documented.

10) Assign follow up activities should any expenditure or claims have not been resolved at the time of EOC stand-down.

11) Maintain a detailed log of all actions taken by the Finance and Administration Section.

12) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.7.2 **Finance and Administrative Section Composition**

This section is composed of the:
WSIB Unit,
Accounting Unit,
and Human Resources Unit.

1) Financial management including payroll (some situations), payment of contractors, extraordinary expenditures, claims management.

2) Track all expenses related to the emergency.

3) Prepare all necessary / mandated documentation and reports.

4) Collect documentation related to the emergency for legal purposes and for the After Action Report.

5) Obtain legal advice as needed.

6) Staff support, human needs such as CISM and EAP.

7) Cost analysis.

8) Compensation for injury or damage to property.

9) Covers expenditures ordered by the Logistics Section.

3.7.2.1 <u>WSIB Unit Coordinator</u>

1) Oversee the investigation of injuries.

2) Coordinate and document any WSIB activities in accordance with provincial regulations, consult and update the Human Resources Unit Coordinator where applicable.

3) Ensure all claims are investigated by the appropriate agency/city division as soon as possible.

4) Supervise any staff assisted to this Unit.

5) Consult with the Finance and Administration Section Lead when necessary of significant issues or events that may demand IMT input.

6) Upon EOC stand-down ensure all injury claims activities have been processed and documented.

7) Assign follow-up activities should any activities not be resolved at the time of EOC stand-down.

8) Maintain a detailed log of all actions taken by the WSIB Unit.

9) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

3.7.2.2 <u>Accounting Unit Coordinator</u>

1) Maintain accurate ledgers of all incoming and out-going monies with the assistance of the Accounting Team. All invoices will have an identifying stamp that will flag them as being related to the incident.

2) Look for any discrepancies in incoming invoices, bills, or receipts to previously set terms and ensure F/A Lead and/or Purchasing Coordinator is advised.

3) Set up any additional cost centre(s) and statistical order(s) necessary to support the incident. See appendix L.

4) Work in conjunction with the Purchasing Branch Coordinator to identify current city vendors.

5) Supervise any staff assigned to this Unit, with the support of the Accounting Supervisor if necessary.

6) Upon EOC stand-down ensure all accounting activities have been processed and documented, through a dedicated cost centre to track all expenditures and recoveries.

7) Assign follow up activities should any accounting activities not be resolved at the time of EOC stand-down.

8) Maintain accurate records of all actions taken by the Accounting Unit. These records are maintained and processed by the Accounting Unit.

9) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director

3.7.2.3 Human Resources Unit Coordinator

1) Advise the Finance and Administration Section Lead on all matters relating to the deployment of human resources during emergencies.

2) Ensure records of human resources and administrative detail, that may involve financial liability, are completed and activities are coordinated with the WSIB Unit Coordinator.

3) Advise Finance and Administration Section Lead of any Human Resource policy or procedure in relation to EOC staff or on-site personal.

4) Consult and advise Finance and Administration Section Lead of province Labour Codes or Human Rights legislation that may be applicable.

5) Coordinate and initiate Critical Incident Stress Programs and inform the EOC Manager (CEMC) of any changes in the EOC staff structure that may take place.

6) Ensure EAP assistance is made available during the incident, after stand-down of EOC, and continuing after the event.

7) Provide guidance on union contracts if necessary.

8) Establish and maintain log of overtime of EOC or on-site responders if applicable.

9) Gather records of on-site personnel's overtime if maintained by the on-site Safety Officer, Incident Commander, or another assign person.

10) Supervise any staff assigned to this Unit.

11) Upon EOC stand-down, ensure all activities have been processed and documented.

12) Assign follow-up activities should any activities not be resolved at the time of EOC stand-down.

13) Maintain a detailed log of all actions taken by the Human Resource Unit.

14) Participate in a post-emergency debriefing and provide reports as requested by the EOC Director.

4.0   Partner Agencies

4.1   Introduction

Emergencies can take many forms and in recognizing this, the City of Mississauga has identified key partners that may be called upon for services or technical advice in order to respond and recovery from the incident. During the Operations Cycle of the EOC or from a request from the Incident Site Manager an emergency partner may be called to assist with the response or recovery process. The Incident Site Commander will make this request to the Operations Section Lead. The Operations Section Lead will determine whether an immediate call is need to the partner(s) or a consultation with the IMT is needed. It is to be noted that some partners have pre-existing MOUs, contracts, or agreements with the Region of Peel. In this case, the Regional Representative responsible for that MOU or contract is responsible for the activation.

The partner or partners may be asked to report to the EOC or the incident site by the Operations Section Lead. If asked to report to the EOC, consideration has been given within the IMS Structure to place the individual(s) under the jurisdiction of the Operations and/or Planning Section Lead(s) depending on what role the partner will be assuming. The partner(s) will be given specific instructions as to the EOC's location, parking, and security access.

Should the partner(s) be required to report immediately to the site, the Operations Section Lead will give instructions to the person as to the location and description of the on-site Command Unit. In order that the responding partner(s) reports to the correct location the name, title, and agency of the Incident Site Commander. If the event involves traffic issues or an assigned route is required this information will be provided by the Operations Section Lead. The Operations Section Lead will work in consultation with the Logistics Section Lead if a police escort is required.

Some of these partners are listed below but are not limited to:

4.1.1   Bell Canada

If requested, a representative of Bell Canada.

1) If possible, report to the EOC to provide expertise to the IT Branch Coordinator, and coordinate the response of Bell Canada resources. If the Area Manager is unable to attend the EOC and will be working from Bell Canada's Operation Centre then updates will be provided to the EOC via the IT Branch Coordinator.

2) Bell's Media Relations will provide the PIO with information for joint public release relating to telephone service interruption and restoration services.

3) Expedite the installation of emergency telephone lines and services to Command Post, EOC, evacuation centres, or other locations if requested by the IT Branch Coordinator. See "Procedure for the Installation of Emergency Telephone Lines", Appendix Q.

4) Maintain a detailed log of all actions taken by Bell Canada.

5) Participate in a post-emergency debriefing and provide reports.

4.1.2   Enbridge Gas Distribution

If requested, the EOC Director of Enbridge will:

1) Appoint an Enbridge Liaison Officer to provide expertise and assistance to the Operations Section Lead. The Enbridge EOC Director will provide updates to the Enbridge Liaison Officer who will update the Operation Section Lead or their designee.

2) An Enbridge Emergency Information Officer will work with the Municipal Public Information Officer on the release of any public information relating to natural gas service, impacts, interruptions, and restoration activities.

3) The Enbridge Liaison Officer will maintain a detailed log of all actions taken by Enbridge.

4) The Enbridge EOC Director or their designee will participate in a post emergency debriefing as requested.

4.1.3   Enersource

If requested, a representative of Enersource will,

1) Report to the EOC (if available) to provide expertise to the Operations Section Lead, and coordinate the response of Enersource's resources. If the Chief Operating Officer is unable to attend the EOC and working from Enersource Operation Centre, updates will be provided to the EOC via the Operations Section Lead or a designated Operations Section Branch Coordinator.

2) Provide the Director of Communications with information for public release relating to power interruption and restoration of services.

3) Maintain a detailed log of all actions taken by Enersource.

4) Participate in a post-emergency debriefing and provide reports.

4.1.4 School Boards

During emergency operations, the IMT's request for assistance from the Peel Board of Education and/or the Dufferin-Peel Catholic District School Board will be coordinated through the Liaison Officer.

If requested, a representative from the school board(s) will:

1) If possible, report to the EOC to coordinate the response of the school boards via the Operations Section Lead or a designated Operations Section Branch Coordinator.

2) Provide the Director of Communications with information for public release.

3) Make available school board facilities for use as evacuation centres in accordance with the Region of Peel Evacuation Plan and under the Region of Peel Emergency Measures Plan.

4) Maintain a detailed log of all actions taken by the school boards.

5) Participate in a post-emergency debriefing and provide reports.

4.1.5 St. John Ambulance

During emergency operations, assistance from St. John Ambulance will be coordinated through the Region's Medical Officer of Health or Peel Regional Paramedic Services.

If requested, St. John Ambulance will:

1) Provide first aid services at evacuation centres as required and defined under agreement between the Priory and the Canadian Red Cross.

2) Coordinate other emergency assistance as requested by the Region's Medical Officer of Health.

3) Maintain a detailed log of all actions taken by St. John Ambulance.

4) Participate in a post-emergency debriefing and provide reports.

4.1.6 Rogers Cable TV and Media

During emergency operations, the IMT's request for assistance from the media will be coordinated by the Public Information Officer or her designate.

4.1.7   Conservation Authorities (Credit Valley, Region of Halton, Toronto)

During emergency operations, the IMT's request for assistance from the various Conservation Authorities will be coordinated through the GIS Technician, Logistics Section.

Conservation Authorities have several areas of responsibility for flooding and flood emergencies:

1)   Monitor watershed and weather conditions and operate a flood forecasting system in order to provide warning of anticipated or actual flood conditions.

2)   Issue High Water Safety, Flood Advisory and Flood Warning bulletins to municipalities and other appropriate agencies to advise of potential flooding.

3)   Operate Conservation Authority dams and flood control structures to reduce the effects of flooding.

4)   Provide advice to municipalities and at Emergency Operating Centres (EOCs) in preventing or reducing the effects of flooding.

5)   Maintain communications with municipalities and the Surface Water Monitoring Centre of the Ministry of Natural Resources during a flood.

6)   Liaise with the local Ministry of Natural Resources (MNR) Response Coordinator in matters related to declaring a provincial emergency and securing provincial resources in the event of a declared provincial emergency.

7)   Advise the local MNR Response Coordinator when there is a need for provincial resources, and the need for declaration of a provincial emergency.

8)   Following consultation with municipalities, advise the local MNR Response Coordinator when an emergency no longer exists.

9)   Maintain a detailed log of all actions taken by Conservation Authority.

10)   Participate in a post-emergency debriefing and provide reports.

4.2   On-Site Management

4.2.1   Incident Site Commander

The duties of the Incident Site Commander include and are not limited to:

1)   Organize and coordinate the response at the emergency site(s) with all Agency Commanders.

2) Assess the situation under existing and potential conditions by consulting with Agency Commanders and other agencies, take/authorize any action appropriate to preserve life, protect property and otherwise mitigate the adverse effects of the emergency.

3) Coordinate with the Operations Section Lead and Agency Commanders to ensure that the necessary equipment, supplies, and personnel are available.

4) Provide, at regular intervals, information updates and reports regarding activities on-site(s) to the Operations Section Lead.

5) Schedule briefings with responding agencies as to the event status.

6) Activate or coordinate with agencies, the evacuation of the immediate areas or any area likely to be placed at risk, if warranted by conditions, or as directed by the Operations Section Lead.

7) Consider response alternatives and determine appropriate response actions (evacuation, containment, etc.) in consultation with Agency Commanders and the Operations Section Lead.

8) Establish an on-site Command Post at an appropriate distance from the emergency area that provides a good vantage point.

9) Brief Agency Commanders regarding the situation as they become involved.

10) Obtain background information from those involved in the emergency or those who may have witnessed the incident. Consult with experts, as required, to mitigate the emergency.

11) Develop an emergency site organization plan/layout with the assistance of Agency Commanders and establish inner and outer perimeters and staging areas to control access to and movement within the emergency site.

12) Coordinate the release of information at the scene with the on-site Media spokesperson.
13) Request, from the Operations Section Lead, logistical support for emergency operations and personnel at the scene.

14) Ensure the overall safety of the emergency site, in particular that safety precautions are enforced regarding wearing personal protective equipment by designating a site Safety Officer.

15) In consultation with the Planning Section supply information so that the Section Leads can develop and implement a demobilization plan.

16) Ensure that all Agency Commanders have established work schedules for their personnel at the emergency site(s).

17) Maintain a detailed log of all actions taken.

18) Coordinate the gathering of all agencies reports for future debriefings.

19) Participate in a post-emergency debriefing and provide such reports as requested by the Operations Section Lead.

4.2.2 Unified Command

Under IMS the Unified Command systems is a method used to carry out command in which agencies responding to an incident will share responsibility. This may be necessary when incidents meet the following criteria:

- Multiple jurisdictions are involved,
- A single jurisdiction with multiple responding agencies sharing responsibility, or
- Multiple jurisdictions with multi-agency involvement.

If a Unified Command is needed, Agency Commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single Command Post. Under a Unified Command, a single, coordinated Incident Action Plan will direct all activities.

4.3 **Provincial Ministries**

Provincial Ministries may have certain duties to perform during an emergency. They are assigned in Order in Council 1157/2009 under the authority of the *Emergency Management and Civil Protection Act.*

Agriculture and Food
Farm animal disease; food contamination; agricultural plant disease and pest infestation.

Attorney General
Any emergency related to the administration of justice including the operation of the courts; and provision of legal services to government in any emergency.

Community and Social Services
Any emergency that requires emergency shelter, clothing and food; victim registration and inquiry services; personal services.

Community Safety and Correctional Services
Any emergency that requires the coordination of provincial emergency management; Nuclear and radiological; Severe weather; war and international; Any other peacetime emergency not listed; Building structural collapse; Explosion and structural fire; Space object crash; Terrorism; Civil disorder. Any emergency that requires the continuity of provincial government services.

Energy
Energy supply.

Environment
Spills of pollutants to the natural environment including fixed site and transportation spills; drinking water.

Health and Long Term Care
Human health, disease and epidemics; health services during an emergency.

Labour
Any emergency that affects worker health and safety.

Government Services
Any emergency that affects labour relations and human resource management in provincial government.

Municipal Affairs and Housing
Any emergency that requires the coordination of extraordinary provincial expenditures.

Natural Resources
Forest fires; Floods; Drought/low water; Dam failures; Crude oil and natural gas exploration and production, natural gas and hydrocarbon underground storage and salt solution mining emergencies; Erosion; Soil and bedrock instability.

Northern Development, Mines and Forestry
Abandoned mine hazards; Any emergency that requires the support of provincial emergency management in Northern Ontario.

Transportation
Transportation

Figure 2   **City of Mississauga's EOC Structure under IMS**

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                    ┌─────────┐   ┌──────────────┐   ┌─────────────┐
                    │ Liaison │   │ EOC DIRECTOR │   │ EOC Manager │
                    └─────────┘   └──────────────┘   └─────────────┘

              ┌───────────────┐                    ┌──────────────┐
              │ Communication │                    │ Policy Group │
              │     Group     │                    └──────────────┘
              └───────────────┘
                      │                                    │
                  ┌───────┐                        ┌─────────────────┐
                  │  PIO  │                        │  Head of Council │
                  └───────┘                        └─────────────────┘
                  ┌───────┐                        ┌─────────────────┐
                  │  311  │                        │ Risk Management  │
                  └───────┘                        └─────────────────┘
            ┌─────────────────┐                    ┌─────────────────┐
            │ Ad Hoc Functional│                   │  City Solicitor  │
            │    Group(s)      │                   └─────────────────┘
            │ (situation based)│                   ┌─────────────────┐
            └─────────────────┘                    │   City Clerks    │
                                                   └─────────────────┘
```

EOC Operations Section Chief	EOC Planning Section Chief	EOC Logistics Section Chief	EOC Finance and Administration Section Chief
MFES	MFES	IT	WSIB
Peel Human Services	Peel Regional Police	Telecommunications	Accounting
Peel Regional Police	Peel Paramedic Services	Computer Systems	Human Resources
Medical Officer of Health	T&W	Transportation	
Peel Paramedic Services	Community Services	Transit (people)	
T&W	GIS	Supplies	
Community Services	Planning and Building	EOC Support	
Partner Agency(ies)	Partner Agency(ies)	Facilities	
		Security	
		Clerical	
		MARES	
		Purchasing	

Incident Site Commander

Divisional/Agency Command Post(s)

5.0 EMERGENCY ALERTING PROCEDURE AND DECLARATION OF AN EMERGENCY

5.1 Alerting the IMT Members

Only select individuals or their designates from the City of Mississauga or the Region of Peel have the authority to request bringing together the IMT and/or General Staff in whole or in part.

These individuals are:

Head of Council
City Manager
Chief of Peel Regional Police
Fire Chief, Mississauga
Director, Peel Regional Paramedic Services
Mississauga's Commissioner of Transportation and Works
Mississauga's Commissioner of Community Services
Mississauga's Director of Communications
Peel Region Medical Officer of Health
Region of Peel, Commissioner of Human Services

Upon learning of a potential emergency or an emergency situation they will consider bringing together all or part of the IMT and/or General Staff, and if warranted, will trigger the Emergency Alerting Procedure. Once together, the group will consider the possible activation of the Plan.

The individual will call Corporate Security to request the alerting of the IMT and/or General Staff, see Figure 3. In order to verity the person is who they claim to be, the call-taker will ask them for their home telephone number, and verify this with the telephone number listed on the EOC Contact List, Appendix B.

A series of questions will be asked by Security to verify the alert level to be activated, Appendix A.

5.2 Emergency Alert Levels

Due to the threat of an emergency situation developing or the potential for an emergency situation to change in severity over time, there are three different levels at which emergency personnel can be alerted. The Emergency Levels are as follows:

"Full Alert" – When Corporate Security is instructed to issue a full alert, all members of the IMT and those individuals within the General Staff identified by the caller will be contacted and instructed to report to the EOC.

"Stand-By Alert" – When Corporate Security is instructed to issue a stand-by alert, all members of the IMT and General Staff, are contacted and instructed to "Stand-By" for further information. This alert level may be used if there is an emergency situation developing or the threat of an emergency occurring which does not yet merit assembling the members of the IMT and or General Staff.

"Partial Activation" – When Corporate Security is instructed to issue a partial activation, only those members of the IMT and General Staff identified by the caller will report to the EOC.

Upon arrival at the EOC the IMT members may determine the need for additional members of the IMT or General Staff to be deployed to the EOC. IMT members will contact the EOC Manager or the Corporate Security Office assigned to EOC duty and request the additional personnel be called. For all EOC activations a minimum one Corporate Security Officer will be assigned to the EOC.

5.3   Authority to Declare

The *Emergency Management and Civil Protection Act* 4 (1) states:

"The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c.E.9, s.4 (1)."

As a guideline to municipalities, Emergency Management Ontario has developed a checklist to assist with the declaration decision process. This checklist is found in Appendix O.

Under the Emergency Management and Civil Protection Act, the Premier of Ontario has the authority to declare an emergency in all or any part of Ontario.

5.4   Notification to Minister of Community Safety and Correctional Services

Under the Emergency Management and Civil Protection Act, the Mayor must immediately notify the Minister of Community Safety and Correctional Services of the declaration of an emergency. To notify the Minister of Community Safety and Correctional Services' office of the declaration of an emergency, see the sample form Appendix O.

Emergency Management Ontario*

24/7 EMO Duty Officer: telephone 416-314-0472

Toll Free 1-866-314-0472

Fax 416-314-0474

Website: http://www.ontario.ca/emo

Email: operations.emo@ontario.ca

*Non-emergencies contact of Emergency Management Ontario can be made during regular business hours at 416-314-3723

Figure 3   **Emergency Alerting System Incident Management Team and General Staff**

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┌─────────────────────────────────┐
│          Incident Occurs        │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│   Emergency Services Dispatched  │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│ Authorized individual as identified in │
│ Section 5.1 of the Plan activates the  │
│ Emergency Alerting System by contacting│
│        Corporate Security              │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│ Corporate Security initiates the Emergency │
│ Alerting System as described in Section 5.1 │
│ of The Plan notifies some or all of the     │
│ following IMT or General Staff.             │
└─────────────────────────────────┘
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Mayor or Acting Mayor	Director of Communications	Senior Regional Police Official	Regional Medical Officer of Health
EOC Director (City Manager)	Commissioner of Corporate Services	Director, Peel Regional Paramedics Services	Regional Commissioner of Human Services
Fire Chief	Commissioner of Transportation and Works	Other General Staff as requested	
Community Emergency Management Coordinator	Commissioner of Community Services		
City Clerk	Commissioner of Planning and Building		
Liaison			

6.0   PLAN IMPLEMENTATION

6.1   <u>Activation of the Plan</u>

The City of Mississauga's IMT and General Staff can be called together in whole or in part with or without the declaration of an emergency. The activation of this Plan can be in whole or in part with or with out the declaration of an emergency.

The IMT is responsible for directing and controlling all emergency operations and for providing the necessary personnel and resources.

Upon learning of a potential emergency or an emergency situation individuals identified under Section 3 will consider the possible need for activation of the Plan, and if warranted, will trigger the Emergency Alerting Procedure, Section 5.1.

Information of a potential emergency or an emergency situation can be brought to the attention of those individuals identified to active the plan via numerous situations that can include but are not limited to:

    a)   Notification of weather alerts,
    b)   Notification from other levels of government,
    c)   Notification from first responders,
    d)   Notification from health agencies,
    e)   Notification from responding agencies to an incident where it has
          been determined the scope of the incident is outside the normal
          activities or response capabilities.

6.2   <u>Actions for Emergency Response Agencies</u>

Upon notification of an emergency, response agencies will perform duties and responsibilities as outlined in the Plan, or will place personnel on stand-by until further notice.

Each agency responding to the emergency will appoint an Agency Commander who is responsible for directing and coordinating the actions of all personnel of their agency at the emergency site. Agency Commanders report directly to the Incident Site Commander.

For each emergency site(s) defined, the IMT will confirm or appoint an Incident Site Commander to assume responsibilities outlined in Section 2 of this Plan. The Incident Site Commanders(s) will report directly to the Operations Section Lead.

6.3   On-Site Chain of Command

All Incident Site Commanders report directly to the Operations Section Lead and are no longer subject to the command structures of their own organizations. Agency Commanders will report to the Incident Site Commander and are still subject to the command structure of their own organization, See Figure 4.

6.4   Emergency Operations Centre (EOC)

In the event of an emergency, an Emergency Operations Centre (EOC) will be established. The IMT and General Staff will congregate and work together at the EOC to make decisions, share information, and provide support as required to mitigate the effects of the emergency.

Facilities and Property Management (Security) with the assistance of Information Technology, is responsible for setting up the EOC (Appendix I) and maintaining a level of preparedness. The EOC will be stood-up for both a "Stand-By" and "Full-Alert" situations. Facilities Management may also be called upon to assist in the set up of the Media Centre, Appendix J, or the alternate EOC.

6.5   Media Centre

Upon implementation of this emergency plan, it will be important to co-ordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual request for, or reports on, information concerning any aspect of the emergency.
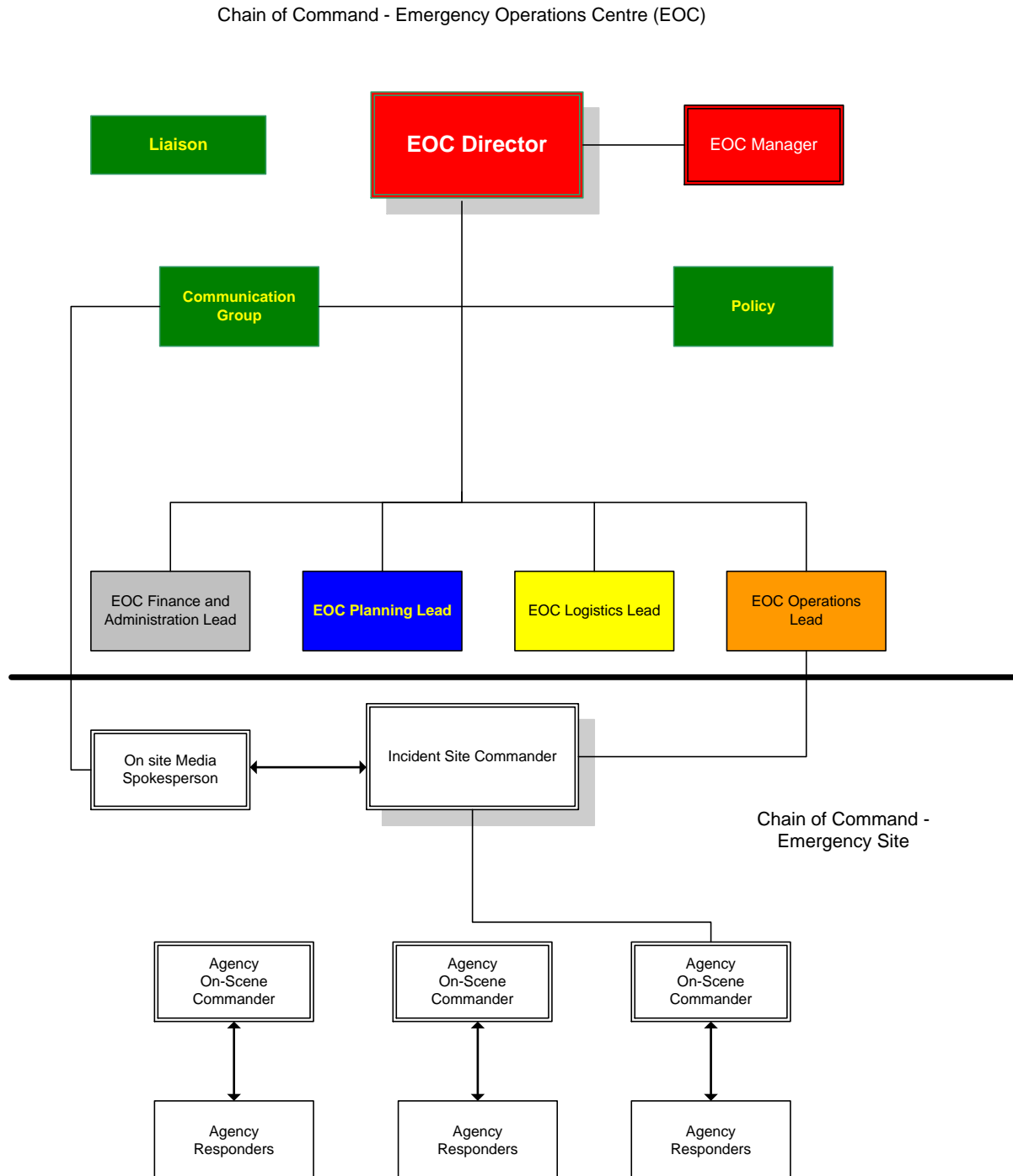
In order to fulfill these functions during an emergency, the following positions will be established:

      a)   An On-Site Media Spokesperson
      b)   The Director of Communications will assume the role of Public Information Officer at the Emergency Operations Centre.

Depending on the scope of the emergency, there will likely be the need to establish two media information centres – one near the scene and the other near the Emergency Operations Centre.

The Media Centre will be established on the direction of the Director of Communications. Facilities and Property Management with the assistance of Information Technology is responsible for setting up the Media Centre and maintaining a level of preparedness.

Figure 4   Chain of Command

Chain of Command - Emergency Operations Centre (EOC)

City of Mississauga Emergency Plan

Revised: October 11, 2011
Replaced: November 22, 2010

6.6   Command Post

At the site, a temporary command post will be established immediately by the Incident Site Commander. The temporary command post will be replaced by a mobile or fixed Command Post as determined by the Incident Site Commander. All inter-agency communications will be channelled through this command post and a direct link will be established with the EOC. When possible multiple agencies command posts should be co-located within one area.

If necessary Divisional Command Post(s) may be established should one or more of the Emergency Sub Plans be activated. Divisional / Agency Command Posts will plug into the EOC by their corresponding representatives within the Operations Section.

6.7   Dissemination of Decisions by the IMT

Decisions by the IMT are to be transmitted to the appropriate response agency via the Incident Site Commander. This function will be coordinated by the Operations Section Lead. This however, does not prevent Operations Section members from talking to their on-scene agency staff directly.

6.8   Meeting and Reporting Schedules

Members of the IMT will gather at regular intervals (Operation Cycle) to inform each other of actions taken and problems encountered. Frequency of meetings and agenda items will be established by the EOC Director. Maps and status boards will be prominently displayed and kept up to date by the Clerical staff.

The Incident Site Commander will schedule regular briefings with Agency Commanders.

6.9   Evacuation

The need to evacuate citizens will depend on the nature of the emergency. Should a situation occur that is immediately dangerous to life and health the call to evacuate may be made by the on-site responding agencies of the authority having jurisdiction. Should the EOC be activated the order to evacuate will be made upon assessment of the incident.

If at any time the EOC becomes unsafe or not functional, evacuation of the facility may be required. Under the direction of the CEMC with the assistance of Corporate Security, EOC members will be moved to another location. It is the responsibility of each EOC member to package up their work station, log off and shut down IT equipment, and take their battle box to the new location either in their personal vehicle or by transportation arranged by the Logistics

Transportation Transit Unit Coordinator and Corporate Security. In the event that a box is too heavy for a person to move, Facility and Property Management will be called into assist. See Appendix R for the Emergency Stand Down and Stand Up of the EOC.

6.10   Request for Assistance (or Escalation to a Regional Emergency)

Assistance may be requested from neighbouring municipalities, the Region of Peel, Provincial or Federal Government, and/or the private sector as required.

To request assistance from the Region of Peel, the Head of Council will contact the Chief Administrative Officer and /or the Regional Chair. The Region of Peel may or may not activate the Regional Emergency Plan.

In the event that the *Region of Peel Emergency Plan* is invoked, City resources will operate in accordance and coordination with that plan. Under a Regional Emergency the Regional Chair may declare that an emergency exists in the Region of Peel.

During a Regional Emergency, the City will:
- a)   Continue to operate with the EOC in full or partial activation,
- b)   Continue services to citizens in whole or scaled back until such time the capability to do so needs to be reassessed,
- c)   Continue to manage the local response to the incident,
- d)   Provide representation at the Regional EOC, and
- e)   Provide joint coordination of response activities, with important consideration given to communications.

6.11   Termination of a State of Emergency

The Mayor, Council, or the Premier of Ontario can officially declare the termination of the emergency at any time (see the sample form in Appendix O) and will notify:

- 1)   The Minister of Community Safety and Correctional Services
- 2)   Council
- 3)   Neighbouring municipal officials as required
- 4)   The Public
- 5)   The Media

In making the decision to terminate an emergency the IMT will refer to Emergency Management Ontario's Checklist as a guide. The Checklist will illustrate those items that are resolved, manageable by existing resources, and/or no longer a threat to public safety. In case of a Regional Emergency the Regional Chair will terminate the emergency and notify the Minister of Community Safety and Correctional Services.

7.0   TRAINING AND EVALUATION

7.1   Introduction

Training, exercises, and evaluation form the basis for ensuring that collective efforts at all levels be can properly coordinated and controlled. Effective emergency response is possible only when people understand the Plan and have had the opportunity to practice the procedures.

The Plan must provide for:

1) The education of City staff concerning the emergency preparedness and their responsibilities established within the Plan

2) Individual and collective training to ensure personnel are prepared to implement the Plan; and

3) Exercises and evaluations to practice and confirm the state of readiness of City staff to respond to an emergency.

7.2   Definitions

Simulated Exercise: Individual control agencies practice operational procedures without the actual deployment of personnel or resources. Common approaches to this type of exercise include paper and table-top exercises. The actions of upper or lower operations are simulated by the exercise design staff.

Specialty Exercise: These exercises practice response to a specific risk such as bomb threats, aircraft disasters, major flooding, and radiation incidents. These types of exercises can involve a simulated approach or actual deployment of resources.

Communication Exercise: These exercises are designed to test the Emergency Notification Procedures or to practice or evaluate telecommunications resources.

EOC Exercise: The EOC staff convenes to test and develop operational procedures, problem solving skills, communication systems, and inter-operability within the City and other outside agencies. The conduct of these exercises is usually in the form of a paper or communication exercise with staff participating as the Incident Site Commander and representing coordinated departmental control centres.

Major Exercise: These exercises involve the physical deployment of resources in response to a staged situation. It may be undertaken by a single department or agency, or may be conducted in combination with others.

Mass Exercise: These are a wide-scale, comprehensive exercise that involves all or the majority of responding agencies and the actual deployment and exercising of resources at all levels. A mass exercise includes activation of the IMT and EOC setting up and one or more emergency sites.

7.3   Training

As stated in section 3(5) of the *Emergency Management and Civil Protection Act*, "Every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. 2002, c, 14, s.5(1)"

"The members of the group shall complete the annual training that is required by the Chief, Emergency Management Ontario. O. Reg. 380/04, s. 12(3)."

The training program involves:

1) Individual Training – an individual learns the knowledge and skills necessary to perform his/her assigned role;

2) Team Training – several individual within a team learns or practice skills or operational procedures together;

3) Combined Training – several agencies learn or practice working together in coordinated response to emergency situations; and

4) Mass Exercise – all (or the majority) of agencies identified within the Plan participate in an exercise, under the command and control of the IMT.

Each department is responsible for conducting individual, team, and combined training to ensure that staff is prepared to perform the tasks and responsibilities outlined in their and team training program. The City Emergency Management Program Committee will provide assistance, when requested.

7.4   Exercises

As stated in section 3(5) of the *Emergency Management and Civil Protection Act*, "Every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. 2002, c, 14, s.5(1)"

"The group shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's Emergency plan and its own procedures. O. Reg. 380/04, s. 12 (6)."

The purposes of exercises are;

1) To practice, test, evaluate, and improve plans and operational capabilities;

2) To promote and refine co-operation and coordination among operational teams, staff, and support groups, and command and control elements; and

3) Stimulate and maintain interest and enthusiasm.

Departments are responsible for developing and conducting simulated, specialty, communication, and major exercises within their departments. A <u>minimum</u> of one simulated and one communication exercise must be conducted each year.

The IMT will conduct a <u>minimum</u> of one simulated and one communication exercise each year.

7.5 **<u>Evaluation</u>**

Evaluation and refinement is the final phase of any training plan.

Each department or agency is responsible for the evaluation of its Emergency Procedures and the readiness of its respective organization. Significant occurrences that limit or preclude an organization from performing the responsibilities outlined in the Plan must be reported **within 30 days** to the Emergency Management Program Committee through the CEMC.

The City Emergency Management Program Committee will provide assistance to plan and conduct this evaluation.

8.0   PLAN MAINTENANCE AND REVISION

8.1   <u>Plan Maintenance and Revision</u>

The Emergency Management Program Committee will be responsible for keeping the Plan current with respect to legislation, agency roles, and responsibilities and any other pertinent information. The master copy of this manual is maintained by the Community Emergency Management Coordinator. The Committee will review and revise the Plan. Amendments will be distributed to the plan holders (see Distribution List) in **January** of every year.

Each City Department has a Custodian for their emergency procedures. The Custodians are responsible for a formal review and amendment of their Emergency Subplans annually. All changes, additions, and deletions originating within a department should go to their Custodian, who will convey them by email to the Community Emergency Management Coordinator for inclusion into an update. Changes should be format-ready to facilitate the updating process. Changes will be accepted at any time. At a minimum, all subplans will be reviewed and sent to the CEMC during the annual review period ending October 31st.

The master copy will be amended and update pages sent out to all persons registered as being holders of this manual. For this reason, it is important that this manual not be photocopied. "Bootleg" copies will become out-of-date and can be a hindrance to the emergency process.

Old copies of the manual or any section should be shredded. Should a manual holder leave the City or be transferred to another position, it is their responsibility or that of their direct supervisor to retrieve the manual and return it to the Community Emergency Management Coordinator.

9.0 RESPONSE SUB PLANS FOR CITY DEPARTMENTS

9.1 <u>Introduction</u>

Each City Department, Division, or service with an emergency function will prepare and maintain a set of operational sub plans which describes its purpose, organization, role and responsibilities, and mobilization procedures in an emergency. Each department shall maintain a contact list of staff and resources and is responsible for keeping it up to date.

Each set of sub plans will be reviewed and updated annually. All updates will be submitted to the Emergency Management Program Committee through the Community Emergency Management Coordinator by **October 31st of every year.**