



Emergency Plan



Disclaimer

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1 Introduction

1.1 Background

All municipalities are vulnerable to hazards that can give rise to emergencies. Mississauga is home to Canada's busiest international airport, a well-developed industrial base, Lake Ontario frontage for the entire southern border of Mississauga and 202 km of creeks, rivers & other waterways, marinas, rail corridors, pipelines, and six major highways. These factors, combined with a population of more than 750,000 residents, are all considered when developing the municipal Emergency Plan, Risk Based Plans, Business Continuity Plans, Disaster Recovery Plans, Crisis Management Plans and Critical Support Documents.

Municipalities routinely respond to planned and unplanned incidents/emergencies requiring public works, fire, police and paramedic services; however, some situations may escalate beyond the scope of normal operations. It is the responsibility of the Emergency Management Program Committee through the Office of Emergency Management to create the framework within which the City reduces vulnerability to hazards and cope with the impacts of a disaster.

1.2 Document Title

The Emergency Plan hereinafter will be referred to as the "Plan". The Plan is a flexible and adaptable tool used to assist those who respond to emergency situations, such as first responders, municipal staff and public officials. This Plan replaces the 2011 Emergency Plan, By-law Number 0315-2011.

1.3 Purpose

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may be necessary for preserving and safeguarding life, property, the environment, and the economy, when faced with an emergency.

The Plan unifies the efforts of the City for a comprehensive and effective approach for responding to and recovering from the impacts of an emergency. It is intended to increase the emergency response capability of the City by establishing a process to efficiently and effectively deploy resources.

The Plan in itself cannot guarantee an efficient, effective response to an emergency. It is utilized as a tool to frame and guide overall actions and supported further by IMS Training and exercises, Business Continuity Plans, Risk Based Plans and Critical Support Documents.

Business Continuity Plans, Disaster Recovery Plans and Crisis Management Plans are supporting documents to the Plan. They contain specific instructions to support maintaining, recovering or managing City services as a result of a negative impact. Any event that could negatively impact operations is included in these plans, such as:

- supply chain interruption
- loss of or damage to critical infrastructure

Risk-Based Plans are supporting documents to the Plan. These plans are for specific hazards that may pose a threat to the City. These Plans are based on the Hazard Identification and Risk Assessment (HIRA) and include the following:

- Conditions that will activate the plan, i.e., Escalation Triggers
- Emergency functions and who will perform them, i.e. IMT/Risk-based Team/Partners
- Resource Identification: Personnel, Equipment, etc.
- Procedures for accounting for lives and property, i.e. Incident Action Plans (IAP)
- Specific evacuation procedures, including routes and exits, i.e. Evacuation Detour Routes
- Recovery Activities, i.e., debris management, human services

Critical Support Documents are supporting documents to the Plan, Risk Based Plans, Business Continuity Plans, Disaster Recovery Plans and Crisis Management Plans. Critical Support Documents may be Standard Operating Procedures, Administrative Instructions, Policy Statements, critical support documents of other agencies and all other documents supporting an integrated response to an emergency. The CSD's can be stand-alone documents or grouped depending on the nature of the emergency.

1.4 Definition of an Emergency

Emergency is defined by the Emergency Management and Civil Protection Act as a situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

An emergency can result from an existing danger or it can be a threat of an impending danger, which by its nature and magnitude necessitates a controlled and coordinated response by a number of government, private and community agencies. Emergencies vary in scale from local, regional, provincial, national or international.

2 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 associated with the implementation of the Plan;
- authorization for 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;
- establishment of committees and designation of employees to be responsible for ongoing maintenance of the Plan, to train and exercise employees in their functions, to raise awareness across the corporation to ensure continuity of operations 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

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

"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 social services administration board a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any 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 for neglect or default in the good faith exercise or performance of such a power or duty." [2006, c. 13, s. 1 (6)]

2.3 Authority to Activate the Plan

The City's Incident Management Team can be called together in whole or in part with or without a declaration of emergency. The individuals in specific positions and their alternates with the authority to activate the Plan and assemble the required staff at the Municipal Command Centre (MCC) or Emergency Operations Centre (EOC) are as follows:

- Head of Council
- City Manager
- Commissioners
- Fire Chief
- IMT Commanders
- Director of Communications
- Manager, Office of Emergency Management (CEMC – see 4.1.2)

Other agencies may request the Plan to be activated through any of these individuals.

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. Paper copies are available on request through the Office of the City Clerk. The Plan is also made available on the City's website.

Accessibility for Ontarians with Disabilities Act, Ontario Regulation 191/11 clarifies information requirements related to emergencies and to emergency plans. Specifically, the regulation states the following:

Emergency procedure, plans or public safety information

13. (1) In addition to its obligations under section 12, if an obligated organization prepares emergency procedures, plans or public safety information and makes the information available to the public, the obligated organization shall provide the information in an accessible format or with appropriate communication supports, as soon as practicable, upon request.

Individuals may request a copy of the plan in alternate formats or languages. This will be completed on an as needed basis and may require a minimum of 10 working days.

3.1 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. The release of any information under this Plan, Risk Based Plan, Business Continuity Plans or Critical Support Documents shall be made in conformity with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), R.S.O. 1990, Chapter M.56 as amended.

Pursuant to Section 2 of the Emergency Management and Civil Protection Act, a head of an institution (as defined in the Municipal Freedom of Information and Protection of Privacy Act), may refuse under the Municipal Freedom of Information and Protection of Privacy Act to disclose a record if:

- a. The record contains information required for the identification and assessment of activities under subsection 3 of the Emergency Management and Civil Protection Act – Hazard and risk assessment and infrastructure identification;
- b. Its disclosure could reasonably be expected to prejudice the defense of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism; or
- c. Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly.

4 Emergency Management Governance Structure

4.1 Emergency Management Program Committee (EMPC)

The Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c.E.9; EMCPA Ontario Regulation 380/04 sets the minimum emergency management standards all municipalities must meet.

Section 11 of Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act describes that "every municipality shall have an emergency management program committee" and the "committee shall advise the council on the development and implementation of the municipality's emergency management program" [O. Reg. 380/04, s. 11(4), (5)].

The intention of the Emergency Management Program Committee is to develop and implement the emergency management program and adopt it by by-law. The Act requires that every Emergency Management Program consist of:

- An emergency plan;
- Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies;
- An assessment of various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other infrastructure elements that are at risk of being affected by emergencies; and
- Any other element required by the standards for emergency management programs set under Section 14 of the Act.

EMPC works to ensure that:

- The City is ready to respond to a significant event/emergency in Mississauga.
- People living and working in Mississauga:
 - know about the potential hazards in their community.
 - have the knowledge and understanding they need to respond to and recover from emergencies.

4.1.1 Emergency Management (EM) Program

The EM Program's goal is to further enhance Mississauga as a disaster resilient community: a community that is prepared to respond to and recover from a significant event/emergency.

The Program includes formalizing a planning process, set out common planning requirements, undertaking risk assessment, and impact analysis, and developing specific emergency and business continuity management strategies. The outcome of these activities leads to the development, implementation and maintenance of plans and activities to implementation and evaluation for continuous improvement.

4.1.2 Community Emergency Management Coordinator (CEMC)

The CEMC is a designated position requiring training and designation by Office of the Fire Marshall and Emergency Management. The CEMC participates as a member of the EMPC and a member of the Municipal Control Group (MCG) also known as the EOC Incident Management Team. The CEMC through the EMPC ensures that a municipality's program meets the legislated requirements of the Emergency Management and Civil Protection Act.

The CEMC:

- Works with the Chair of the EMPC, councillors, commissioners and department/organization emergency management leads across the City
- Works with the CEMCs in other municipalities
- Works closely with regional, provincial and federal levels of government
- Identifies potential hazards and risks in Mississauga
- Identifies the critical infrastructure list and integrates a protection strategy
- Reviews and evaluates the municipal Emergency Plan
- Provides for emergency management training and exercises
- Presents emergency management-related issues to the community
- Develops emergency management educational materials for the community and informs residents about:
 - Personal and family emergency preparedness.
 - Protecting yourself from the specific hazards

4.2 Office of Emergency Management (OEM)

The City's OEM is responsible to the EMPC for leading, facilitating, coordinating, the development, implementation, and management of emergency planning initiatives in support of citywide preparedness, mitigation, response, and recovery to emergencies.

4.3 Municipal Emergency Control Group (MECG)

Section 12 of the **Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act** describes that "every municipality shall have a municipal emergency control group" and that the composition of the group consist of officials, employees, and/or members of council, as may be appointed by council. With the adoption of the Incident Management System (IMS), the duties and responsibilities of the Municipal Emergency Control Group are assumed by the EOC and Incident Management Team (IMT), see 7.4.

5 Hazard Identification and Risk Assessment (HIRA)

The main challenge faced by the OEM is how to prevent, prepare, mitigate, respond to and recover from a wide range of hazards within all five components of emergency management:

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

This challenge gives rise to the following questions:

- What hazards exist in the municipality?
- How frequently do they occur?
- How severe can their impact be on the community, infrastructure, property, and the environment?
- Which hazards pose the greatest threat to the community?

"A HIRA is a risk assessment tool that can be used to assess which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be. It is not intended to be used as a prediction tool to determine which hazard will cause the next emergency." Province of Ontario

There are three reasons why a HIRA is important to emergency planning:

- It identifies most likely risks to occur;

- Allows for the creation of exercises, training programs, and risk based plans based on the most likely scenarios;
- Saves time and resources by isolating hazards that cannot occur in the designated area.

Hazards are grouped into three categories:

Natural – severe weather, floods, blizzards, tornadoes, food or human health emergencies;

Human Caused – incidents intended to do harm to public safety and security, civil disorder, war, bomb threats, and improvised explosive devices. Chemical, biological, radiological and / or nuclear agents may be used on their own or in combination with these devices.

Technological and Infrastructure Disruptions – Incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents.

The EMPC reviews the HIRA annually to maintain relevance for emergency planning.

6 Plan Implementation

6.1 Prevention/Mitigation Phase

Emergency prevention/mitigation measures are to be taken to eliminate or reduce the impacts and risks of hazards through proactive measures. The mitigation planning allows for short-term and long-term procedures and actions that minimize impacts of an emergency, and identifies actions to limit or control the consequences, extent, or severity of an incident that cannot be reasonably prevented.

6.2 Preparedness Phase

Emergency preparedness measures are to be taken to ensure that the City is able to effectively manage the most probable emergencies based on the HIRA and Critical Infrastructure Identification (CI) protection strategies.

6.2.1 Emergency Operations Centre (EOC)/Municipal Command Centre (MCC)

Section 13 (1) of the **Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act** describes that "every municipality shall establish an emergency operations centre to be used by the municipal emergency control group in an emergency."

The CEMC in conjunction with the EMPC shall establish as part of emergency preparedness suitable locations for an EOC, which are equipped with the appropriate technological and telecommunications systems to ensure effective response and communication in response to an emergency. The City has designated two sites within the City to serve as an EOC, in the event the other is adversely affected by the incident.

6.2.2 Training and Exercises

The Emergency Management Program is mandated to include training programs and exercises for employees and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities.

6.2.3 Public Education

The Emergency Management Program is mandated to include public education on the probable hazards a community will experience and ways to prepare. This includes the following:

- Promoting and providing emergency preparedness messaging and events to Mississauga staff, stakeholders and the general public
- Emergency management training for Mississauga staff, stakeholders and the general public
- Integrating the Mississauga staff, stakeholders and the general public in emergency exercises either physically or through awareness campaigns, media releases, etc.

6.3 Response Phase

Once an incident occurs, the Plan and any associated support documents to the Plan may be activated (see 2.3).

6.3.1 Emergency Complexity & Monitoring Levels

The level of operational response of the City MCC or EOC will depend upon the complexity of the emergency and the appropriate type and level of staffing required for monitoring and/or responding. Assistance and augmentation from other levels of government will be requested as circumstances dictate.

**Incident Complexity determines emergency and incident response personnel responsibilities.
The City IMS Training Program reflects the following five levels of complexity:**

Type 1	<ul style="list-style-type: none"> • All command and general staff positions are filled. Branches need to be established. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • A Type 1 IMT utilizes national resources for safe and effective management and operation. This type of incident is the most complex. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. • Example: nuclear emergency
Type 2	<ul style="list-style-type: none"> • Most or all of the command and general staff positions are filled and many of the functional units are needed and staffed. This type of incident extends beyond local capabilities. • A Type 2 IMT utilizes resources out of area to effectively manage the operations, command, and general staffing. • A written IAP is required for each operational period (multiple). • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500. • The lead agency is responsible for the incident complexity analysis, briefings, and delegation of authority.
Type 3	<ul style="list-style-type: none"> • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT utilizes a significant number of resources until containment/control is achieved. • When incident needs exceed first responder responsibilities, the appropriate MCC/EOC IMT positions should be added to match the complexity of the incident. • A written IAP may be required for each operational period (multiple). • Examples include explosions with evacuations lasting a significant duration, i.e. weeks, months
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • A Type 4 IMT utilizes several resources to mitigate the incident, i.e., task force or strike team. • The incident is usually limited to one operational period in the control phase. • The lead agency may have briefings and ensure complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing required for all incoming resources. • The role of the IMT includes operational plans including objectives and priorities.
Type 5	<ul style="list-style-type: none"> • Command and general staff positions (other than the incident commander) are not activated. • A Type 5 IMT utilizes one or two single resources with up to six personnel. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

Monitoring 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 operational monitoring levels: Routine, Enhanced and Activation.

a. Routine Monitoring

At this operational response level, the OEM continually monitors the City and other jurisdictions for potential or actual events or emergencies from the Municipal Command Centre.

During routine monitoring, business as usual continues however staff may proactively issue warnings, alerts and other public messaging as necessary.

Examples of some of the activities that may occur during routine monitoring include:

- ongoing review of notifications from various stakeholders such as Peel Region, Environment Canada, Conservation Authorities, etc.
- notify divisions, programs and stakeholders as necessary
- promote awareness & distribute preparedness material for the prevention and or mitigation of damage caused by the potential risk(s) to the community being monitored, i.e. flooding.

b. Enhanced Monitoring

At this operational response level, the Office of Emergency Management (OEM) staff will continually assess a developing situation from the Municipal Command Centre (MCC).

Examples of activities that may occur during Enhanced Monitoring include:

- preparing briefing material for the Command Staff, Incident Management Team and Policy Group members as appropriate
- monitor and assess for possible further escalation or de-escalation
- coordinate risk based teams and other city staff to attend and support activities
- designate and set up facilities to coordinate support for the event
- suspend or re-prioritize some routine City program activities
- maintain active public messaging through various messaging channels
- notify and update appropriate Departments & Programs and external stakeholders, as required

Enhanced Monitoring may also be adopted in situations where jurisdictions outside of the City are actively responding to a situation or an impending situation or recovering from an emergency event. This includes events where the Regional Emergency Management or the Ontario Office of the Fire Marshal and Emergency Management may be leading or assisting in emergency operations elsewhere in Peel Region or the Province of Ontario.

c. Activation

The MCC and/or the EOC will be appropriately staffed (internal/other level of governments/industry) as necessary to carry out the following:

- assessments of the incident
- preparedness, mitigation, response and recovery activities
- coordinate the ongoing municipal continuity of operations

The EOC Director and/or Incident Commander will have the CEMC coordinate:

- activating either the MCC or an EOC (fixed or virtual)
- activating additional incident management team members
- activating provisions in this Plan and associated support documents

Updates on the incident will be conveyed to all participating departments, divisions and external agencies not yet directly involved in the response to make preparations, as appropriate.

There are two standardized levels of EOC/MCC Activation: Full and Partial

Full Activation: The EOC/MCC is staffed by the Command and General staff of the IMT as well as external agencies and stakeholders, as needed. General staff may activate the subsections of the IMS (see 7.4). All lead and support agencies are notified. A full activation is typical for a complex incident.

Partial Activation: The EOC/MCC is staffed only by the members of the Incident Management Team including external agency representation as required to meet the operational need of the incident. All lead and support agencies are notified. A partial activation is primarily for simple incidents.

6.3.2 Evacuation

Emergency evacuation is defined as the immediate and urgent movement of people away from the threat or actual occurrence of a hazard. Examples range from the small scale evacuation of a building due to a fire to the large scale evacuation because of a flood, explosion or approaching weather system. In situations involving hazardous materials or possible contamination, evacuees may be decontaminated prior to being transported out of the contaminated area.

TYPES OF EVACUATIONS

Precautionary Evacuation occurs when it is recommended to evacuate within a certain parameter usually a building or a block until the initial situation is contained. This is a short term evacuation.

Mandatory Evacuation takes place when it is determined by the EOC Command Staff that there is an absolute need to evacuate an area, usually on a large-scale, possibly for a long period of time (i.e. for more than 24 hrs). This level of evacuation which is recommended by the

appropriate authorities having jurisdiction (fire, health, police, etc.) are guided by the Municipal Evacuation Plan.

ASSEMBLY POINTS	<p>An assembly point is a short term location where people can assemble for registration, family reunification and/or transportation to another location. It will be established either by the Site Commander or the EOC, if there is no incident site. Assembly points need to be near the evacuation area so these points will be identified as a first objective following the call for an evacuation. Due to the uncertain nature of incidents that trigger evacuations, the evacuees may be able to return directly to their residence or place of employment from the assembly point once it is safe to do so. Assembly points are typically well-known landmarks that have the capacity to handle large numbers of people, have bus access, and an indoor sheltering area.</p> <p>Assembly points should be properly controlled to ensure that</p> <ul style="list-style-type: none"> • people do not return to the emergency area • transportation out of the area flows freely and effectively • personnel can receive updates on the situation <p>For incidents of longer duration, these assembly points can serve as collection points to longer-term sheltering facilities.</p>
COOLING CENTER	<p>A cooling center is a short term emergency shelter that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Their paramount purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from heat injuries. A more prevalent emergency which cooling centers seek to prevent is heat strokes, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.</p>
EVACUATION AREA	<p>This is the designated evacuation zone the people or property are being moved from to avoid danger.</p>
RECEPTION CENTRE	<p>A Reception Centre (RC) is a site where evacuees are received, and from which emergency Social Services (ESS) are administered and provided. The Red Cross usually provides these services. It may consist of one or more than one building. The Reception Centre Manager (RCM), is responsible for the overall organisation and operation of the Reception Centre.</p>
SHELTER	<p>Post-disaster emergency shelter is where evacuees live temporarily when they cannot live in their previous residence and includes access to washrooms/ showers, kitchens/food, bedding/cots, medicine, clothing, etc., in response to natural disasters, such as a major flood or fire. Shelters are structures or buildings normally used for another purpose, such as an arena, community centre, church or school.</p>
WARMING CENTRE	<p>A warming center is a short term emergency shelter that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Their paramount purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from falling objects such as trees, or cold weather injury to extremities due to frostbite. A more prevalent emergency which warming centers seek to prevent is hypothermia, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.</p>

6.3.3 Emergency Detour Routes

An Emergency Detour Route (EDR) is a pre-determined route to help residents bypass an emergency road closure and minimize delays in their travel. The purpose is to divert/detour traffic in the event of a road closure. Signs marked "EDR" along with an arrow are also placed along the designated detour route. These signs are used to guide motorists along the designated route to bypass the road closure. Routes are developed by Peel Region in consultation with the City of Mississauga and the Ministry of Transportation (MTO).

6.3.4 Declaration of Emergency

The official Declaration of Emergency is the process defined under the Act [Section 4(1)] :

"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."

A Declaration shall be made by the Head of Council upon recommendation of the MCEG/ IMT. In making its recommendation, MCEG/IMT may consider a number of matters including the "checklist in consideration of a declaration of emergency" developed by Ontario Office of the Fire Marshal and Emergency Management.

The formal declaration results in:

- The implementation of a process to advise the public, the media and the Province that a major emergency exists and that preparation for extraordinary emergency management measures are underway (i.e. mass evacuation);
- All volunteers registered with the municipality and in responding to the emergency are considered municipal employees, and as such, fall under the protection of the Act; and providing personal protection against liability for municipal employees, elected officials, and volunteers in emergencies.

6.3.4.1 Notification of Emergency

The Declaration of Emergency shall be set out in a Critical Support Document to ensure that the emergency is immediately communicated:

- Solicitor General of Ontario through The Office of the Fire Marshal and Emergency Management (OFMEM);
- Members of City of Mississauga Council;
- Peel Region Community Emergency Management Coordinator (CEMC);
- Neighbouring municipal officials as required;
- Local Members of the Provincial Parliament as required;
- Local Members of the Federal Parliament as required;
- Local media as required; and
- The public as required

6.3.5 Termination of Emergency

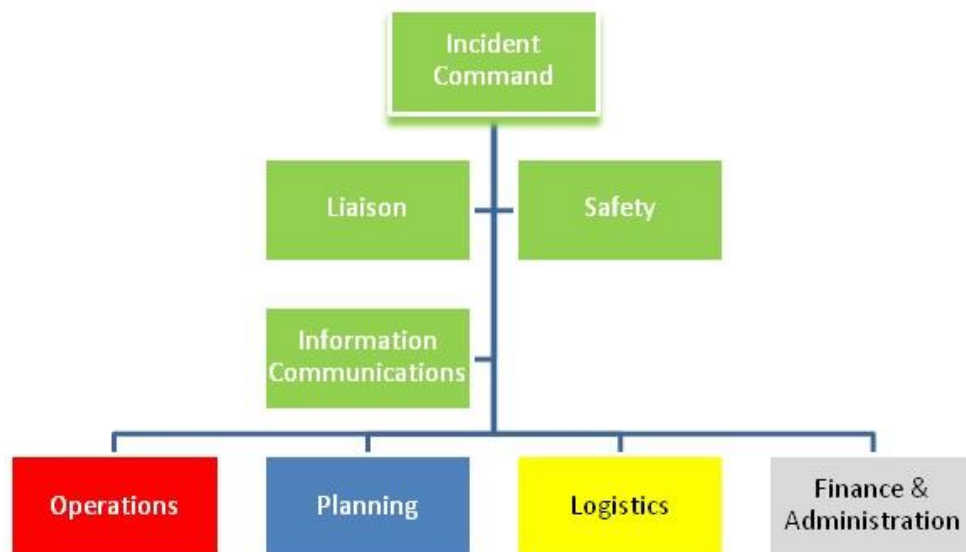
Once the emergency has scaled down to a manageable incident or has ended, the following officials may terminate the emergency state at any time:

- The Head of Council, in consultation with the Municipal Emergency Control Group/Incident Management Team; and
- The Premier of Ontario

6.3.6 Incident Management System (IMS)

Mississauga's IMT can be called together in whole or in part with or without a declaration of an emergency. The Incident Management System (IMS) is a standardized approach to emergency management, built on international recommended practices, and designed to reflect the unique needs of municipalities across Ontario.

IMS is predicated on the understanding that in any and every incident, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response. The key IMS management functions are: Command (Green), Operations (Red), Planning (Blue), Logistics (Yellow), and Finance & Administration (Grey); and is organized as illustrated in the figure below.



The key benefit for the City is that it allows for interoperability in the event that an incident is cross-jurisdictional and the City needs to connect with the EOC's of neighbouring municipalities, the upper-tier municipality (Peel Region), other levels of government, or external agencies. Furthermore, operating under IMS guidelines will result in the adoption of common terminologies between all agencies, and allow all responders to communicate more effectively to manage the incident. The City has pre-assigned employees, along with alternates, into each section of the IMS structure, and roles and responsibilities of all sections have been pre-determined, but remain flexible, depending on the nature of the incident.

6.4 Recovery Phase

The last phase of an emergency is the recovery phase, the most complex and involves many partners and stakeholders. This phase focuses on activities that will enable both the City and the community to return to normal daily operations as soon as possible following an emergency. Recovery involves the cleanup, repair and financial assistance needed to return an area back to pre-emergency conditions or better.

The City and its partners will have a number of tasks to undertake during the recovery, depending on the severity of the emergency, in which the process could take days, weeks, months, or even years. The more Mississauga residents are prepared the quicker the recovery.

The EOC Director and/or Incident Commander may activate the recovery phase as appropriate. It is possible to undertake emergency response and emergency recovery measures simultaneously, as it can be difficult to precisely define where one phase begins and where the other ends.

The task of the Incident Management Team in this phase of the Plan is to work with the appropriate internal and external agencies, depending on the nature of the emergency to take actions to meet the recovery objectives. The Incident Management Team will provide direction and coordinate activities addressing the recovery of the City and those affected in the community.

6.4.1 Recovery Services

Recovery services or functions are meant to be permanent and require planning and may be quite costly. There are also many stakeholders including all levels of government, utility companies, the business community, political leadership, non-profit organizations, community activists, and individuals. Each of these groups play a role in determining how the recovery will progress. These services include but are not limited to the following:

- Damage Assessments
- Security/Policing
- Human Services
- Health Services
- Animal Services
- Building Inspections
- Utility Restoration
- Debris Management
- Volunteers and Donations
- Communications

6.4.2 Debriefing, Reporting, and Implementing Lessons Learned

Debriefing following a significant incident is an important process for the City to engage in, as it is a valuable form of capturing views from all stakeholders involved in the incident; and exploring their experiences from different angles, and getting diverse perspectives on the same operation.

The City may choose to facilitate one or more debriefing sessions, depending on the nature and scale of the incident. Following the debriefing sessions, an After-Action Report and Improvement Plan is developed to capture the feedback that was gained from debriefs, and to have a record of the feedback provided that took place during the emergency response and the recovery phases.

The After-Action Report (AAR) and Improvement Plan also captures the lessons learned from the event, and as a driving force to implement the recommendations for improvement that were given during the entire post-emergency review. Implementing lessons learned is an opportunity to review and update emergency plans and other supporting emergency-related documentation owned by the City. The City also takes the opportunity to revisit partnerships with emergency and other community stakeholders, to ensure open and effective communication will take place for the next event.

The emergency management process is cyclical in nature and constant review and revision of support documents to the Plan are undertaken to ensure the effective and efficient response to incidents, and to safeguard and protect the life, property, environment, and economy of this growing and thriving municipality.

6.5 Continuity of Operations

The City must focus on both the emergency as well as continuity of operations and may take appropriate actions that enable it to protect, sustain, and potentially expand the continued delivery of its critical services.

6.5.1 Utilities and Critical Infrastructure

The City works with utility/critical infrastructure owners (Enersource, Enbridge, Peel Region, etc.) to identify and prioritize critical infrastructure throughout the City. Should any critical infrastructure be affected, plans/strategies are implemented to ensure minimal disruption to customers.

7 Primary Roles and Responsibilities

Clear roles and responsibilities are necessary to support an effective, efficient, coordinated emergency response. The next sections provide an overview of the roles and responsibilities of individuals, committees, agencies or government organizations that have a role to play in the event of an emergency.

7.1 Mississauga Residents

Emergencies can happen at any time and occur anywhere, sometimes without warning. An emergency can force residents of Mississauga to evacuate their neighbourhood or confine them to their home or workplace. It can leave residents without basic services such as water, gas, electricity or a working telephone. Residents have a responsibility to themselves and their families to take the necessary steps of emergency preparedness.

It is important that individuals and families prepare to take care of themselves for at least three days (72 hours) by having a home emergency preparedness kit available to use. A complete list of items for a 72 Hour Emergency Kit can be found at oem@mississauga.ca or by contacting the Office of Emergency Management for a printed copy.

7.2 Mississauga Businesses

Many businesses of all sizes lack a plan which helps them think through the issues that can disrupt their business, plan steps to limit the effects from identified potential hazards, and identify critical processes or operations to remain open after an emergency. Many businesses fail to back-up important documents such as legal information, key customer contacts, financial records, etc. in a remote location. Self-employed business owners often keep these records at home and if their personal resident is affected it will also affect their business.

It is important that business prepare a business continuity plan.

7.3 The Mayor

The *Emergency Management and Civil Protection Act* gives the Mayor the authority to:

“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.”

Pursuant to the Act, the Mayor of Mississauga has the responsibility for declaring and terminating an emergency and notifying the Minister of Community Safety and Correctional Services of these actions through Office of the Fire Marshall and Emergency Management. In addition to this role, the Mayor also has the role as:

- The designated official spokesperson for the City
- The liaison between the EOC and Councillors, MPPs & MPs
- The leader of the Policy Group

7.4 Elected Officials

When there is an emergency, residents will turn to the City's elected officials for guidance and reassurance. Actions and statements by elected officials will influence the public response to an emergency as well as public perception about how the municipality is handling the situation. Elected officials affect the outcome of an emergency and therefore participate in the emergency management system and know how to best communicate with citizens before, during and after an emergency occurs. An important role that City elected officials have during the preparedness phase is to reinforce emergency preparedness messages to their constituents:

3 Steps to Emergency Preparedness:

1. Know the risks
2. Make a plan
3. Get an emergency kit

Elected officials should have individual and family plans in place, maintain a current list of contacts and phone numbers and attend emergency management training for elected officials.

Elected officials may face the issue of being evacuated from their own neighbourhood during an emergency. Only by staying safe can officials help others. Elected officials should follow directives to evacuate or shelter in place.

Regardless of the type of hazard, elected officials have a productive communication and response role by using the following policy under the Plan:

- Questions from the public should be documented for the MCC/EOC and then referred to the 311 Call Centre, which will be operational during an emergency and in constant contact with the MCC or Emergency Operations Centre.
- Elected officials, when receiving calls from their constituents, can compile issues and concerns to share with the Mayor that will be passed on to the EOC Director and Emergency Information Officer (EIO) to assist in providing future media releases with pertinent information for Mississauga's residents.
- The official spokesperson for Mississauga is the Mayor, or designate. If calls from the media are received by a Councillor then the information should be forwarded to Corporate Communications/Emergency Information Officer (EIO) and they will follow-up with the media to ensure consistent messaging is provided through the Mayor and media outlets.
- When the EOC is activated, it is important to note that information should not be posted on websites and social media sites that have not been approved for release by the EOC Director or IMT Commander.

7.5 Incident Management Team

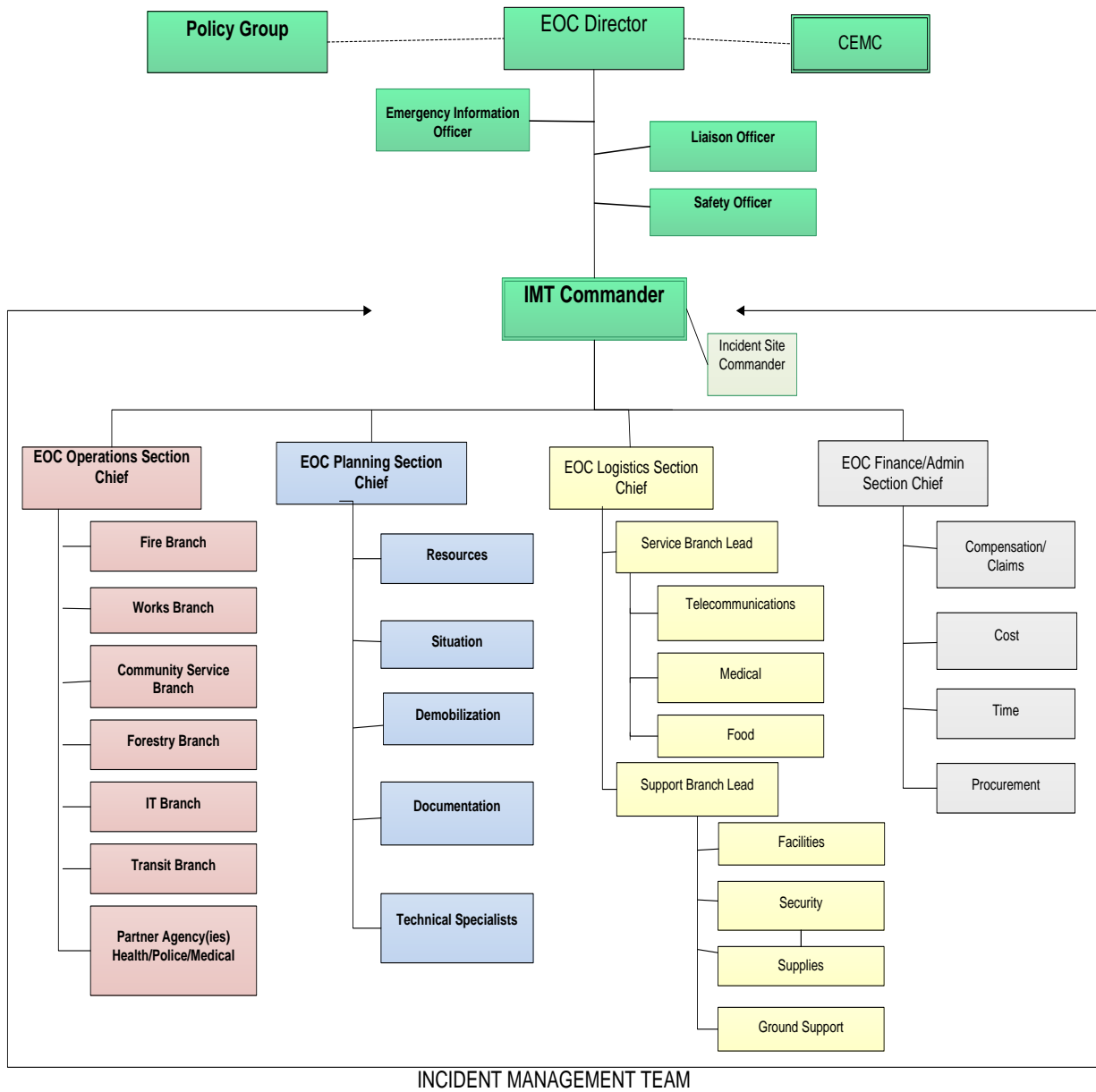
The Command Staff (EOC Director, Liaison Officer, Safety Officer, Emergency Information Officer, Incident Management Team Commander and CEMC) and the Incident Management Team (IMT) is responsible for providing coordination and the necessary support during an emergency, in order to minimize the effects. To be equipped and ready to manage an incident, the Command Staff and Incident Management Team (IMT) shall complete annual emergency-related training and conduct an annual practice exercise for a simulated emergency incident to promote readiness to direct Mississauga's response in an emergency.

The Command Staff, Policy Group and Incident Management Team (IMT) share responsibility for ensuring the continuity of municipal operations during an emergency event.

In response to an emergency, the Command Staff and Incident Management Team (IMT) as well as representatives from external organizations (e.g. Peel Region, Credit Valley Conservation, Greater Toronto Airports Authority (GTAA), CP & CN Rail, Enersource, Enbridge, Chemical companies, Salvation Army, Red Cross, etc.) as deemed necessary, will assemble at the Municipal Command Centre (MCC)/Emergency Operation Centre (EOC) for the purpose of providing support and/or managing the emergency, depending on the nature and scale of the incident.

The general organization of the EOC, and roles and responsibilities within the IMS structure for a full activation are shown in the following chart. Specific roles and responsibilities for each of the positions in the Incident Management System chart can be found in Ontario IMS Roles and Responsibilities Checklists document.

(<http://www.emergencymanagementontario.ca/english/emcommunity/ProvincialPrograms/IMS/Resources/positionschecklist/postionchecklistnew.html>)



7.6 City Employees

Every employee of the City is expected to read and familiarize themselves with the Plan along with their own department/divisional support documents. It is imperative for staff to be aware that in the event of an emergency in Mississauga, it is not “business as usual”. City employees are often in the position to be the first to know about an incident and should report incidents to the OEM. City employees may be required to assist in providing support and carrying out all lawful direction of the EOC to the best of their ability.

During an emergency City employees are expected to direct all media inquiries concerning any aspect of the emergency to the City’s Emergency Information Officer (Director of Communication or designate) to ensure that all information released to the media and public is consistent, accurate and approved. Employees are not to issue unauthorized comments or media releases.

Designated senior City staff should ensure that they receive training in emergency management and the Incident Management System provided through the Office of Emergency Management.

8 Requests for Assistance

8.1 General

Mutual Assistance Agreements enable municipalities, in advance of an Emergency, to set the terms and conditions of the assistance which may be requested or provided. Both the City requesting and providing assistance is therefore not required to negotiate the basic terms and conditions under stressful conditions and may request, offer and receive assistance according to predetermined and mutually agreeable relationships.

8.2 Assistance from the Region

When an emergency during planned (sporting events) and/or unplanned event reaches beyond the boundaries of the City, it may become necessary for inter-jurisdictional collaboration, and require coordination with other municipalities and/or Peel Region.

Peel Region may provide assistance to the City without requiring implementation of their Emergency Plan. In the event that the emergency is related to health, or other issues that are of regional jurisdiction, Peel Region may declare an emergency, while there is no municipal declaration. The municipality may provide support to the region in this instance.

Regarding the conformity between the emergency plans of the City (lower-tier) and Peel Region (upper-tier), Section 5 of the Emergency Management and Civil Protection Act outlines the relationship.

When the Premier of Ontario declares a provincial emergency, all municipal and regional services shall come under the authority of the Premier of Ontario. Assistance from the Region of Peel or the Province may be requested at any time without the Declaration of Emergency.

Regional Divisions

- Peel Regional Police
- Peel Regional Paramedic Services
- Human Services - Emergency Social Services
- Public Health - Air Quality
- Public Health - Extreme Weather
 - Extreme Cold
 - Extreme Heat
- Public Health - Food Safety
- Public Health - Mould
- Public Health - Releases to air and water
- Public Works - Waste
- Public Works - Water/Wastewater

8.3 Assistance from the Provincial Government

The Ontario Office of the Fire Marshal and Emergency Management supports municipalities and ministries in implementing their programs by providing them with advice, assistance, guidelines, training, and other tools.

During large-scale emergencies, the Premier and Cabinet may declare a provincial emergency and make special emergency orders to protect public safety.

Under the Emergency Management and Civil Protection Act, the provincial and municipal governments have been given mutually supporting roles in emergency management, each level developing emergency management programs that address priority risks falling within their respective areas of jurisdiction.

To support municipalities in times of emergency, the Province maintains an extensive emergency management capacity that is coordinated through the Provincial Emergency Operations Centre (PEOC).

8.4 Assistance from the Federal Government

If the province requires specialized or large-scale assistance from the federal government, it will be requested through Emergency Management Ontario PEOC.

9 Plan Maintenance and Revision

The Office of Emergency Management (OEM) shall be responsible for the maintenance, review, and distribution of the Plan. Any proposals for amendments to the Plan should be submitted to OEM directly for review by the Emergency Management Program Committee. This Plan may only be amended by Council.

In accordance with the Act, the Plan shall be reviewed on an annual basis, and if necessary, revised. The By-law associated with the Plan shall be reviewed and updated as required.

9.1 Risk Based Plans

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable Risk Based Plan, i.e., flooding, ice storms, etc. Each risk based plan will be reviewed and updated annually. All updates will be submitted to the Emergency Management Program Committee through the CEMC by May 31st of each year.

9.2 Business Continuity, Disaster Recovery & Crisis Management Plans

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable Business Continuity, Disaster Recovery or Crisis Management Plan. Each Plan will be reviewed and updated annually. All updates will be submitted to the Emergency Management Program Committee through the CEMC by March 31st of each year.

9.3 Critical Support Documents

Each City Department, Division, or Section with a critical service or support function will contribute to the Critical Support Documents, i.e., alerting procedures, contact lists, etc. Critical Support Documents are updated immediately upon a change and updates sent to the Office of Emergency Management.

9.4 Testing of the Plan

The Plan will be tested in whole or in part at a minimum of once per year in accordance with the Act. Testing of Risk Based Plans, Business Continuity Plans, Disaster Recovery Plan, Crisis Management Plans and Critical Support Documents may be done separately or in conjunction with the Plan.