



THE CORPORATION OF THE CITY OF BRAMPTON

BY-LAW

Number 115-2004

A by-law to adopt an Emergency Plan
for the City of Brampton
and to repeal By-law 51-92

WHEREAS the *Emergency Management Act*, R.S.O. 1990, c.E.9, (formerly the *Emergency Plans Act*) requires that every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan;

THEREFORE the Council of the Corporation of the City of Brampton enacts as follows:

1. That Appendix A to this by-law is hereby adopted as the emergency plan for the City of Brampton.
2. That By-law 51-92, which adopted a previous emergency plan, is hereby repealed.

Read a first, second and third time and passed this 26th day of April, 2004

A. N.
 Approved as to content
 A. Normand
 Emergency Measures Supervisor
 Management and Administrative Services Department

Susan Fennell
 Susan Fennell, Mayor

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APPROVED
 AS TO FORM
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 BRAMPTON
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 DATE 04/21/04

City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

TABLE OF CONTENTS

1.0	INTRODUCTION	5
1.1	BACKGROUND	5
1.2	AIM	5
1.3	LEGISLATIVE AUTHORITY	5
1.4	POLICIES AND PROCEDURES	6
1.5	PLAN MAINTENANCE	6
1.6	EMERGENCY MANAGEMENT COMMITTEE	7
2.0	DEFINITIONS AND TERMINOLOGY	9
2.1	BUSINESS CYCLE	9
2.2	CITY MANAGER	9
2.3	COMMAND POST (CP)	9
2.4	CONTINUITY OF GOVERNMENT MEASURES	9
2.5	EMERGENCY	9
2.6	EMERGENCY CONTROLLER (CONTROLLER)	10
2.7	EMERGENCY INFORMATION OFFICER (EIO)	10
2.8	EMERGENCY MEASURES SUPERVISOR	10
2.9	EMERGENCY MEDIA INFORMATION CENTRE	10
2.10	EMERGENCY OPERATIONS CENTRE (EOC)	11
2.11	EMERGENCY PLANNING AND ADVISORY COMMITTEE	11
2.12	EMERGENCY SITE	11
2.13	EMERGENCY SITE MANAGER (ESM)	11
2.14	EMERGENCY SITE TEAM	11
2.15	EVACUATION CENTRE	11
2.16	INCIDENT COMMANDERS	12
2.17	INNER PERIMETER	12
2.18	MAYOR	12
2.19	MUNICIPAL CONTROL GROUP (MCG)	12
2.20	MUNICIPAL EMERGENCY SUPPORT GROUP (MSG)	12
2.21	ON-SITE MEDIA INFORMATION CENTRE	12
2.22	OUTER PERIMETER	13
2.23	POST-EMERGENCY RECOVERY COMMITTEE	13
2.24	REGIONAL CONTROL GROUP (RCG)	13

City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

3.0	<i>PLAN ACTIVATION</i>	14
3.1	INCIDENT REPORTING	14
3.2	PRIMARY RESPONSIBILITY	14
3.3	MUTUAL AID	14
3.4	AUTHORITY FOR ACTIVATING THE EMERGENCY PLAN	14
3.5	MUNICIPAL CONTROL GROUP NOTIFICATION	15
3.6	EMERGENCY OPERATION CENTRE (EOC)	15
3.7	ACTION PRIOR TO THE DECLARATION OF EMERGENCY	15
3.8	DECLARATION OF AN EMERGENCY	15
3.9	OFFICIAL NOTIFICATION OF STATE OF EMERGENCY	16
3.10	REGIONAL ASSISTANCE	16
3.11	PROVINCIAL ASSISTANCE	17
3.12	FEDERAL ASSISTANCE	17
3.13	TERMINATION OF A STATE OF EMERGENCY	17
4.0	<i>EMERGENCY OPERATIONS</i>	19
4.1	INTRODUCTION	19
4.2	EMERGENCY RESPONSE ROLES & RESPONSIBILITIES	19
4.3	MUNICIPAL CONTROL GROUP	21
4.4	CRISIS INTERVENTION TEAM	22
4.5	EOC ROLES & RESPONSIBILITIES	23
4.6	EOC SUPPORT ROLES	30
5.0	<i>EMERGENCY RECOVERY</i>	32
5.1	RECOVERY	32
5.2	POST-EMERGENCY RECOVERY COMMITTEE	32
6.0	<i>MUNICIPAL PREPAREDNESS</i>	34
6.1	TRAINING	34
6.2	EXERCISES	34

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

1.0 INTRODUCTION

1.1 BACKGROUND

As part of the “Six Pillars of the Vision for a Great City”, the City of Brampton included the objective of “developing a safe community with exceptional emergency service”. This implies that Brampton will continue to expand its Emergency Preparedness community programs and stand at the forefront of crisis management. The foundation of Emergency Preparedness for the city is the Emergency Plan.

This “PLAN” shall be known as the “CITY OF BRAMPTON EMERGENCY PLAN”, thereafter referred to as the “PLAN”.

1.2 AIM

The aim of this Plan is to make provision for the extraordinary arrangements and measures that may have to be taken to safeguard the health, safety, welfare and the property of the inhabitants of the City of Brampton when faced with an Emergency.

For the Purpose of this plan an emergency is defined as:

“A situation or the threat of an impending situation having, or having the potential to: abnormally affect lives, property, the environment, or to threaten grave public disorder, and which by its nature and magnitude requires a controlled and coordinated response by a number of agencies, as distinct from routine operations.”

1.3 LEGISLATIVE AUTHORITY

The Emergency Management Act, R.S.O. 1990, Chapter E.9, Amended 2003, is the legal authority in Ontario for this Plan. The Emergency Management Act states that:

“Every Municipality shall formulate an emergency plan governing the provisions of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.” [Section 3(1)]

In the City of Brampton, the municipal legislation under which the City of Brampton, its employees, and agents are authorized to respond to an emergency is BY-LAW #-2003,

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

The City of Brampton. This Plan, which forms Appendix "A" to the By-law Number #-2003, may be amended by the Emergency Measures Office if the changes are limited to tactical modifications. Any amendment proposing to modify the framework and/or principles formulated by the Plan may only be approved by City Council.

1.4 POLICIES AND PROCEDURES

Details relative to the implementation of the provisions of the Plan shall be described in Municipal Policies and Departmental Procedures developed by each department and agency responsible for the action to be taken during an emergency. The final authority to approve Policies rests with the City Manager while the authority for approval of Procedures rests with the Commissioner or Director of the responsible department or agency. In developing and implementing policies and procedures, the framework provided by the Plan shall always be maintained and referred to.

The Emergency Measures Office will develop policies and procedures required for implementation of this plan when they concern corporate approaches and actions related to emergency management. Such policies involve strategies and actions to be followed by all municipal personnel and will be ratified by senior management.

As well, each department involved with this Plan shall prepare functional Emergency Procedures outlining how it will fulfill its responsibilities during an Emergency. These procedures must take into consideration the Continuity of Government aspect of the department and the additional resources required for the purpose of the Municipal Emergency Plan. Each department shall ensure that it designates a member of its staff to maintain and revise its own Emergency Procedures.

The purpose of the Departmental Emergency Procedures is for the department to determine how it is going to undertake the roles and responsibilities it has been assigned by the Municipal Emergency Plan.

1.5 PLAN MAINTENANCE

The maintenance and distribution of this Plan is the responsibility of the City of Brampton Emergency Measures Office. Initial distribution of the full Plan will follow the adoption of the by-law. Distribution should include but not be limited to Council, Senior Management, Directors and representatives of partner agencies and stakeholder organisations. Reprinting and redistribution will follow all major revisions made to the Plan. All minor revisions will require distribution of amended pages only accompanied by an amendment sheet to be inserted at the front of each Emergency Plan copy.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

1.6 EMERGENCY MANAGEMENT COMMITTEE

The legislation in Ontario requires that all municipalities have an Emergency Management Committee. In Brampton, this committee is known as the Emergency Planning and Advisory Committee (EPAC). The primary role of the EPAC is to ensure that all possible measures are taken to reduce threat to life, health, property, the environment and public order within the boundaries of the City of Brampton. This includes measures to:

- Prevent the probability of an emergency occurring,
- Reduce the potential impact of an emergency that could occur,
- Ensure implementation of emergency preparedness programs geared towards enabling efficient response to emergencies, and
- Plan for rapid recovery after an emergency.

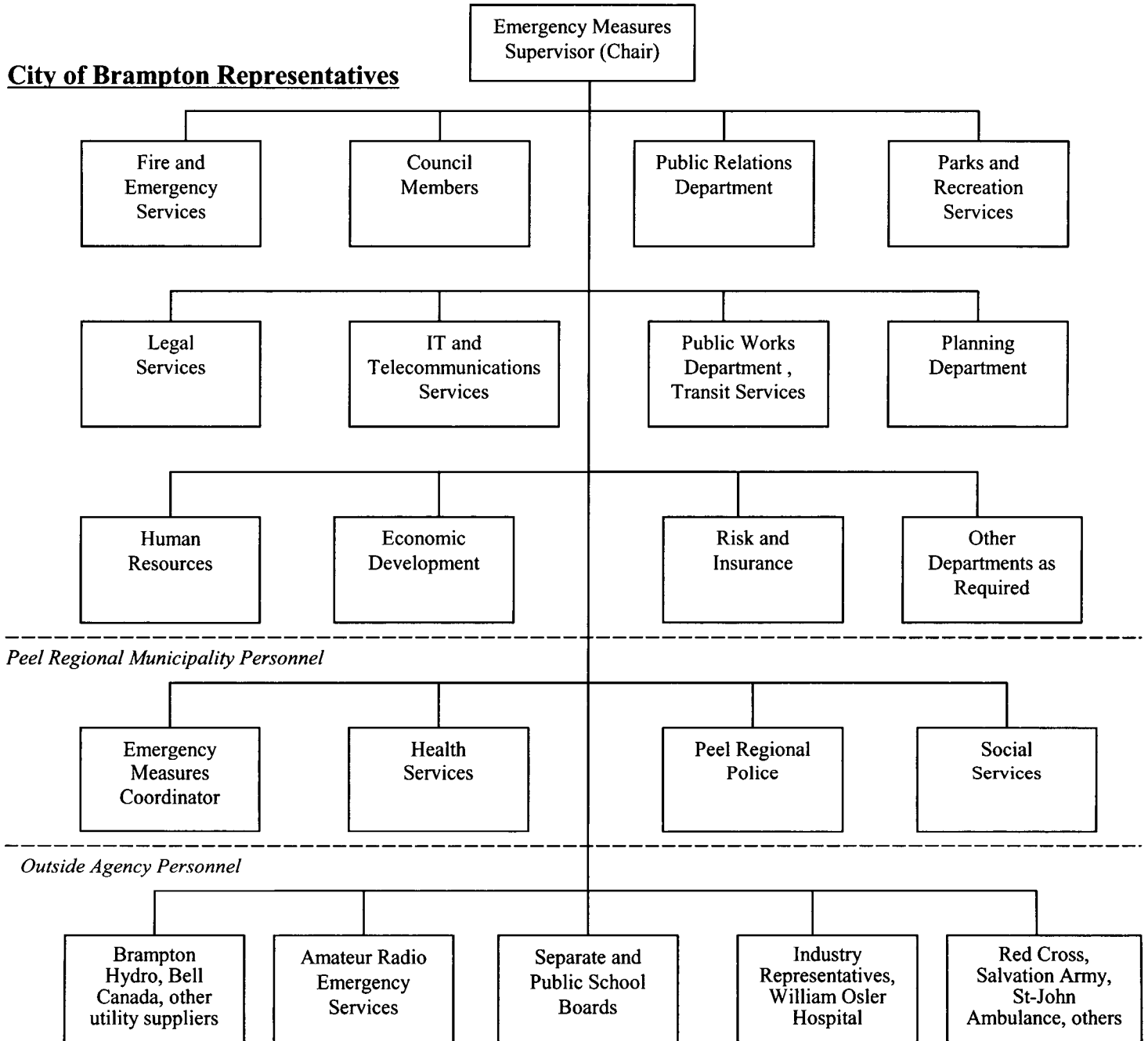
The Emergency Planning and Advisory Committee (EPAC) is also responsible for ensuring the annual review of the City of Brampton Emergency Plan. The composition of this committee may change as necessary to be representative of the needs of the community. It may include but not be limited to representatives from:

- City of Brampton Council
- Emergency Measures Office
- Fire and Emergency Services
- Corporate Communications Department
- Works and Transportation
- Other municipal and/or regional staff as required.

Regional Representatives, members of partner agencies and other levels of government may also be invited to participate in discussions of the EPAC. This group will meet at least twice a year to evaluate and propose programs and to propose or review amendments to the Plan. The Plan will be reviewed at least once annually. Please see Diagram #1.

**City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004**

Diagram1.1 – Emergency Planning and Advisory Committee, suggested membership



City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

2.0 DEFINITIONS AND TERMINOLOGY

Terminology specific to the field of Emergency Management is provided below. Some but not all of these terms are included in this Plan. Definitions of words and phrases used in this plan that are not included in the list of definitions shall have the meanings that are commonly assigned to them in the context of this plan.

2.1 BUSINESS CYCLE

During an emergency, it is essential that the Municipal Control Group members meet on a regular basis to share information, identify actions, and set priorities. These meetings are scheduled by the Emergency Controller on a regular rotation, allowing time between meetings for members to deal with their individual responsibilities. This meeting schedule is called the “Business Cycle”.

2.2 CITY MANAGER

The City Manager or alternate of the Corporation of the City of Brampton. The acting City Manager will be a member of the Senior Management Team and will perform the function on a rotational basis as determined by the monthly acting city manager schedule set by the city manager’s office.

2.3 COMMAND POST (CP)

A mobile communications/central control centre from which the Emergency Site Manager and Incident Commanders will manage on-site activities and communicate with the Emergency Operations Centre and other operational communications centres.

2.4 CONTINUITY OF GOVERNMENT MEASURES

All policies, procedures, and actions aimed at ensuring that the essential services provided by the municipality continue to be available to the public or are restored in a timely manner during an emergency affecting municipal facilities.

2.5 EMERGENCY

A situation or the threat of an impending situation having, or having the potential to: abnormally affect lives, property, the environment, or to threaten grave public disorder,

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

and which by its nature and magnitude requires a controlled and coordinated response by a number of agencies, as distinct from routine operations.

2.6 EMERGENCY CONTROLLER (CONTROLLER)

This position exists only during an emergency when the Plan is activated. This person's primary role is to chair the Municipal Control Group. Other responsibilities may include:

- Directing the EOC,
- Ensuring coordination of all actions in support of the Emergency Site,
- Ensuring coordination of all actions aimed at resolving the emergency when no specific site is involved,
- Ensuring Continuity of Government (COG) measures are in place if applicable.

2.7 EMERGENCY INFORMATION OFFICER (EIO)

Person(s) appointed with the responsibility of all media releases and public announcements during an emergency. Their primary roles are that of releasing information and providing authoritative instructions on behalf of the Municipal Control Group. Emergency Information Officers may be situated at both the Emergency Operations Centre and the Emergency Site. They will co-ordinate with the Emergency Controller, the Emergency Site Manager as well as Incident Commanders to ensure that accurate and timely information is released by the relevant agency.

2.8 EMERGENCY MEASURES SUPERVISOR

Represents the person permanently assigned to the position of Emergency Measures Supervisor for the City of Brampton or his/her alternate. This person is the official Community Emergency Management Coordinator as prescribed in the standards set forth by Emergency Management Ontario under the authority of the Emergency Management Act. During an emergency, this person's role is to act as Emergency Controller unless the City Manager assigns someone else to the function. In between emergencies, this person is responsible for developing and implementing all emergency measures for the City of Brampton.

2.9 EMERGENCY MEDIA INFORMATION CENTRE

The designated area located near the Emergency Operations Centre where the media may gather for updated media releases and press conferences. The Emergency Information Officer will determine this location.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

2.10 EMERGENCY OPERATIONS CENTRE (EOC)

Corresponds to the designated area where the Municipal Control Group (MCG) will assemble to direct and control all operations regarding the Emergency.

2.11 EMERGENCY PLANNING AND ADVISORY COMMITTEE

The municipal committee assigned with the responsibility to provide advice concerning the Municipal Emergency Management Program. This committee usually comprises councillors, staff members and members of stakeholder agencies.

2.12 EMERGENCY SITE

Represents the immediate area where the emergency exists.

2.13 EMERGENCY SITE MANAGER (ESM)

A senior official responsible for coordinating all operations with emergency response teams at the Emergency Site. The Emergency Site Manager (ESM) is responsible for organizing the emergency scene and coordinating the activities and resources of all agencies responding to the Emergency Site. The Emergency Site Manager draws upon the material and human resources of all Emergency Response Agencies and if necessary, requests assistance from outside these agencies. The ESM is also responsible for communications with the Municipal Control Group (MCG). This position is usually filled by the most senior officer present on site from the lead agency responsible for the mitigation of that particular emergency. The appointment may be confirmed or modified by MCG once this group is assembled.

2.14 EMERGENCY SITE TEAM

The group who maintains their respective tasks on the Emergency Site under the direction of the ESM i.e. police, fire, ambulance, medical, public works, etc.

2.15 EVACUATION CENTRE

A facility that provides temporary care and shelter to persons displaced by the Emergency. Persons may be sent to an Evacuation Centre after registering at a Reception Centre, and/or they may register at the Evacuation Centre directly.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

2.16 INCIDENT COMMANDERS

These are the designated representatives for each agency involved in the emergency response on site in the Emergency Area. These people report to the ESM for co-ordination of activities. They communicate with the official representative of their agency sitting on the MCG for special instructions and co-ordination of resources.

2.17 INNER PERIMETER

A restricted area in the immediate vicinity of the Emergency Site as established by the ESM. Access to the Inner Perimeter is restricted to those essential emergency personnel actively involved in the occurrence.

2.18 MAYOR

The Head of Council of the City of Brampton or his alternate. The Acting Mayor is selected according to the official rotation schedule as set by the Mayor's Office.

2.19 MUNICIPAL CONTROL GROUP (MCG)

The group of municipal and regional staff members responsible for providing the essential services necessary to minimize the effects of the emergency on the city. They ensure the provision of all resources to the Emergency Site Team and are responsible for the normal municipal operations outside the Outer Perimeter.

2.20 MUNICIPAL EMERGENCY SUPPORT GROUP (MSG)

Key department heads and officials from the municipality and external agencies, who may be called to assist in emergency response operations required to minimize the effects of an emergency on the city. The Group individually or collectively may be requested to attend the Emergency Operations Centre and become a member of the Municipal Control Group depending on the nature of the emergency.

2.21 ON-SITE MEDIA INFORMATION CENTRE

The location at or near the Emergency Site where the media may gather for updated media releases and press conferences. The Emergency Information Officer with the approval of the ESM will determine this location. The On-Site Emergency Information Officer is responsible for this centre.

City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

2.22 OUTER PERIMETER

A geographic area surrounding the Inner Perimeter. The area between the Inner Perimeter and Outer Perimeter will serve as a staging area for essential personnel and equipment. Access to the staging area is authorized by the ESM.

2.23 POST-EMERGENCY RECOVERY COMMITTEE

This committee will be composed of municipal officials and key members representing various departments, agencies, and stakeholders. It will provide direction and coordinate activities addressing the recovery needs of all residents in the City of Brampton.

2.24 REGIONAL CONTROL GROUP (RCG)

Key department heads and officials at the regional and/or municipal level, and from external agencies, who are responsible for coordinating all emergency response operations required to minimize the effects of an emergency on the Region of Peel. The roles and responsibilities of this group are detailed in the Region of Peel Emergency Plan.

City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

3.0 PLAN ACTIVATION

3.1 INCIDENT REPORTING

Citizens usually report incidents through the Fire and Emergency Services or the Police Service. These organisations will be among the first on scene of a potential Emergency.

3.2 PRIMARY RESPONSIBILITY

Whenever an emergency occurs or threatens, the initial primary responsibility for providing immediate assistance and control rests with the responding public safety agency or municipal service department. A Fire and Emergency Services District Chief, a Police Duty Officer or a Public Works Manager or their designate should personally assume control at the site of an incident or arrange for someone on-site to take charge immediately until an Emergency Site Manager (ESM), if required, is appointed.

3.3 MUTUAL AID

Whenever a situation cannot be adequately dealt with solely by responding public safety or municipal service department or with mutual co-operation from other municipal departments, further action may be required under the provisions of mutual aid agreements with surrounding Municipalities.

3.4 AUTHORITY FOR ACTIVATING THE EMERGENCY PLAN

Whenever all the above interventions have proven inadequate to deal with the situation, further action may be required under the authority of “The Emergency Management Act” of Ontario and the City of Brampton by-law #-2003 enabling formulation of the present Plan which will govern the provision of necessary services during an emergency. The senior on-site official may then make the decision to alert the Emergency Measures Supervisor or his/her alternate in accordance with existing Incident Reporting and Notification Policy. The Emergency Supervisor or his/her alternate may initiate the Municipal Control Group Notification procedure depending on the nature and magnitude of the emergency.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

3.5 MUNICIPAL CONTROL GROUP NOTIFICATION

The Municipal Control Group Notification Procedure details how members of the MCG should be contacted and requested to report to the selected EOC. This can be:

- A full notification where all members of the MCG are requested to report to the EOC,
- A partial notification where only selected members of the MCG are requested to report to the EOC, or
- A standby notification where members of the MCG are contacted and instructed to stand-by for further instruction. This level may be used if there is an emergency developing or the threat of an emergency occurring that does not yet merit assembling members of the above groups.

3.6 EMERGENCY OPERATION CENTRE (EOC)

Where conditions indicate the need for a more permanent base of operation, the Emergency Measures Supervisor or his/her alternate will select a suitable Emergency Operations Centre (EOC). Several locations within the city have been designated and equipped to serve as EOC. The choice of the EOC must be made with consideration of the location of the Emergency Site, the requirements for the MCG, the support staff, and the provisions for media releases.

3.7 ACTION PRIOR TO THE DECLARATION OF EMERGENCY

When an emergency exists, but has not yet been declared to exist, municipal employees are authorized to take such action(s) under this Emergency Measures Response Plan as it may be required to protect the lives and property of the inhabitants of the City of Brampton.

3.8 DECLARATION OF AN EMERGENCY

Upon assembling, the Mayor with the advice of other members of the MCG may make the decision to declare a State of Emergency. The Checklist in Consideration of a Declaration of Emergency developed by Emergency Management Ontario may be used as a reference to make such decision.

The official declaration of a State of Emergency advises the public that a major emergency exists and that preparation for extraordinary emergency measures are under

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

way. It also provides for personal protection against liability for the municipal employees and elected officials in emergencies.

According to the Emergency Management Act Chapter E.9, Section 11.1:

“ No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, a minister of the Crown or a Crown employee for doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency.”

It is also important to note that after the declaration of emergency, all volunteers registered with the municipality and responding to the emergency are considered as municipal employees and fall under the protection of the Act. A Declaration of a State of Emergency will heighten the awareness of the public and will help in obtaining its collaboration during evacuations or following other authoritative instructions.

3.9 OFFICIAL NOTIFICATION OF STATE OF EMERGENCY

The declaration of a State of Emergency must immediately be communicated to the members and offices listed below.

- Solicitor General of Ontario through Emergency Measures Ontario
- The Council of the City of Brampton
- The neighbouring municipal officials and the Region of Peel as required
- The local Members of the Provincial Parliament
- The local Members of the Federal Parliament
- The local media
- The public

The development, maintenance and implementation of the procedure for communicating an official notification of a State of Emergency is the responsibility of the Corporate Communications Department.

3.10 REGIONAL ASSISTANCE

When a Municipal State of Emergency involves a large portion of the Municipality or reaches beyond the boundaries of the City of Brampton, it may become necessary to acquire the assistance of the Region of Peel, and in doing so, a Regional State of Emergency may be initiated. The Region of Peel may provide assistance without implementing their Emergency Plan but in the event a declaration of a Regional State of

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

Emergency is initiated it shall supersede the Municipal State of Emergency of the City of Brampton. When the Premier of Ontario declares a Provincial Emergency, all Municipal and Regional services shall come under the authority of the Premier of Ontario. Please refer to Diagram # 2.

Assistance from the Region of Peel or the Province can be applied for at any time WITHOUT the declaration of an Emergency.

3.11 PROVINCIAL ASSISTANCE

The Chief of Emergency Management Ontario, under the direction of the Solicitor General, is responsible for monitoring, co-ordinating and assisting in the formulation and implementation of Emergency Plans throughout Ontario. Emergency Management Ontario is specifically responsible for co-ordinating provincial emergency management. This provides provincial advice and assistance to municipalities.

If locally available resources, including those that might be available from bordering Municipalities and/or Regional sources, are insufficient to meet emergency requirements, then assistance may be requested from the Province. Such requests must be directed through area/region/district offices of the Provincial Ministry/Agency that normally provide services in the local area.

When the Premier of Ontario declares a Provincial Emergency, all Municipal and Regional services shall come under the authority of the Premier of Ontario.

3.12 FEDERAL ASSISTANCE

Requests for federal assistance including support from the Department of National Defence must be made through Emergency Measures Ontario.

3.13 TERMINATION OF A STATE OF EMERGENCY

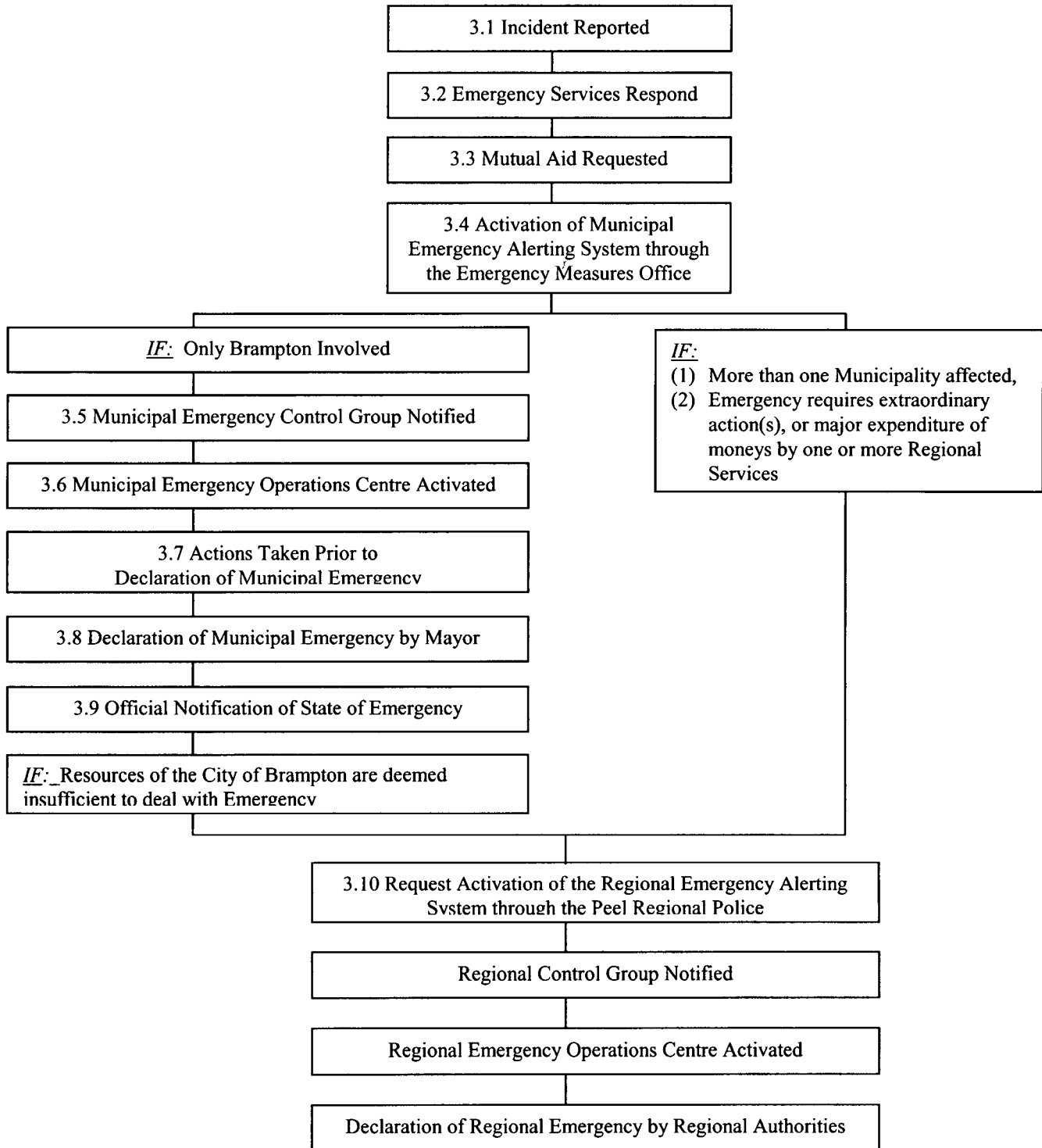
The following officials may terminate a Municipal State of Emergency at any time:

- The Head of Council in consultation with the Municipal Control Group;
 - A meeting of Municipal Council;
 - The Premier of Ontario.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

Diagram 3.1 – Steps leading to the Declaration of an Emergency



City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

4.0 EMERGENCY OPERATIONS

4.1 INTRODUCTION

This section provides a brief description of the usual roles and responsibilities assigned to key emergency response departments and agencies in responding to an emergency in the City of Brampton. All City departments have departmental emergency plans that provide the details of the implementation of the roles and responsibilities described below.

4.2 EMERGENCY RESPONSE ROLES & RESPONSIBILITIES

Brampton Fire and Emergency Services

- Direct fire suppression operations and Hazardous Materials response operations
- Command and control operations on emergency site as required unless the nature of the emergency is directly in the jurisdiction of another department or agency on site
- Manage search and rescue operations
- Provide advice regarding the need to evacuate buildings and areas, or the demolition of structures that present a danger
- Provide assistance to Emergency Response Departments and Agencies and be prepared to take charge or contribute to non fire suppression operations as necessary, i.e. first aid, triage, casualty collection, evacuation

Peel Regional Police

- Ensure the sealing off of area(s) of concern and dispersion of people not directly connected with the operations who by their presence are considered to be in danger or whose presence hinders in any way the efficient functioning of emergency operations
- Manage the movement of emergency vehicles to and from the site of the emergency and provide general traffic control in the area inside and adjacent to the outer perimeter
- Alert persons endangered by the emergency and co-ordinate evacuation of building or areas as required
- Protect life and property, and ensure the provision of law and order in the emergency area and the whole community
- Manage all activities related to the maintenance of law and order in temporary facilities, i.e., evacuation or reception centres
- Dispatch other special units as required, i.e. Bomb Disposal Unit, Hostage Unit, Marine Unit

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- Advise the Coroner in the event of fatalities and perform whatever additional responsibilities may be necessary under the Coroners Act
- Provide other departments and agencies with information and advice on law enforcement matters and effective use of police resources.

Region of Peel Ambulance and Emergency Services

- Provide on-scene emergency medical services including medical aid, patient treatment/care, triage and tagging of casualties
- Coordinate ambulance movement including transportation of injured/ill to hospital(s), transportation of patients out of hospital or other special care facilities if evacuated
- Maintain listing of victims transported to hospital
- Provide/arrange for portable carrying devices for the Fire and Emergency Services so it can retrieve casualties inside the inner perimeter as required.
- In a rescue/extrication emergency, provide advice and information as to the medical status of the casualty and ensure emergency medical care if such aid can be provided safely
- Liaise with CACC, Medical Director, Base Hospital, Medical Officer of Health as required
- Provide support to evacuation of people who need assistance i.e., provide ambulance transportation for unstable or ill evacuees to a suitable facility.

City of Brampton Works and Transportation Services

- Provide barricades at the site of the emergency and cordon off the areas required
- Secure and contain spills of liquid and other material
- Carry out snow and debris clearing in and around the emergency site
- Carry out flood emergency procedures
- Assist with traffic control, evacuation, etc., by clearing emergency routes, marking obstacles, providing road signs, etc.
- Provide public transit to support emergency activities and evacuation
- Provide information and advice on engineering matters
- Maintain liaison with private utility companies (hydro, gas, telephone, etc.) and make recommendations for discontinuation of any utility, public or private, where necessary in the interest of public safety
- Provide emergency potable water supplies and sanitation facilities for the emergency site and the evacuation centres
- Demolish unsafe structures if ordered by MCG or the Site Manager
- Co-ordinate waste handling and disposal with the Regional authorities
- Co-ordinate water distribution and waste-water operations with the Regional authorities
- Re-establish essential services at the conclusion of an Emergency

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- Provide materials, supplies and equipment as required for the emergency site
- Provide assistance in clean-up operations and repair of damages where there is a municipal responsibility
- Co-ordinate care of animals (pets) during the emergency

Region of Peel Social Services

- Ensure establishment and operation of Reception Centres and Evacuation Centres during evacuations and ensure full staffing of such facilities with designated volunteer agencies for the registration, feeding, clothing, care (including first aid and counselling), welfare and shelter of persons evacuated
- Ensure liaison with the Board of Education and the Separate School Board as well as the City Community Services with regards to the selection and maintenance of facilities required for evacuation purposes
- Coordinate with regional and municipal departments and agencies for the lodging of persons who have lost their place of residence through an emergency
- Arrange for post-emergency critical incident stress debriefings for affected citizens and municipal emergency volunteer workers as required

Region of Peel Public Health Services

- Provide consultation to emergency responders and the public regarding the immediate and long-term effects of toxic gases, liquids and/or other substances which may be present at, or emanate from the emergency site
- Arrange for mass immunisation where needed
- Arrange for testing of water supplies and, when warranted, make recommendation for arranging alternate supplies
- Ensure co-ordination of all efforts to prevent and control disease during the Emergency
- Provide authoritative instructions on health and safety matters to the general public
- Ensure liaison with the Community Care Access Centre of Peel with regards to the needs of the vulnerable population under their jurisdiction
- Ensure co-ordination of transportation, medical care and services for residents of Long Term Care Facilities, Second Level Lodging Homes, Nursing Homes, Special Care Facilities as well as bed-ridden citizens and individuals at home.

4.3 MUNICIPAL CONTROL GROUP

As explained in the previous section on the activation of the emergency plan, the emergency site may require an organised and coordinated support. In such situations, municipal staff members and representatives from partner agencies will assemble at the

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

Emergency Operations Centre (EOC) for the purpose of providing emergency response support or making emergency response decisions depending on the nature and magnitude of the emergency. In particular, they are responsible for providing the essential services necessary to minimize the effects of the emergency on the city. They may also be called to make policy decisions related to the resolution of the emergency and its impacts. This group is known as the Municipal Control Group (MCG).

Even once the decision has been made to activate the EOC, care must be taken not to interfere with detailed control at the operational levels, as changing control during response to an incident can create unnecessary problems. It must be understood that the role of the MCG in most situations is to coordinate and organise emergency provision of resources to support the incident.

On some occasions, usually limited to more complex and protracted incidents, the EOC may be established to exercise overall control.

4.4 CRISIS INTERVENTION TEAM

The composition of the Municipal Control Group will vary according to the nature and magnitude of the emergency. In small-scale emergencies, the group may be composed of three or four key individuals assigned to manage the support to the emergency site. This group will be referred to as the Crisis Intervention Team and should include at least the following people:

- The Emergency Measures Supervisor or his designate to act as Emergency Controller
- A representative from the lead department or agency involved in the response to the emergency to provide technical and tactical information to the group
- A representative from the Corporate Communications Department to plan and write bulletins, press releases and other communications material as well as act as liaison with the council office
- A member of the Clerk's Office to maintain logs
- A member of the Information Technology Department to ensure technological and telecommunications support to the group
- Other members of municipal departments likely to be impacted by the emergency who will help in taking appropriate actions to reduce such impact
- Other representatives from partner agencies involved in the emergency to provide advice as to the decision to be made in mitigating the situation.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

4.5 EOC ROLES & RESPONSIBILITIES

In the event of a major emergency, the full Municipal Control Group will assemble at the designated EOC. The functions of the members of this group are subdivided into five sections with predetermined roles and responsibilities as briefly described here.

Control Team

The Control Team is responsible for decisions that give strategic direction to the overall response to the situation. In the case of a single site, decisions will tend to be in the form of commands or orders, whereas at the EOC, decisions will tend to relate to policy.

Emergency decision-making is often more likely to be operational in nature and the authority to command is generally delegated to the Emergency Site Manager chosen from the agency most heavily involved in the response to the emergency. Exceptionally, when dealing with complex emergencies or multiple sites, this authority may be assigned to the Municipal Control Group under the direction of an Emergency Controller selected by the City Manager.

The Site Manager should consult with the Site Emergency Team but makes the final decision at the site. In the same manner at the EOC, although decisions should generally come out of consensus, the Emergency Controller will have the final authority for policy and action decisions.

In particular, this group will:

- Advise the Mayor as to whether a declaration of emergency is recommended
- Notify, request assistance from and/or liaison with various levels of government and any public or private agencies not under municipal control as may be required by the emergency;
- Designate any area in the municipality as an Emergency Area
- Co-ordinate and direct agency/department service providers and ensuring that all actions taken to mitigate the emergency are conducted, and are not contrary to the law
- Mobilize any municipal personnel and equipment which is required in the emergency
- Ensure adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site
- Arrange for services and equipment from local agencies not under municipal control, i.e. private contractors, volunteer agencies, service clubs, etc.
- Determine if additional volunteers are required and if appeals for volunteers are warranted

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- Determine the need to establish advisory group(s) and/or sub-committees
- Authorize expenditures of funds for implementing the emergency plan
- Decide to discontinue utilities or services provided by public or private concerns without reference to any consumers in the municipality when continuation of such utility or services constitutes a hazard to public safety within an emergency area
- Decide to evacuate these buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from some other source;
- Arrange for transportation, accommodation and well-being, on a temporary basis, of any residents who are in need of assistance due to displacement as a result of the emergency
- Ensure that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public
- Advise the Mayor when and why to terminate an emergency declaration
- Before emergency response efforts have been completed, determining if a Post-Emergency Recovery Committee needs to be established, and if so, confirming the chair and composition of that committee, along with its reporting structure
- Maintaining a log outlining actions regarding the decisions made, or orders given, and submitting a summary of the log to the Emergency Measures Supervisor for reporting purposes at the end of the emergency.

It is important to note that each of the members of the control group has some responsibilities that the group as a whole will not supply for them:

- Each member of the Municipal Control Group is responsible for calling out and mobilizing the Emergency service, agency and equipment under their jurisdiction
- Each member of the Municipal Control Group is responsible for directing and co-ordinating their respective service and ensuring that all actions taken to mitigate the Emergency are conducted, and are not contrary to the law
- Each member of the Municipal Control Group is responsible for providing for their own clerical and communications support staff where needed.

The Control Team will include but not be limited to:

- Members of the Crisis Intervention Team as described above
- Head of Council or Alternate (as per rotation schedule)
- City Manager or designate (as per rotation schedule)
- Heads of each of the other four EOC sections if different than the people specifically named in this list.

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

As well, the following people may be asked to join the Control Team as required:

- Commissioners and Executive Directors of each department involved in the emergency although they may assign someone from the department with the required authority;
- Fire Chief or designate;
- Regional Police Chief or designate;
- Regional Medical Officer of Health or designate;
- Regional Social Services Commissioner or designate;

Planning and Assessment Section

This group will assemble as part of the MCG with the specific responsibility for gathering, analysing and evaluating situation information from the emergency in order to develop recommendations on an appropriate Emergency Action Plan to be approved by the Control Team. This section also provides periodic predictions on the potential disruptions and impacts of the emergency.

In particular, this group will:

- Obtain data from all possible sources (internal, partner agencies, stakeholders, media) to evaluate the situation as accurately as possible
- Maintain maps and diagrams of the emergency site and the surrounding areas
- If possible, obtain images of the site to enable the MCG to better understand the situation
- Maintain logs, status boards and statistical reports of the situation as it develops
- Maintain status on allocated resources
- Analyse collected data to provide an assessment of the impact of the situation on the immediate surroundings of the site and on the city as a whole
- Prepare prediction evaluation of the situation and it's potential to evolve in the short-term and over the long-term
- Develop the Emergency Action Plan geared to responding to the predictions as efficiently as possible
- Monitor the situation constantly to remain informed as to changes that may have an impact on the overall response and recovery operations or on the city as a whole.

The Planning and Assessment Section will include but not be limited to:

- A senior official from the Planning, Design and Development Department of the city to act as chair of this section
- Representative(s) from the lead department or agency involved in the emergency

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- A representative of the clerk's office to coordinate log-keeping and status board maintenance
- A representative of the planning department with access to municipal and regional maps
- A representative of the municipal GIS section to help in maintaining digital maps and diagrams of the emergency site and the surroundings

As well, the following people may be asked to join the Planning and Assessment Section as required:

- Other representatives of municipal departments likely to be impacted by the emergency who will help in planning appropriate actions to reduce such impact
- A representative of the emergency measures office to help plan long-term coordination of the EOC
- A representative of the Economic Development Office to evaluate economic impact of emergency
- A representative of the Amateur Radio Emergency Services to help in collecting data from the site and from other sources
- Technical advisors from various departments to help gather, analyse and evaluate information
- Technical advisors and/or representatives from stakeholder agencies and organisations including industry representatives, school boards, utility providers or critical infrastructure owners and tenants.

Operations Section

The Operations Section provides minute-by-minute support to emergency responders in the field. Representatives from Police, Fire, Ambulance, Works and Transportation, Social Services, and Public Health are in contact with staff in the field to ensure they have the information about the emergency, that requests for supplies, equipment, or personnel are processed, and that there is co-ordination with other involved agencies.

This section can actually be sub-divided into a number of groups to provide support to particular aspects of the emergency as necessary. The heads of each of such sub-groups then work together to ensure coordination and each sub-section head sits on the Control Team as representative of his sub-section. In most situations, however it is preferable to limit this to two sub-sections being the Emergency Site Support Section and the Evacuation Support Section. In multi-site events, a sub-section may be assigned as support for each individual site with each section chair reporting to a centralized Operations Section.

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

The Emergency Site Support Section will:

- Ensure efficient transmission of information from the site to the EOC and vice-versa
- Transfer information received to the Planning and Assessment Section in order to prepare Emergency Action Plans and to the Communications Section to plan Emergency Information Plans
- Ensure coordinated actions of all agencies involved in the emergency either at the site or outside the perimeter
- Transmit instructions related to policies determined by the Control Team to the site and ensure compliance to such policies
- Receive requests for supplies, equipment, personnel and services from the site and take necessary action to obtain these and send them to the site

The Emergency Site Support Section will include but not be limited to:

- A representative from the lead agency involved in the emergency to act as chair of this section
- Representatives from each of the emergency response departments and agencies involved in the emergency

As well, the following people may be asked to join the Emergency Site Support Section as required:

- Representatives from utility suppliers, industry stakeholders and private organisations affected by or involved in the emergency

The Evacuation Support Section will:

- Evaluate impact of evacuation and determine preferred locations for establishment of reception centres and/or shelters
- Liaise with the proper authorities for the opening and maintenance of facilities selected as reception centres and/or shelters
- Ensure efficient transmission of information from the reception centre/shelters to the EOC and vice-versa
- Transfer information received to the Planning and Assessment Section in order to prepare Emergency Action Plans and to the Communications Section to plan Emergency Information Plans
- Ensure coordinated actions of all agencies involved in the evacuation
- Transmit instructions related to policies determined by the Control Team to the reception centres and/or shelters and ensure compliance to such policies
- Ensure implementation of the Emergency Action Plan developed by the Planning and Assessment Section once approved by the Control Team as it pertains to the evacuation
- Receive requests for supplies, equipment, personnel and services from the reception centres and/or shelters and take necessary action to obtain these and send them where required

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

The Evacuation Support Section will include but not be limited to:

- A representative from the Regional Social Services Department to act as chair of the section
- Representatives from the emergency response departments and agencies involved in the evacuation

In extended or wide-scale emergencies, it may be valuable to designate a team to provide coordination of actions not related to a particular site or to the evacuation. Such a team identified as the Off-site Impact Coordination Section would:

- Coordinate Public Health and Safety initiatives and programs as required
- Coordinate initiatives and programs related to the specific impacts' on the business community as required
- Ensure Continuity of Government as required
- Ensure re-establishment of Critical Infrastructure and essential services
- Coordinate implementation of other initiatives and programs related to specific impacts as recommended by the Planning and Assessment Section

The people in these sub-sections will vary according to need and should be mobilized by the Control Team as part of the Emergency Action Plan.

Logistics and Finance Section

This section is primarily responsible for locating and acquiring all the necessary personnel, equipment, and material items needed by the city to deal with the emergency. It is also responsible for the financial management of the operations, which includes tracking all expenses and preparing claims where applicable.

The Logistics and Finance Section will:

- Identify and obtain equipment, vehicles, machinery and supplies as required
- Identify and mobilize personnel, volunteers and expert help as required
- Ensure Health and Safety of personnel and volunteers assigned to the emergency
- Provide and install information technology and/or telecommunication equipment as required
- Locate and obtain access to any facility required for the management of the emergency
- Coordinate the contracting of any service required
- Track all expenses incurred by the emergency operations

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- Prepare all financial reports on the cost of the emergency and process claims whenever applicable
- Facilitate access to disaster relief program when applicable
- Coordinate with municipal insurance

The Logistics and Finance Section may include but not be limited to:

- A representative from Management Services to chair the section
- A representative from Purchasing to coordinate acquisitions
- A representative from IT/Telecommunications to coordinate technical support
- A representative from Risk Management to process claims
- A representative from Treasury to track expenses
- A representative from Human Resources to coordinate staff and volunteer assignment
- A representative from Health and Safety to ensure safe practices on site
- A representative from Asset Management to locate facilities within the city
- A representative from Fleet Services to provide access to vehicles

Communications Section

The Communication Section fills four main functions of liaison, internal communications, public inquiry and media relations. To do this, the Communication Section will:

- Establish liaison with Municipal and Regional Councillors and major stakeholders in the community
- Establish liaison with other level of governments likely to be involved or affected by the emergency including regional, provincial and adjacent municipal governments
- Develop and distribute all internal and external communications as approved by the Control Team
- Activate a call centre and include approved message on emergency information line and web site
- Liaise with the media including preparation of press releases, press conferences and interviews
- Develop and implement an emergency information plan for the incident including the dissemination of information to the general public, the public at risk, and the media
- Monitor the coverage of the emergency by the media and take appropriate corrective actions when required
- Act as host to escort and brief official visitors and media representatives

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

The Communications Section may include but not be limited to:

- A representative from the Public Relations Department to act as chair for the section
- The Mayor or designate to act as spokesperson for the city
- Representatives from the Public Relations Department to act as Emergency Information Officer both at the EOC and on site. Such people are responsible for tasks such as preparing messages for municipal staff, writing press releases, organising press conferences and interviews, and briefing the Mayor and other people prior to speaking to the media.
- A representative from the Council Office to coordinate the liaison with the councillors
- A representative from the Webmaster to ensure proper dissemination of information from our web site
- Other staff members from the Public Relations Department to handle the Call Centre responsible for public inquiry, the Media Relations group to host and answer request for information from members of the press, and the external communications and liaison functions.

4.6 EOC SUPPORT ROLES

In addition to the five sections described above, a support group for the EOC itself must be mobilized. This group will provide the following support to the people attending the EOC:

- EOC access control including identification of members of the MCG and their support staff as well as restriction of access to unauthorised persons
- Health, safety and security of people at the EOC
- Coordination of parking for members of the MCG and their staff at the EOC
- Information Technology and telecommunications support at the EOC
- Access to Amateur Radio Emergency Services at the EOC
- Provision of supplies and equipment to the EOC
- Catering services and provision of rest areas
- Other services to members of the EOC as required

An EOC duty officer will be assigned from the Emergency Measures Office staff to coordinate the EOC support group. The EOC Duty Officer will also be responsible for constantly evaluating the efficiency of the EOC in coordinating the emergency response support. In particular, the duty officer will examine:

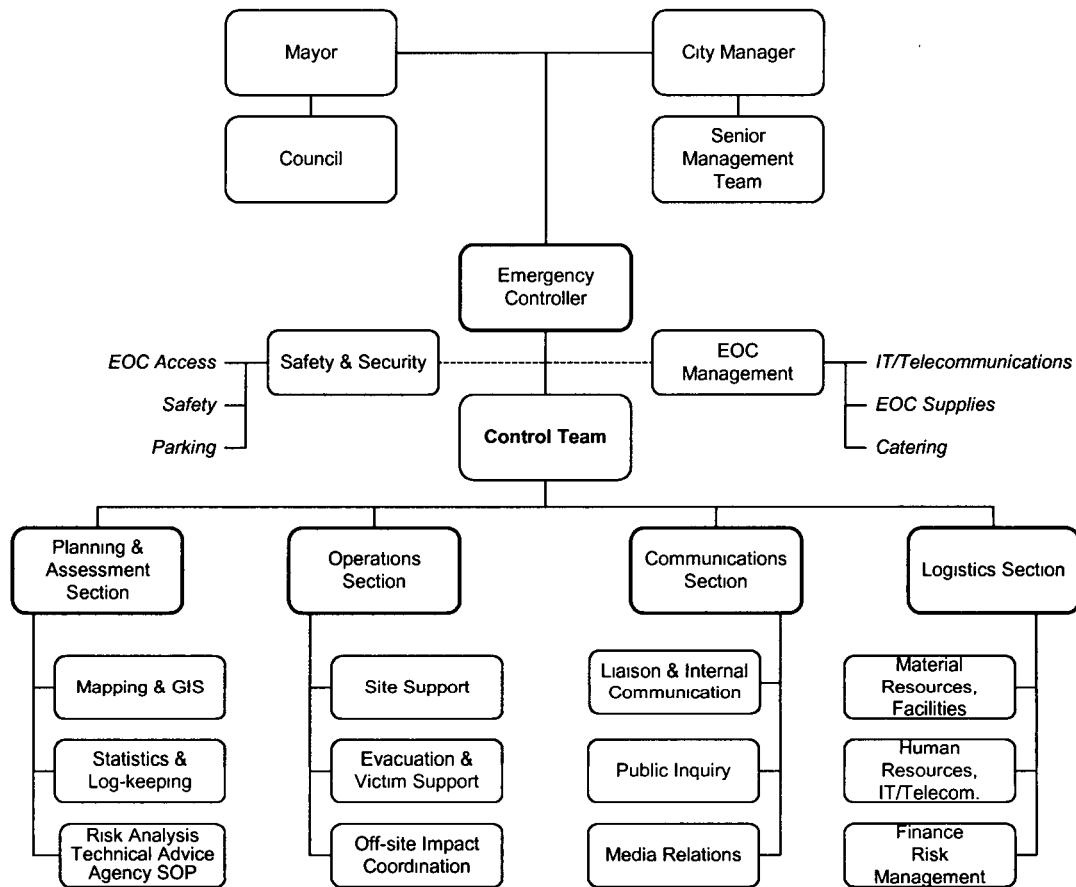
- The need to call in additional personnel or volunteers to participate in one or more of the EOC sections
- The efficient flow of communications from one section to the other

City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

- The efficient use of status boards, logs, maps, technology and telecommunication tools
- The need for nourishment, rest, and stress debriefing of the individuals at the EOC
- The organization of smooth transition during change of shifts
- The HVAC, lighting and other environmental concerns of the EOC facilities

Diagram 4.1 Municipal Control Group



City of Brampton Emergency Plan

Appendix A, By-law Number 115-2004

5.0 EMERGENCY RECOVERY

5.1 RECOVERY

The last phase of an emergency but certainly not the least is the Recovery Phase. This phase focuses on procedures that will enable the city to return to day to day operations as soon as possible following an emergency. All City departments have a number of tasks to undertake in the days, weeks, and months following an emergency affecting the City.

This phase is often the most crucial and usually the most demanding in terms of human resources and material resources. Because of factors such as duration, rate of development of the situation and amount of resources needed, emergency recovery is being planned with a different approach from that of the emergency response plan.

The Municipal Control Group may activate the Recovery Phase once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously, and it can be difficult to precisely define where one begins and where one ends. Recovery efforts may be initiated while a state of emergency is still in effect. The task of the Municipal Control Group in this Phase of the plan is to establish the Post-Emergency Recovery Committee.

5.2 POST-EMERGENCY RECOVERY COMMITTEE

This committee will be composed of municipal and regional officials representing legal, health, social services planning and public works' service sectors. It will provide direction and coordinate activities addressing the recovery needs of all residents in the City of Brampton.

The Committee's role will vary according to the nature and intensity of the Emergency. On a short-term basis, its aim is that of restoring minimum services to the population. On a long-term basis, this committee will work at returning the community and its citizens to its pre-emergency state as much as possible.

Among other tasks, they will be responsible for:

- Assessing damages
- Clearing debris
- Restoring food supplies, shelter and utilities
- Rebuilding
- Redeveloping the community
- Providing Critical Incident Stress Debriefing and Counselling
- Evaluating and Reporting

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

Depending on the nature and magnitude of the emergency, this committee may establish sub-committees to divide the tasks in three primary issues being::

- Human Needs to deal with feeding, clothing, health care, lodging and counselling
- Infrastructure Rebuilding to deal with restoration of utilities, facilities, roads and services
- Disaster Relief to deal with financial assistance to individuals

Other sub-committees may be established to take care of special need as appropriate.

City of Brampton Emergency Plan
Appendix A, By-law Number 115-2004

6.0 MUNICIPAL PREPAREDNESS

6.1 TRAINING

To prepare municipal and regional staff to use the emergency response plan for potential emergencies in Brampton, the Emergency Measures Office designed a comprehensive training program. The aim is to ensure staff and volunteers are able to cope effectively with any emergency situation. The training includes:

- A Basic Emergency Preparedness course for anyone likely to be involved in emergency response on site or at the EOC
- An Enhanced Emergency Response course with detailed operational instructions on the EOC functions, communications and coordination of support to an emergency site
- A Crisis Intervention and Response Coordination course aimed at preparing members of the Crisis Intervention Teams
- Emergency Management Leadership training aimed at preparing staff most likely to be assigned to chair a section of the EOC or the Municipal Control Group as a whole
- Specialized training related to the specific needs of certain departments such as Crisis Communications and Media Relations, Log-keeping and Emergency Telecommunications

This training is provided in a combination of in house and external training sessions

6.2 EXERCISES

In order to test the plan, familiarize staff and volunteers with the EOC, allow everyone to meet the other participants in the emergency response operations, build confidence on the part of the various players, and present various scenarios of potential emergencies, a comprehensive exercise program is coordinated by the Emergency Measures Office.

This exercise program includes:

- Notification tests three or four times a year to ensure our capacity to reach people at all times
- Annual tabletop exercises for individual Emergency Operations Centre sections members
- One annual city-wide simulation exercise co-ordinating all Emergency Operations Centre sections

City of Brampton Emergency Plan Appendix A, By-law Number 115-2004

- Participation in exercises hosted by the Region of Peel, the Province of Ontario, the Greater Toronto Airport Authority, partner agencies and adjacent municipalities

Departments are also encouraged to test their departmental emergency plans at least once a year. The Emergency Measures Office helps any department in testing their plan.