

BY-LAW NUMBER 207-2023
OF
THE CORPORATION OF THE CITY OF BRANTFORD

*Being a by-law to adopt the Emergency Management Program, to adopt the
Emergency Response Plan and to repeal By-law 181-2021.*

WHEREAS the *Emergency Management and Civil Protection Act*, R.S.O., 1990, Chapter E.9, as amended (the “**Act**”) requires the development and implementation of an emergency management program, including:

- (a) an emergency response plan which governs 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;
- (b) identification and assessment of the various hazards and risks to public safety that could give rise to emergencies;
- (c) identification of facilities and other elements of the infrastructure that are at risk of being affected by emergencies;
- (d) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- (e) public education on risks to public safety and on public preparedness for emergencies; and
- (f) any other element required by the standards for emergency management programs, as set by regulation;

AND WHEREAS the Act and the Regulations, being O. Reg. 380/04 (the “Regulations”) require the adoption of an emergency response plan, which is to:

- (a) govern the provision of necessary services during an emergency and the procedures under the manner in which employees of the municipality and other persons will respond to the emergency;
- (b) authorize employees of the municipality to take action under the emergency response plan where an emergency exists but has not yet been declared to exist;
- (c) specify procedures to be taken for the safety or evacuation of persons in an emergency state;
- (d) designate one or more members of council who may exercise the powers and perform the duties of the head of council under the Act or the emergency response plan during the absence of the head of council or during his or her inability to act;
- (e) establish committees and designate employees to be responsible for reviewing the emergency response plan, training employees in their functions and implementing the emergency response plan during an emergency;
- (f) assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan;
- (g) conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency response plan;
- (h) set out the procedures for notifying the members of the Municipal Emergency Control Group of the emergency;
- (i) provide for obtaining and distributing materials, equipment and supplies during an emergency;
- (j) provide for any other matter required by the standards for emergency response plans set by regulation;

- (k) provide for such other matters as are considered necessary or advisable for the implementation of the emergency response plan during an emergency;
- (l) be reviewed, and if necessary, revised by the municipality annually

AND WHEREAS the Regulations, require that every municipality designate an employee of the municipality as its emergency management program co-ordinator, who must:

- (a) complete the training that is required by the Chief, Emergency Management Ontario;
- (b) co-ordinate the development and implementation of the municipality's emergency management program within the municipality;
- (c) co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside the government that are involved in emergency management; and
- (d) report to the municipality's emergency management program committee on their work;

AND WHEREAS the Regulations require that every municipality have an emergency management program committee that:

- (a) Shall be composed of:
 - i. the municipality's emergency management program co-ordinator;
 - ii. a senior municipal official appointed by Council;
 - iii. such municipal employees who are responsible for emergency management functions, as may be appointed by the Council; and
 - iv. such other persons as may be appointed by Council and who are:
 - 1. officials or employees of any level of government who are involved in emergency management;
 - 2. representatives of organizations outside government who are involved in emergency management; or
 - 3. persons representing industries that may be involved in emergency management.
- (b) Require that Council appoint one of the members of the committee to be the chair of the committee;
- (c) Require that the committee advise Council on the development and implementation of the municipality's emergency management program; and
- (d) Require that the committee conduct an annual review of the municipality's emergency management program and make recommendations to Council for its revision, if necessary

AND WHEREAS the Regulations require that every municipality have a Municipal Emergency Control Group to be composed of such officials or employees of the municipality as may be appointed by Council; and such Municipal Emergency Control Group shall:

- (a) complete the annual training that is required by the Chief, Emergency Management Ontario;
- (b) direct the municipality's response in an emergency, including the implementation of the municipality's emergency response plan;
- (c) develop procedures to govern its responsibilities in an emergency;
- (d) conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency response plan and its own procedures; and

- (e) if determined necessary as a result of the evaluation of the annual practice exercise, revise its procedures and make recommendations to Council for the revision of the municipality's emergency response plan;
- (f) Seek advice and assistance of the following where required:
 - i. Officials or employees of any level or government who are involved in emergency management.
 - ii. Representatives of organizations outside government who are involved in emergency management.
 - iii. Persons representing industry that may be involved in emergency management.

AND WHEREAS the Regulations require that every municipality establish an emergency operations centre to be used by the Municipal Emergency Control Group in an emergency; and which must have appropriate technological and telecommunications systems to ensure effective communication in an emergency;

AND WHEREAS the Regulations require that every municipality designate an employee of the municipality as its emergency information officer, who shall act as the primary media and public contact for the municipality in an emergency;

AND WHEREAS the Act makes provision for the Head of Council to declare that an emergency exists in the community, or in any part thereof, and also provides the Head of Council the authority to take such action or make such orders as he or she considers and not contrary to law, to implement the emergency response plan and to protect property and the health, safety and welfare of the inhabitants of the emergency area;

AND WHEREAS the Act requires the emergency management program to conform to regulatory standards set by the Solicitor General and Emergency Management Ontario, acting as an agent of the Ministry of the Solicitor General, guides and supports emergency management practices in Ontario including the application of a comprehensive emergency management approach and Ontario's Incident Management System

AND WHEAREAS the Act provides that the municipality has a right of action to recover monies expended or costs incurred in the implementation of an emergency plan or in connection with an emergency against the person who caused the emergency, and;

AND WHEREAS the Act requires that the emergency management program and related emergency response plan be adopted by bylaw;

NOW THEREFORE the Council of The Corporation of the City of Brantford hereby enacts as follows:

1. THAT The Corporation of the City of Brantford Emergency Management Program (the "**Program**") attached hereto as Schedule "A" is hereby adopted.
2. THAT the composition of the Emergency Management Program Committee (the "**EMPC**") shall be as identified in the Program; and the persons filling these positions are hereby appointed as the EMPC members.
3. THAT the Chair of the EMPC or designated alternate as provided for in the Program will cause the emergency management program to be reviewed annually by the EMPC and to recommend changes to the program as considered appropriate to Council for approval.
4. THAT The Corporation of the City of Brantford Emergency Response Plan attached hereto as Schedule "B" (the "**Plan**") is hereby adopted.
5. THAT the composition of the Municipal Emergency Control Group (the "**MECG**") shall be as identified in the Plan; and the persons filling these positions are hereby appointed as the MECG members.
6. THAT MECG members, as set out in the Plan are hereby authorized and directed to cause an emergency notification to be issued to members of the MECG and to respond to an emergency in accordance with the Plan where an emergency exists but has not yet been declared to exist.

- 7. THAT the Head of Council, being the Mayor of The Corporation of the City of Brantford, or the designated alternate as provided for in the Plan, is hereby authorized to declare and terminate an emergency, in accordance with the Plan.
- 8. That staff be AUTHORIZED to procure goods and services necessary to manage and respond to an emergency using budgeted and unbudgeted funds in accordance with the emergency provisions set out in the Purchasing Policy (Corporate- 012).
- 9. THAT staff be AUTHORIZED to make administrative changes to the Plan including changes due to personnel changes, organizational changes, contact information, phone numbers and other administrative matters.
- 10. THAT the City’s Chief Administrative Officer is hereby authorized and directed to:
 - a. Designate themselves or other MECG member as the Emergency Operations Centre Commander;
 - b. Ensure that the Fire Chief designates an employee as the Emergency Management Program Co-ordinator (otherwise referred to as the Community Emergency Management Coordinator));
 - c. Ensure the Emergency Management Program Co-ordinator has completed or will complete all the requirements under the Regulations;
 - d. Designate a qualified employee as the Emergency Information Officer;
 - e. Assign City employees to positions with responsibilities that support the management of emergencies within the City of Brantford;
- 11. THAT By-Law 181-2021 is hereby repealed.
- 12. THAT this By-Law shall come into full force and effect on the date of final passing thereof.

READ A FIRST TIME: December 19, 2023
READ A SECOND TIME: December 19, 2023
PASSED: December 19, 2023

MAYOR

CLERK

Schedule A



Emergency Management Program

The Corporation of The City of Brantford's Emergency Management Program

The Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9, as amended (the “**Act**”) requires municipalities to develop and implement emergency management programs consisting of:

- a) an emergency plan,
- b) training and exercises for municipal employees as well as other parties involved in emergency response,
- c) public education, and
- d) any other element required by the standards for emergency management programs as prescribed by legislation.

In meeting this mandate, the Emergency Management Program (the “**Program**”) for The Corporation of the City of Brantford (the “**City**”) aims to enhance the safety, preparedness and resiliency of the community through a strong emergency management program that reflects best practices in public education, staff development, policies and strategic partnerships. The program applies comprehensive emergency management; an all-encompassing risk-based approach to emergency management that includes prevention, mitigation, preparedness, response and recovery measures.

1. Community Emergency Management Coordinator (CEMC)

In order to ensure the development and implementation of a municipal emergency management program in accordance with legislated requirements, each municipality in Ontario must designate an Emergency Management Program Co-ordinator, otherwise known as a CEMC. The CEMC shall be designated by and report to the City's Fire Chief. The CEMC is responsible for coordinating the development, implementation and maintenance of the community's emergency management program in accordance with minimum requirements as outlined in the Act and Ontario Regulation 380/04. Alternate CEMCs include the Fire Chief and Deputy Fire Chiefs.

1.1 As designated by the City's Fire Chief, the current Emergency Management Program Co-ordinator is the City's Community Emergency Management Coordinator, Kris Lutzi.

2. Emergency Information Officer (EIO)

Additionally, the CEMC will be assisted by the EIO. In addition to the main responsibilities EIO as identified in section 2.4: IMS Positions of The Corporation of the City of Brantford's Emergency Management Plan (the “**Plan**”), the EIO will also assist in the development of the emergency management program's public education component. The EIO will be designated by the City's Chief Administrative Officer (CAO).

2.1 As designated by the City's CAO, the current EIO is the City's Director of Communications and Community Engagement.

3. Emergency Management Program Committee (EMPC)

The EMPC meets regularly under the direction of the CAO to provide overall leadership in the development and delivery of the community's emergency management program.

The purpose and responsibilities of this committee are to:

- a) Review the City's Program and Plan annually;
- b) Provide advice to the CEMC in the development of the Program and the Plan;
- c) Support the development and delivery of the Program's objectives, including:
 - i. hazard identification and risk assessment,
 - ii. emergency and business continuity planning,
 - iii. critical Infrastructure identification,
 - iv. public education,

- v. exercises, and
 - vi. staff training
- d) Foster a culture of comprehensive emergency management at the municipal level as well as within their applicable organizations and departments including taking proactive steps to improve mitigation, prevention, preparedness, response and recovery measures.
 - e) Establish sub-committees and working groups it deems necessary for its function;
 - f) Recommend staff and subject matter experts to the Municipal Emergency Control Group (MECG) that may assist with Emergency Operations Centre (EOC) and other emergency response operations;
 - g) Make recommendations to Council for the continued development of the Program and the Plan;
 - h) Assist the CEMC in meeting the legislated level of emergency management as dictated by the Province of Ontario; and
 - i) Fulfill the obligations contained in the Plan.

3.1 EMPC Membership

The EMPC consists of the following personnel:

- a) CAO,
- b) CEMC,
- c) City's Director of Communications, Community Engagement & Customer Service
- d) City's Fire Chief,
- e) Brantford Police Service Chief of Police,
- f) Chief/Director of Brant/Brantford Paramedic Services,
- g) City's Commissioner of Public Works,
- h) City's Commissioner of Community Development,
- i) City's Commissioner of Corporate Services,
- j) Brant County Health Unit Medical Officer of Health,
- k) Brant Community Health Services Emergency Preparedness & Administrative Coordinator, and
- l) Grandbridge Energy Vice President

The Chair of the Committee shall be the CAO and in the absence of the CAO, the CEMC shall serve as Chair.

Additional guests or City staff may also be invited to attend EMPC meetings however will not be considered members of the EMPC.

4. Hazard Identification and Risk Assessment (HIRA)

The EMPC utilizes the HIRA, a tool designed by the Province of Ontario, 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. Hazards are generally grouped into three categories: natural; human-caused; as well as technological and infrastructure disruptions.

The EMPC uses HIRA in their program planning to determine which hazards pose higher risk in order to create more applicable emergency response plans, public education, focused training programs and exercises for the municipality. It should be noted that the HIRA is not intended to be used as a prediction tool to determine which hazard will cause the next emergency.

The City's HIRA is reviewed annually by the Committee to maintain relevance for program planning purposes.

5. Emergency and Business Continuity Planning

The EMPC will provide guidance and recommendations in the development, review and maintenance of the City's emergency and business continuity plans. This includes the annual review of the Plan as described in Section 7: Emergency Response Plan Maintenance, Testing and Distribution of the Plan. The EMPC will also provide guidance and recommendations for supporting documents such as hazard-specific plans (e.g. flood emergency response plan), supporting plans (e.g. reception centre and group lodging plan), and other applicable documentation to assist in the direction of response and recovery efforts. Plans and associated documents are to take into account the City's HIRA as well as best practices in emergency management and business continuity.

6. Critical Infrastructure

The EMPC shall develop, maintain and annually review the City's Critical Infrastructure List. This list identifies key facilities, systems and networks which could be impacted by an emergency, specifically including those which could have serious impact on Brantford residents, the local economy and/or the City's ability to deliver services. The facilities, systems and networks identified in the Critical Infrastructure List do not necessarily need to be owned or operated by the City, nor be located in Brantford. For the safety and security of the City and its residents, the Critical Infrastructure List will not be available to the public.

For the purposes of emergency response and business continuity, City services that maintain or provide critical infrastructure will often be considered as essential services. However, in some instances, additional City services may be deemed essential during an emergency given their need to manage the emergency (e.g. recreational services to manage public pools during an extreme heat emergency).

For ease of reference in the event of an emergency, the City's critical infrastructure is listed in Appendix D to the Plan which shall be reviewed annually by the Committee to maintain relevance for program planning and emergency response purposes.

7. Public Education

The EMPC will also provide guidance and direction to the EIO, CEMC and others who are involved in the Program's public education component. This component is planned and reviewed annually by the EMPC. The Program will generally focus on personal preparedness as well as specific hazards (e.g. tornado, flood, pandemic) based on priorities established by the EMPC.

The EMPC will utilize a variety of media platforms and methods to educate the public. These include but are not limited to:

- Media releases
- Website(s)
- Social media
- Radio
- Public presentations
- Print materials (e.g. fact sheets)

8. Exercises and Training

The EMPC will assist the CEMC in ensuring exercise(s) are completed as indicated in Section 7: Emergency Response Plan Maintenance, Testing and Distribution of the Plan. The CEMC will coordinate and ensure the facilitation of the exercise(s) with the MCEG, applicable City staff, partner agencies and potentially third parties (e.g. subject matter experts) involved in responding to emergencies. Additional exercises may be conducted during the year where deemed necessary.

The Program utilizes both internal and external training resources for City staff and other persons. This includes but is not limited to:

- Courses offered by Emergency Management Ontario and other recognized providers in the emergency management industry;
- Training offered by other partner agencies and third parties;

- Orientation of the Plan including IMS positions;
- Use of the City’s mass notification system software (for MCEG members); and
- Review of applicable procedures

With the assistance of the EMPC, the CEMC acts as a resource to coordinate and, in some instances, facilitate training dependent on the subject matter.



Emergency Response Plan

Revisions History

[illegible]

Table of Contents

The Corporation of The City of Brantford’s Emergency Management Program.....VI

1. Community Emergency Management Coordinator (CEMC)VI

2. Emergency Information Officer (EIO).....VI

3. Emergency Management Program Committee (EMPC).....VI

 3.1 EMPC MEMBERSHIPVII

4. Hazard Identification and Risk Assessment (HIRA).....VII

5. Emergency and Business Continuity Planning.....VIII

6. Critical InfrastructureVIII

7. Public Education.....VIII

8. Exercises and Training.....VIII

1. Introduction 1

 1.1. PURPOSE 1

 1.2 SCOPE 1

 1.3 PLAN ASSUMPTIONS 2

 1.4 LEGAL AUTHORITIES 2

2. Emergency Response 3

 2.1 RESPONSE PRIORITIES..... 3

 2.2 CONCEPT OF OPERATIONS 3

 2.2.1 Incident Management System (IMS) 3

 2.2.2 Escalation of Emergencies 4

 2.2.3 Site Coordination with the MECG 6

 2.3 MUNICIPAL EMERGENCY CONTROL GROUP (MECG) 7

 2.3.1 General Roles and Responsibilities of the MECG During an Emergency 7

 2.3.2 Other Requirements of the MECG 9

 2.3.3 MECG Membership 9

 2.3.4 Decision Making 9

 2.4 IMS POSITIONS 10

 A. EOC Commander 10

 B. EOC Manager 11

 C. Emergency Information Officer (EIO) 11

 D. Liaison Officer 12

 E. Safety Officer 12

 F. Legal Officer 13

 G. Planning Section Chief 13

 H. Logistics Section Chief 14

 I. Finance and Administration Section Chief 14

 Operations Section 14

 J. Operations Section Chief (Lead Agency) 14

 Operations Section Branch Coordinators 15

 K. Fire Branch Coordinator 15

 L. Police Branch Coordinator 16

 M. Paramedic Services Branch Coordinator 16

 N. Public Works Branch Coordinator 17

 O. Building Inspection Branch 19

 P. Social Services Branch Coordinator 19

 Q. Public Health Branch Coordinator 20

 Additional EOC Support Staff 21

 R. Scribes 21

 T. Geographic Information System (GIS) 22

 U. Information Technology (IT) 22

 V. Customer Services Coordinator 22

 W. Emergency Communications Team 23

 2.6 THE ROLE OF COUNCIL 23

 2.6.1 Policy Group 24

 2.6.2 Head of Council 24

 2.7 ACTIVATION OF THE EMERGENCY RESPONSE PLAN 25

 2.7.1 Emergency Notification Procedures 25

 2.7.2 Declaration and Termination of an Emergency 25

3. Requests for Assistance 28

3.1 ASSISTING AND COOPERATING AGENCY SUPPORT 28

3.2 REQUESTING NEIGHBOURING JURISDICTION SUPPORT..... 28

3.3 REQUESTING ADDITIONAL GOVERNMENT ASSISTANCE 29

3.3.1 Assumption by Province 29

4. City of Brantford Emergency Operations Centre (EOC)..... 29

5. Emergency Response Plan Supporting Documents 29

5.1 Commission, Department and Assisting Agency Emergency Procedures 30

6. Financial Considerations..... 30

6.1 BUDGETING 30

6.2 COMPENSATION FOR LOSSES 30

7. Emergency Response Plan Maintenance, Testing and Distribution 31

7.1 PLAN MAINTENANCE 31

7.1.1 Formal Review 31

7.2 EXERCISING THE PLAN 31

7.3 PLAN DISTRIBUTION..... 31

7.3.1 Public Access to the ERP 32

8. Acronyms and Abbreviations 33

APPENDIX A: Glossary of Terms..... 35

APPENDIX B: IMS Principles and Concepts 42

APPENDIX C: List of Assisting and Cooperating Agencies 45

APPENDIX D: Critical Infrastructure List 46

APPENDIX E: Emergency Mutual Aid and Assistance Agreements 47

APPENDIX F: Emergency Response Plan Critical Support Documents and Plans

1. Introduction

The Emergency Response Plan (the “**Plan**”) of The Corporation of the City of Brantford (the “**City**”) establishes a framework for responding to a number of potential hazards the City faces. Developed with key officials, agencies and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to an emergency. The Plan is a working document.

The Plan documents the framework and methodology on how the City and other applicable agencies will be coordinated when responding to an emergency. It describes the legal authorities, concept of operations as well as roles and responsibilities.

1.1. Purpose

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

- a) Protect and preserve life and property;
- b) Minimize and/or mitigate the effects of the emergency on the residents and the City’s physical infrastructure; and
- c) Quickly and efficiently enable the recovery and restoration of municipal services.

The Plan also makes provisions for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City to protect the health, safety, and welfare of the residents of Brantford during any emergency by:

- a) Identifying the governance structure for emergency response within the City of Brantford;
- b) Identifying roles and responsibilities required in responding to emergencies and disasters;
- c) Identifying standard priorities for emergency response operations and decision making; and
- d) Providing a coordinated response by the municipality and partner agencies in managing emergencies.

1.2 Scope

The Plan applies to major emergencies or disasters that occur within the City. These events may include, but are not limited to natural (e.g. flood, tornado, snowstorm, pandemic), technological (e.g. power outage, hazardous materials) and human-caused (e.g. civil disorder, terrorism) hazards.

As an all-hazards plan, it provides flexibility for emergency response through a general framework and practices to be applied.

The Plan is not intended to replace existing procedures or guidelines that are normally utilized at the site of an emergency by first responders or other responding agencies. Departments and response agencies shall maintain detailed procedures related to their area of expertise. These procedures will not be included in this document.

1.3 Plan Assumptions

Since an emergency may occur with little or no warning and may escalate beyond the City's response capacity, the Plan must be flexible enough to adapt to a broad spectrum of emergencies.

The Plan assumes:

- a) City staff and participating agencies are familiar with contents of the Plan;
- b) The City will use its internal resources prior to requesting aid or assistance from neighbouring municipalities as well as provincial and/or federal authorities;
- c) Participating agencies are aware of the resources available from neighbouring municipalities and the private sector; and
- d) Public awareness and education programs will assist residents in being self-sufficient thereby minimizing their vulnerability for the first 72 hours of an emergency and allowing responders to focus on the most critical situations during this time

1.4 Legal Authorities

As per Section 3 (1) of the Act, the City has the legal authority to develop and implement a plan of this nature. This section of the Act states:

“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.”

The City and its employees are authorized to respond to an emergency pursuant to this Plan, and:

- a) The Emergency Management and Civil Protection Act, R. S. O. 1990, c.E.9, as amended;
- b) Ontario Regulation 380/04 (the “**Regulations**”);
- c) The City's Emergency Management Program and Emergency Response Plan By-Law as adopted from time to time; and

- d) Other applicable legislation and by-laws, which govern the operations of various City departments.

Additionally, the City has or may have mutual aid agreements and/or letters of understanding pursuant to which the City may receive or be requested for emergency response assistance from other municipalities.

2. Emergency Response

2.1 Response Priorities

The following response priorities will be applied to all emergency situations. In order of priority they are:

1. Provide for the health and safety of all responders.
2. Save lives.
3. Reduce suffering.
4. Protect public health.
5. Protect critical infrastructure.
6. Protect property.
7. Protect the environment.
8. Reduce economic and social losses.

The priorities listed above may also be referred to when developing emergency response objectives for an Incident Action Plan (IAP) and EOC Action Plan.

2.2 Concept of Operations

A concept of operations is a component of an emergency plan that clarifies the overall approach to responding to an emergency. This concept of operations describes the conceptual approach to municipal-level coordination in an emergency.

2.2.1 Incident Management System (IMS)

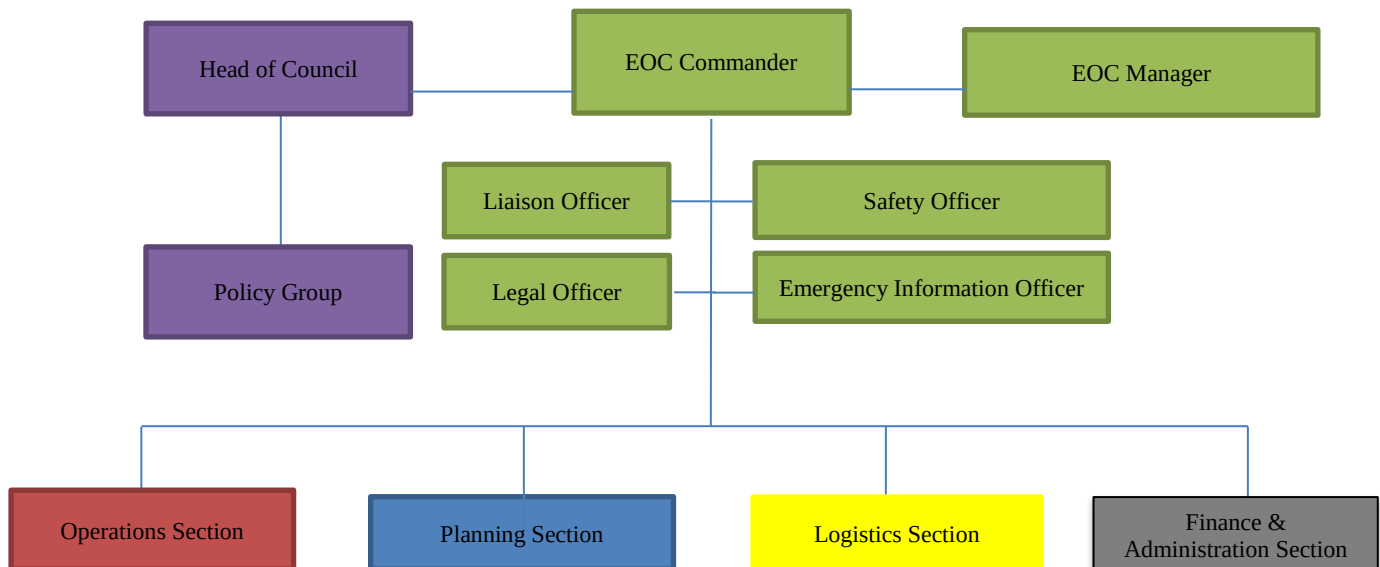
The City will utilize the Incident Management System, Ontario's version of internationally recognized best practice for emergency response: the Incident Command System. IMS addresses the need for coordinated responses to all types of incidents through standardization of organizational structures, functions, processes and terminology to be used at all levels of emergency response in Ontario. IMS can be used in any size or type of emergency to manage response personnel, facilities and equipment. It 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.

IMS principles and concepts that are to be applied in emergency response are listed in Appendix B.

IMS Organizational Structure

Figure 1 below represents a basic IMS organizational structure that is used by the City's MEEG. This standardized organizational structure is distinct from the City's day-to-day administrative structures but allows for greater functional interoperability and avoids confusion over different position titles and organizational structures. Note: Additional positions to those listed in Figure 1 may be activated or developed to better manage a specific emergency.

Figure 1: Basic IMS Organizational Structure for the City of Brantford



In keeping with the IMS concepts of being simple, flexible, modular and scalable, the City may activate only the positions needed for a specific incident or develop additional positions specific to the needs required to manage the emergency.

2.2.2 Escalation of Emergencies

First responders and City departments manage many emergencies that occur on a day-to-day basis. However, as the magnitude, impact, duration or complexity of an emergency increases, so may the requirement for additional coordination and support. These more complex emergencies often include one or more of the following characteristics:

- Prolonged duration

- Poses significant risk to responders or jurisdictions
- Requires a significant amount of resources
- Involves multiple jurisdictions
- Involvement/coordination needs multiple sites
- Requires special knowledge and/or training to resolve
- Exceeds available resources
- Potential to cause widespread damage or loss of life/injury
- Requires an expanded Incident Management System (IMS) structure
- Requires activation of the EOC
- Necessitates formal planning
- Exceeds the capacity to respond
- Heightened media/public attention/interest
- Business continuity threatened
- Involves multiple jurisdictions

In the event of an emergency, responding service providers recognizing these characteristics are encouraged to report the situation to a MCEG member. MCEG members may then determine the need to assemble and activate the Emergency Operations Centre (EOC).

To coordinate this escalation, City departments and emergency service providers will use the following four emergency management response levels as a guide to be used before, during and following emergencies. Each level signifies the variation of the impact to the community caused by an emergency as assessed and determined by City departments and emergency service providers.

Response Level	Actions
Normal Operations	• Normal response by operating departments and responders.
Level 1: EOC Monitoring Level	• Key members of the MCEG monitor situation and may communicate via teleconference or other virtual means (as situation warrants).
Level 2: Partial EOC Notification/Activation	• MCEG, applicable EOC Support Staff and Assisting Agencies notified and on standby • Key members of MCEG, applicable EOC Support Staff and Assisting Agencies may convene in the EOC or virtually (as situation warrants).

	Provincial Emergency Operations Centre (PEOC) may be notified.
Level 3: Full EOC Activation	- MECG, applicable EOC Support Staff and Assisting Agencies convene in EOC or virtually (as situation warrants). - May require emergency declaration. - PEOC notified.
Level 4: Multi-municipality Emergency	- Also initiates Full EOC Activation - Would involve other impacted municipalities - Likely requires Joint Emergency Operations Centre Advisory Committee activation - MECG, applicable EOC Support Staff and Assisting Agencies convene in EOC or virtually (as situation warrants). - Will likely require emergency declaration. - PEOC notified

2.2.3 Site Coordination with the MECG

The emergency responders at the site or sites of the incident provide tactical response to the emergency as they attempt to mitigate its effects and bring the situation under control. Responders on site, referred to as Site Command, assume the responsibility to lead the City's response to the emergency and receive support from the MECG.

A. Incident Manager (Site)

The Incident Manager (IM) at site is a trained member from the lead agency for the emergency response and is responsible for and has the authority to:

- i. Establish a unified command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency incident commanders;
- ii. Designate an emergency site media coordinator to liaise with EIO;
- iii. Implement the strategy established by the MECG at the emergency site(s), if required;
- iv. Request that responding agencies make available the human and material resources that are required at the emergency site;
- v. Maintain a communication link with the MECG for the flow of information regarding the management of the emergency site;

- vi. Maintain a record of events, decisions made and actions taken as Incident Manager;
- vii. Participate in a debriefing with the MCEG regarding the emergency, as appropriate or requested; and
- viii. Assist the Coordinator in creating an after action report on the emergency.

Unified Command

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

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

If a unified command is needed, agency commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single command post. Under a unified command, a single, coordinated incident action plan will direct all site activities.

2.3 Municipal Emergency Control Group (MECG)

The MECG includes the City's senior staff and others that may be involved in directing the City's response to an emergency including the implementation of this Plan and applicable procedures. This will often include supporting site responders. A declaration of an 'Emergency' is not required prior to MECG members responding to an emergency in accordance with the Plan.

While MECG members are appointed by Council through the adoption of this Plan, additional staffing of City employees may be required and designated by the CAO to fulfill roles and functions required to manage the emergency. Additionally, other applicable agencies and service providers may be requested to attend and support the MECG given their mandate and areas of expertise as they relate to the emergency situation at the time.

2.3.1 General Roles and Responsibilities of the MECG During an Emergency

In most instances, the MECG performs or directs the following functions and roles during an emergency:

a) Incident Support

In most instances, the role of the MECG is to ensure the provision of support to an incident site or another EOC in order to free on-site resources allowing site staff to better focus on response tactics. This is often provided through:

- Policy direction
- Strategic planning
- Providing a 'common operating picture'
- Consequence management
- Communication support
- Resource management
- Legal and financial support
- Providing emergency information services

b) Management of Critical Services/Functions

In addition to supporting the site, the MEEG will often have to ensure the management of core services to ensure business continuity. Activities may include:

- Business continuity planning
- Policy direction for core services
- Provision and/or reallocation of staff, resources and equipment
- Disruption/suspension of some services (if necessary)
- Coordination of service recovery and resumption

c) Area Command Exercised from the EOC

In some instances, the MEEG may ensure the provision of incident management and oversight to multiple incident sites. Doing so provides coordination and prioritization of resources between incidents. Activities of area command exercised from the EOC may include:

- Developing broad objectives for impacted the area
- Coordinating objectives/strategies between incidents
- Setting priorities for use of critical resources

d) Incident Command Exercised from the EOC

Some types of emergencies may not have a specific incident site (e.g. pandemic) or may be geographically dispersed (e.g. civil disorder, foreign animal disease, city-wide power outage). In such situations, incident command may be exercised from the EOC. This will better facilitate a jurisdiction-wide approach.

2.3.2 Other Requirements of the MEEG

In addition to the directing the City's response including implementation of the Plan and other responsibilities outlined above, the MEEG is also responsible to:

- a) recommend eligible persons to fill MEEG member vacancies;
- b) develop and maintain the EOC Organizational Chart including the review and assignment of appropriate persons to IMS positions;
- c) complete the annual training that is required by the Chief, Emergency Management Ontario;
- d) develop procedures to govern its responsibilities in an emergency;
- e) conduct an annual practice exercise for a simulated emergency in order to evaluate the Plan and its own procedures; and
- f) if determined necessary as a result of the evaluation of the annual practice exercise, revise its procedures and make recommendations to Council for the revision of the Plan.

2.3.3 MEEG Membership

In the event of an emergency, the following personnel as appointed by Council through the adoption of this Plan shall act as the MEEG to manage the City's emergency response:

- a) CAO,
- b) CEMC,
- c) City's Director of Communications, Community Engagement & Customer Service,
- d) City's Fire Chief,
- e) Brantford Police Service Chief of Police,
- f) Chief/Director of Brant/Brantford Paramedic Services,
- g) City's Commissioner of Public Works,
- h) City's Commissioner of Community Development, and
- i) City's Commissioner of Corporate Services

Those listed above are considered 'voting rights members' for the purposes of the decision making process described below.

2.3.4 Decision Making

Decisions and the resulting actions taken by the MEEG, EOC Support Staff and requested Assisting Agencies in response to an emergency, whether declared or not declared, will be based on the best information available at the time and will,

in general be developed with the consensus of the MCEG, EOC Support Staff and requested Assisting Agencies. In the event that after due consideration and discussion, there is a failure on part of the MCEG, EOC Support Staff and requested Assisting Agencies to reach consensus, the majority opinion of the MCEG members with voting rights shall prevail. In the event of a deadlock, the EOC Commander shall make the final decision.

2.4 IMS Positions

In order to manage the emergency, the MCEG will implement IMS utilizing but not limited to positions as described below. The MCEG will assist the EOC Commander in assigning and activating applicable IMS positions where necessary based on the unique circumstances and needs of the emergency. The MCEG and/or EOC Commander may call upon additional staff from the City as well as request the participation of partner agencies and third parties (e.g. subject matter experts) at the EOC to assist in filling IMS positions and functions.

The MCEG shall utilize any and all City staff that is required to manage the emergency. Subject to the input of the City Solicitor, the CAO may assign City staff to positions and associated responsibilities, as needed, in order to manage the emergency. Additionally, the CAO will determine the duration in which the City staff member is to fulfill the role(s) and responsibilities of their assigned position.

A. EOC Commander

The EOC Commander shall be the CAO or other MCEG member as designated by the CAO.

The main responsibilities of EOC Commander include:

- i. The overall authority and responsibility for the activities of the EOC.
- ii. Setting out priorities and objectives in conjunction with the MCEG members for each operational period and ensures they are carried out.
- iii. Liaising with the Policy Group (Head of Council) and advise whether or not a declaration and termination of an emergency is recommended.
- iv. Ensuring Council is updated
- v. Designating the geographical boundaries of the emergency area.
- vi. Authorizing the extraordinary expenditure of municipal funds during the emergency.
- vii. Confirming the adequacy of the expenditure limits as identified in the purchasing by-law.
- viii. Approving emergency information releases.
- ix. Establishing procedures to be taken for the safety or evacuation of persons in an emergency area in partnership with other agencies as needed.
- x. Determining what agencies or experts are required in the EOC.

- xi. Determining what IMS functions and positions are needed. This could include assigning additional City staff and/or requesting the attendance of other governmental and non-governmental agencies and entities that are necessary to respond to an emergency.
- xii. Assigning Section Chiefs as appropriate and ensures adequate staffing in sections as required .
 - B. Operations Section Chief
 - C. Planning Section Chief
 - D. Logistics Section Chief
 - E. Finance Section Chief
- xiii. Determining which of the following Command staff positions are required and ensures they are filled as soon as possible.
 - a) EOC Manager
 - b) Emergency Information Officer
 - c) Liaison Officer
 - d) Safety Officer
 - e) Legal Officer

B. EOC Manager

The main responsibilities of EOC Manager include:

- i. Ensuring that the EOC is setup and operational
- ii. Assisting the EOC Commander in determining EOC staffing levels
- iii. Providing EOC staff guidance and support regarding their roles and responsibilities
- iv. Serving as an advisor to the EOC Commander and Section Chiefs as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with existing emergency plans and procedures
- v. Assisting the Liaison Officer with the coordination of agencies and/or departments within the EOC.
- vi. Providing input on the strategic direction and advice to the MCEG regarding emergency management issues
- vii. Liaising with Emergency Management Ontario, the Provincial Emergency Operations Centre (PEOC) and other provincial and federal representatives and agencies as required.
- viii. In conjunction with the EOC Commander, facilitating a debriefing with the EOC personnel and other appropriate agencies or organizations and prepares an After Action Report on the emergency.

C. Emergency Information Officer (EIO)

The main responsibilities of EIO include:

- i. Establishing and maintaining media contacts.
- ii. Ensuring the Emergency Communications Team members have the training, skills and equipment required for the preparation of media releases and that pre-incident media releases are prepared for the

events listed in the HIRA section of this Plan to enhance emergency timely communications to staff, council and the public in emergencies.

- iii. Ensuring the preparation of incident news releases; coordinating interviews, news conferences, media briefings and internal staff updates.
- iv. Developing public information materials; providing messaging for use by Customer Service, Emergency Communications Team and EOC staff.
- v. Establishing communications strategies for internal and external purposes.
- vi. Monitoring media and information sources.
- vii. Liaising and coordinates messages with Site Media Officers and Emergency Communications Team.
- viii. Ensuring public safety information is provided in accessible formats as required by provincial legislation.
- ix. Establishing a liaison at evacuation/reception centres to ensure the timely and accurate relaying of information to the evacuees.
- x. Ensuring coordinated information messaging and releases with neighbouring jurisdictions and assisting agencies, including the County of Brant, Six Nations of the Grand River and Brant County Health Unit media representatives.

D. Liaison Officer

The main responsibilities of Liaison Officer include:

- i. Inviting required or requested agencies and stakeholders to the EOC, as identified by the EOC Commander and MCEG and maintains contact when required.
- ii. In coordination with the Emergency Information Officer, assisting the EOC Commander in ensuring proper procedures are in place for communicating with the Policy Group.
- iii. Establishing and maintaining contact with appropriate external agencies (such as: Utilities, Transportation, Volunteer Organizations, Private Sector, etc.) and share situation information, as needed.
- iv. Liaises with the neighbouring municipal officials, as needed

E. Safety Officer

The main responsibilities of Safety Officer include:

- i. Providing advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- ii. Monitoring, assessing, and recommending modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- iii. Liaising and supporting site Safety Officers and/or Assistant Safety Officers regarding health and safety issues for EOC and site personnel, as required.

- iv. Ensuring that adequate levels of personal protective equipment are available and being used. Ensure that City staff are properly trained on the use of relevant protective equipment.
- v. Overseeing the investigation of injuries amongst responders and volunteers (if applicable) arising out of the emergency. Maintain files and complete applicable paperwork (e.g. WSIB), as required.

F. Legal Officer

The main responsibilities of the Legal Officer include:

- i. Identifying potential liabilities and legal problems. Providing or arranging for legal advice as required.
- ii. Advising the MECCG and Policy Group on legal matters and applicable legislation, or retaining external legal counsel to do so as required.
- iii. Drafting proclamations, declarations, emergency ordinances, and other legal documents in coordination with EOC leadership and local officials.
- iv. Reviewing directives, rules, ordinances, and regulations for compliance with legislative or contractual requirements.
- v. Advising EOC members on risk management issues and recommending options for risk control.
- vi. Reviewing EOC documentation and providing legal recommendations
- vii. Coordinating with municipality's insurer to access disaster relief services as required and assisting with applications for Municipal Disaster Recovery Assistance (MDRA) funding.

G. Planning Section Chief

The main responsibilities of Planning Section Chief include:

- i. Collecting, processing, evaluating and displaying situational information.
- ii. Developing EOC Actions Plans in coordination with other functions.
- iii. Tracking the status of EOC issued resources.
- iv. Planning for additional resources to ensure the continuity of the MECCG, EOC Support Staff and Assisting Agencies during extended operations by liaising with the Logistics Officer.
- v. Maintaining all EOC documentation.
- vi. Conducting advance planning activities and making recommendation(s) for action.
- vii. Obtaining technical experts for the EOC, as required.
- viii. Planning for EOC demobilization of personnel and resources.
- ix. Facilitating the transition to the recovery phase.

H. Logistics Section Chief

The main responsibilities Logistics Section Chief include:

- i. Providing/acquiring requested resources including personnel, facilities, equipment and supplies.
- ii. Liaising with the Social Services Branch Coordinator and Police Branch Coordinator for the selection, operation and maintenance of suitable facilities for Reception Centres and Group Lodging sites.
- iii. Opening and operating the facilities
- iv. Arranging access to technological and telecommunication resources and support.
- v. Acquiring and arranging resources for the transportation of personnel, evacuees and goods.
- vi. Organizing and coordinating volunteers with or without the assistance of Non-Governmental Organizations (NGOs)
- vii. Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

I. Finance and Administration Section Chief

The main responsibilities Finance and Administration Section Chief include:

- i. Monitoring the expenditure process, and response and recovery costs.
- ii. Coordinating claims and compensation.
- iii. Tracking and reporting on personnel time.
- iv. Developing service agreements and/or contracts.
- v. Overseeing the purchasing processes.
- vi. Overseeing the management of monetary donations
- vii. Development for Municipal Disaster Recovery Assistance (MDRA) funding, if required

Operations Section

The Operations Section maintains direct contact with the site(s) and coordinates the overall support to the site(s), in conjunction with other agencies and/or departments. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other emergency response personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all EOC issued resources to the Incident Manager.

J. Operations Section Chief (Lead Agency)

The main responsibilities of the Operations Section Chief include:

- i. Ensuring coordination of the Operations Section's function including supervision of the various Branches required to support the emergency event.
- ii. Ensuring that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- iii. Establishing the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- iv. Consulting with the Planning Section Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- v. Assisting EOC command in determining the emergency boundary area and site vs. EOC responsibilities
- vi. Maintaining a communications link between Incident Managers (sites), Department Operations Centres (DOCs) and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
- vii. Ensuring that the Planning Section is provided with an Initial Incident Briefing, Branch Status Reports and Incident Reports.
- viii. Conducting periodic Operations briefings for the EOC Commander and MCEG members as required or requested.
- ix. Approving special resource requests and/or obtains the EOC Commander's approval of critical and extra-ordinary resources.
- x. Supervising the Operations Section.

Operations Section Branch Coordinators

Branch Coordinators oversee the operations of a particular municipal department, division, section or outside agency. Branch Coordinators will be responsible for coordinating the activities of their department/agency site personnel and dispatch centre (if one exists). Additional Branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

K. Fire Branch Coordinator

The main responsibilities of the Fire Branch Coordinator include:

- i. Establishing ongoing communications with Fire Site Commander.
- ii. Arranging and coordinating fire suppression, as well as hazardous materials support operations.
- iii. Coordinating fire branch activities with fire site personnel and fire dispatch centre.
- iv. Liaising with the Brant County Fire Coordinator and Six Nations of the Grand River Fire Chief or designated alternate about the emergency and the need for additional resources/assistance required.

- v. Acquiring and coordinating all fire mutual aid resources, as necessary.
- vi. Advising and providing consultation on the issue of evacuation / shelter in place relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- vii. Assisting in the alerting of persons endangered by the emergency.
- viii. Implementing the objectives of the EOC Action Plan assigned to the Fire Branch.
- ix. Completing and maintaining Branch Status Reports throughout the emergency.
- x. Maintaining status of unassigned Fire Department resources.
- xi. Providing routine status reports to the Operations Section Chief.

L. Police Branch Coordinator

The main responsibilities of the Police Branch Coordinator include:

- i. Ensuring all necessary emergency services are notified as required.
- ii. When legally required to do so, ensuring an investigation is conducted and further ensures all other investigative agencies are notified and provides assistance as needed.
- iii. Ensuring a communication link is established between the MCEG/EOC and the Police On-Scene Command Post.
- iv. Providing trained staff to act as the site media officer and ensure they liaise with the EIO and Incident Manager.
- v. Providing the MCEG with advice on public safety matters.
- vi. Ensuring persons endangered by the emergency are alerted and provides coordination of evacuation procedures and management, including traffic control on evacuation routes.
- vii. Liaising with the Social Services Branch Coordinator and Logistics Chief regarding the site(s) selected for reception centre(s) and the approximate time of arrival of the first evacuees.
- viii. Ensuring a police presence and/or security (via Logistics Section) is provided at the site, EOC, reception centres, holding areas and other facilities, as required.
- ix. When required, assisting the Incident Manager in fulfilling his/her responsibilities.
- x. Providing routine status reports to the Operations Section Chief.

M. Paramedic Services Branch Coordinator

The main responsibilities of the Paramedic Services Branch Coordinator include:

- i. When required, assisting the Incident Manager in fulfilling his/her responsibilities.
- ii. In conjunction with the Incident Manager, assessing the need and the initial request for (special) emergency resources at the emergency

- site, e.g., multi-patient units, support units, air ambulances, etc., and any other medical resources required.
- iii. Liaising with hospitals for the efficient distribution of casualties through the Hamilton Central Ambulance Communication Centre (CACC) Dispatch.
- iv. Notifying and requesting assistance of the Ontario Ministry of Health, Emergency Health Services Branch through the Brant Community Care Access Centre (CCAC).
- v. Liaising with neighbouring Paramedic Services regarding areas of mutual concern which may include coverage issues, distribution of patients to area hospitals and any other issues needed in pre-hospital care.
- vi. In conjunction with the Incident Manager, assessing the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams.
Note: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc. Emergency Medical Assistance Team (EMAT) may be requested through the Provincial Emergency Operations Centre (PEOC).
- vii. Liaising with the Public Works Branch Coordinator in providing busses for low acuity patients.
- viii. Liaising with the Social Services Branch Coordinator and the Medical Officer of Health (MOH) regarding the evacuation of persons requiring ambulance or other stretcher transportation and assist with the organization.
- ix. Acting as a coordinating link with the LHIN for all health services at the EOC, as appropriate.
- x. Providing routine status reports to the Operations Section Chief

N. Public Works Branch Coordinator

The main responsibilities of the Public Works Branch Coordinator include:

- i. Coordinating activities and site personnel within the Public Works Branch.
- ii. Coordinating parks, forestry, cemeteries and maintenance operations during the emergency, including clearing, storage and disposal of debris on municipally-owned properties.
- iii. Coordinating with the Planning Section Chief for mass burials in municipally-owned cemeteries.
- iv. Coordinating with Ministry of Natural Resources and Forestry as well as local Conservation Authorities as required.
- v. Establishing ongoing communications with Public Works site commander.

- vi. Coordinating Public Works Branch activities with public works site personnel.
- vii. Placing all required Public Works employees on appropriate shifts upon being notified of activation of the Plan.
- viii. Advising the MCEG with information and advice on transportation, engineering, critical infrastructure and public works matters including recovery and rehabilitation of-municipal services, fleet, water, wastewater, environmental operations and levels-of-service.
- ix. Liaising with the Managers of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to transportation, engineering, critical infrastructure and public works matters as required.
- x. Providing assistance to other municipal departments and external organizations and agencies as required.
- xi. Providing equipment in support of incident site(s).
- xii. Liaising with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the MCEG.
- xiii. Liaising with local community partners to provide special equipment, vehicles and personnel as required.
- xiv. Liaising with Ministry of the Environment, Conservation and Parks and other relevant agencies and departments with respect to environment contamination.
- xv. Liaising with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- xvi. Supporting traffic control operations as required.
- xvii. Surveying all other infrastructure systems, such as roads, bridges, sewer and water systems within the area.
- xviii. Ensuring an appropriate level of continuous service to the unaffected part of the-municipality in accordance with legal obligations and available resources.
- xix. Coordinating waste management issues including collection, processing and disposal.
- xx. Coordinating debris removal services as required.
- xxi. Arranging, as required, for the Chief Building Official to ensure the inspection of and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.
- xxii. Providing routine status reports to the Operations Section Chief.
- xxiii. Coordinating asset management for roads, bridges, water, wastewater and storm water and facilities programs.
- xxiv. Ensuring adequate emergency water supply/pressure for effective fire suppression operations.
- xxv. Arranging for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health and Logistics Section Chief.

- xxvi. Ensuring the clearing of blocked passageways in coordination with the site Incident Manager, either inside or outside the emergency perimeter.
- xxvii. Coordinating the removal of rubble for emergency response
- xxviii. Providing routine status reports to the Operations Section Chief.

O. Building Inspection Branch

The main responsibilities of the Building Inspection Branch include:

- i. Providing and/or arranging for advice on the structural safety of buildings.
- ii. Identifying and prioritizing damaged structures to be inspected.
- iii. Coordinating building inspection personnel.
- iv. Taking action to ensure the protection of the public including, but not limited to:
 - Upon a completion of an application, issuing required building/demolition permits to property owners;
 - Prohibiting the use or occupancy of a building;
 - Ordering a building to be renovated, repaired or demolished to remove an unsafe condition; and
 - Taking measures necessary to terminate the danger where a building is involved.
- v. Providing technical expertise regarding the construction of buildings, as required.
- vi. Providing advice and assistance relating to the enforcement of the Ontario Building Code (OBC) which may include:
 - Enforcing OBC requirements by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained).
 - Responding to citizen complaints and conducts proactive investigations.
- vii. Contacting local utility (e.g. water, gas, hydro) companies for building demolition needs.
- viii. Provides routine status reports to the Operations Section Chief.

P. Social Services Branch Coordinator

The main responsibilities of the Social Services Branch Coordinator include:

- i. Ensuring reception centres and group lodging sites are established, operated, staffed and closed, with the assistance of Public Works, Public Health and Police Branches and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres and sites.

- ii. Liaising with the Logistics Section Chief with respect to determining the location of the reception centre(s) and/or group lodging site(s) when using a municipal facility.
- iii. Ensuring that property representative(s) is/are notified when a public or private facility(s) is/are required as reception centre or group lodging site
- iv. Determining whether additional reception centres or group lodging sites need to be opened.
- v. Liaising with the Police Branch Coordinator (or designate) and the Logistics Section Chief with respect to the establishment of reception centres and/or group lodging sites, security and other areas of mutual concern.
- vi. Liaising with the Logistics Section Chief and Public Health Branch Coordinator on areas of mutual concern regarding operations in reception and/or evacuation centres when requested by reception and/or evacuation centre personnel including:
 - Food safety and water quality
 - General sanitation and health hazards
 - Infection prevention and control
 - Accommodation standards for emergency lodging
 - Assessment of the health risks of the affected community
 - Fire protection
- vii. Liaising with Public Works and local transportation companies (if needed) for the provision of transportation of evacuees to and from reception centres.
- viii. Overseeing the management of donated goods other than monetary donations
- ix. Providing routine status reports to the Operations Section Chief.

Q. Public Health Branch Coordinator

The main responsibilities of the Public Health Branch Coordinator include:

- i. Liaising with the Provincial Ministry of Health (MoH), Public Health Ontario (PHO), and the Local Health Integration Network (LHIN) as needed.
- ii. Notifying the MECG/EOC of potential threats.
- iii. Liaising and coordinating with community health care partners as needed, as part of the Public Health emergency response (e.g., physicians, hospitals, etc.).
- iv. Providing advice and recommendations to the public on matters which affect the health of the community (e.g., boil water advisory, preventive measures for infectious disease outbreaks).
- v. Coordinating the health response to public health emergencies or emergencies with public health impacts (e.g., infectious disease outbreaks, contamination of the drinking water, etc.), according to Ministry of Health direction, the Ontario Public Health Standards, the

Health Protection and Promotion Act, and/or other relevant legislation (e.g., Safe Drinking Water Act). The Public Health response would be aligned with the City's emergency response.

- vi. Liaising with the Public Works Branch Coordinator to ensure the safety of drinking water and appropriate sanitation services.
- vii. Liaising with the Social Services Branch Coordinator and provide support specific to reception centres and group lodging sites in the areas of:
 - o environmental health consultation (food, water safety, sanitation and infection control practices)
 - o participation in intake of clients at a reception/evacuation centre;
 - o infectious disease case management and surveillance; and
 - o infectious disease outbreak control
- viii. Providing routine status reports to the Operations Section Chief.

Additional EOC Support Staff

Similar to positions listed above, the MCEG and/or EOC Commander may call upon additional staff from the City as well as request the participation of partner agencies and third parties (e.g. subject matter experts) at the EOC to fill positions described below. MCEG members most responsible for overseeing the specific EOC Support Staff member will take on their Support Staff's duties should they not be activated unless otherwise assigned by the EOC Commander.

R. Scribes

The main responsibilities of the scribes include:

- i. Reporting to the EOC or Site Command as directed by the Planning Section Chief.
- ii. Performing legal note taking duties on behalf of the EOC personnel to whom they are assigned.
- iii. Ensuring a thorough briefing and transfer of information to anyone relieving them of their duties.
- iv. Ensuring all records and logs are submitted to the Planning Section Chief at the conclusion of the emergency.

S. EOC Administrative Assistants

The main responsibilities of the EOC Administrative Assistants include:

- i. Reporting to the EOC and being assigned to assist specific EOC personnel as directed by the Planning Section Chief.
- ii. Performing duties as assigned by the EOC personnel to whom they are assigned, including maintaining event boards, taking meeting minutes, helping with data entries and other administrative duties.

- iii. Ensuring a thorough briefing and transfer of information to anyone relieving them of their duties.
- iv. Ensuring all records and logs are submitted to the Planning Section Chief at the conclusion of the emergency.

T. Geographic Information System (GIS)

The main responsibilities of GIS include:

- i. Reporting to the EOC or Site Command as directed by the Planning Section Chief
- ii. Performing duties as requested by the MCEG or Site Command
- iii. Creating a common operating picture through the creation of GIS mapping.
- iv. Providing data estimates relating to the emergency, including affected population and the number of structures or facilities.
- v. Ensuring GIS equipment and software is in a state of operational readiness (with assistance from Information Technology where required).

U. Information Technology (IT)

The main responsibilities of IT include:

- i. Ensuring their equipment and software is in a state of operational readiness.
- ii. Reporting to the EOC or Site Command as directed by the Logistics Section Chief
- iii. Performing duties as requested by the MCEG or Site Command
- iv. Supporting MCEG members, EOC Support Staff, Assisting Agencies, Site Command and emergency facilities (e.g. evacuation centres) with information technology (e.g. telecommunications, computer hardware and software) where able.
- v. Developing a communications plan that identifies all systems in use and lists specific frequencies and/or other established means of communication allotted for the emergency.
- vi. In coordination with the Liaison Officer mobilize and coordinate Amateur Radio Emergency Services (ARES) resources (if available) to augment primary communication systems where required

V. Customer Services Coordinator

The main responsibilities of the Customer Services Coordinator include:

- i. Reporting to the Emergency Information Officer.
- ii. Managing Customer Services.
- iii. Ensuring tracking of inquiries/questions from the public are recorded at Customer Services.
- iv. Disseminating approved emergency information and messages to the Customer Services personnel for public inquiries.

W. Emergency Communications Team

During an emergency, efficient communication with all stakeholders is essential. This will expedite the municipality's efforts to assist the public in coping with and recovering from a major emergency. The Emergency Communications Team, led by the Emergency Information Officer, is comprised of trained municipal staff, coordinates communications from the municipality and its supporting agencies. The team provides a direct link from the EOC to media, municipal staff, community leaders, businesses and public, to deliver critical information before an impending emergency (if applicable), during and after a major disaster or public emergency. In the event that a municipal emergency is escalated to a provincial or federal emergency, the highest level of government will be the lead emergency information agency with support from the municipality.

The Emergency Communications Team is responsible for and not limited to:

- i. Work with MCEG regarding internal and external communication.
- ii. Develop communications strategy, key messages, etc. as the situation dictates.
- iii. Notify media, community support agencies, service providers, etc.
- iv. When applicable, arrange for 211 support to get incident-related messages to the public.
- v. Work in coordination with other agencies and government communication teams.

Media monitoring, including traditional and various social media platforms to ensure concerns from the public are received and accurate information is being relayed to the public. Corrections to inaccurate information are made through the City of Brantford approved media releases and updates.

2.6 The Role of Council

It is important for Council members to understand and support the coordinated and timely management of information in emergency situations.

Councillors will receive training to ensure they understand their role during an emergency. Their primary responsibilities are to:

- a. Assist relaying approved information to area residents;
- b. Attend community or evacuee meetings;
- c. Reassure constituents;
- d. Support actions taking place in the community;
- e. Liaise back through Mayor concerns from within Wards; and
- f. Follow leadership and requests of the Mayor.

2.6.1 Policy Group

The Policy Group is led by the Head of Council (HOC), in their assigned role and authority during an emergency, and, in addition to the HOC, is composed of members of Council sitting as City Council at any regular or special meeting called during an emergency.

The Policy Group may meet to receive information or reports during an emergency at any regular or special meeting called during an emergency and to provide any necessary policy direction to the MCEG. Management of an emergency is governed by the Act and the Plan. As a result, the Policy Group does not have responsibility for emergency management during an emergency. The HOC is responsible for declaring that an emergency exists within the boundaries of the City of Brantford.

When sitting as Council, the main responsibilities of Council members in the Policy Group are to:

- i. Receive information or reports during an emergency situation
- ii. Provide any necessary overall policy direction to the MCEG
- iii. Changing/amending bylaws or policies.
- iv. Termination of a declared emergency through the MCEG

When not acting in a Policy Group role, the main responsibilities of Council members, with respect to the management of the emergency, are to:

- i. Assist in relaying approved information to area residents;
- ii. Attend community or evacuee meetings;
- iii. Reassure constituents;
- iv. Support actions taking place in the community;
- v. Liaise back through Mayor concerns from within Wards; and
- vi. Follow leadership and requests of the Mayor

Councillors will receive training to ensure they understand their role during an emergency.

2.6.2 Head of Council

The Head of Council appointment by-law as adopted from time to time designates the Mayor or their designated alternate as the HOC during an emergency. The HOC has all the powers set out in the Act and the Plan for purposes of an emergency situation and/or declared emergency. The HOC will receive training to ensure they understand their role during an emergency.

Responsibilities of the HOC include:

- i. Requesting assistance from other municipalities.

- ii. The declaration of an emergency.
- iii. The termination of a declared emergency.
- iv. Acting as an official spokesperson.
- v. Ensuring the Policy Group is notified and regularly updated of the emergency.
- vi. Notifying the Mayors of adjoining municipalities of the emergency, as appropriate or required and providing relevant status reports.
- vii. Leading the Policy Group

2.7 Activation of the Emergency Response Plan

This Plan, in whole or in part, can be activated by any member of the MCEG as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for this Plan to be implemented to protect the lives and property of the inhabitants of the City of Brantford.

2.7.1 Emergency Notification Procedures

Any member of the MCEG is authorized to initiate or cause the initiation of the Emergency Notification Procedure when, in their judgement, it is required to assemble the MCEG in order to make decisions pertaining to the mitigation of an emergency or potential emergency. They may receive an initial warning of a potential emergency or arrive first at the scene of an emergency and then they will determine whether the circumstances of the emergency requires the support of the MCEG. A declaration of an “Emergency” is not required prior to initiating the Emergency Notification Procedures.

To carry out this procedure, all members of the MCEG will be trained to utilize the City’s emergency response mass notification system. In the event of a failure of the mass notification system, a member of the MCEG will ensure the City of Brantford Fire Department Communications Centre (Dispatch) is contacted and directed to notify the MCEG members via the hardcopy EOC Call-Out telephone list.

Notification procedures correspond to the response levels found in section 3.2.2 Escalation of Emergencies

2.7.2 Declaration and Termination of an Emergency

a) Prior to Declaration

When an emergency exists, but has not yet been declared, the City employees and responding agencies may take such action(s), under the

authority of this Plan, as are reasonable or necessary to protect lives and property. Such actions often include:

- Ongoing monitoring of the situation
- Pre-notification of the MCEG and potentially other agencies that could be required to respond
- Activating the EOC
- Briefing and consulting with MCEG and potentially other agencies as required
- Utilizing resources and strategies contained in this Plan and any supporting plans
- Developing and disseminating media releases as required to inform the public

b) Declaration of an Emergency

In declaring an emergency, the Head of Council will identify the geographical boundaries of the emergency area.

In addition to the Head of Council, the Lieutenant Governor in Council or the Premier may declare an emergency exists throughout Ontario (e.g. pandemic) or in any part of Ontario.

The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the MCEG and with reference to the provincial checklist for declaring and terminating an emergency.

Upon declaration of an emergency the Head of Council shall notify:

- a. The Solicitor General and Emergency Management Ontario (EMO) by email or fax, through the Provincial Emergency Operations Centre (PEOC); and
- b. the Policy Group

The MCEG will ensure that all appropriate personnel and supporting agencies are advised of the declaration of the emergency.

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

- a. Local Member(s) of Provincial Parliament (MPPs);
- b. Local Member(s) of Federal Parliament (MPs);
- c. Local media;
- d. The public; and

- e. neighbouring municipalities that may be impacted by the event or called upon for assistance.

c) Termination of an Emergency

The MECG shall evaluate each emergency on an ongoing basis to determine if and when the declared emergency should be terminated. The formal termination of a declared emergency does not necessarily signify the need for the MECG to stop operating in its intended capacity nor ceasing the use of the Plan and its provisions. The MECG shall continue to manage the emergency as long as the MECG feels it is relevant to do so.

A declared emergency in the City of Brantford may be terminated at any time by any one of the following:

- a. The HOC;
- b. City of Brantford Council, by resolution;
- c. The Premier of Ontario

After the MECG has determined that the emergency should be terminated (via reference to the Province of Ontario's checklist for declaring and terminating an emergency), the HOC will make an official termination of declared emergency in writing.

Upon termination of an emergency, the HOC shall notify:

- a. Solicitor General and Emergency Management Ontario (EMO) by email or fax, through the Provincial Emergency Operations Centre (PEOC); and
- b. the Policy Group.

The EOC Commander will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

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

- a. Local Member(s) of Provincial Parliament (MPPs);
- b. Local Member(s) of Federal Parliament (MPs);
- c. Local media;
- d. the public; and
- e. for neighbouring municipalities that may be impacted by the event or called upon for assistance.

3. Requests for Assistance

It is possible that assistance from other levels of government, or external partner agencies with specialized knowledge or expertise, may be required to help successfully respond and mitigate an emergency situation.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) or EOC to provide assistance, information or advice to the MEEG through the Liaison Officer. Emergency Mutual Aid and Assistance Agreements can be found in Appendix E.

In general, any routine requests that may or may not be routed through the MEEG and that are made during a declared or undeclared emergency shall be structured clearly and be delivered in terms that will not be deemed or construed as a request by The Corporation of the City of Brantford that the Government of the Province of Ontario, or that any agency or ministry is expected or requested to assume authority or direction for the management of any component of the emergency. However, some activities of provincial agencies may, through legislation, take precedence over that of local authorities (e.g. serious fire investigations and death). The authority and response coordination during these situations are to be clarified at the time with the agencies involved.

3.1 Assisting and Cooperating Agency Support

Assisting and Cooperating Agencies (e.g. partner agencies, governmental and non-governmental organizations, technical experts, specialized equipment operators) may be requested by the MEEG to support at the EOC and/or site. The EOC Commander may authorize a MEEG member to make the request for assistance by contacting the appropriate representatives for those agencies. Assisting and Cooperating Agency representatives may also be invited to attend the EOC, MEEG meetings or site meetings, as appropriate or required. A list of potential, but not exclusive support agencies to whom requests for assistance may be made are listed in Appendix C hereto.

3.2 Requesting Neighbouring Jurisdiction Support

When the City's resources are at or beyond capacity or there is a need for support from neighbouring municipal jurisdictions and with approval from the MEEG, the Liaison Officer may request assistance by contacting the appropriate authorities in those municipal jurisdictions.

3.3 Requesting Additional Government Assistance

Where provincial assistance is required, which is outside normal departmental or service working agreements, the request will be made through the MCEG to the Provincial Emergency Operations Centre (PEOC) via the CEMC.

Where necessary or appropriate, requests for assistance from the Federal Government is also made through PEOC, who in turn liaises with the Federal Government Operations Centre. It is recommended that the municipality first declare as state of emergency before federal assistance is requested.

3.3.1 Assumption by Province

Only the MCEG in consultation with the HOC shall make any requests for provincial assumption of management authority or direction of an emergency.

4. City of Brantford Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) is a physical location where the MCEG can gather to collectively and collaboratively support emergency response efforts occurring at the site(s). It is equipped with appropriate supplies, technology and telecommunications for the MCEG to carry out their responsibilities. There is a primary and alternate location designated as the EOC.

All members of the MCEG shall have the training and authority to effectively activate the EOC when they determine the activation of the EOC is necessary.

Additionally, the MCEG may operate through virtual means where required (e.g. infectious disease emergency). MCEG members are to be equipped to carry out their EOC duties remotely.

5. Emergency Response Plan Supporting Documents

There are a variety of supporting documents and plans to help support the emergency response and recovery issues. These include hazard-specific emergency response plans (e.g. flood emergency response plan), support plans (e.g. emergency social services plan) as well as other documentation to assist in the direction of response and recovery efforts. Additionally, each municipal department and assisting agency involved with this Plan should prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency. A list of supporting plans and associated documents is outlined in Appendix F.

5.1 Commission, Department and Assisting Agency Emergency Procedures

Personnel in-charge (PIC) of each Commission, Department and Assisting Agency involved with this Plan shall ensure that their emergency response procedures or guidelines are implemented such that they coordinate and compliment with this Plan and those of other Commissions and their departments. This could include assigning tasks to staff that are not part of their normal daily routine thus requiring orientation and training before an emergency occurs.

Each Commission and Assisting Agency should designate a member or members of its staff to review, revise and maintain its own emergency response procedures and guidelines on a regular basis.

Additionally, it is the responsibility of PICs of each Commission, Department and Assisting Agency to ensure that their staff have sufficient knowledge, skills, training and understanding of the City's Plan and their Commission's, Department's or Assisting Agency's emergency response procedures, guidelines and/or plans to perform their respective duties in an emergency. Additionally, it is the responsibility of the PIC to ensure their organization's contact information including that of its staff is kept current for call-out/emergency notification purposes.

6. Financial Considerations

6.1 Budgeting

To meet the legislated requirements of the Emergency Management and Civil Protection Act and Ontario Regulation 380/04, Council for the City of Brantford shall annually budget sufficient funds for all required aspects contained in this Plan including the following:

- Reviewing and maintaining the Plan
- Establishing and maintaining of the primary and alternate EOCs
- Providing training to staff in their duties and responsibilities
- Conducting the required exercises
- Providing the necessary equipment, supplies and resources required to be prepared to respond to an emergency as designed in this Plan
- Providing public awareness and education to the City's residents

6.2 Compensation for Losses

The Municipal Disaster Recovery Assistance Program (MDRAP) program may help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads and public buildings, as a result of a natural disaster. The Disaster Recovery Assistance for Ontarians (DRAO) program may provide assistance to individuals, small businesses, farmers and not-

for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

For further information, visit the website of the Ministry of Municipal Affairs and Housing.

7. Emergency Response Plan Maintenance, Testing and Distribution

The Plan will be reviewed annually by the EMPC. The review and recommended revisions will be coordinated by the CEMC.

7.1 Plan Maintenance

It is the responsibility of each person, agency, service or department identified within Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or supporting plans. The CEMC is authorized to make or cause administrative changes to the Plan (that do not require an appointment by council) including changes due to personnel changes, organizational changes, contact information, phone numbers and other administrative matters.

The CEMC is responsible for coordinating the review of the Plan as well as maintaining a current confidential contact list for MEEG personnel and Assisting Agencies.

7.1.1 Formal Review

The Plan will be formally reviewed at least once annually. The review shall consist of a circulation for input to all members of the EMPC. All input shall be received within the last EMPC meeting of the year.

All input will be collected and collated by the CEMC.

7.2 Exercising the Plan

Unless exempted by Emergency Management Ontario, at least one exercise will be organized and conducted annually by the CEMC and EMPC in order to test the overall effectiveness of the Plan. Recommendations arising from the annual exercise shall be considered by the CEMC and EMPC for revisions to the Plan.

7.3 Plan Distribution

Electronic or hardcopy of the Plan will be provided to MEEG personnel, supporting agencies, the Province, as well as bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in the City of Brantford.

7.3.1 Public Access to the ERP

The Plan shall be made available on the City's website (www.brantford.ca). The public may also request to access the Plan through the City Clerk's Office.

Note: Supporting plans, hazard-specific plans and other documents found in the appendixes are not for public disclosure as they may require frequent updating, be of a technical nature, and/or contain private, confidential information which could pose a security threat or violate privacy legislation, if released.

8. Acronyms and Abbreviations

AAR	After Action Report
Act	<i>The Emergency Management and Civil Protection Act</i> , R. S. O. 1990, c.E.9, as amended
ARES	Amateur Radio Emergency Services
CACC	Central Ambulance Communication Centre
CAO	Chief Administrative Officer
City	The Corporation of the City of Brantford
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
EMPC	Emergency Management Program Committee
MECG	Municipal Emergency Control Group
DRAO	Disaster Recovery Assistance for Ontarians
EAP	Emergency Operations Centre Action Plan
EIO	Emergency Information Officer
EMO	Emergency Management Ontario
EMS	Ambulance/Paramedic Services
EOC	Emergency Operations Centre
ESS	Emergency Social Services
GIS	Geographic Information System
GRCA	Grand River Conservation Authority
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HOC	Head of Council
IAP	Incident Action Plans
IM	Incident Manager
MDRAP	Municipal Disaster Recovery Assistance Program
MECP	Ministry of Environment, Conservation and Parks
MOH	Medical Officer of Health
MoH	Ministry of Health
MOU	Memorandum of Understanding
MNRF	Ministry of Natural Resources and Forestry
MP	Local Members of Federal Parliament
MPP	Local Members of Provincial Parliament
MTO	Ministry of Transportation
NGO	Non-governmental Organization
OFMEM	Office of the Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre

Plan	City's Emergency Response Plan, as adopted by bylaw from time to time
Program	City's Emergency Management Program, as adopted by bylaw from time to time
Regulation	Ontario Regulation 380/04
SPCA	Society for the Prevention of Cruelty of Animal

APPENDIX A: Glossary of Terms

After-Action Report (AAR): A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.

Act: For the purposes of this document, refers to the Emergency Management and Civil Protection Act (EMPCA), R. S. O. 1990, c.E.9, as amended

Amateur Radio Emergency Services (ARES): Is a corps of trained amateur radio operator volunteers organized to assist in public service and emergency communications.

Assisting Agency: agencies or organizations external to The Corporation of the City of Brantford that are directly providing site-level and/or EOC-level personnel in collaboration with the Emergency Operations Centre's organization.

Central Ambulance Communication Centre (CACC): CACCs are mission-critical, technologically complex and highly organized workplaces providing the initial access point to Ontario's emergency health services system for victims of illness or injury. There are 22 CACC's or Ambulance Communication Services across the province.

City: For the purposes of this document, refers to the Corporation of the City of Brantford.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Community Emergency Management Coordinator (CEMC): For the purposes of this document and employee position title for the Corporation of the City of Brantford, refers to the Emergency Management Program Co-ordinator as described in Ontario Regulation 380/04. In accordance with Ontario Regulation 380/04, is responsible for the development and implementation of the municipality's emergency management program.

Comprehensive Emergency Management: It is an all-encompassing risk-based approach to emergency management that includes prevention, mitigation, preparedness, response and recovery measures.

Cooperating Agency: agencies or organizations external to The Corporation of the City of Brantford that are not directly operational or tactical in nature. Their role is usually not critical enough to have a function in the Emergency Operations Centre but may be indirectly involved/informed via the Liaison Officer.

Critical Infrastructure (CI): Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the

economy, protect public safety and security, and maintain continuity of and confidence in government.

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

Disaster Recovery Assistance for Ontarians (DRAO): A program that can help small businesses, small farm operators, NGOs and members of the public recover costs after a natural disaster. The province may activate DRAO for damage to private property if there's a sudden, unexpected natural event, such as a flood or tornado that causes costly and widespread damage in their area.

Department Operations Centre (DOC): In some emergencies, agencies that require unique local support for their operations may establish a Department Operations Centre. A DOC is primarily concerned with supporting the operations of the agency and ensuring regular activities continue. The DOC will focus on such issues as staff scheduling, obtaining, coordinating and directing highly specialized resources for the agency to fulfill its mission. The Agency Executive may be located at the DOC. The EOC's relationship to a DOC is usually one of policy direction and support or assistance in facilitating resources or actions under the EOC's Operations Section.

Emergency: 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. (EMPCA, 1990)

Emergency Area: A geographic area within which an emergency has occurred or is about to occur, and which has been identified, defined and designated to receive emergency response actions.

Emergency Information (EI): Information about an emergency that can be disseminated in anticipation of an emergency or during an emergency. It may provide situational information or directive actions to be taken by the public.

Emergency Information Officer (EIO): In accordance with Ontario Regulation 380/04, is a designated municipal employee responsible for acting as the primary public and media contact for emergency information requirements.

Emergency Management (EM): Organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies.

Emergency Management Program: A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, response and recovery activities. Refer to the EMPCA and Ontario Regulation 380/04 for legislated program requirements.

Emergency Management and Civil Protection Act (EMPCA): Province of Ontario legislation which requires each municipality to develop, implement and maintain mandatory Emergency Management Programs in conformity with requirements outlined under the EMPCA, Ontario Regulation 380/04 as well as those established

Emergency Management Program Committee (EMPC): A management team that oversees the development, implementation and maintenance of an organization's emergency management program.

Emergency Management Program Co-ordinator: Also known as the CEMC for the purposes of this document and employee position title for the Corporation of the City of Brantford (For more information, see CEMC in Glossary of Terms).

Emergency Operations Centre (EOC): A designated and appropriately equipped facility where officials from an organization(s) assemble to manage the response to an emergency or disaster.

Emergency Plan: A plan developed and maintained to direct an organization's external and/or internal response to an emergency. For the purposes of this document, is referred to as the Plan.

Emergency Social Services (ESS): Refers to those emergency services required to preserve the well-being of people affected by an emergency or disaster. They often include lodging, food, clothing, personal services (e.g. pet care, mental health counselling, first aid) as well as registration and inquiry services provided for in response to an emergency.

Event: Refers to pre-identified hazards such as tornados, floods and earthquakes. These events may result in incidents (defined above) such as structural failures, fires, dike breaches and water contamination.

Exercise: A simulated emergency in which players carry out actions, functions, and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response, and recovery capabilities.

Geographic Information System (GIS): Is a conceptualized framework that provides the ability to capture and analyze spatial and geographic data. GIS applications (or GIS apps) are computer-based tools that allow the user to create interactive queries (user-created searches), store and edit spatial and non-spatial data, analyze spatial

information output, and visually share the results of these operations by presenting them as maps.

Group Lodging Site: A place where evacuees are provided with emergency social services including overnight lodging.

Hazard: A phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Hazard Identification: A structured process for identifying those hazards which exist within a selected area and defining their causes and characteristics.

Hazard Identification and Risk Assessment (HIRA): A structured process for identifying those hazards which exist within a selected area, defining their causes and characteristics then determining the nature and extent of their risk by analyzing and evaluating vulnerabilities and consequences.

Hazardous Material (HAZMAT): A substance (gas, liquid or solid) capable of causing harm to people, property and/or the environment, the economy and/or services, e.g., a toxic, flammable or explosive substance.

Human-caused Hazard: A hazard which results from direct human action, either intentional or unintentional. (e.g. terrorism, civil disorder, etc.).

Impact: The negative effect of a hazardous incident on people, property, the environment, the economy and/or services.

Incident: An occurrence that requires an emergency response to protect people, property, the environment, the economy and/or services. An “incident” describes one or more occurrences that happen as the direct result of an event (defined above).

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

Incident Management System (IMS): A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The 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.

Medical Officer of Health (MOH): The senior government official of a public health unit/health department, usually at a municipal, county, provincial, or regional level. The post is held by a physician who serves to advise and lead a team of public health professionals such as environmental health officers/public health inspectors and public health nurses on matters of public health importance.

Memorandum of Understanding (MOU): Is a type of agreement between two (bilateral) or more (multilateral) parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

Mitigation: Actions taken to reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill.

Municipal Disaster Recovery Assistance Program (MDRAP): A provincial program that helps municipalities recover from extraordinary costs after a natural disaster including potential cost recovery for repair of public infrastructure or property and operating costs that go above regular budgets that are needed to protect public health, safety or access to essential services.

Municipal Emergency Control Group (MECG): For the purposes of this document, refers to a group composed of senior staff and employees of the Corporation of the City of Brantford, and others that may be involved in directing that organization's response to an emergency including, the implementation of its emergency response plans and procedures.

Mutual Aid: An agreement among government and/or industry to share specific equipment, materials, or personnel in the event of an emergency.

Natural Hazard: A naturally occurring event such as a forest fire, flood and/or severe weather that has the potential to harm people, property, the environment, the economy and/or services.

Non-governmental Organization (NGO): Are usually a non-profit group that functions independently of any government. They include clubs and associations that provide services to their members and others. Many of them are active in humanitarianism or the social sciences.

Program: For the purposes of this document, refers to the Corporation of the City of Brantford's Emergency Management Program.

Provincial Emergency Operations Centre (PEOC): Staffed at all times, the PEOC constantly monitors evolving situations inside and outside of Ontario. This ensures key decision makers and provincial resources are able to respond to evolving situations as quickly as possible. The key function of the PEOC is to coordinate Ontario Government

response to major emergencies. This includes providing municipalities and First Nations with a single point of contact for provincial assistance in times of crisis.

Plan: For the purposes of this document, refers to the Corporation of the City of Brantford's Emergency Response Plan.

Preparedness: Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of emergency response plans, business continuity/continuity of operations plans, training, exercises, and public awareness and education.

Prevention: Actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures or critical infrastructure management.

Public Education Program: A program that provides focused information to a target audience to educate about protective actions to reduce the risk of life and property damage, in the event of an emergency.

Reception Centre: Usually located outside the impact zone of the emergency, the reception centre is a place where evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required. The facility itself does not provide sleeping accommodations and other additional provisions that might be found at a group lodging site.

Recovery: The process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

Regulation: for the purposes of this document, refers to Ontario Regulation 380/04.

Resource Management: Efficient incident management requires a system for identifying available resources at all levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the IMS includes mutual-aid / mutual-assistance agreements, and resource mobilization protocols.

Response: The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or services. This may include the provision of resources such as personnel, services and/or equipment.

Risk: The product of the probability of the occurrence of a hazard and its consequences.

Risk Assessment: A methodology to determine the nature and extent of risk by analyzing potential hazards and the evaluation of vulnerabilities and consequences.

Site: The geographical area of an incident.

Technological Hazard: A hazard which results from the failure or misuse of technology, either intentional or unintentional such as a power outage, cyber attack, etc.

Telecommunications: Is the transmission and/or receipt of messages, for the purpose of communicating over some distance, via a range of technical systems including radio and microwave communications, as well as fiber optics, satellites and the Internet.

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

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

If a unified command is needed, persons-in-charge or 'commanders' representing agencies or jurisdictions that share responsibility for the incident manage the response from a single command post. Under a unified command, a single, coordinated incident action plan will direct all activities.

APPENDIX B: IMS Principles and Concepts

(Adapted from Emergency Management Ontario: IMS 200 Course Materials)

IMS Principle/Concept	Description
Interoperability	Technical interoperability allows radios, computers, satellite, telephones, etc to communicate with each other. Functional interoperability is achieved through the application and use of standardized terminologies, structures and procedures among responders. This should exist technologically as well in relation to the performance of IMS functions.
Simplicity and Flexibility	The IMS structure should be suitable to expand and contract. Only required components need to be activated to provide functions needed as the situation unfolds.
Inter-organizational Collaboration	Where the incident involves multiple organizations and/or multiple jurisdictions, inter-organizational collaboration and coordination is critical to ensuring effective response. It is important to define roles, relationships and accountability framework and requires interoperability.
Standardization/ Standard Terminology	IMS provides a standardized structure and functions for managing incidents which allows stakeholders to work together using a common approach and understanding. IMS employs standard terminology for organizational elements, functions, facilities, operational locales and resources.
Management by Objectives	Leadership and management by objectives are reflected at all levels of organization and activity. In IMS, one first determines the objective and then directs all efforts to achieving them. • Determining the overarching objectives • Establishing specific and measurable objectives for various functional activities • Developing and issuing plans, procedures and protocols • Assigning tasks • Establishing an evaluation process with respect to procedures, decisions, resources, outcomes, etc
Applicability	IMS may be applied in small, simple, or large, complex incidents. May be applied by responder organizations, municipal and provincial governments, private and non-governmental organization sectors. Suitable for scenarios involving multiple municipalities, other provinces/territories, international partners.
Modular and	The IMS framework is modular and scalable in terms of

Scalable Organization	structure and processes with discrete but interrelated functional components. Components may expand or contract without losing their distinct functions. Makes it scalable to match size and complexity of any incident.
Integrated Communications	IMS requires integrated communications to ensure all jurisdictions and organizations participating in response to an incident can communicate and transmit incident information in timely manner across jurisdictional lines, and establish an emergency information management system. For communications to be integrated, interoperability and common terminology must exist among participating organizations.
Consolidated Incident Action Plan (IAP)	A consolidated IAP (whether spoke or written) outlines incident response goals, objectives, strategies, tactics. It also outlines safety, communications, and resource management information.
Span of Control	An underlying principle of IMS is the need to optimize number of subordinates reporting to a supervisor in interest of greater efficiency Known as maintaining the “span of control” • Normal ratio is three to seven individuals reporting to one • Optimum span of control consists of five individuals reporting to one
Unity of Command	IMS operates on a defined and specific command and control structure providing an orderly line of command and accountability. Based on function to be performed and expertise of incident management staff, rather than rank, organization or jurisdiction.
Accountability	All functional areas and jurisdictional levels remain responsible for their own actions at all times during an incident. Specific procedures are required for safety and security, resource management and response activities such as decision-making and tactical operations.
Designated Incident Facilities	IMS requires certain facilities to accommodate and facilitate the carrying out of its various functions for an incident.
Comprehensive Resource Management	IMS provides processes for categorizing, ordering, dispatching, tracking, recovering resources. To assure readiness, a standardized comprehensive database of resources as well as protocols to access, utilize and demobilize resources should be in place prior to incident.
Information Management	Information management important for both internal and external audiences requiring processes to acquire, analyze, and disseminate information at all levels in a timely manner.

	The following are differences between internal and emergency information management. Internal information is needed to in order to: • Maintain a common operation picture • Formulate broad incident strategies, IAP's and field decisions Information for an external audience i.e. public and media may be needed to: • Provide notification and instructions • Manage public reaction
Sustainability	Incident management requires the ability to sustain response activities until either a predetermined end-point or the end of incident. Level of sustainability will depend on capacity of each organization or jurisdiction to furnish appropriate amounts and types of resources required. Measures to ensure sustainability include: • Deliberately maintaining excess capacity • Designating alternates with the same level of authority/qualifications as replacements

APPENDIX C: List of Assisting and Cooperating Agencies

- Brant County Health Unit
- Brant Community Healthcare System
- Grandbridge Energy
- Hydro One
- Enbridge
- Salvation Army
- Canadian Red Cross
- St. John Ambulance
- Samaritan's Purse
- Mennonite Disaster Service
- Team Rubicon
- Society of Saint Vincent de Paul
- Global Medic
- Ontario Society for the Prevention of Cruelty to Animals (OSPCA)
- Provincial and Federal Ministries as required, (e.g. MECP, MTO, MNRF)
- Grand River Conservation Authority (GRCA)
- Grand Erie District School Board
- Brant Haldimand Norfolk Catholic District School Board
- Scolaire de la région de Waterloo-Brant-Haldimand-Norfolk

Representatives from any other service organization, industry or agency deemed necessary by the Municipal Emergency Control Group

APPENDIX D: Critical Infrastructure List

(Confidential)

APPENDIX E: Emergency Mutual Aid and Assistance Agreements

(Confidential)

APPENDIX F: Emergency Response Plan Critical Support Documents and Plans

(Confidential)