

PROTECTION

Chapter 511 EMERGENCY PLAN

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WHEREAS the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 ("the Act") requires that every municipality shall review and, if necessary, revise its emergency plan every year;

AND WHEREAS the Act provides that an Emergency Management Program and Emergency Plan shall be adopted by by-law;

AND WHEREAS the Act requires the Emergency Management Program conform to standards promulgated by Community Safety and Correctional Services in accordance with international best practices, and requires the Emergency Management Program to comprise of an

emergency plan, a committee, a Community Emergency Management Coordinator, training programs and exercises, and public education;

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 respond to an emergency;

AND WHEREAS the Act provides for the designation of one or more members of Council who may exercise powers and perform the duties of the Head of Council during his or her absence;

AND WHEREAS the Act authorizes employees of the municipality to respond to an emergency in accordance with the emergency response plan where an emergency exists but has not yet been declared to exist;

AND WHEREAS section 242 of the *Municipal Act, 2001*, c. 25, as amended, provides that a member of Council may be appointed to act in place of the Head of Council during the absence or other inability of the Head of Council, and it is deemed necessary to make such appointment and delegation of alternates for the purpose of the by-law/Chapter;

AND WHEREAS the City wishes to revise the Emergency Management Program and the Emergency Plan to reflect current provincial and national best practices.

Article 1 SHORT TITLE

511.1.1 Citation

This Chapter may be referred to as the “Emergency Management By-law.”

Article 2 INTERPRETATION

511.2.1 Acting Mayor - defined

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

511.2.2 City - defined

“City” means The Corporation of the City of Brantford or where the context requires, the geographic area of the City of Brantford.

511.2.3 Community Emergency Management Coordinator - defined

“Community Emergency Management Coordinator” means the person designated to the position to carry out the role of this position as required by O. Reg 380/4 made under the *Emergency Management and Civil Protection Act*, which includes the responsibility for the development and implementation of Brantford’s Emergency Management Program and the functionality of the emergency operations centres (EOCs).

511.2.4 Council - defined

“Council” means the Council of the City of Brantford.

511.2.5 Declared emergency - defined

“declared emergency” means an emergency where the Mayor, Acting Mayor or the Premier of Ontario declares an emergency in accordance with the *Emergency Management and Civil Protection Act*.

511.2.6 Emergency - defined

“emergency” means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and is caused by the forces of nature, a disease or other health risk, an accident or other act whether intentional or otherwise.

511.2.7 Emergency Plan or Plan - defined

“Emergency Plan” or “Plan” means the emergency plan as set out in Schedule ‘A.’ The Emergency Plan is the City’s emergency plan for the purposes of the *Emergency Management and Civil Protection Act*.

511.2.8 Emergency Management and Civil Protection Act - defined

“Emergency Management and Civil Protection Act” means the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, as amended, and includes any regulation(s) enacted thereunder.

511.2.9 Emergency Management Program - defined

“Emergency Management Program” means the Emergency Management Program as set out in Schedule ‘B.’ The Emergency Management Program is the City’s Emergency Management Program for the purposes of the *Emergency Management and Civil Protection Act*.

511.2.10 Emergency Management Program Committee - defined

“Emergency Management Program Committee (EMPC)” is responsible for the administration of the Emergency Management Program. The members of the committee are set out in Section 511.4.1 and the Chair is set out in Section 511.4.2.

511.2.11 General staff - defined

“general staff” refers to all persons, positions and City departments and other governmental and non-governmental agencies and entities that are necessary to respond to an emergency all of which is set out in the City’s Emergency Plan.

511.2.12 Emergency Operations Advisory Group - defined

“Emergency Operations Advisory Group (EOAG)” is responsible for directing and managing operations and providing support and resources to the emergency site(s). The EOAG is the Municipal Emergency Control Group for the purposes of the *Emergency Management and Civil Protection Act*.

511.2.13 Mayor - defined

“Mayor” means the head of Council for The Corporation of the City of Brantford.

Article 3**EMERGENCY MANAGEMENT STRUCTURE****511.3.1 Emergency structure**

The City shall have the following emergency management structure:

- (a) the Mayor;
- (b) the Emergency Operations Advisory Group - the members of this group acting under this Chapter and the Emergency Plan;
- (c) the general staff who report to the EOC Director as set out in the Emergency Plan;
- (d) the Emergency Management Program Committee, being the members of the Committee acting pursuant to this Chapter and the Emergency Plan;
- (e) the Community Emergency Management Coordinator, being the person designated to carry out this position; and
- (f) the Emergency Information Officer, being the person designated to carry out the duties of this position for the City.

511.3.2 Mayor

The Mayor is the Head of Council for the purposes of the *Emergency Management and Civil Protection Act*. In the event the Mayor is absent or refuses to act or the office of the Mayor is absent, the Acting Mayor is deemed to be the Mayor for the purposes of the Chapter and Emergency Plan until the Mayor becomes available, and where the Acting Mayor who would at such time be appointed is also absent or otherwise

unavailable the next Acting Mayor preceding on such list who is available is the Acting Mayor until the Mayor becomes available.

Article 4

EMERGENCY MANAGEMENT PROGRAM COMMITTEE

511.4.1 Composition

The Emergency Management Program Committee is made up of persons who hold the positions listed in this Article. All of the persons who are employed by the City to perform the duties of the following positions are hereby appointed by Council, except for the person who is employed by the City to perform the duties of the Community Emergency Management Coordinator who is a mandatory member of the committee:

- (a) Chief Administrative Officer;
- (b) General Manager Public Health, Safety and Social Services;
- (c) General Manager Public Works Commission;
- (d) Brantford Police Chief;
- (e) Brantford Fire Chief;
- (f) Clerk;
- (g) Emergency Information Officer; and
- (h) Community Emergency Management Coordinator.

511.4.2 Chief Administrative Officer - Chair

The person employed by the City and who performs the duties of the Chief Administrative Officer is hereby appointed by Council to be the Chair of the Emergency Management Program Committee and the alternate chair shall be the person who is employed by the City and who performs the duties of the Fire Chief.

511.4.3 Program Committee - role

The role of the Emergency Management Program Committee is to review the state of emergency management in the City of Brantford, provide management oversight of emergency planning activities and report to and provide advice to Council on the development and implementation of the Emergency Management Program and the Emergency Plan.

511.4.4 Annual review - sub-committee - recommend revision

The Emergency Management Program Committee shall conduct an annual review of the Emergency Management Program and the Emergency Plan. The Emergency Management Program Committee may as

it deems necessary for its function establish sub-committees and working groups. The Emergency Management Program Committee shall make any necessary recommendations to Council for revisions to the Emergency Management Program and the Emergency Plan.

Article 5

EMERGENCY OPERATIONS ADVISORY GROUP

511.5.1 Composition

The Emergency Operations Advisory Group shall be comprised of the following members:

- (a) Emergency Operations Centre Director who is the Chief Administrative Officer, or alternate;
- (b) Emergency Liaison Officer who will be appointed by the EOC Director;
- (c) Emergency Operations Centre Manager who is the Community Emergency Management Coordinator, or alternate;
- (d) Emergency Information Officer, who is the Brantford Police Media Liaison Officer, or alternate;
- (e) Safety Officer, who is the Manager of Health and Safety, or alternate;
- (f) Fire Chief or alternate;
- (g) Police Chief or alternate;
- (h) Chief Brant County EMS or alternate;
- (i) General Manager Public Health, Safety, and Social Services or alternate;
- (j) General Manager Public Works Commission or alternate;
- (k) General Manager, Corporate Services or alternate;
- (l) Medical Officer of Health or alternate; and
- (m) Chief Executive Officer of Brantford Power or alternate.

511.5.2 Assembly

Members of the Emergency Operations Advisory Group shall assemble as soon as reasonably practical when notified to attend the Emergency Operations Centre as requested by a member of the Emergency Operations Advisory Group.

511.5.3 Duties

The Emergency Operations Advisory Group shall have the following duties:

- (a) to implement the Emergency Plan, an order, or directive made by the Mayor as part of, or in furtherance of, a declared Emergency and establish the necessary administrative practices and procedures to implement the Emergency Plan and any order;
- (b) to control all necessary City operations during an Emergency;
- (c) to undertake research and investigation and provide information and advice to the Mayor in respect to the declaration of an Emergency and the issuance of orders or directives by the Mayor;
- (d) to carry out the duties assigned by the Emergency Plan; and
- (e) to carry out its statutory role including completing annual training and exercises and evaluation of the Emergency Plan and procedures, as required by the *Emergency Management and Civil Protection Act* and make recommendations on revisions to the Emergency Plan.

511.5.4 Community Emergency Management Coordinator

The person who is employed by the City and performs the duties of the Community Emergency Management Coordinator is hereby appointed by Council to be the Community Emergency Management Coordinator for the City for the purposes of the *Emergency Management and Civil Protection Act*. The duties of the Community Emergency Management Coordinator shall include:

- (a) coordinate and develop, implementation and maintenance of the Emergency Management Program and Emergency Plan, including the review and development of support plans;
- (b) coordinate the effective preparedness, response and recovery to emergencies in the City of Brantford, including participating in training required under the *Emergency Management and Civil Protection Act*;
- (c) coordinate the Emergency Plan of the City as necessary with agencies carrying out operations locally;
- (d) develop and conduct emergency management training programs and training exercises with the participation of City of Brantford employees and such other persons, authorities or agencies as may agree to participate sufficient to ensure readiness to act under the Emergency Plan;

- (e) develop and implement public awareness and education programs;
- (f) during an emergency provide advice and information to the Emergency Operations Advisory Group and assist in carrying out orders and directions of the Emergency Operations Centre Director and other duties as may be assigned by the Emergency Plan;
- (g) supply copies of the Emergency Plan and any revisions to the Chief, Emergency Management Ontario so that the Chief has at any time the most current version of the Emergency Plan; and
- (h) report to the Emergency Management Program Committee, in particular on matters in Sections 511.5.4 (a) through (e), inclusive.

511.5.5 General staff - duties

Subject to the provisions of this Chapter and the Emergency Plan, the general staff shall support and carry out the orders and decisions made by the Emergency Operations Advisory Group. The applicable members of the general staff will report directly to the Emergency Operations Centre Director. The general staff will have the following duties:

- (a) carry out the directives of the Emergency Operations Advisory Group, including establishing the practices and procedures needed to carry out those orders and directives;
- (b) provide advice and information to the Emergency Operations Advisory Group, including research and investigation as necessary or required;
- (c) participate in training or the development of training exercises; and
- (d) carry out duties assigned by the Emergency Plan.

511.5.6 Emergency Information Officer - duties

The person who is employed as Brantford Police Service Media Liaison Officer, or in his or her absence an alternate, will be appointed by Council as the Emergency Information Officer for the purposes of the *Emergency Management and Civil Protection Act*. The Emergency Information Officer shall advise the Emergency Operations Advisory Group on matters pertaining to public information, public affairs, and media relations and shall provide information updates to the media and public.

Article 6 EMERGENCY MANAGEMENT PROGRAM

511.6.1 Program - adopted by Council

The program forms part of this Chapter as Schedule 'B' and is adopted by Council as the City's Emergency Management Program for the purposes of the *Emergency Management and Civil Protection Act*.

511.6.2 Program development - implementation - review

The Emergency Management Program of the City of Brantford shall be developed, implemented, reviewed, and updated in accordance with the *Emergency Management and Civil Protection Act*. Without limiting the requirements of Section 511.6.1, the Emergency Management Program shall include a community hazard and risk assessment analysis, an emergency plan, training programs and exercises for employees and others, and public education on risks, safety and preparedness, having regard to standards published by the Ministry of Community Safety and Correctional Services. The Emergency Plan is intended to govern the provision of necessary services during an emergency and the procedures under the manner in which employees and other persons will respond in an emergency.

Article 7 EMERGENCY PLAN

511.7.1 Plan adopted by Council

The Plan - Schedule 'A' forms part of this Chapter and is adopted by Council as the City's Emergency Plan for the purposes of the *Emergency Management and Civil Protection Act*.

511.7.2 Plan review on annual basis - changes to the Plan

The Emergency Management Program Committee shall review the Emergency Plan on an annual basis and, if necessary, recommend any revisions of the Emergency Plan to Council.

511.7.3 Plan - defines responsibilities - duties

The Emergency Plan sets out in detail the responsibilities and duties of all the persons, positions, departments, and other governmental and non-governmental agencies and entities, including those positions already dealt with in this Chapter that are required to respond to an emergency.

511.7.4 Plan - inconsistency or conflict

If there is any inconsistency or conflict between any position or duty under this Chapter and any position or duty in the Emergency Plan, the Emergency Operations Centre Director, in consultation with the Community Emergency Management Coordinator, shall deal with the in-

consistency or conflict in a manner that best implements the Emergency Plan.

Article 8

DECLARATION OF AN EMERGENCY

511.8.1 Declaration by Mayor - action taken - as necessary

The Mayor may declare that an emergency exists in the City or any part of the City, and may take such actions and make such orders as he or she considers necessary and not contrary to the law to implement the Emergency Plan and to protect the health, safety and welfare and property of the inhabitants of the emergency area.

511.8.2 Declaration - effective for 30 days

The state of emergency shall only be effective for thirty days from the date of declaration, unless City Council authorizes an extension.

511.8.3 Declaration - termination

The Mayor or Council may at any time declare that an emergency has terminated.

511.8.4 Declaration - notification to Minister

The Mayor must ensure that the Minister of Community Safety and Correctional Services is notified forthwith of a declaration made under Sections 511.8.1 and 511.8.3. The Mayor may as necessary delegate such task to the Community Emergency Management Coordinator, or any member of the Emergency Operations Advisory Group.

511.8.5 Declaration - termination by Premier

Notwithstanding any other provisions of this Chapter, the Premier of Ontario may at any time pursuant to the *Emergency Management and Civil Protection Act* declare that an emergency has terminated.

511.8.6 Declaration - Premier's direction and control

In respect of the Premier's own emergency declaration, where the emergency area includes the whole or part of the City, the Premier may, where necessary, by order, direct and control the administration, facilities and equipment of the City in the emergency area, and, without restricting the generality of foregoing, direct and control the exercise of the City of any of its powers and duties in the emergency area whether under the City's Emergency Plan or otherwise. The Premier may require the City to provide such assistance as he or she considers necessary to an emergency area or part thereof that is not within the City, and may further direct and control the provision of such assistance.

511.8.7 Declaration - employee assigned responsibilities

Upon declaration of an emergency, the employees of the City may be called out and assigned responsibilities for the implementation of the Emergency Plan and the orders of the Emergency Operations Advisory Group. Notwithstanding that an emergency has not yet been declared or that an emergency declaration has been terminated, employees of the City may be assigned to carry out directions of the Emergency Operations Advisory Group for the purposes of emergency mitigation, prevention, response or recovery, or for the purpose of implementing contents of the Emergency Plan intended to further such purposes.

**Article 9
SEVERABILITY****511.9.1 Validity**

If a court of competent jurisdiction declares any provision or any part of a provision of this Chapter or Schedule 'A' or Schedule 'B' to be invalid, or to be of no force or effect, it is the intention of Council in enacting this Chapter and Schedule 'A' and Schedule 'B' that each and every other provision of this Chapter and Schedule 'A' and Schedule 'B' that are authorized by law be applied and enforced in accordance with its terms to the extent possible according to law.

**Article 10
REPEAL AND ENACTMENT****511.10.1 By-law - previous**

Chapter 511 of the City of Brantford's Municipal Code is hereby repealed in its entirety and replaced with this Chapter which includes Schedule 'A' and Schedule 'B.'

511.10.2 Effective date

This Chapter comes into force and effect immediately. By-law 11-2013, 28 January, 2013.

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SCHEDULE

Schedule 'A' - Emergency Plan

PREAMBLE

Municipalities routinely respond to situations requiring fire, police, paramedic and public works services. However, some situations may escalate beyond the scope of normal operations. These situations need to be dealt with via an emergency plan. The City's Emergency Plan is a tool to assist emergency personnel in their response to such situations. It is a flexible document, adaptable to any emergency situation.

TITLE

This document is the City of Brantford's Emergency Plan, herein referred to as the "Plan".

AIM

The aim of the City of Brantford's Emergency Plan is to outline a plan of action for the efficient deployment and coordination of City services, partner agencies, and personnel to:

- protect and preserve the life, health, and safety of the residents and businesses of Brantford;
- protect and preserve property and environment of the residents and businesses of Brantford;
- minimize the effects of the emergency on the City of Brantford;
- restore essential services in a timely manner;
- assist other communities outside the immediate areas, as requested, if resources allow; and
- restore the City to pre-emergency status where possible.

AMENDMENTS

This Plan, which forms Schedule 'A' to the City of Brantford's Emergency Management By-law Chapter 511 of the City of Brantford Municipal Code, may only be amended by Council. Proposals for amendments to the Plan or its appendices shall be submitted to the Emergency Management Program Committee.

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APPENDICES

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

EMERGENCIES

Emergencies are situations, threats, or serious impending situations that will adversely affect a significant number of persons, properties or areas. By their nature or magnitude, these situations may require municipal expenditures, requests for additional resources, provisions for emergency shelter, or evacuation. These situations are distinct from normal operations where coordinated activities among agencies are adequate to resolve the situation. See Section 511.2.7 for the definition of an emergency as defined under the *Emergency Management and Civil Protection Act*.

AUTHORITY

The *Emergency Management and Civil Protection Act* is the primary authority enabling passage of the by-law adopting the Plan. Important measures authorized under the legislation which form part of the Plan are:

- expenditure of monies associated with the formulation and implementation of the Plan;
- authorization for municipal employees to take appropriate action before formal declaration of an emergency;
- procedures to be taken for safety and/or evacuation of persons in an emergency area;
- designation of a member of Council who may exercise powers and perform the duties of the Mayor under the Plan during the absence or inability of the Mayor to act. This designated member of Council is referred to as the Acting Mayor in this plan;
- establishment of committees and designation of employees to be responsible for reviewing the Plan, to train employees in their functions, and to implement the Plan during an emergency;
- authorization to obtain and distribute materials, equipment, and supplies during an emergency; and

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

Protection from Liability for Implementation of the Plan

Section 11 of the *Emergency Management and Civil Protection Act* R.S.O. 1990, c. E.9 states:

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

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

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

Public Accessibility to the Plan

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

Freedom of Information and Protection of Privacy

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

ROLES AND RESPONSIBILITIES

Mayor (Head of Council)

Upon learning of a potential emergency or an emergency situation, the Mayor will consider bringing together all or part of the EOAG and, if warranted, will trigger the emergency alerting procedure. Once together, the group will consider activating the Plan, in whole or in part.

The Mayor will:

- if warranted, declare an emergency to exist;
- notify the Minister of Community Safety and Correctional Services of Ontario of the declaration of an emergency via the EOC Manager;
- request assistance from senior levels of government, when required;
- in consultation with the Emergency Information Officer and the EOC Director, produce news releases and public announcements;
- as the City's key spokesperson, address the media as soon as possible after declaring an emergency. Staff advisors should accompany the Mayor to address technical questions;
- keep Council updated regarding the situation and actions being taken to resolve the emergency;
- terminate the emergency at the appropriate time through EMO via the EOC Manager and ensure all concerned have been notified;
- maintain a detailed log of all actions taken by the Mayor's Office;
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

Emergency Operations Advisory Group (EOAG)

The Emergency Operations Advisory Group is responsible for providing coordination and organization of necessary support to the incident site in order to minimize the effects of the emergency on the City and is also responsible for ensuring continuation of necessary municipal operations within the City during an emergency.

In the event of an emergency, the Incident Site Commander may require additional organized and coordinated support. In such situations, municipal staff and representatives from partner agencies will assemble at the Emergency Operations Centre (EOC) for the purpose of providing emergency response support or making emergency response decisions depending on the nature and magnitude of the emergency.

The EOAG must take care not to interfere with detailed control at the operational levels, as changing control during response to an incident can create unnecessary problems.

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

EOC Director

Upon learning of a potential emergency or an emergency situation, the EOC Director will consider bringing together all or part of the EOAG staff, and, if warranted, will trigger the emergency alerting procedure. Once together, the group will consider the possible activation of the Plan.

The EOC Director or alternate will:

- oversee all management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Incident Commanders(s), EOC general staff and management staff, set priorities for response and recovery efforts in the affect areas;
- provide support to local authorities and provincial agencies and ensure that all actions are accomplished within the priorities established;
- establish appropriate staffing levels for the EOC and continuously monitor organizational effectiveness to ensure appropriate modifications occur as required;
- ensure interagency coordination is accomplished effectively within the EOC;
- assume overall management responsibility for coordinating, supporting, and assisting other agencies;

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- participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency;
- ensure that timely and correct information is displayed or available within the EOC;
- direct, in consultation with the Emergency Information Officer and if necessary the Head of Council, appropriate emergency public information actions and approve the issuance of media releases and other public information materials as required;
- ensure that the EOAG disseminate decisions or directions to all response agencies made during the operations cycle meeting;
- approve expenditures of funds for implementing the Plan;
- liaise with City Managers or Chief Administrative Officers of neighbouring municipalities affected by the emergency or providing assistance to City emergency operations, if appropriate. Note, Liaison Officer may be delegated this task;
- consult the Mayor or other stakeholders if applicable;
- maintain a detailed log of all actions and decisions taken by the EOC Director;
- prepare a post emergency report for submission to City Council.

EOC Manager

The EOC Manager will:

- act as the EOC Manager and provide emergency management advice to the EOAG and other personnel as required;
- undertake special assignments at the request of the EOC Director;
- act as administrator of the municipal emergency plan and advise the EOAG on matters of emergency management procedures;
- liaise with other agencies as directed by the EOC Director;

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- contact neighbouring CEMCs to advise them of the situation;
- monitor the well-being of personnel working in the EOC and arrange for relief or rest if needed;
- facilitate shift change briefings and operational debriefings;
- collect information during the emergency to prepare for the immediate post-emergency debrief, formal debriefing and critique, and preparation of an after-action report for the Emergency Management Program Committee;
- ensure that all members of the EOC have the necessary plans, resources, supplies, maps, and equipment separate from those items that are specific to agencies' kit;
- ensure that the operation cycle process is met by the EOC Director and that related documentation is maintained and kept for future reference;
- monitor personnel leaving the EOC after being relieved and, at the end of the emergency, arrange access to counselling for those seriously stressed, emotionally traumatized, or requiring/requesting assistance (the need for critical incident stress management (CISM), with the guidance from the EOC Safety Officer);
- inform the EOC Director should the EOC become unsafe or not functional and arrange for evacuation of the EOC;
- at the end of the emergency ensure that the EOC has been returned to pre-emergency status;
- maintain records and logs for the purpose of the debriefings and post-emergency reporting that will be prepared for the Emergency Management Program Committee;
- maintain a personal log of all actions taken.

Liaison Officer

The Liaison Officer will:

- be the point-of-contact for external agencies and key staff by receiving, assessing, and prioritizing information for the EOC Director;

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- assist and serve as an advisor to the EOC Director and EOAG as needed, providing information and updates relating to external agency concerns and developments.

Emergency Communications Team

During an emergency, efficient communication with all stakeholders is essential. This will expedite the City of Brantford's efforts to assist the public in coping with and recovering from a major emergency. The Emergency Communication Team, which is comprised of members of Brantford Fire Department and City of Brantford information technology technicians coordinates communications from the City of Brantford and its supporting agencies. Communications provides a direct link from the EOC to media, City staff, community leaders, businesses and residents, to deliver critical information before an impending emergency (if applicable), during and after a major disaster or public emergency.

In the event that a municipal emergency is escalated to a provincial or federal emergency, the highest level of government will be the lead emergency information agency with support from the City of Brantford.

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

- work with EOAG re: internal and external communication;
- develop communications strategy, key messages, etc. as the situation dictates;
- notify media, community support agencies, service providers, etc;
- arrange for 211 support to get incident related messages to the public;
- work in coordination with other agencies and government communication teams; and
- media monitoring.

Emergency Information Officer (EIO)

The EIO position is filled by a designated police officer from Brantford Police Service. Upon learning of a potential emergency or an emergency situation, the EIO or alternate will consider bringing together all or part of the Emergency Communications Team and, if warranted, will trigger the emergency alerting procedure. Once together, the group will consider the possible activation of the Plan.

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The EIO or alternate will:

- advise the EOAG on matters pertaining to public information, public affairs, and media relations;
- participate in decision making, determining priorities, and issuing operational directives through the EOC Director for the resolution of the emergency;
- be the spokesperson for the communication team at the operation cycle meetings. The EIO will designate an alternate should he/she not be able to attend the operations cycle meetings;
- activate the emergency communications plan;
- gather, process, and disseminate information for use by the EOAG, and any ad hoc functional groups;
- formulate public information and media releases for review by the Mayor and EOC Director;
- upon approval of the EOC Director, release information to the public and media;
- direct the establishment and operation of a media centre;
- issue public announcements, instructions, or warnings as directed by the EOC Director;
- liaise with other agencies' EIOs for a coordinated message;
- supply support for EIOs of another agency if they are designated the authority having jurisdiction of the incident;
- provide public relations support as required;
- assign staff to monitor media and social media to ensure accuracy of information and to immediately implement corrective measures for inaccurate statements or broadcasts;
- coordinate all media requests including the arrangements for supervised tours near the emergency sites(s);
- assign an onsite media spokesperson and support his or her activity at the site;

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- maintain a detailed log of all actions taken by the communications team. This role may be assigned to another individual from the City's communication team by the EIO; and
- participate in a post emergency debriefing and provide reports as required by the EOC Director.

GIS Technician

The GIS Technician will:

- report to the EOC and initiate GIS mapping systems;
- schedule 24/7 time table of GIS technical support if necessary;
- advise EOC on issues relating to mapping technologies;
- create various map products and graphics to support ongoing events;
- coordinate data loading, management, and analysis; and
- work in conjunction with agencies such as the Grand River Conservation Authority for mapping information relating to specific risks and hazards.

Safety Officer

The Safety Officer will:

- advise the EOAG on safety issues;
- monitor safety conditions and develop safety measures;
- work closely with the EOAG to ensure responders are as safe as possible, wear appropriate safety equipment and implement the safest operational options;
- ensure records of human resources and administrative detail, which may involve financial liability, are completed and activities are coordinated with the WSIB coordinator;
- coordinate and initiate critical incident stress programs and inform the EOC Manager (CEMC) of any changes in the EOC staff structure that may take place;

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- establish and maintain log of overtime of EOC or on-site responders if applicable;
- gather on-site personnel records, if maintained by the on-site Safety Officer, Incident Site Commander, or another assigned person;
- maintain a detailed log of all actions taken;
- upon EOC stand-down, ensure all activities have been processed and documented;
- assign follow-up activities should any activities not be resolved at the time of EOC stand-down; and
- participate in a post emergency debriefing and provide reports as required by the EOC Director.

General Manager of Corporate Services

The General Manager of Corporate Services will:

- assign an EOC records manager to ensure all records to and from the EOC are maintained;
- arrange for printing of materials, if required;
- if directed by the Mayor, ensure that all Councillors are advised of the declaration and termination of the emergency;
- ensure Mayor and Councillors are also informed about media releases and signification events;
- if directed by the Mayor, arrange a special Council meeting(s);
- provide EOAG with guidance on matters pertaining to the *Municipal Act, 2001* in consultation with the City Solicitor;
- if directed by the EOAG, retrieve records from the corporate records centre and ensure their preservation and availability.
- maintain a detailed log of all actions taken; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

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Brantford Fire Chief

The Fire Chief will:

- arrange and coordinate fire suppression as well as hazardous materials operations;
- activate mutual aid plans or memorandums of understanding (MOUs) as necessary;
- request any specialized emergency response or rescue teams;
- coordinate the mobilization and transportation of all fire department resources;
- complete and maintain a log of activities as well as any status reports;
- implement all fire activities and objectives as identified in the incident action plan;
- brief the EOAG on incident status in preparation for the operation cycle meeting;
- liaise with fire dispatch;
- liaise with Regional Fire Coordinator if necessary; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

Brantford Police Chief

The Police Chief will:

- coordinate all law enforcement and traffic control operations;
- coordinate movement and evacuation operations with other members of the EOAG;
- alert and notify the public of impending or existing emergency situations;
- activate all police procedures, mutual aid plans, or MOUs as necessary;

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- coordinate the mobilization and transportation of all police resources;
- complete and maintain a log of activities as well as any status reports;
- implement all police services activities and objectives as identified in the incident action plan;
- direct that the Coroner be contacted in the event of fatalities and coordinate whatever additional support in accordance with the *Coroners Act*;
- brief EOC Director on incident status in preparation for the operation cycle meeting;
- liaise with police dispatch; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

General Manager of Public Works Commission

The General Manager of Public Works Commission will:

- provide the EOC Director with information and advice on engineering, transit, and water matters;
- participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency in accordance to the objectives set out in the incident action plan;
- activate the public works emergency notification and alert system;
- activate mutual aid agreements and/or MOUs if necessary;
- direct and coordinate all public works operations in accordance to the objectives set by the EOAG;
- maintain liaison with flood control centres, and conservation and environmental agencies and be prepared to conduct relief or preventative operations;
- brief EOAG on incident status in preparation for the operation cycle meeting;

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- coordinate engineering, personnel, materials, supplies, and equipment as required in support of emergency operations;
- arrangement for personnel, engineering materials and equipment from other municipal, regional, provincial, or federal departments or private/commercial agencies;
- arrangement for the use of all transportation resources in support of evacuation or other emergency operations as required;
- coordinate debris removal activities;
- coordinate demolition or securing of all unsafe buildings as directed;
- assist with traffic control and emergency operations by clearing emergency routes, assisting the police in closing and opening roadways, marking obstacles, installing emergency road signs and other actions as required;
- coordinate the provision of emergency potable water, supplies, and sanitation facilities in support of emergency operations;
- maintain liaison with regional public works and utilities service agencies (i.e. hydro, gas, telephone, cable) and issue directions for the disconnection and the reconnection of services as directed by the EOAG;
- coordinate activities with the Grand River Conservation Authority in case of a flood emergency;
- coordinate operations and engineering support to restoration and cleanup activities following the termination of the emergency;
- maintain a detailed log of all actions taken by the operations and engineering department; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

General Manager of Public Health, Safety and Social Services

The General Manager of Public Health, Safety and Social Services will:

- advise the EOAG on matters pertaining to the support provided by the social services department;

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- provide recommendations on staffing requirements to assist at the emergency reception centre(s) and/or shelters and other tasks as directed by the EOAG;
- coordinates the delivery of emergency social services as required for those impacted by the event;
- provide direction and support to all activated reception centres;
- activate social services emergency plan, mutual aid plans or MOUs as necessary;
- brief EOAG on incident status and situation reports in preparation for the operation cycle meeting;
- be the primary liaison with social services support agencies such as the Canadian Red Cross and others as required;
- confer with EOC Director on extraordinary expenditures;
- if directed by the EOAG, with coordination with the Medical Officer of Health, activate and operate emergency morgue facilities in arenas;
- participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency;
- coordinate assistance from other municipal, regional, provincial, federal departments, or private agencies;
- maintain a detailed log of all actions taken by social services; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

Medical Officer of Health

The Medical Officer of Health will:

- provide the EOAG with information and advice on public health issues including environmental health, communicable disease, and other issues related to public health;

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- participate in decision-making, determining priorities, and issuing directives for the resolution of a public health emergency;
- activate the health services emergency plan and notification procedures, if required;
- liaise with the Ontario Agency for Health Promotion and Protection, including the Public Health Division and the emergency management branch, and the Public Health Agency of Canada, for the purpose of coordinating emergency response activities;
- provide recommendations and/or direction regarding public health measures including (but not limited to): infection control measures, the use of personal protective equipment, and/or the evacuation of buildings or areas;
- coordinate the acquisition and distribution of antiviral medications, vaccines, and/or antibiotics;
- coordinate the response to infectious disease outbreaks, such as pandemics, including the operation of mass clinics and assessment centres;
- liaise with emergency response agencies, including voluntary and non-profit support agencies, regarding health services and public health issues in emergency areas, including food safety in reception centres;
- brief the EOAG on incident status in preparation for the operation cycle meeting;
- maintain a detailed record of all emergency response operations conducted by the Health Unit;
- participate in a post emergency debriefing and provide reports, as requested by the EOC Director.

Brant County Ambulance Service Manager

The Brant County Ambulance Service Manager will:

- coordinate the transportation of people injured in the event;
- assist in identifying and mobilizing available ambulance resources;

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- coordinate between on scene paramedics and base hospitals appropriate reception locations for injured;
- activate all paramedic support plans, mutual aid plans, or MOUs as necessary;
- coordinate the mobilization and transportation of all resources;
- coordinate with senior police officials the movement of ambulances to and from the emergency site(s);
- complete and maintain a log of activities as well as any status reports;
- implement all Minister of Community Safety and Correctional Services paramedic activities and objectives as identified in the incident action plan and in accordance with legislation;
- coordinate with the EOAG the provision of special emergency health services resources at the emergency site (i.e. ambulance buses, support units, paramedics, ambulance helicopters, etc);
- liaise with the Medical Officer of Health and the EOAG and assist with the organization and transportation of persons in health care facilities, homes for the aged, nursing and rest homes, and people with special needs that need to be evacuated;
- brief the EOAG on incident status in preparation for the operation cycle meeting;
- network with the provincial radio dispatch system as the province provides the main radio and communication link among the health services;
- complete and maintain a log of activities as well as any status reports; and
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

Chief Executive Officer of Brantford Power

The Chief Executive Officer of Brantford Power will:

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- provide the EOC Director with information and advice on electrical distribution matters;
- participate in decision making, determining priorities, and issuing operational directives for the resolution of the emergency in accordance to the objectives set out in the IAP;
- activate the Brantford Power emergency notification and alert system;
- activate the Brantford Power emergency plan, mutual aid agreements, and/or MOUs if necessary;
- direct and coordinate all Brantford Power operations in accordance to the objectives set by the EOAG;
- brief EOAG on incident status in preparation for the operation cycle meeting;
- arrange for mutual aid from other agencies;
- maintain liaison with regional public works and utilities service agencies (i.e. gas, telephone, cable) and issue directions for the disconnection and the reconnection of services as directed by the EOAG;
- coordinate Brantford Power support to restoration and cleanup activities following the termination of the emergency;
- maintain a detailed log of all actions taken by Brantford Power;
- participate in a post emergency debriefing and provide reports as requested by the EOC Director.

ON SITE MANAGEMENT

Incident Site Commander

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

- organize and coordinate the response at the emergency site(s) with all agency commanders;
- assess the situation under existing and potential conditions by consulting with agency commanders and other agencies, take/authorize any action appropriate to preserve life,

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protect property and otherwise mitigate the adverse effects of the emergency;

- coordinate with the EOC Director and EOAG members to ensure that the necessary equipment, supplies, and personnel are available;
- provide, at regular intervals, information updates and reports regarding activities on-site(s) to the EOAG Director. Schedule briefings with responding agencies as to the event status;
- activate or coordinate with agencies, the evacuation of the immediate areas or any area likely to be placed at risk, if warranted by conditions, or as directed by the EOAG Director;
- consider response alternatives and determine appropriate response actions (evacuation, containment, etc.) in consultation with agency commanders and the EOC Director;
- establish an on-site command post (CP) at an appropriate distance from the emergency area that provides a good vantage point;
- brief agency commanders regarding the situation as they become involved;
- obtain background information from those involved in the emergency or those who may have witnessed the incident;
- consult with experts, as required, to mitigate the emergency;
- develop an emergency site organization plan/layout with the assistance of agency commanders and establish inner and outer perimeters and staging areas to control access to and movement within the emergency site;
- coordinate the release of information at the scene with the on-site media spokesperson;
- ensure the overall safety of the emergency site, in particular that safety precautions are enforced regarding wearing personal protective equipment by designating a Site Safety Officer;
- develop and implement a demobilization plan;

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- ensure that all agency commanders have established work schedules for their personnel at the emergency site(s);
- maintain a detailed log of all actions taken;
- coordinate the gathering of all agencies reports for future debriefings; and
- participate in a post emergency debriefing and provide such reports as requested by the EOC Director.

Unified Command

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

- multiple jurisdictions are involved;
- a single jurisdiction with multiple responding agencies sharing responsibility; or
- multiple jurisdictions with 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 activities.

Partner Agencies

Emergencies can take many forms and, in recognizing this, the City of Brantford has identified key partners that may be called upon for services or technical advice in order to respond and recover from the incident. During the operations cycle of the EOC or from a request from the Incident Site Commander, an emergency partner may be called to assist with the response or recovery process. The Incident Site Commander will make this request to the EOC Director. The EOC Director will determine whether an immediate call is needed to the partner(s) or a consultation with the EOAG is needed. It is to be noted that some partners have pre-existing MOUs, contracts, or agreements with the City.

The partner or partners may be asked to report to the EOC or the incident site by the EOC Director. The partner(s) will be given specific instructions as to the EOC's location, parking, and security access.

Should the partner(s) be required to report immediately to the site, the EOC Director will give:

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- instructions to the person as to the location and description of the onsite command post;
- the correct location, the name, title, and agency of the Incident Site Commander;
- if the event involves traffic issues or an assigned route is required, this information will be provided by the EOC Director; and
- The EOC Director will work in consultation with the Police Chief if a police escort is required.

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

- utility companies;
- non-governmental organizations;
- school boards;
- post-secondary institutions; and
- technical experts.

Emergency Alerting Procedures

Alerting the EOAG Members:

Only members of the EOAG/Mayor or their designates have the authority to request bringing together the EOAG and/or staff in whole or in part. Upon learning of a potential emergency or an emergency situation, they will consider bringing together all or part of the EOAG and/or staff and, if warranted, will trigger the emergency alerting procedure. Once together, the group will consider activation of the Plan.

Emergency Alert Levels

The Emergency Levels are as follows:

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

Level One “Standby Alert” - When Brantford Police is instructed to issue a “Standby Alert,” all members of the EOAG and staff, are contacted and instructed to “Standby” for further information. This alert level may be used if there is an emergency situation developing or the threat of an emergency occurring that does not yet merit assembling the members of the EOAG and staff.

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Level Two “Crisis Response Team” - The Crisis Response Team is implemented in small-scale emergencies where the activation of the EOAG is not warranted. It is composed of five or six key individuals assigned by the Chief Administrative Officer to manage the support to the emergency site. A member of the Clerk’s office will be assigned to maintain records.

Level Three “Full Alert” - When Brantford Police is instructed to issue a “Full Alert,” all members of the EOAG and Staff will be contacted and instructed to report to the EOC. Upon arrival at the EOC the EOAG members may determine the need for additional members of the EOAG, and staff to be deployed to the EOC. EOAG members will contact the EOC Manager or the City employees assigned to EOC duty and request the additional personnel be called.

Declaration of Emergency - Authority to declare

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, s. 4 (1) states:

The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.

As a guideline to municipalities, Emergency Management Ontario has developed a checklist to assist with the declaration decision process.

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

Notification to Minister of Community Safety and Correctional Services

Under the *Emergency Management and Civil Protection Act*, the Mayor must immediately notify the Minister of Community Safety and Correctional Services of the declaration of an emergency.

Plan Implementation and Activation of the Plan

The City of Brantford’s EOAG and staff can be called together as necessary and the Plan activated in whole or in part, with or without the declaration of an emergency.

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

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Upon learning of a potential emergency or emergency situation, individuals, as designated in this plan, will consider the possible need for activation of the plan and, if warranted, will trigger the Emergency Alerting Procedure.

Information of a potential emergency or an emergency situation can be brought to the attention of those individuals identified to activate the Plan due to notification:

- of weather alerts;
- from other levels of government;
- from first responders
- from health agencies;
- from responding agencies to an incident where it has been determined the scope of the incident is outside the normal activities or response capabilities.

Actions for Emergency Response Agencies

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

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

For each emergency site defined, the EOAG will confirm or appoint an Incident Site Commander to assume responsibilities outlined in this Plan. The Incident Site Commander(s) will report directly to the EOC Director.

Onsite Chain of Command

All Incident Site Commanders report directly to the EOC Director and are no longer subject to the command structures of their own organizations. Agency Commanders will report to the Incident Site Commander and are still subject to the command structure of their own organization.

Emergency Operations Centre (EOC)

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

Media Centre

Upon implementation of this emergency plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual request for, or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following positions will be established:

- an onsite media spokesperson; and
- Emergency Information Officer at the Emergency Operations Centre.

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

The media centre will be established on the direction of the Emergency Information Officer.

Command Post

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

Dissemination of Decisions by the EOAG

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

Meeting and Reporting Schedules

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

The Incident Site Commander will schedule regular briefings with agency commanders.

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Evacuation

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

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

Termination of a State of Emergency

The Mayor, Council, or the Premier of Ontario can officially declare the termination of the emergency at any time and will notify:

- the Minister of Community Safety And Correctional Services;
- Council;
- neighbouring municipal officials as required;
- the public; and
- the media.

In making the decision to terminate an emergency the EOAG will refer to Emergency Management Ontario Checklist, which is produced by the Ministry of Community Safety and Correctional Services as a guide. The checklist will illustrate those items that are resolved, manageable by existing resources, and/or no longer a threat to public safety.

EMERGENCY RECOVERY

The last phase of an emergency is the recovery phase. This phase focuses on procedures that will enable both the City of Brantford and the community to return to daily operations as soon as possible following an emergency. All City departments have a number of tasks to undertake during the recovery phase depending on the severity of the emergency, which could consequently involve days, weeks, months, or even years.

This phase is often the most crucial and usually the most demanding in terms of human resources and material resources. Due to factors such as duration, rate of development of the situation, and amount of resources

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needed, emergency recovery is planned with a different approach from that of the Emergency Response Plan.

The EOAG may activate the recovery phase once the immediate response to the emergency has been completed. It is possible to undertake emergency response and recovery measures simultaneously as it can be difficult to precisely define where one begins and where one ends. Recovery efforts may be initiated while a state of emergency is still in effect. The task of the EOAG in this phase of the Plan is to establish a post-emergency recovery committee.

Post-Emergency Recovery Committee

This Committee will be composed of municipal and regional officials representing legal, health, human services, planning, and public works service sectors. It will provide direction and coordinate activities addressing the recovery needs of the community and the Corporation. The committee's role will vary according to the nature and intensity of the emergency. On a short-term basis, the aim is to restore critical services to the community. On a long-term basis, this committee will work at returning the community to as close to a pre-emergency state as is feasible.

Among other tasks, the Post-Emergency Recovery Committee will be charged with coordinating resources to:

- assess damages;
- clear debris;
- restore food supplies, shelter and utilities;
- redevelop the community; and
- provide critical incident stress debriefing and counseling.

Depending on the nature and magnitude of the emergency, this committee may establish sub-committees to divide the tasks in three primary issues: human needs (feeding, clothing, health care, lodging, and counseling infrastructure rebuildin); restoration of utilities, facilities, roads and services disaster relief; and financial assistance to individuals.

Plan Maintenance and Revision

The Emergency Management Program Committee will be responsible for keeping the Plan current with respect to legislation, agency roles, and responsibilities and any other pertinent information. The master copy of this manual is maintained by the Community Emergency Management Coordinator. The committee will review the Plan annually and revise the Plan

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as required. Amendments will be distributed to the Plan holders in January of every year. By-law 11-2013, 28 January, 2013; Schedule 'A.'

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Schedule 'B' - Emergency Management Program

VISION

The City of Brantford's objective is the development of a safe community with exceptional emergency service.

MISSION STATEMENT

The *Emergency Management and Civil Protection Act* and Ontario Regulation 380/04 requires municipalities to perform specified activities on an annual basis to maintain compliance with legislated standards. This program establishes the elements of a continuous improvement process to develop, implement, maintain, and evaluate emergency management and continuity of operations programs that address prevention, mitigation, preparedness, response, and recovery that meet and exceed all of the necessary requirements of Ontario Regulation 380/04.

PROGRAM MANAGEMENT

- The program is the City's Emergency Management Program for the purposes of the *Emergency Management and Civil Protection Act*.
- The Emergency Management Program of the City of Brantford shall be developed, implemented, reviewed and updated in accordance with the *Emergency Management and Civil Protection Act*.
- The Emergency Management Program shall include a community hazard and risk assessment analysis, training programs and exercises for employees and others, and public education on risks, safety and preparedness, having regard to standards published by the Ministry of Community Safety and Correctional Services.
- The City shall establish a program budget.
- The City shall develop financial procedures and controls to support the Program before, during, and after an emergency.
- The City shall document and maintain logs and records of activities and decisions related to the Program and establish an effective records management process.
- The program will be amended when necessary to reflect changes to applicable legislation, policies, regulatory re-

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quirements, directives, standards and codes of practice made at various levels of government and other decision making authorities.

PLANNING

Hazard Identification, risk assessment, and continuity of operations planning

The City shall identify and monitor the hazards that can have an impact on its operations and areas of responsibility. Hazards from the following categories shall be considered:

- natural;
- human-caused; and
- technological.

The City shall conduct an annual risk assessment that shall include evaluating the likelihood of a hazard or combination of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends, and probability. The risk assessment shall include data on the impact of the risk event on the City and on citizens, property, and the environment.

Continuity of Operations Plan

The City shall develop and implement continuity of operations plans (COOP) to continue critical operations following an emergency. The COOP shall include the identification of time-sensitive critical functions and applications, associated resource requirements, and interdependencies.

The COOP shall:

- take the entire Corporation into consideration when the critical operational functions, associated resource requirements, and interdependencies are identified;
- build on the findings from the risk assessment;
- consider possible events and how they could affect the City over time.

The City shall follow a planning process to develop and maintain its emergency management and continuity of operations programs. The planning requirements shall depend on the program's objectives and results of the hazard identifications and risk assessment and COOP. The City shall engage in a planning process on a regularly scheduled basis, or when the situation has changed in such a way that the existing COOP is put into

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question. The City will include all key stakeholders in the planning process where applicable.

Incident Management

The City shall establish primary and alternative emergency operations centre(s) (EOCs) capable of managing continuity, response and recovery operations.

The City shall establish an incident management system to direct, control and coordinate operations during and after an emergency. The incident management system shall assign specific organizational roles, titles and responsibilities for each incident management function.

The City shall establish procedures for coordinating response, continuity and recovery activities.

Public Awareness

Public awareness and public education programs shall be implemented where the public is potentially impacted by a hazard. Procedures shall be developed to disseminate public awareness and education information and respond to requests from internal and external audiences, including media, for pre-incident information.

Emergency Information Management

Telecommunications and other communications systems shall be established and regularly tested. The City shall address the need for redundancy, interoperability, and security of communications systems. Emergency communication and warning systems to alert people potentially impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment either directly, or through authorized agencies, shall be developed and periodically tested.

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

The City will establish and maintain procedures to provide emergency information that includes the following:

- a central point of contact for the media;
- procedures to gather, monitor, and disseminate emergency information;
- pre-scripted information bulletins;

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- procedures to coordinate and approve information for release;
- procedures to communicate with special needs populations; and
- protective action guidelines for shelter-in-place and evacuation

Training and Exercises

The City shall develop, implement, and maintain or provide a competency-based training and educational curriculum to support the program. The objective of the curriculum will be to create awareness and enhance the skills required to develop, implement, and execute the program. The City shall evaluate program plans, procedures, and capabilities through a review, testing and an annual exercise. Exercises shall be designed to test individual essential elements, interrelated elements, or the entire plan. Additional evaluations shall be based on post-incident analyses and reports, lessons learned and performance evaluations. Procedures shall be established to take corrective action on any substantive deficiency identified during and evaluation. Training records shall be maintained.

Recovery

The City shall develop and implement a recovery plan to support short-term and long-term priorities for recovery of functions, services, resources, facilities, programs, and infrastructure. The recovery plan shall be based on the results of hazard identification and risk assessment, continuity of operations strategies, program constraints, operational experience, and cost-benefit-analysis. The recovery plan shall include measures to reduce vulnerability of the City during the recovery period.

MANAGEMENT REVIEW

The City shall conduct an annual management review of the emergency management program based on goals, objectives and evaluation of the program. The Emergency Management Program Committee shall assess opportunities to continuously improve the program. By-law 11-2013, 28 January, 2013; Schedule 'B.'