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City of Brampton EMERGENCY PLAN

As adopted by City Council on September 10, 2014 (By-law 265-2014)

“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.”
2002, c. 14, s. 5 (1).

– Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E. 9

CITY OF BRAMPTON EMERGENCY PLAN
Table of Contents

Revisions Control.....	6
City of Brampton Emergency Plan Distribution List	6
1.0 INTRODUCTION.....	9
1.1 Background.....	9
1.2 Document Title.....	9
1.3 Purpose	9
1.4 Plan Maintenance and Review.....	10
2.0 AUTHORITY	11
2.1 Legislative Authority.....	11
2.2 Freedom of Information and Protection of Privacy.....	11
2.3 Protection from Action for Implementation of the Plan.....	12
2.4 Policies and Procedures	12
2.5 Brampton Emergency Management Program Committee	12
3.0 PLAN IMPLEMENTATION	15
3.1 Corporate Levels of Emergency.....	15
3.2 Incident Reporting.....	16
3.3 Primary Responsibility	16
3.4 Authority for Activating the Emergency Plan	16
3.5 Brampton Emergency Management Office (BEMO).....	16
3.6 Municipal Emergency Control Group (MECG).....	17
3.7 Emergency Operation Centre (EOC).....	18
3.8 Action Prior to the Declaration of Emergency.....	18
3.9 Declaration of Emergency.....	18
3.10 Official Notification of Emergency	20
3.11 Mutual Assistance.....	21

3.12	Regional Assistance	21
3.13	Provincial Assistance	22
3.13.1	Provincial Ministries	22
3.14	Federal Assistance	24
3.15	Termination of Emergency	24
4.0	EMERGENCY OPERATIONS.....	25
4.1	Introduction	25
4.2	Initial Response Agencies Involved in Emergency Operations	25
4.3	Incident Management System.....	25
4.4	Organization of the Emergency Operations Centre & Section Responsibilities	26
4.4.1	Command.....	28
4.4.2	Communications	30
4.4.3	Operations	32
4.4.4	Planning.....	34
4.4.5	Logistics.....	36
4.4.6	Finance & Administration	37
4.5	Emergency Operations Centre Support Roles	38
4.5.1	Emergency Operations Centre Coordinator	38
5.0	EMERGENCY RECOVERY	40
5.1	Recovery	40
5.2	Post-Emergency Recovery Committee	40
5.3	Debriefing, Reporting, and Implementing Lessons Learned	41
6.0	MUNICIPAL PREPAREDNESS.....	43
6.1	Training and Exercises	43

ANNEX A: Glossary of Terms 44
ANNEX B: Acronyms 48

List of Figures

Figure 1: Steps leading to the Declaration of an Emergency20
Figure 2: Provincial IMS Structure.....26
Figure 3: City of Brampton IMS Structure.....27

Revisions Control

For any modifications or updates regarding this document, please consult with the Brampton Emergency Management Office (BEMO).

#	Revision Date	Description of Revision (Edit/Addition/Removal of page/section)	Revision made by
1	August 30, 2014	Complete revision and update.	BEMO

City of Brampton Emergency Plan Distribution List

The completed City of Brampton Emergency Plan with attached appendices has been distributed to the stakeholders listed in the table below.

Copy	Department / Division / Section	Position Title
<i>Internal (complete plan with appendices)</i>		
2014-01	Mayor's Office	Mayor
2014-02	Chief Administrative Office	Chief Administrative Officer
2014-0X	Corporate Services	Chief Corporate Services Officer
2014-0X	Corporate Services / Legal Services	City Solicitor
2014-0X	Corporate Services / City Clerk's Office	City Clerk
2014-0X	Corporate Services / Human Resources	Executive Director, HR
2014-0X	Planning & Infrastructure Services	Chief Planning & Infrastructure Services

Copy	Department / Division / Section	Position Title
2014-0X	Planning & Infrastructure Services / Maintenance & Operations	Executive Director, Maintenance & Operations
2014-0X	Planning & Infrastructure Services / Planning & Building	Senior Executive Director, Planning & Building
2014-XX	Chief Operating Office	Chief Operating Officer
2014-XX	Chief Operating Office / Strategic Communications	Executive Director, Strategic Communications
2014-XX	Public Services	Chief Public Services Officer
2014-XX	Public Services / Recreation & Culture	Director, Recreation & Culture
2014-XX	Public Services / Service Brampton	Director, Service Brampton
2014-XX	Public Services / Facility Services	Executive Director, Facility Services
2014-XX	Public Services / Transit	Executive Director, Transit
2014-XX	Public Services / Fire & Emergency Services	Fire Chief
2014-XX	Public Services / Fire & Emergency Services	Command Post
2014-XX	Public Services / Fire & Emergency Services	Platoon Chiefs
2014-XX	Public Services / Fire & Emergency Services / Emergency Management Office	Manager, Emergency Management Office (CEMC)
2014-XX	Public Services / Fire & Emergency Services / Emergency Management Office	Alternate Manager, Emergency Management Office (Alternate CEMC)
2014-XX	Public Services / Fire & Emergency Services / Emergency Management Office	Emergency Operations Centre (EOC)

Copy	Department / Division / Section	Position Title
External (appendices are not included with these copies)		
2014-XX	Regional Emergency Management	Manager
2014-XX	Region of Peel	Chairman
2014-XX	Region of Peel	CAO
2014-XX	Hydro One Brampton	
2014-XX	Credit Valley Conservation Authority	
2014-XX	Peel District School Board	
2014-XX	Dufferin-Peel Catholic District School Board	
2014-XX	Brampton/Caledon Amateur Radio & Emergency Services (ARES)	

Public Accessibility to the Plan

A copy of the City of Brampton Emergency Plan, By-law 265-2014, is available to the public for review and duplication purposes as proposed in the *Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9* (the Act):

“...an emergency plan shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality” [Section 10]

1.0 INTRODUCTION

1.1 Background

The City of Brampton is the 9th largest city in Canada, and has a successful, well-diversified economy, and more than 8000 homes within its boundaries. With these numbers continually increasing, Brampton is shifting from a mid-sized city to a major urban centre. This municipality celebrates a diverse population that represents people from more than 175 distinct ethnic backgrounds, who speak more than 70 different languages. Offering more than 6000 acres of parkland, Brampton takes pride in being known as the Flower City of Canada. These facts highlight a City that is thriving, growing, serving, preserving, and engaging – all of which are key priorities of the City of Brampton Strategic Plan.

The City of Brampton Strategic Plan was developed to focus on five key priorities for this municipality, including thriving, growing, serving, preserving and engaging. These priorities outline the City of Brampton's commitment to honour the past; build on success; and plan for a future that thrives. The Brampton Emergency Management Office (BEMO) is working in parallel with the Strategic Plan to achieve each of the five strategic priorities, with a focus on emergency preparedness, to safeguard the life, property, environment, and economy of the City of Brampton. In 2007, the City of Brampton was designated, and maintains its status as an International Safe Community by the World Health Organization. At the foundation of safety and emergency preparedness in this municipality, is the City of Brampton Emergency Plan.

BEMO has also adopted the standardized approach to emergency management that has been developed by the Province of Ontario; the Incident Management System (IMS). As such, the principles of the *Ontario IMS Doctrine* have been incorporated into this document.

1.2 Document Title

The City of Brampton Emergency Plan hereinafter will be referred to as “the Plan.” The Plan is a flexible and adaptable tool used to assist those who respond to emergency situations, such as first responders and municipal staff. This Plan replaces the 2010 City of Brampton Emergency Plan, By-law Number 232-2010.

1.3 Purpose

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may be necessary for preserving and safeguarding life, property, the environment, and the economy of the City of Brampton, when faced with a complex and large-scale emergency. For the purpose of the Plan, and in accordance with the

Emergency Management and Civil Protection Act R.S.O. 1990, Chapter E.9 (the Act), an emergency is defined as:

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

1.4 Plan Maintenance and Review

The Brampton Emergency Management Office (BEMO) will focus on serving the community and shall be responsible for the maintenance, review, and distribution of the Plan. BEMO is also responsible for any amendments to the Plan; therefore any proposals for amendments to the Plan should be submitted to BEMO directly.

In accordance with the Act, the City of Brampton Emergency Plan shall be reviewed, and if necessary, revised, on an annual basis. The By-law 265-2014 associated with the Plan shall be reviewed and updated as required.

2.0 AUTHORITY

The City of Brampton Emergency Plan has been formulated by the City of Brampton Emergency Management Office under the authority described in the section below.

2.1 Legislative Authority

The *Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9* (the Act) as amended, provides the authority for municipalities to prepare for and respond to emergencies in order to protect public health, safety, welfare and property in Ontario communities. *Ontario Regulation 380/04* (the Regulation), effective December 31, 2004, sets the standards, including the approval of this Plan, for municipal emergency management programs. The Act requires that:

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

The municipal legislation under which the City of Brampton, its employees, and agents are authorized to respond to an emergency is by By-law.

2.2 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 will be included as appendices. These appendices are deemed to be confidential and do not form part of the Plan. The release of any information under this Plan shall be made in conformity with the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), R.S.O. 1990, Chapter M.56* as amended:

“The personal information has been supplied by the individual to whom the information relates in confidence.” [Section 14(2) (h)]

2.3 Protection from Action for Implementation of the Plan

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

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

2.4 Policies and Procedures

Details relative to the implementation of the provisions of the Plan shall be described in Standard Operating Procedures (SOPs) and other documented plans of the departments and agencies responsible for actions to be taken during an emergency. These SOPs and documented plans shall take into consideration the business continuity aspects of government and the additional resources required for the purpose of carrying out responsibilities identified or foreseen under the Plan.

BEMO will be responsible to ensure that such SOPs and documented plans as may be required for implementation of this Plan are developed and maintained where such SOPs and plans concern corporate approaches and actions related to emergency management.

2.5 Brampton Emergency Management Program Committee

Section 11 of the *Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act* describes that “every municipality shall have an emergency management program committee.”

Further, the committee shall be composed of,

- a) The municipality’s emergency management program coordinator;
- b) A senior municipal official appointed by council;
- c) Such members of council, as may be appointed by the council;
- d) Such municipal employees who are responsible for emergency management functions as may be appointed by council; and

- e) Such other persons as may be appointed by the council.

The council shall also “appoint one of the members of the committee to be the chair” and the “committee shall advise the council on the development and implementation of the municipality’s emergency management program” [O. Reg. 380/04, s. 11(4), (5)].

The current *Terms of Reference of the Brampton Emergency Management Program Committee* (BEMPC) was approved by Council on August 6, 2008 under resolution C165-2008, with the mandate and suggested composition of the group approved as follows:

Mandate of the BEMPC:

To serve and oversee the development of a comprehensive Emergency Management Program for the City of Brampton, and to engage with and provide advice to City Council on program implementation. The Brampton Emergency Management Program shall address continuity of operations, services and security within the Corporation of the City of Brampton, helping the City to continue thriving; paired with a controlled and coordinated response to any emergency in order to preserve the property, health, safety and welfare of the inhabitants, workers and visitors.

Composition:

The membership of the BEMPC should remain flexible to accommodate any changes that may occur in the City of Brampton corporate structure. However, the general composition of the Committee should be considered as follows:

- Chair, *required by Regulation*: Community Emergency Management Coordinator (CEMC) / Manager, Emergency Management Office;
- Alternate Chair: Alternate CEMC / Business Continuity Advisor;
- Senior Municipal Official, *required by Regulation*: Chief Administrative Officer (CAO) or Designate;
- Member of Council, *required by Regulation*: Appointed Regional Councillor as liaison;
- Fire Chief or Designate; and
- City Clerk or Designate.

In addition, municipal employees who are responsible for emergency management functions, namely those from the Incident Management System (IMS) sections that are established during an emergency, have also been included in the composition of the BEMPC:

- *Operations*: Designates are determined by the Executive Director of Maintenance & Operations, Director of Recreation & Culture;
- *Planning*: Designates are determined by the Director of Planning & Growth Management;
- *Logistics*: Designates are determined by the Executive Director of Facility Services and the Executive Director of Information Technology;
- *Finance & Administration*: Designates are determined by the Executive Director of Finance; and
- *Communications (as a sub-section of the Control Group)*: Designates are determined by the Executive Director of Strategic Communications.

Following the principles and concepts of IMS, inter-organizational collaboration is promoted by inviting any additional City of Brampton employees, as well as representatives of organizations outside the municipal government who are involved in emergency management, to attend BEMPC meetings, as required. External agencies that are stakeholders in the City of Brampton Emergency Management Program, and persons representing industries that may be involved in emergency management, may provide valuable input.

3.0 PLAN IMPLEMENTATION

3.1 Corporate Levels of Emergency

In keeping with the principles and concepts of IMS, the City of Brampton has developed four Corporate Levels of Emergency which are modular and scalable. The Corporate Levels of Emergency outline how an incident can be scaled up or down, depending on the severity of the event and the amount of resources that are required to manage the incident. In general, Level Four incidents are characterized as simple incidents, according to the IMS Doctrine. Level Three to Level One incidents fluctuate on the complexity scale, which may involve a vast coordination of resources and efforts. The Brampton Emergency Management Office (BEMO) should be notified and involved for Level Three to Level One incidents.

Major Emergency (Level One)

Major emergencies are the most severe and wide-spread incidents and often disrupt a significant portion of the City. There is high potential for fatalities, massive disruption to City services, damage to the environment, and a heavy impact on the economy. They are likely to disrupt day-to-day functions in and around the City. The ability to control the situation is very low while stakeholder and media interests will be very intense and sustained. *Examples: December Ice Storm 2013; Northeastern Widespread Power Outage 2003; Major Snow Storm 1998.*

General Emergency (Level Two)

General emergencies are serious and highly visible. They are likely to pose threats to life, property, environment, and the economy, with less severe impacts. Ability to rapidly bring situation under control is low while stakeholder and media interests will be high. *Examples: H1N1 2009; Air France Plane Crash 2005; S.A.R.S. 2003.*

Controllable Incident (Level Three)

The controllable incident has the potential for injuries, environmental damage, legal action, etc. The incident is containable if promptly attended to. There is moderate control over the situation. *Examples: Microburst Incident 2013; Heat Alerts; Bramalea Townhouse Fire.*

Localized Incident (Level Four)

The localized incident presents minimal or no immediate threat to life, the environment, or stability of government and is not expected to extend beyond an isolated area. The incident is localized, easy to contain and can be handled by standard emergency services. *Examples: Small, Single Home House Fires; Vehicle Collisions; 'Everyday Emergencies'.*

3.2 Incident Reporting

Citizens usually report incidents by dialling “911” to access Brampton Fire & Emergency Services, Peel Regional Police, or Peel Regional Paramedic Services. These organizations will be among the first on scene of a potential emergency.

3.3 Primary Responsibility

Whenever an emergency occurs or threatens, the initial primary responsibility for providing immediate assistance and control rests with the responding public safety agency or municipal service department. A Brampton Fire & Emergency Services District Chief, a Peel Regional Police Duty Officer or a City of Brampton Maintenance & Operations Manager or their designate, shall personally assume control at the site of an incident, establishing Incident Command, or arrange for someone on-site to take charge immediately until an Incident Commander, if required, is appointed.

3.4 Authority for Activating the Emergency Plan

The Incident Commander may decide to contact the Community Emergency Management Coordinator (CEMC), or alternate, in accordance with the Incident Reporting and Notification SOP. The CEMC has been delegated authority by the City of Brampton Chief Administrative Officer (CAO), to activate the Plan and implement the Municipal Emergency Control Group Notification depending on the nature and magnitude of the emergency. The CEMC shall make the decision to activate the Plan following consultation with responding agencies, and will advise and update the Mayor, CAO, and key stakeholders or their alternates, as soon as possible.

3.5 Brampton Emergency Management Office (BEMO)

BEMO is the agency within the municipality that is responsible for the coordination of emergency management. BEMO should be notified of incidents that are considered Level Three, Two, and One. In the case of Level Three incidents, BEMO may be notified and placed on Stand-by mode, in preparation for the potential scale-up of the incident. **Stand-by mode** may involve monitoring the situation, alerting stakeholders of potential risk, collecting and disseminating information, preparing for a full activated response, and other actions, as needed.

BEMO is activated as an ‘Incident Management Team’ during incidents that are considered by IMS as complex, which may require vast resources and impact large spatial and temporal regions across the municipality, ranging from Level Three to Level One incidents.

BEMO may elect to include other key employees within the Corporation to assist in the incident response. Depending on the scale of the incident, the general composition of the Incident Management Team should be as follows:

- The Community Emergency Management Coordinator (CEMC), or Designate, as Emergency Director;
- BEMO team members, as Emergency Advisors;
- A representative from the lead department or agency involved in the response to the emergency, to provide technical and tactical information and advice;
- A representative from the Strategic Communications division, to develop and deliver public information through various strategies, including traditional and social media;
- A representative of the City Clerk's Office to maintain records related to the response activities;
- A representative of the Information Technology division to ensure technological and telecommunications support for the team;
- Employees of municipal departments likely to be impacted by the emergency and who will assist in taking appropriate actions to reduce such impact; and
- Other representatives from partner agencies involved in the emergency, to provide advice as to decisions to be made in managing the situation.

BEMO monitors, collects, and disseminates information about the incident to the appropriate sources and is responsible for notifying and activating the Municipal Emergency Control Group.

3.6 Municipal Emergency Control Group (MECG)

Section 12 of the *Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act* describes that “every municipality shall have a municipal emergency control group” and that the composition of the group consist of officials, employees, and/or members of council, as may be appointed by council. To be equipped and ready to manage an incident, the members of the group shall complete annual emergency-related training, and conduct an annual practice exercise for a simulated emergency

incident, to ensure their readiness to direct the City of Brampton's response in an emergency, including the implementation of this emergency response plan.

In following what is required of the municipality by the *Regulation*, the MCEG of the City of Brampton is responsible for providing coordination and the organization of necessary support to the incident during a Major Emergency (Level One), in order to minimize the effects of the emergency on the City. The Plan is flexible in scalability depending on the nature of the incident, and therefore the MCEG may be activated for other Corporate Levels of Emergency as well. The MCEG is responsible for ensuring the continuity of municipal operations during an emergency event.

As outlined in Section 3, during activation, the lead response agency at the Emergency Site may require additional organized and coordinated support. In such situations, municipal employees and representatives from partner agencies will assemble at the EOC for the purpose of providing emergency response support or making emergency response decisions, depending on the nature and scale of the incident.

3.7 Emergency Operation Centre (EOC)

Section 13 (1) of the *Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act* describes that "every municipality shall establish an emergency operations centre to be used by the municipal emergency control group in an emergency." In the City of Brampton, following the scale of the Corporate Levels of Emergency, the EOC would be activated for a Major Emergency (Level One), and likely a General Emergency (Level Two).

The CEMC, in conjunction with the necessary City of Brampton municipal employees, have selected a suitable location for a Primary EOC, which has been equipped with the appropriate technological and telecommunications systems, and space to ensure effective response and communication during an emergency. Other locations within the City have been designated and equipped to serve as an Alternate EOC, in the event that the Primary EOC is unavailable or adversely affected by the incident.

3.8 Action Prior to the Declaration of Emergency

When an emergency exists, but has not yet been declared to exist, municipal employees are authorized to take such action(s) under this Plan as may be required to protect life, property, the environment, and the economy within the boundaries of the City of Brampton.

3.9 Declaration of Emergency

The official Declaration of Emergency is the process defined under the Act whereby:

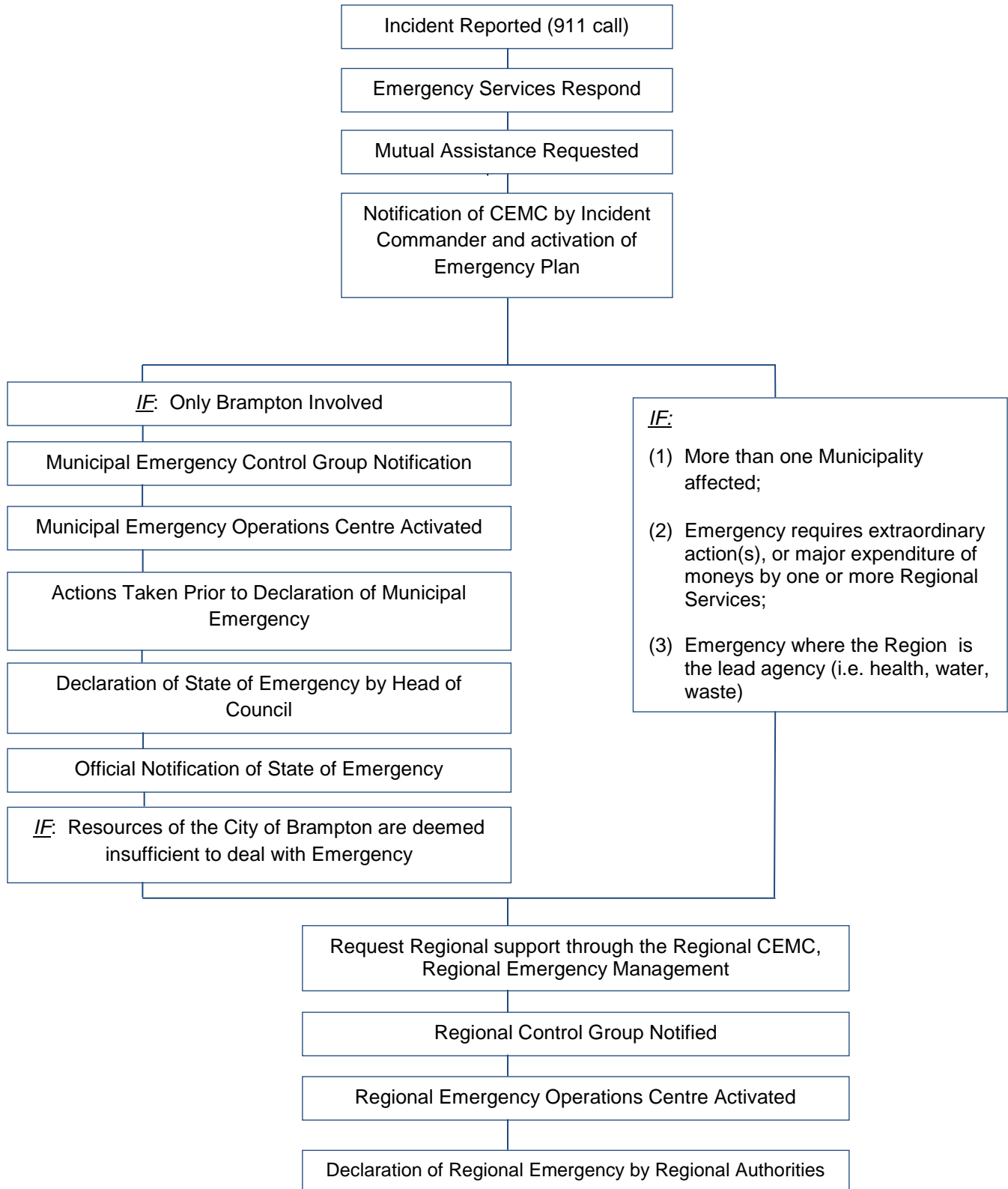
“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.” [Section 4(1)]

A Declaration shall be made by the Head of Council upon recommendation of the Municipal Emergency Control Group (MECG). In making its recommendation, MECG may consider a number of matters including the “checklist in consideration of a declaration of emergency” developed by Ontario Office of the Fire Marshal and Emergency Management.

The formal declaration results in:

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

Figure 1: Steps leading to the Declaration of an Emergency



3.10 Official Notification of Emergency

The Declaration of Emergency shall be set out in a SOP of the Strategic Communications division to ensure that the emergency is immediately communicated:

- Solicitor General of Ontario through The Office of the Fire Marshal and Emergency Management;
- Members of City of Brampton Council;
- The Region of Peel Community Emergency Management Coordinator;
- The neighbouring municipal officials as required;
- The local Members of the Provincial Parliament as required;
- The local Members of the Federal Parliament as required;
- The local media as required; and
- The public as required.

3.11 Mutual Assistance

Whenever a situation cannot be adequately dealt with solely by the responding public safety or municipal service department, or with mutual co-operation from other municipal departments; further actions may be required through mutual assistance with the neighbouring municipalities or other stakeholders.

3.12 Regional Assistance

When an emergency declared in the City involves a large portion of the Municipality or reaches beyond the boundaries of the City of Brampton, it may become necessary for inter-jurisdictional collaboration, and require assistance from the Region of Peel. In doing so, a Regional Emergency may be initiated.

The Region of Peel may provide assistance without implementing their Emergency Plan, but in the event a declaration of a Regional Emergency is initiated, it shall work in parallel with the Municipal Declaration of Emergency of the City of Brampton. Regarding the conformity between the emergency plans of the City of Brampton (lower-tier) and the Region of Peel (upper-tier), Section 5 of the *Emergency Management and Civil Protection Act* outlines the relationship between the municipalities, stating:

“The emergency plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the emergency plan of the upper-tier municipality and has no effect to the extent of any inconsistency.” [2002, c. 17]

In the event that the emergency is related to health, or other issues that are of regional jurisdiction, the Region of Peel may declare an emergency, while there is no municipal declaration. The municipality may provide support to the region in this instance.

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

3.13 Provincial Assistance

The Office of the Fire Marshal and Emergency Management (OFMEM), of the Ministry of Community Safety and Correctional Services, is responsible for monitoring, coordinating and assisting in the formulation and implementation of emergency plans throughout Ontario. OFMEM is responsible for the coordination of response and preparedness programs in Ontario, and responsible by Order in Council *for any emergency that requires the coordination of Provincial emergency management* in the Province of Ontario.

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

3.13.1 Provincial Ministries

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

In general, the duties of the Ontario Provincial Ministries are as follows:

Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Any emergency that may involve: farm animal disease; food contamination; agricultural plant disease and pest infestation.

Ministry of the Attorney General (MAG)	Any emergency related to the administration of justice, including the operation of the courts, and provision of legal services to government in any emergency.
Ministry of Community and Social Services (MCSS)	Any emergency that requires emergency shelter, clothing and food; victim registration and inquiry services; personal services.
Ministry of Community Safety and Correctional Services (MCSCS)	Any emergency that requires the coordination of provincial emergency management; nuclear and radiological; severe weather; war and international; any other peacetime emergency not listed; building structural collapse; explosion and structural fire; space object crash; terrorism; civil disorder. Any emergency that requires the continuity of provincial government services.
Ministry of Energy (ENERGY)	Any emergency that may impact the supply of energy, whether intentional or unintentional.
Ministry of Environment (MOE)	Any emergency related to spills of pollutants to the natural environment, including fixed site and transportation spills; drinking water.
Ministry of Health and Long Term Care (MOHLTC)	Any emergency related to human health; disease and epidemics; health services.
Ministry of Labour (MOL)	Any emergency that affects worker health and safety.
Ministry of Government Services (MGS)	Any emergency that affects labour relations and human resource management in provincial government.
Ministry of Municipal Affairs and Housing (MMAH)	Any emergency that requires the coordination of extraordinary provincial expenditures.

Ministry of Natural Resources (MNR)	Any emergency that may involve: forest fires; floods; drought/low water; dam failures; crude oil and natural gas exploration and production, natural gas and hydrocarbon underground storage and salt solution mining emergencies; erosion; soil and bedrock instability.
Ministry of Northern Development and Mines (MNDM)	Any emergency that may involve: abandoned mine hazards; requires support of provincial emergency management in Northern Ontario.
Ministry of Transportation (MTO)	Any emergency related to transportation, whether by road, rail, air, or water.

3.14 Federal Assistance

Requests for federal assistance, including support from the Department of National Defence, must be made through OFMEM.

3.15 Termination of Emergency

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

- The Head of Council, in consultation with the Municipal Emergency Control Group; and
- The Premier of Ontario.

4.0 EMERGENCY OPERATIONS

4.1 Introduction

This section provides a brief list of potential agencies that would be involved in emergency operations and a description of the roles and responsibilities that are typically assigned to key emergency response personnel following the structure of the Incident Management System (IMS). All City departments shall have departmental plans and Standard Operating Procedures (SOPs) that provide the details of the implementation of the roles and responsibilities described in this section.

4.2 Initial Response Agencies Involved in Emergency Operations

Before an incident has been assessed as one that requires a larger coordination of services, the Initial response agencies potentially include the following:

Internal

- City of Brampton Fire & Emergency Services
- City of Brampton Maintenance & Operations division
- City of Brampton Transit division
- City of Brampton Facility Services division

External

- Peel Regional Police
- Peel Regional Paramedic Services
- Region of Peel Public Health
- Hydro One Brampton
- Enbridge Gas
- Other utilities or infrastructure agencies

4.3 Incident Management System

The Province of Ontario developed the Incident Management System (IMS) Doctrine, as a standardized approach to emergency management, built on international recommended practices, and designed to reflect the unique needs of municipalities across Ontario. The IMS standard encompasses all the areas that are needed for managing an emergency, including personnel, facilities, equipment, procedures, and communications, operating within a common organizational structure.

IMS is predicated on the understanding that in any and every incident, Level Four to Level One, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response. The key IMS management functions are: Command (Green), Operations (Red),

Planning (Blue), Logistics (Yellow), and Finance & Administration (Grey); and is organized as illustrated in the figure below.

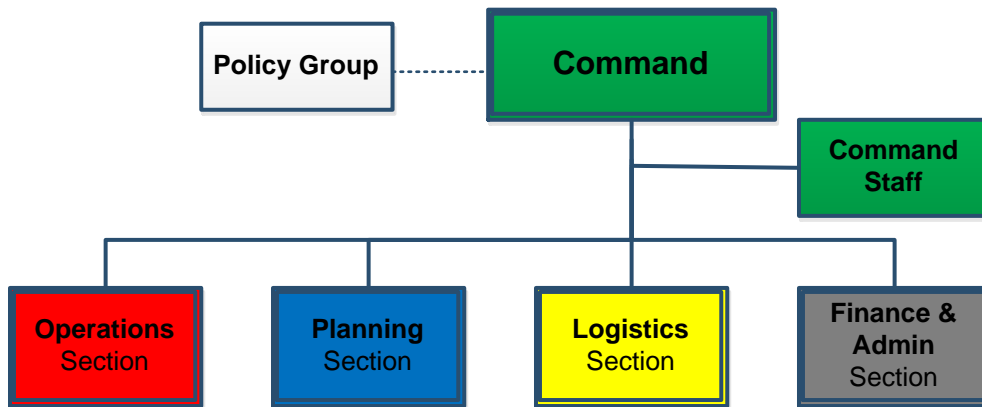


Figure 2: Provincial IMS Structure

The key benefit for the City of Brampton, in following the Provincial IMS standard, is that it allows for interoperability in the event that an incident is cross-jurisdictional and the municipality needs to connect with the EOC's of neighbouring lower-tier municipalities (Town of Caledon and City of Mississauga), the upper-tier municipality (Region of Peel), other levels of government, or external agencies. Furthermore, operating under IMS guidelines will result in the adoption of common terminologies between all agencies, and allow all responders to communicate more effectively to manage the incident.

The Corporation has pre-assigned employees, along with alternates and second alternates, into each section of the IMS structure, and roles and responsibilities of all sections have been pre-determined, but remain flexible, depending on the nature of the incident. The general organization of the City of Brampton Emergency Operations Centre, and roles and responsibilities within the IMS structure are described in the next section.

4.4 Organization of the Emergency Operations Centre & Section Responsibilities

The Municipal Emergency Control Group (MECG), described in Section 4.3, represents the entire staffing of the Emergency Operations Centre. In the event of a major emergency (Level One), a full activation of the MECG would be required to assemble at the EOC. The functions of the members of this group, in keeping with the Incident Management System (IMS), are subdivided into five sections, with pre-determined roles and responsibilities.

The following figure illustrates a full activation of the MCEG, as would be needed for a Major Emergency (Level One). Flexibility is built into the IMS structure, and incidents less major in scale would require fewer personnel resources at the EOC.

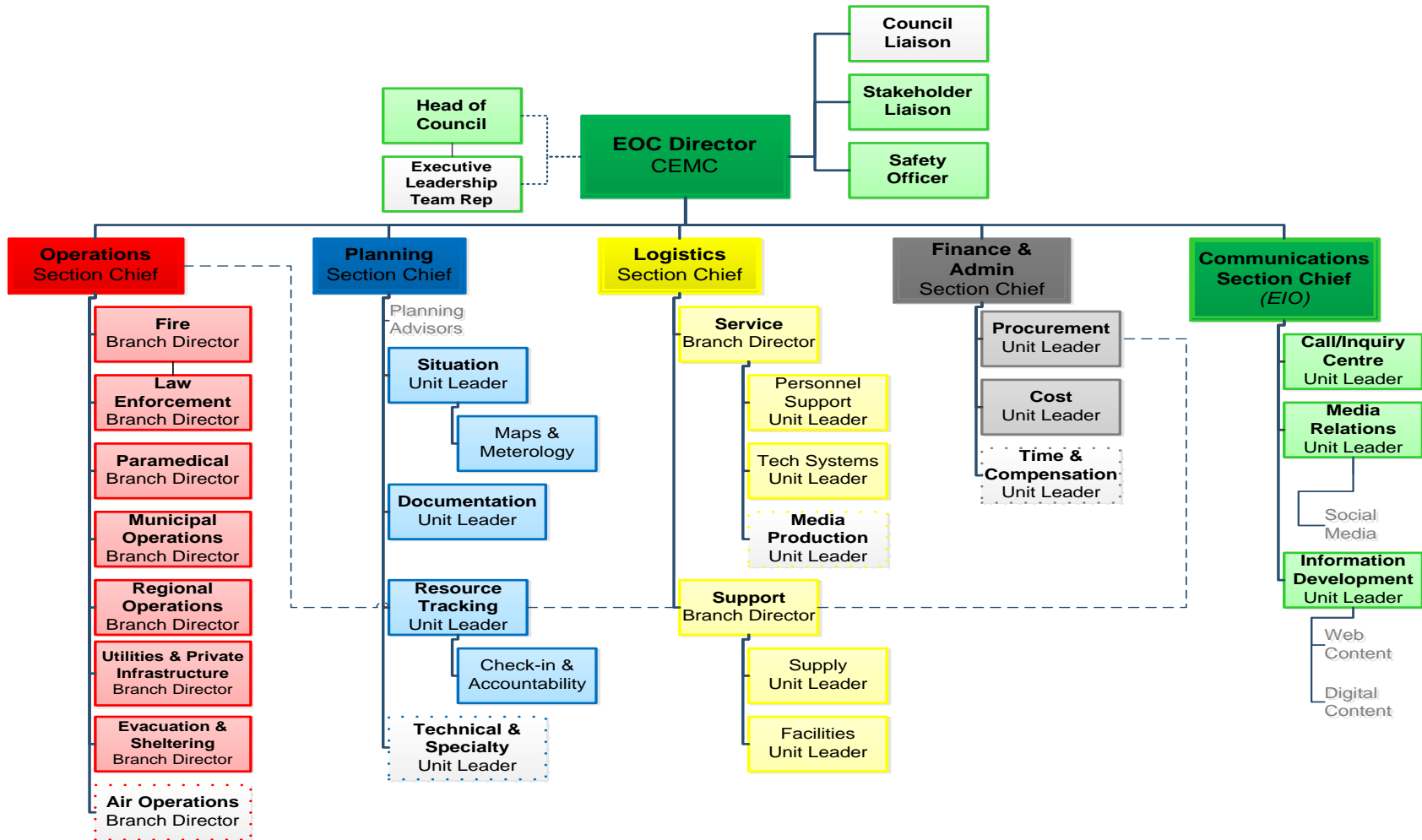


Figure 3: City of Brampton IMS Structure

The general roles and responsibilities of the IMS sections are as follows:

4.4.1 Command

Description

The Command function is responsible for decisions that give strategic direction to the overall response to the event.

Membership

- Community Emergency Management Coordinator
- Head of Council
- Chairs of each of the IMS Sections

Furthermore, the following may be asked to join Command for strategic direction, if required:

- Chiefs of each of the City of Brampton departments involved in the emergency
- City of Brampton Fire Chief, or designate
- City of Brampton City Solicitor, or designate
- Regional Police Chief, or designate
- Regional Medial Officer of Health, or designate
- Regional Human Services Commissioner, or designate

Roles and responsibilities

- Advise the Head of Council as to whether a Declaration of a State of Emergency is recommended
- Notify, request assistance from, and or liaise with various levels of government and any public or private agencies not under municipal control as may be required by the emergency
- Designate any area in the municipality as an “emergency area”
- Coordinate and direct department/agency service providers, ensuring that all actions taken to mitigate the emergency are conducted and not contrary to the law
- Mobilize any municipal personnel and equipment which is required in the

emergency

- Ensure adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site.
- Arrange for services and equipment from local agencies not under municipal control (i.e. private contractors, volunteer agencies, service clubs, etc.)
- Determine if additional volunteers are required and if appeals for volunteers are warranted
- Determine the need to establish advisory group(s) and/or sub-committees
- Authorize expenditures of funds for implementing the Plan
- Decide to discontinue utilities or services provided to the public or private concerns without reference to any consumers in the municipality when continuation of such utility or services constitutes a hazard to public safety within an emergency area
- Decide to evacuate the buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from some other source
- Arrange for transportation, accommodation, and the provision of human needs on a temporary basis, for residents who are in need of assistance due to displacement as a result of the emergency
- Ensure that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer (EIO) for dissemination to the media and to the public
- Advise the Head of Council on when to terminate the Declaration of State of Emergency
- Before emergency response efforts have been completed, determine if a Post-Emergency Recovery Committee needs to be established and if so, confirm the Chair and composition of the committee, along with its reporting structure
- Maintain a log outlining actions regarding the decisions made, or orders given, and submit a summary of the log to the CEMC for reporting purposes at the end of the emergency.

4.4.2 Communications

Description

The Communications team is a sub-section of Command and fills four main functions of: liaison, internal communications, public inquiry, and media relations.

Membership

Section 14 of the Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act describes that “Every municipality shall designate an employee of the municipality as its Emergency Information Officer” (EIO) and that the EIO “shall act as the primary media and public contact for the municipality in an emergency.”

- City of Brampton Emergency Information Officer
- Senior member of the Strategic Communications division
- A representative from the Council Office to coordinate the liaison with the City and Regional Councillors
- A representative from the Webmaster to ensure proper dissemination of information from the City of Brampton website, www.brampton.ca
- Staff members from the Call Centre for citizen inquiry.

Roles and responsibilities

- Establish liaison with City and Regional Councillors, and major stakeholders in the municipality
- Establish liaison with other levels of government, likely to be involved or affected by the emergency, including neighbouring municipalities, regional government, and provincial government
- Develop and distribute all internal and external communications, as approved by Command
- Support the municipal Call Centre and by preparing approved messaging
- Provide updated emergency information on the City of Brampton website, and any emergency information lines
- Provide updated emergency information via City of Brampton social media channels

- Liaise with the media, including preparation of press releases, press conferences, and interviews
- Develop and implement an emergency information plan for the incident, including the dissemination of information to the general public, the public at risk, and the media
- Monitor the coverage of the emergency by social and traditional media, and take appropriate corrective actions when required.

4.4.3 Operations

Description

The Operations section will provide minute-by-minute support to emergency responders in the field. Operations is in contact with staff in the field to ensure they have the information about the emergency, that requests for supplies, equipment, or personnel are processed, and that there is coordination between the agencies involved.

Membership

- City of Brampton Maintenance & Operations division
- City of Brampton Recreation & Culture division
- City of Brampton Fire & Emergency Services division
- Peel Regional Police
- Peel Regional Paramedic Services
- Region of Peel Public Health
- Region of Peel Human Services department

Furthermore, the following stakeholders may be asked to join the Operations section for support, as required:

- Representatives from utility suppliers
- Industry stakeholders
- Private organizations affected by or involved in the emergency

Roles and responsibilities

The Operations section has two major roles, those being: a) emergency site support; and b) evacuation support. To support these roles, the following responsibilities fall under the Operations section:

- Ensure efficient transmission of information from the site to the EOC and vice-versa
- Transfer information received to the Planning section in order to prepared Incident Action Plans (IAPs), and to the Communications section in order to prepare public information about the emergency

- Ensure coordinated actions of all agencies involved in the emergency, either at the site or outside the perimeter
- Transmit all instructions related to decisions made by Command to the site and ensure compliance
- Receive requests for supplies, equipment, personnel, and services from the site and take necessary actions, transferring information as required to the Logistics and Finance & Admin sections
- Evaluate impact of evacuation and determined preferred locations for establishment of Reception Centres and/or Evacuation Centres
- Liaise with the proper Recreation & Culture division authorities for the opening and maintenance of facilities selected as Reception Centres and/or Evacuation Centres
- Provide enough support through activities and other care at facilities for evacuees
- Ensure efficient transmission of information from the Reception Centres and/or Evacuation Centres to the MECG and vice-versa
- Address coordinated actions of all agencies involved in the evacuation
- Address implementation of the Incident Action Plan developed by the Planning section, once approved by Command, as it pertains to the evacuation.

4.4.4 Planning

Description

The Planning section will assemble as part of the MECG with the specific responsibility for gathering, analysing and evaluating the situational information from the emergency in order to develop recommendations on an appropriate Incident Action Plan (IAP), to be approved by Command. This section also provides periodic predictions on the potential disruptions and impacts of the emergency.

Membership

- A senior member from the Planning & Infrastructure Services Office
- A senior member from the Corporate Services Office
- Representatives from the lead department or agency involved in the emergency
- The City Clerk to maintain appropriate records, coordinate log-keeping, and maintain the status board
- City of Brampton Geographic Information Systems (GIS) section

Furthermore, the following stakeholders may be asked to join the Planning section for support, as required:

- Other representatives from municipal departments likely to be impacted by the emergency who will help in planning appropriate actions to reduce such impact
- A representative from the Brampton Emergency Management Office to help run long-term coordination of the MECG
- A representative from Strategic and Enterprise Services division to provide input on how the emergency response aligns with corporate initiatives and corporate effectiveness
- A representative of the Economic Development division to evaluate the economic impact of the emergency
- A representative from Amateur Radio Emergency Services (ARES) to help in collecting data from the site and from other sources
- Technical advisors from various departments to help gather, analyze and evaluate information
- Technical advisors and/or representatives from stakeholder agencies and

organizations including industry representatives, school boards, utility providers, or critical infrastructure owners.

Roles and responsibilities

- Receive data from all possible sources (internal, partner agencies, stakeholders, media) to evaluate the situation as accurately as possible and make recommendations on courses of action to Command
- Maintain maps and diagrams of the Emergency Site and the surrounding areas to enable the MCEG to better understand the situation
- Maintain logs, status boards, and statistical reports of the situation as it develops
- Analyze collected data to provide an assessment of the impact of the situation on the immediate surroundings of the site and on the City as a whole and provide to Command
- Prepare prediction evaluation of the situation and its potential to evolve in the short-term and over the long-term for review by Command
- Develop the IAP focused on responding to the predictions as efficiently as possible for approval by Command
- Update plans and data based on changes received
- Coordinate initiatives and programs related to the specific impacts on the business community, as required
- Ensure the continuity of municipal services, as required.

4.4.5 Logistics

Description

The Logistics section is primarily responsible for locating and acquiring all the necessary personnel, equipment, and material items needed by the municipality to manage the emergency.

Membership

- A senior member of the Facility Services division
- A representative from the IT division to coordinate technical support
- A representative from the Human Resources division to coordinate staff and volunteer assignment
- A representative from the Health & Safety to address health and safety, and peer support concerns
- A representative from Asset Management, to locate facilities within the municipality, as may be required
- A representative from Fleet Services to source vehicles which may be requested by the Operations section.

Roles and responsibilities

- Identify and obtain equipment, vehicles, machinery, and supplies, as required and as requested by the Operations section
- Identify and mobilize personnel, volunteers, and expert help, as required
- Address health and safety concerns of personnel and volunteers assigned to the emergency
- Provide and install information technology and/or telecommunication equipment as requested by the Communications or Operations sections, and required at the EOC, Reception Centre, Evacuation Centre, etc.
- Locate and obtain access to any facility required for the management of the emergency
- Coordinate the contracting of any service required.

4.4.6 Finance & Administration

Description

The Finance & Administration section is responsible for the financial management of the operations, which includes tracking all expenses and preparing claims where possible.

Membership

- A senior member from the Finance division
- A representative from the Purchasing to coordinate acquisitions
- A representative from Risk Management and Insurance, to process claims
- A representative from Treasury Services to track expenses.

Roles and responsibilities

- Track all expenses incurred by the emergency operations
- Prepare all financial reports on the cost of the emergency and process claims whenever applicable
- Facilitate access to Ontario Disaster Relief Assistance Program (ODRAP), when applicable
- Coordinate with Risk Management and Insurance.

4.5 Emergency Operations Centre Support Roles

In parallel to the sections of the IMS structure at the Emergency Operations Centre, additional support roles may be needed, especially in the case of a Major Emergency (Level One), or an incident that requires an activation of the EOC that extends over a significant period of time.

4.5.1 Emergency Operations Centre Coordinator

Description

As a sub-section of Command and part of an EOC Support Team, the Emergency Operations Centre Coordinator provides support to the EOC Director and conducts various tasks that must be undertaken at the Emergency Operations Centre.

Membership

- The EOC Coordinator will, in most cases, be team members of the Brampton Emergency Management Office.

Roles and responsibilities

- Provide support to the EOC Director
- EOC access control including identification of members of the Municipal Emergency Control Group and their support staff, as well as restriction of access to unauthorized persons
- Health, safety, and security of people at the EOC
- Coordination of parking for members of the MECG, and their staff at the EOC
- IT and telecommunications support to the MECG
- Provision of supplies and equipment to the EOC
- Catering services and provision of rest areas at the EOC

The EOC Coordinator will also be responsible for constantly evaluating the efficiency of operations within the EOC, in coordinating the emergency response support. In particular, the EOC Coordinator will assess and make recommendations to the EOC Director/CEMC on:

- The need to call in additional personnel or volunteers to participate in one or more the MCH teams
- The efficient flow of communications from one team to another

- The efficient use of status boards, logs, maps, technology, and other telecommunications tools
- The need for nourishment, rest, and stress debriefing of the MCEG members
- The organization of smooth transition during the changing of shifts at the EOC
- The lighting and other environmental concerns of the EOC facilities.

5.0 EMERGENCY RECOVERY

5.1 Recovery

The last phase of an emergency is the recovery phase. This phase focuses on procedures that will enable both the Corporation of the City of Brampton and the community to return to daily operations as soon as possible following an emergency. Looking forward into the recovery phase, this can also be a time to engage the community and provides an opportunity for the City to grow and thrive, making changes for the positive. All City departments will serve and have a number of tasks to undertake during the recovery, depending on the severity of the emergency, in which the process could take days, weeks, months, or even years.

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

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

5.2 Post-Emergency Recovery Committee

This Committee will be composed of municipal and regional officials representing legal, health, Human Services, and Maintenance & Operations service sectors, and others depending on the nature of the emergency and needs for recovery. It will provide direction and coordinate activities addressing the recovery 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. For the long-term, the 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 resource to:

- Assess damages;

- Clear debris;
- Restore food supplies, shelter and utilities;
- Re-develop the community; and
- Provide Critical Incident Stress Debriefing and Counselling.

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 counselling;
- Infrastructure rebuilding: restoration of utilities, facilities, roads and services; and
- Disaster relief: financial assistance to individuals.

5.3 Debriefing, Reporting, and Implementing Lessons Learned

Debriefing following a significant incident is an important process for the Corporation to engage in, as it is a valuable form of capturing views from all stakeholders involved in the incident; and exploring their experiences from different angles, and getting diverse perspectives on the same operation. In doing this, the opportunity is presented to gain an appreciation for the work that all partners undertook to manage the emergency.

The Corporation may choose to facilitate one or more debriefing sessions, depending on the nature and scale of the incident, and they can be either macro-level or micro level, depending on the type of information one is looking to capture, and the source one is looking to capture it from.

Following the debriefing sessions, an After-Action Report and Improvement Plan should be developed to capture the feedback that was gained from debriefs, and to have a record of everything that took place during the emergency response and the recovery phases. The Corporation may choose to make the After-Action Report and Improvement Plan a public record.

The After-Action Report and Improvement Plan is also a way to capture the lessons learned from the event, and as a driving force to implement the recommendations for improvement that were given during the entire post-emergency review. Implementing lessons learned is an opportunity to review and update emergency plans and other supporting emergency-related documentation owned by the municipality.

The municipality should also take the opportunity to revisit partnerships with emergency and other community stakeholders, to ensure open and effective communication will take place for the next event.

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

6.0 MUNICIPAL PREPAREDNESS

6.1 Training and Exercises

The Act requires that “every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan.”

The Municipal Emergency Management Program is mandated to include “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.”

To prepare municipal and regional staff to use the Plan for emergencies in Brampton, the BEMO is responsible for the development of a comprehensive training and exercise program to be approved by the Brampton Emergency Management Program Committee. The objective of the training and exercises is to ensure that City employees are able to cope effectively with any emergency situation. Departments are also encouraged to test their departmental emergency procedures on a regular basis. BEMO is available to assist department in testing their plan.

ANNEX A: Glossary of Terms

Brampton Emergency Management Program Committee (BEMPC)	The committee established pursuant to the Regulation to advise the Council on the development and implementation of the Municipality's emergency management program; see Section 1.6.
Business Continuity	A holistic process that identifies, prioritizes, and restores critical functions and processes required to maintain an acceptable level of service in the event of a disruption. Business continuity planning includes risk assessment, business impact analysis, plan development, testing, training, and maintenance.
Business Cycle / Operations Cycle	The cycle whereby the members of the Municipal Emergency Control Group meet on a regular basis to share information, identify actions, and set priorities.
Chief Administrative Officer (CAO)	The Chief Administrative Officer of the Corporation of the City of Brampton, or in his or her absence, the Acting City Manager as determined by the City Manager's Office.
Command Post	The mobile communications/central control centre where the Emergency Site Manager and On-Scene Commander(s) manage on-site activities and communicate with the Emergency Operations Centre and other operational communications centres.
Community Emergency Management Coordinator (CEMC)	The person designated in accordance with the Regulation who shall co-ordinate the development, implementation, and maintenance of the municipality's emergency management program. They shall also strive to harmonize the municipality's emergency management program as close as possible with the emergency management programs of other municipalities, ministries of the Ontario government and of organizations outside government that are involved in emergency management.
	The Brampton CEMC is the Manager, Emergency Management Office.
Emergency (as defined in the Act)	A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other

health risk, an accident or an act whether intentional or otherwise.

Emergency Operations
Centre Director

The person assigned to chair the Municipal Emergency Control Group in the event that the Plan is activated, and whose responsibilities include:

- Directing the Municipal Emergency Control Group at the Emergency Operations Centre;
- Ensuring coordination of all actions that support the Emergency Site;
- Ensuring coordination of all actions aimed at resolving the emergency when no specific site is involved; and
- Ensuring Continuity of Government measures are activated when applicable.

Emergency Information
Officer (EIO)

The person designated in accordance with the Regulation to act as the primary media and public contact for the municipality in an emergency, and who shall be responsible for all media releases and public announcements during an emergency.

The Emergency Information Officer shall be a member of the Communications Team of the Municipal Emergency Control Group.

Emergency Information
Centre

The designated location to be determined by the Emergency Information Officer (EIO) where updated media releases and press conferences are held.

Emergency Operations
Centre (EOC)

The designated area where the Municipal Emergency Control Group (MECG) assembles to direct and control all operations in support of the Emergency.

Emergency Site

The immediate area where an emergency is occurring.

Incident Commander /
Emergency Site
Manager

The entity / individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.

Evacuation Centre / Reception Centre	A facility that provides temporary shelter to persons displaced by the Emergency. An evacuation centre is normally co-located with a reception centre, where evacuees are registered. Additional details of evacuation/reception centres are provided in the City of Brampton Evacuation Plan which is maintained by the Emergency Management Office.
Head of Council	The Head of Council of the City of Brampton is the Mayor, or in his or her absence, the Acting Mayor in accordance with the City's Procedure By-law.
Incident Action Plan (IAP)	A written or spoken plan to provide all incident supervisory personnel with objective and strategies, tactics, and directions for achieving them. It may also include (among others) resources, structures, as well as safety, medical and telecommunications instructions.
Incident Management System (IMS)	A standardized approach to emergency management, encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.
Municipal Emergency Control Group (MECG)	<p>The MECG is responsible for providing coordination of the necessary support to the Emergency Site in order to minimize the effects of the Emergency and is responsible for ensuring continuation of necessary municipal operations within the City during an Emergency.</p> <p>The MECG shall direct the response of the City to an Emergency including the implementation of the Plan in accordance with the Regulation.</p> <p>To meet the requirements of the Regulation, the Municipal Emergency Control Group is composed of senior officials and organized in accordance with the Incident Management System. The MECG includes all teams assembled at the Emergency Operations Centre.</p>
Emergency Information Centre	The location at or near the Emergency Site where the media may gather for updated media releases and press conferences, as determined by the Emergency Information Officer, in consultation with the Emergency Site Manager.

Post-Emergency
Recovery Committee

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

Regional Control Group
(RCG)

Under the Region of Peel Emergency Plan, the key department heads and officials at the regional and/or municipal level, including external agencies, who are responsible for coordinating all emergency response operations, are required to minimize the effects of an emergency on the Region of Peel.

ANNEX B: Acronyms

BEMO	Brampton Emergency Management Office
BEMPC	Brampton Emergency Management Program Committee
CAO	Chief Administrative Officer
CEMC	Community Emergency Management Coordinator
EIO	Emergency Information Officer
EOC	Emergency Operations Center
IAP	Incident Action Plan
IMS	Incident Management System
MECG	Municipal Emergency Control Group
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
OFMEM	Office of the Fire Marshal and Emergency Management
RCG	Regional Control Group
SOP	Standard Operating Procedure