



Emergency Management Training and COVID-19 After Action Report

PRESENTED BY THE BRAMPTON EMERGENCY MANAGEMENT OFFICE (BEMO)

OCTOBER 30, 2023

AGENDA

- ▶ Introduction to BEMO
- ▶ Provincial Emergency Management Training for Elected Officials
- ▶ BEMO Project Highlights
- ▶ COVID-19 After Action Review (AAR)



**Fire Chief
Bill Boyes**

**Deputy Fire Chief
Andrew VonHolt**

**Clerk, EM
Anne Hodgkinson**

**Manager, EM
Rick Bernard**

**Advisor, EM
Kathryn Trojan-
Stelmaszynski**

**Advisor, EM
Roland Daley**

**Advisor, EM
Christina Baker**

**Advisor, BC
Sherry Wright**

**Coordinator, EM
Sukhjinder Parihar**

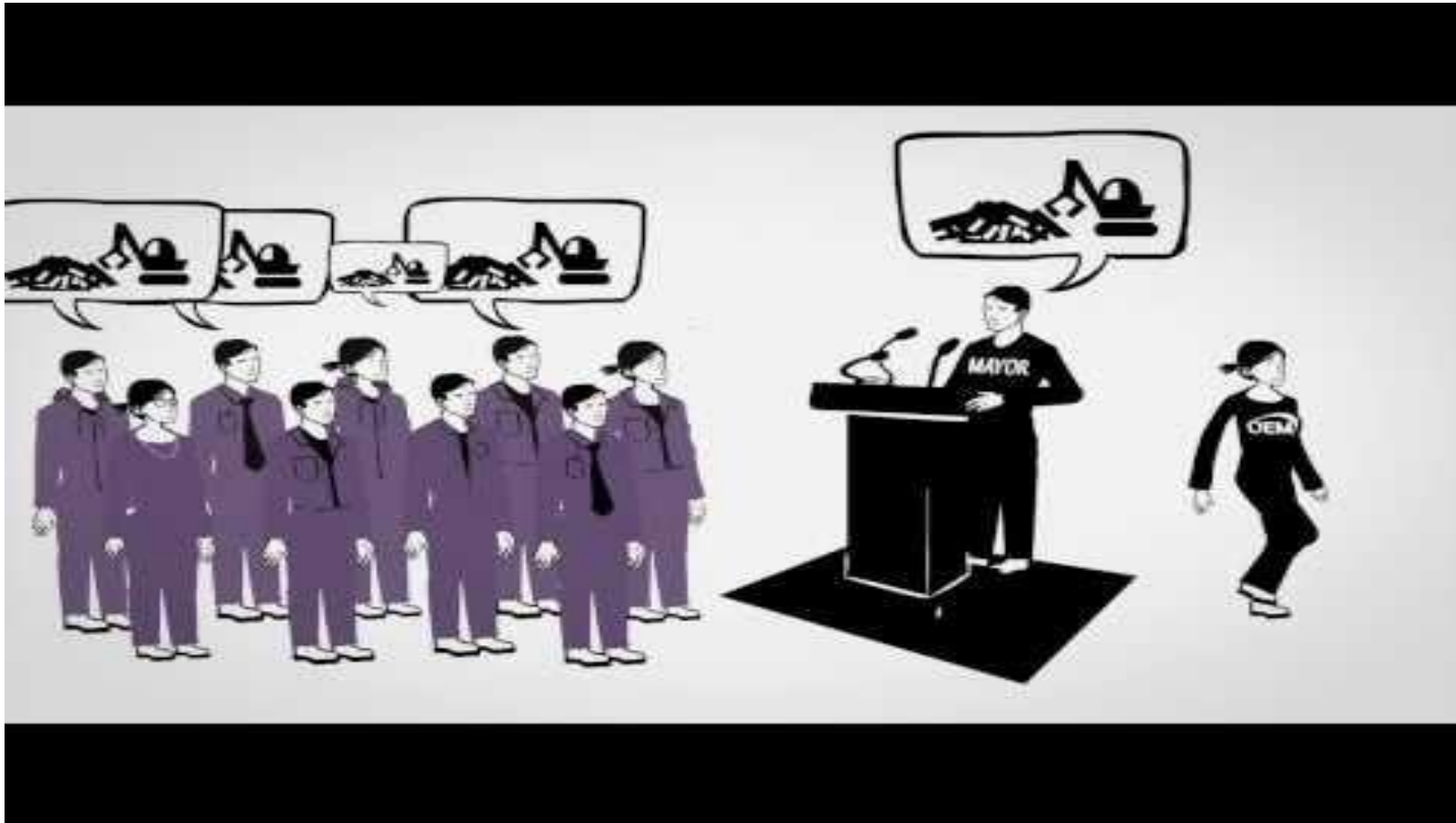


Provincial Emergency Management Training for Elected Officials



VIDEO – THE ESSENTIAL EMERGENCY MANAGER

[Link to video -
The Essential
Emergency
Manager -
YouTube](#)



TRAINING OBJECTIVES

The goals of today's training are to accomplish the following:

01

Augment participants comfort level with the five concepts of comprehensive emergency management

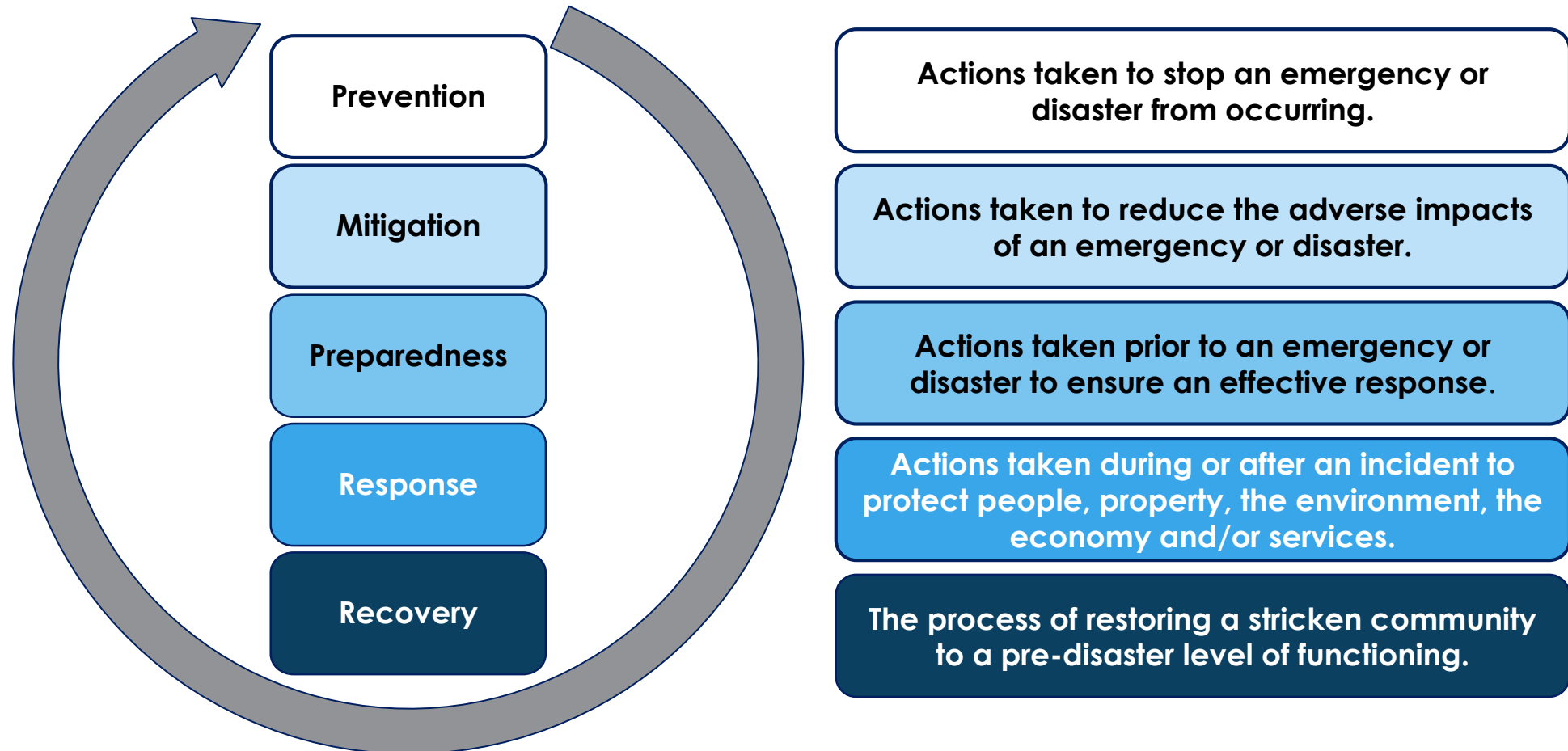
02

Understand at a basic level, the municipal requirements of the Emergency Management and Civil Protection Act (EMCPA)

03

Clarify the role of elected officials within the context of local emergency management

FIVE COMPONENTS OF EM



MUNICIPAL EM PROGRAM

The **Emergency Management and Civil Protection Act** requires each municipality to have an Emergency Management Program (EMP). The EMP includes:

- ▶ Hazard And Identification Risk Assessment
- ▶ Critical Infrastructure List
- ▶ Emergency Plan
- ▶ Program By-law
- ▶ Annual Review
- ▶ Annual Training
- ▶ Annual Exercise
- ▶ Public Education Program
- ▶ Emergency Operations Center
- ▶ Community Emergency Management Coordinator
- ▶ Emergency Management Program Committee
- ▶ Municipal Emergency Control Group
- ▶ Emergency Information Officer

PREVENTION AND MITIGATION



Prevention

PREVENTION

- ▶ Actions taken to stop an emergency from occurring
- ▶ Not every incident can be avoided. This is why we consider mitigation efforts.



Mitigation

MITIGATION

- ▶ Actions taken to minimize the damage of emergencies
- ▶ Usually implemented when emergency is unavoidable

PREVENTION AND MITIGATION

HIRA – TOP 10 HAZARDS IN BRAMPTON

- ▶ Freezing Rain / Ice Storm
- ▶ Explosion / Fire
- ▶ Transportation Emergency - Rail
- ▶ Windstorm
- ▶ Cyber Attack
- ▶ Energy Supply
- ▶ Flood - Urban
- ▶ Tornado
- ▶ Extreme Temperatures - Cold Wave
- ▶ Human Health Emergency - Pandemic

CI LIST – CI SECTORS IN BRAMPTON



Food & Water



Electricity



Gas & Oil



Transportation



Health Care



Communication Systems



Public Safety & Security

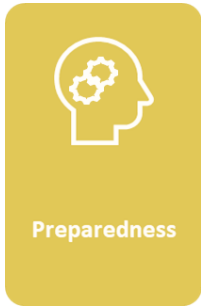


Continuity of Government



Financial Institutions

PREPAREDNESS

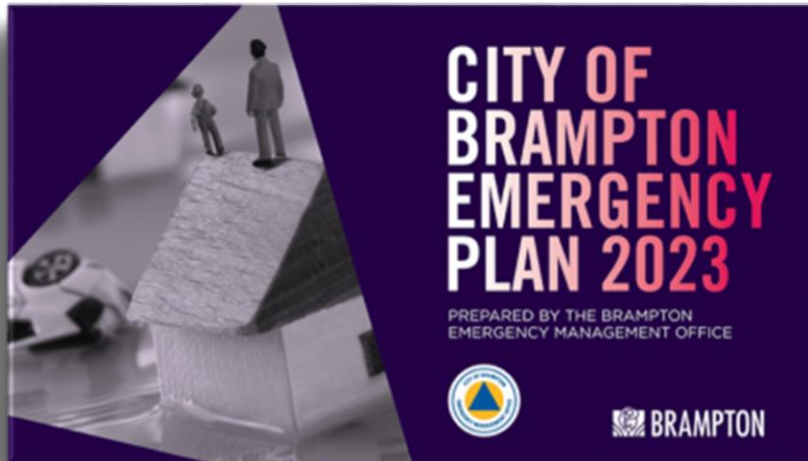


PREPAREDNESS

- ▶ Actions taken prior to an emergency or disaster to ensure an effective response
- ▶ Elements of Preparedness:
 - Emergency Response Plans
 - Emergency Operations Centre
 - Annual Training
 - Emergency Exercise
 - Emergency Information Officer
 - Public Education Program

ELEMENTS OF PREPAREDNESS

EMERGENCY RESPONSE PLAN



EMERGENCY OPERATIONS CENTRE



ELEMENTS OF PREPAREDNESS

ANNUAL TRAINING



EMERGENCY EXERCISE



ELEMENTS OF PREPAREDNESS

EMERGENCY INFORMATION OFFICER (EIO)



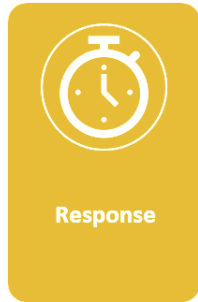
PUBLIC EDUCATION PROGRAM



CONTINUITY OF OPERATIONS PLAN (COOP)

- ▶ **During an emergency, a municipality will not be able to function at 100%:**
 - Certain services may need to be cancelled or postponed
 - Resources may be redirected to assist with emergency response efforts
- ▶ **Council may be asked to:**
 - Pass temporary by-laws to reflect changing service levels
 - Share information about changing service levels when presenting emergency information to the public

RESPONSE



RESPONSE

- ▶ The provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or services.

RESPONSE ROLES AND RESPONSIBILITIES

MECG

- Coordinate with on-scene Incident Commanders and other organizations
- Support the continuation of regular municipal operations

CEMC

- Initiate and confirm activation and notification process
- Oversee Emergency Operations Centre set up
- Liaise with Province
- May be the initial point of contact for external agencies supporting the municipality
- Provide expertise

EIO

- Write and issue press releases
- Monitor and respond to social media and media reports
- Report rumors and inaccuracies
- Coordinate emergency information with responding agencies

DECLARATION OF EMERGENCY

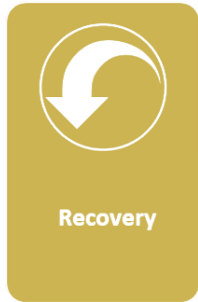
Who may make a municipal declaration of emergency?

- ▶ Head of Council
- ▶ Designated member(s) of council

Who may terminate a municipal declaration?

- ▶ Head of Council
- ▶ Council
- ▶ The Premier*

RECOVERY



RECOVERY

- ▶ A process to return a community to a state of functionality after an emergency. It includes:
 - Physical infrastructure
 - Restoration of emotional, social, economic and physical well-being
 - Financial recovery
 - Recovery is a time for “building back better”

ONTARIO'S DISASTER RECOVERY FINANCIAL ASSISTANCE PROGRAMS

DISASTER RECOVERY ASSISTANCE FOR ONTARIANS (DRAO)

- ▶ Helps disaster victims repair or replace essential property and cover other eligible emergency costs
- ▶ Homeowners, tenants, small owner-operated businesses and farms, and not-for-profit organizations

MUNICIPAL DISASTER RECOVERY ASSISTANCE (MDRA)

- ▶ Reimburse municipalities for eligible extraordinary emergency response and repair costs
- ▶ Municipal costs must be equal to at least 3% of the municipality's Own Purpose Taxation

AFTER-ACTION REPORT (AAR)

- ▶ An AAR documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.
- ▶ An AAR is an opportunity to:
 - Identify and strengthen successful processes
 - Observe lessons to be applied in emergency management plans
- ▶ An AAR is NOT a job performance review.

ROLE OF COUNCIL IN EMERGENCY MANAGEMENT

- ▶ Understand annual requirements under the EMCPA
- ▶ Consider recommendations made by the Emergency Management Program Committee
- ▶ Make decisions on emergency declaration/termination, resource allocation and policy implementation
- ▶ Participate in emergency communication efforts
- ▶ Support recovery efforts through council resolution to activate provincial funding sources

BEMO PROJECT HIGHLIGHTS



BEMO PROJECT HIGHLIGHTS



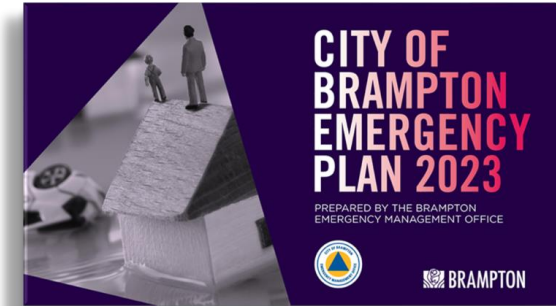
Annual Training

- IMS 200 courses
- GridEx (Alectra Utilities) Exercise



Employee Emergency Call-in Line

- Employees can call the emergency line during a major city-wide emergency



EM Bylaw and Plan

- By-law 56-2016 and By-law 265-2014 consolidated
- Emergency Plan updated

COVID-19 - AFTER ACTION REVIEW (AAR)

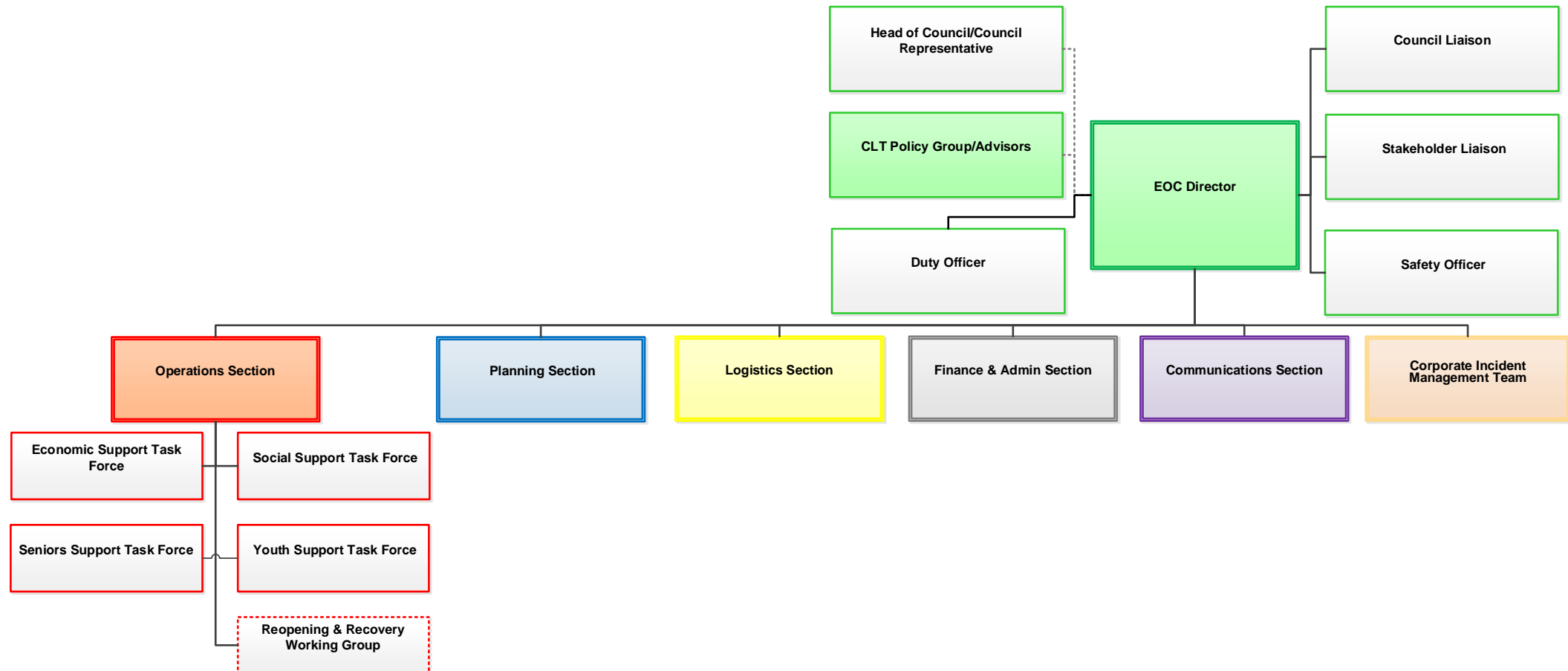


COVID-19 AAR – OBJECTIVES

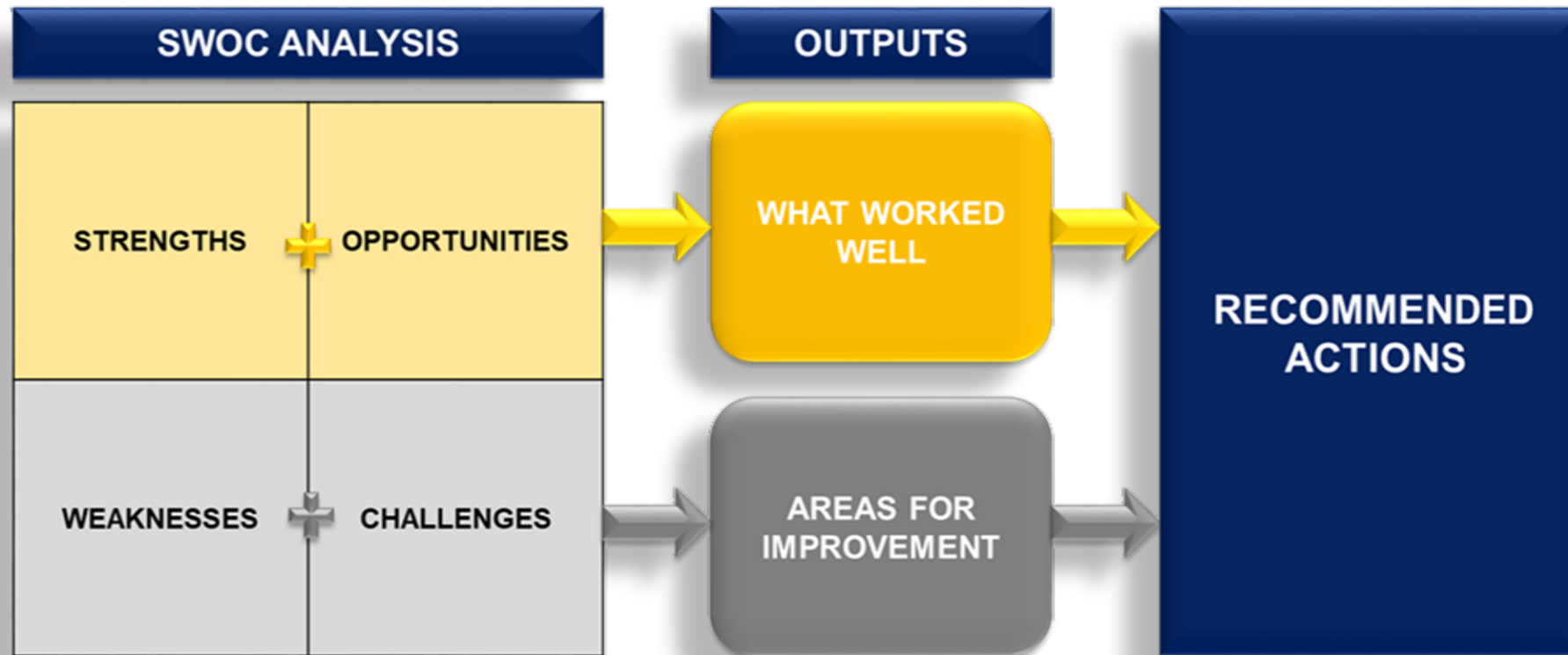
- ▶ Summarize the COVID-19 pandemic emergency response phase (March 24, 2020 - March 24, 2022)
- ▶ Analyze incident outcomes (what worked well and areas for improvement)
- ▶ Address areas of the response that necessitate improvement through recommendations



COVID-19 AAR – RESPONSE STRUCTURE



COVID-19 AAR - METHODOLOGY



COVID-19 AAR – KEY THEMES / RECOMMENDATIONS

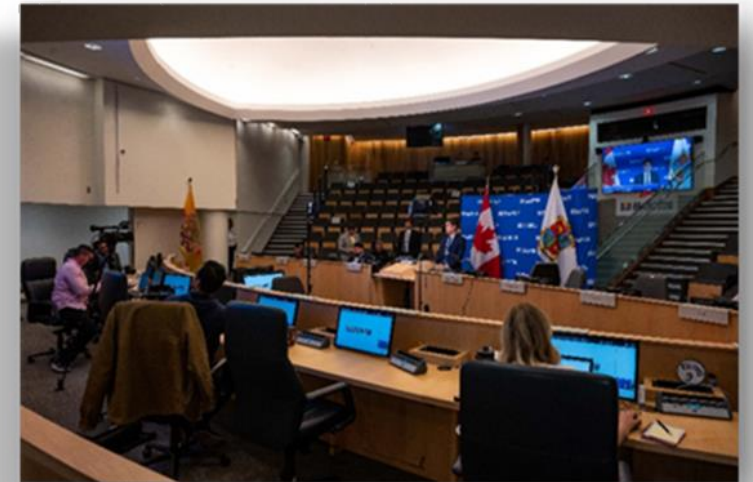
WHAT WORKED WELL

- ▶ **Workforce Resilience**
- ▶ **Employee and Public Health and Wellbeing**
- ▶ **Transition To Virtual Platforms**

#1: Continue to review the Flexible Work Administrative Directive to be used during major City-wide emergencies. **(Ongoing)**

#2: Continue to investigate the utilization of technology solutions. **(Ongoing)**

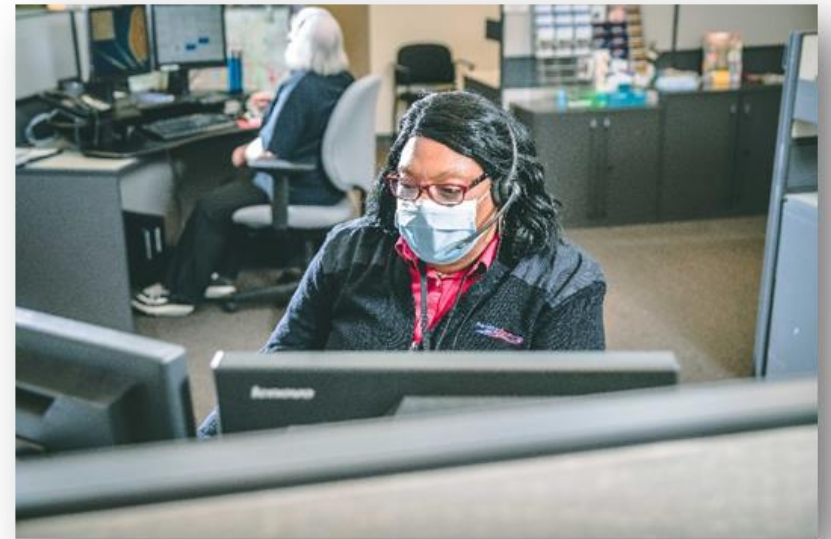
#3: Increase incident operability through virtual platforms by outlining procedures for a virtual Emergency Operations Centre and incorporating a remote element into annual emergency exercises. **(In progress)**



COVID-19 AAR – KEY THEMES / RECOMMENDATIONS

WHAT WORKED WELL

- ▶ **Inter-Departmental and Inter-Municipal Teamwork, Collaboration and Information Sharing**
- ▶ **Pre-established Emergency Response and Continuity Planning Structure**



COVID-19 AAR – KEY THEMES / RECOMMENDATIONS

AREAS FOR IMPROVEMENT

▶ A Mechanism for Interpreting Provincial Legislation

#4: Update the City's Emergency Bylaws and Plan to reflect the most current IMS concepts and principles, a clearly defined decision-making structure and lessons learned from the City of Brampton's COVID-19 pandemic response. **(Complete)**

▶ A Clearer Decision-Making Process

#5: Prioritize the delivery of IMS 200, Corporate Incident Management Team training and emergency management for senior and elected officials training to improve corporate understanding of IMS. **(Complete)**



COVID-19 AAR – KEY THEMES / RECOMMENDATIONS

AREAS FOR IMPROVEMENT

► Amplification of Internal Communications

#6: Update the Crisis Communications Plan. **(Complete)**

#7: Update Collective Agreements to allow for a higher level of flexibility in operational and staffing decision-making, where reasonably necessary during an emergency situation, to facilitate the most efficient and effective response. **(In progress)**



COVID-19 AAR – KEY THEMES / RECOMMENDATIONS

AREAS FOR IMPROVEMENT

- ▶ **Consideration of Large-Scale Emergencies in Continuity of Operations Planning**

#8, #9 and #10: *Prioritize updating Labour Disruption Plans, the HR Emergency Preparedness Plan and business unit business continuity plans incorporating lessons learned from the pandemic in order to bolster corporate preparedness. (In progress)*



COUNCIL FEEDBACK

WHAT WORKED WELL?

- ▶ What are you most proud of?
- ▶ Did your response to the pandemic identify any untapped areas of potential?

AREAS FOR IMPROVEMENT?

- ▶ What obstacles did you face in your response to the pandemic?
- ▶ If you could do things differently, how would you change your response?