



Office of
Emergency
Management

2021 Report



MISSISSAUGA



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Office of Emergency Management



Foreword

At the beginning of 2021, the City of Mississauga, alongside the rest of the world, were nearing one full year of living through the COVID-19 pandemic. Although the situation has improved over the past year, this virus continues to impact the residents and businesses of our City in many ways. Recovery from the pandemic has, and will continue to be a long and strenuous process, but 2021 demonstrated that with all of our combined efforts, we can build back better, and move forward into a better future.

The COVID-19 pandemic highlighted the importance of being prepared for the disasters that impact our communities, but pandemics are only one of many types of disasters we may encounter in Mississauga. Various events that have occurred throughout Canada and around the world over the past year illustrate that disasters are occurring more frequently, and result in more severe impacts. These events have also increasingly demonstrated that communities must learn to respond and adapt to multiple emergencies and disasters occurring simultaneously.

While continuously monitoring and responding to the COVID-19 pandemic, the City of Mississauga also responded to various incidents throughout 2021. These included fires, gas leaks, floods, and other urgent situations that deeply affected the lives of those who were involved. Our first responders and City employees worked diligently to support residents through these difficult times, and ensure they had access to the information and resources they needed. However, we recognize that the next disaster is looming, and we must be persistent in our efforts to prepare for what's next.

On behalf of the City of Mississauga's Office of Emergency Management (OEM), we present to you the Emergency Management in Mississauga 2021 Report which highlights the actions our City is taking to ensure resilience in our community. This report describes the various activities, projects, and operations the OEM undertook in 2021 to ensure the City is prepared to respond to, and recover from the hazards that may impact Mississauga. We are also using this report to address our future plans and further prepare the City against potential disasters.

We would like to thank the residents of Mississauga for their continued commitment to life safety and personal preparedness, and for taking measures to protect themselves, their families, and their businesses from the various risks and hazards they may be vulnerable to. Emergency preparedness starts with the individual, and we can not achieve community resilience without all that you do.



Deryn Rizzi
Fire Chief & Director of
Emergency Management



Tim Lindsay
Manager, Office of
Emergency Management

Who We Are

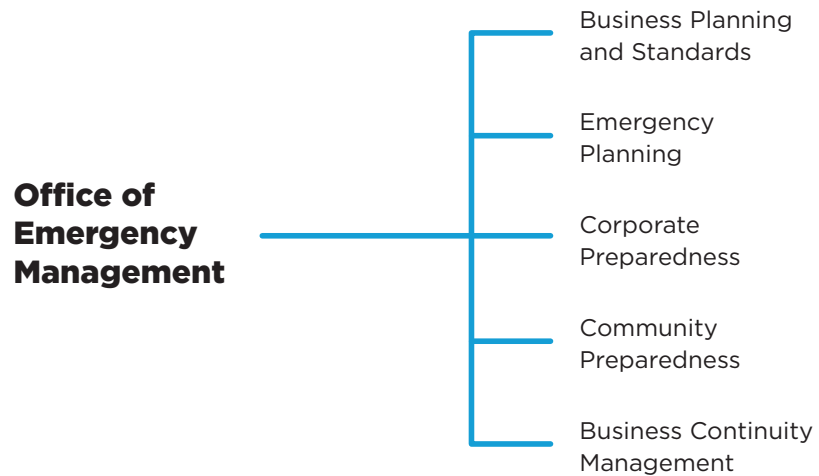
Office of Emergency Management (OEM)

The City’s OEM work in five overlapping portfolios that share the same objective of preventing, mitigating, preparing for, responding to, and recovering from emergencies and disasters affecting our City. In 2021, the OEM ensured that the City was compliant with the emergency management program requirements outlined in the Emergency Management and Civil Protection Act, and Ontario Regulation 380/04. The OEM also routinely engages in additional activities and projects, which surpass the minimum standards of these legislative requirements, to ensure the City is resilient.

The OEM uses both an all-hazards and risk-based approach. The emergency management team works to ensure resilience through the effective organization of people, resources and systems all working together to minimize any impacts experienced before, during and after a disaster.

Incident Management Teams (IMT)

The City of Mississauga maintains several Incident Management Teams that are trained ahead of an emergency situation and assembled when required to respond. There are several different pre-established teams that are flexible depending on the unique circumstances of each event.



Emergency Management Program Committee (EMPC)

The Emergency Management Program Committee (EMPC) oversees the City’s Emergency Management Program, while day-to-day implementation of the Program is carried out by the Office of Emergency Management. The EMPC meets regularly throughout the year to determine program goals and objectives, identify gaps in capabilities, and recommends solutions. Members of the EMPC include:

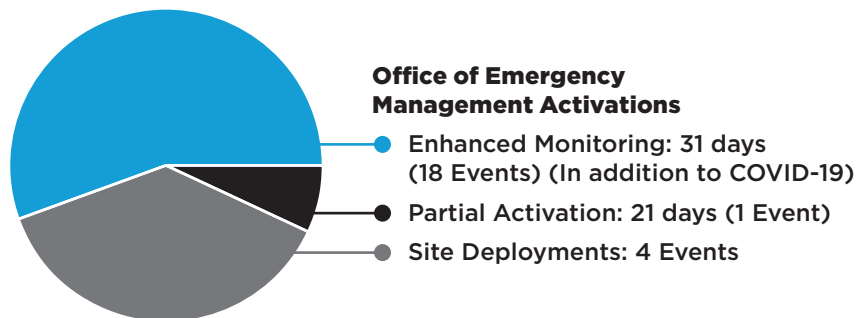
- Commissioner, Transportation & Works (Committee Chair)
- Commissioner, Community Services
- Commissioner, Corporate Services & Chief Financial Officer
- Commissioner, Planning & Building
- Director, Building & Chief Building Official
- Director, Information Technology & Chief Information Officer
- Director, Strategic Communications & Initiatives
- Director, Legal Services & City Solicitor
- Fire Chief & Director, Emergency Management
- Manager, Office of Emergency Management & CEMC
- Mayor
- Region of Peel Community Emergency Management Coordinator (Non-voting)

2021 Emergency Operations

The Office of Emergency Management (OEM) is always monitoring for potential situations that may require an emergency response in Mississauga. When a situation could potentially impact Mississauga, an Enhanced Monitoring Operation is activated.

In 2021, the OEM had 18 Enhanced Monitoring Operations to ensure appropriate situational awareness was maintained during emerging events that had the potential to escalate.

These events included: potential flooding, protests, the ongoing COVID-19 pandemic, and other technological and environmental hazards such as gas leaks and severe winter weather. In addition to the Enhanced Monitoring Operations, the OEM consistently engaged in routine monitoring, to maintain situational awareness during non-emergency periods.



During several emergency events, OEM staff were deployed to emergency sites, to provide direct assistance to residents. These events included:

- **June Gas Leak:** staff prepared and distributed follow-up and emergency preparedness information to residents who were required to evacuate from their homes due to a large-scale gas leak.
- **June Apartment Fire:** staff facilitated consultations between residents and the Canadian Red Cross to assist residents who were required to evacuate their apartment units due to a fire.
- **August Apartment Flood:** staff activated a reception centre where approximately 100 residents were able to temporarily stay overnight after evacuating their apartment units due to flooding.
- **October Apartment Fire:** staff attended a large-scale apartment fire as a precaution to facilitate emergency social services with residents, where required.

Throughout July and August of 2021, the OEM partially activated an Incident Management Team to provide support for 351 residents of Cat Lake First Nation, who were evacuated to the City of Mississauga due to the wildfires impacting their community in Northwestern Ontario. For several weeks, members of the Incident Management Team met through the City's virtual Emergency Operations Centre to coordinate support for evacuees within the City. Primarily, the City supported recreation programming for the evacuees, including both on-site activities as well as off-site excursions. Members of the City's Incident Management Team also consistently engaged with members of the Regional and Provincial Emergency Operation Centres to ensure a coordinated effort was in place to support members of Cat Lake First Nation during their stay in Mississauga.

Our Approach

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Environmental Scan

The OEM continuously monitors economic, political, technological, environmental and social trends happening around the world.

By working with various partners, the OEM team determines the potential for a developing emergency or disaster originating from outside Mississauga to impact the City. An example of this in 2021 occurred when the OEM partially activated an Incident Management Team to support evacuees from Cat Lake First Nation, located in Northwestern Ontario.



Emergency Planning

Hazard Identification & Risk Assessment (HIRA)

The foundation of the City’s Emergency Management Program is the Hazard Identification & Risk Assessment (HIRA). Each year, the OEM engages with internal and external partners, reviews scholarly and professional research, and analyzes various types of data and statistics to assess the top hazards and risks that have the potential to impact the City. Assessing the City’s top hazards allows the OEM to prioritize program goals and objectives, including plan development, training, exercises, and public education programming. This ensures that the City and its residents are prepared for the most likely, and most significant hazards that could affect them.

Critical Infrastructure Assurance Program (CIAP)

The Critical Infrastructure Assurance Program (CIAP), launched in fall 2017, helps the OEM team assess City-owned Critical Infrastructure (CI) and identify opportunities to reduce or eliminate risks to strengthen the resilience of City-owned CI. The program aligns with programs in place at both the Government of Ontario and Government of Canada.

The program focuses on reviewing City-owned infrastructure to prioritize CI in regards to risk and criticality (i.e. most at risk and/or most critical to operations). This is achieved through detailed risk assessments done by staff with input from stakeholders. Assessments will continue over the next several years, at which point the program may be expanded to include external partners who wish to participate.



Emergency Plans

The City of Mississauga maintains an all-hazards Disaster Management Plan, ensuring the City is prepared to respond to any type of disaster. The City's Disaster Management Plan is reviewed annually, and is updated regularly to reflect emerging industry best practices, organizational changes, and lessons learned from emergencies and emergency exercises.

In addition to the City's overarching Disaster Management Plan, the OEM develops and maintains various Risk-Based Plans, Emergency Support Functions, and other documents such as standard operating procedures that can assist the City in preparation for, or response to, an emergency. These plans and documents are developed in consultation with internal and external partners, and are based on needs and gaps identified through the City's HIRA, as well as lessons learned from past emergencies and exercises.

The OEM engages with external partners operating within the City to review their emergency plans, and provide feedback where required. This ensures that the OEM is able to align emergency planning activities with the emergency operations of these organizations.



Business Continuity Management

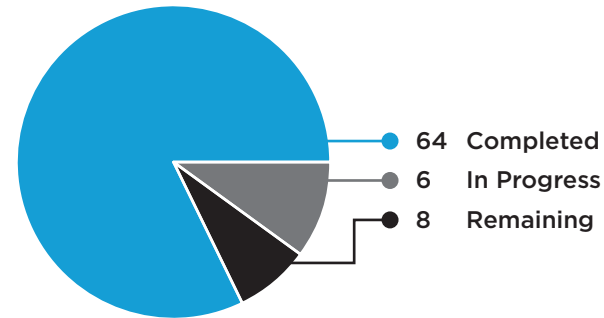
During Business Continuity Awareness Week, the Office of Emergency Management, in partnership with the City's Economic Development Office, hosted two webinars for small and medium sized businesses about Business Continuity Planning. These webinars were well attended and have opened up opportunities for the OEM to support local businesses with their business continuity planning as they focus on recovering from the impacts of COVID-19.

Throughout 2021, the Business Continuity Management (BCM) program continued its phased implementation of BCM programming across the City. While the BCM Specialist supported the annual review and updates to existing Business Impact Analysis and Business Continuity Plans within Corporate Services, Transportation & Works, and Planning & Building departments, there was also a strong focus on developing new BCM programs within the Community Services Department.

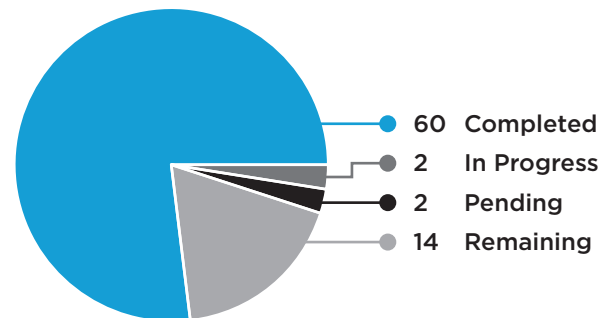
As of December 2021 the City's BCM program has been introduced to 90 per cent of City business units/critical business processes, with almost 70 per cent of identified critical business processes having completed their Business Impact Analysis (BIA) and Business Continuity (BC) Plans. Further work to be done in 2022 includes introducing BCM programs to the final 10 per cent of the corporation as well as supporting the development of BIA and BC Plans to the remaining business areas. This also includes a comprehensive quality assurance program including tabletop exercises, to test and assess the quality of the implemented BCM documentation.

In 2022 the City plans to implement a new business continuity technology solution that will further support the development of a comprehensive city-wide business continuity management program. The goal of the project is to acquire and implement a solution that will allow the City to maintain pre-defined service levels through any disruptive event. It will support planning at the operational level and decision making at the strategic level, including providing automation to the BCM program, reduction in staff time to generate and maintain business continuity plans, provide real-time data to support leadership decision making, and improve service delivery and increase operational efficiencies.

Business Impact Analysis' Completed:



Business Continuity Plans Completed:



EOC Operations

Both 2020 and 2021 resulted in significant technological advancements as many City employees, as well as many of our partners, moved to virtual and remote working arrangements. These technological advancements allowed the City to use new and existing technology solutions and software in ways that hadn't been available previously. Based on this technological growth, the OEM decided that

our existing, third-party Virtual EOC solution was no longer required, as existing, in-house IT solutions could be used to provide similar, and even additional benefits to the City's Incident Management Team. In addition to delivering cost-savings, using an internal program that IMT members are already familiar with eases the transition from regular operations to emergency operations.



Training & Exercises

Training

In 2021, we offered a mix of both virtual and in-person emergency management training opportunities for both City employees, and our community partners. This hybrid approach allowed us to provide training in a way that was convenient for participants, while still ensuring lesson outcomes and training goals were achieved. In total, the OEM delivered 14 different training sessions to well over 150 City employees and community partners.

Exercises

The City of Mississauga is required by legislation to conduct a simulated emergency exercise every year. After receiving special exemption from this requirement in 2020 due to the COVID-19 pandemic response, a tabletop exercise was held in 2021 to analyze and validate the response to an off airport aircraft accident. This exercise included members of the City's Emergency Control Group, Fire & Emergency Services Incident Management Team, as well as representatives from our partner agencies including the Greater Toronto Airports Authority, Peel Regional Police, Peel Regional Paramedic Services, and Emergency Management, the Transportation Safety Board, Enbridge, and the Office of the Chief Coroner.

In addition to the City's annual emergency exercise, smaller scale virtual exercises were conducted to ensure employees from other areas of the City were able to review and practice their emergency roles. In 2021, a virtual exercise was conducted by the City's Information Technology Incident Management Team, where participants worked remotely to create an Incident Action Plan in response to a simulated cybersecurity incident. All emergency exercises conducted in 2021 generated valuable feedback that will help the OEM identify areas of improvement in the City's emergency management program. These improvement items are catalogued, and acted upon by the responsible business units, ensuring that the City is continuously improving its ability to prepare for, and respond to emergencies and disasters.

IMS 200:

50 participants

IMS 300:

42 participants

Planning Process:

13 participants

EM 240 Note Taking:

11 participants

IMT Commander Workshop:

6 participants

Public Education & Engagement

Due to the ongoing COVID-19 pandemic, there were limited opportunities for in-person engagement. In August the OEM was able to participate in its first in-person public engagement event and staff attended the Region of Peel Community Partnership Event in Malton alongside the Mississauga Fire & Emergency Services Public Education team and various other community partners. The OEM also engaged in several “post-incident” blitz’s, where members of the office distributed emergency preparedness material to residents living in communities that had been recently affected by disasters such as gas leaks, floods, and fires.

In addition to the in-person events, the OEM engaged in virtual public engagement to provide residents, business owners, and City staff with emergency preparedness and business continuity information. During Emergency Preparedness Week in May, the OEM conducted a Personal Emergency Preparedness Webinar for City employees. The OEM also delivered several virtual emergency preparedness presentations to different schools throughout the City. These presentations allowed the OEM to connect with students directly, and answer any questions they had on how to stay safe during an emergency. This year the OEM was able to deliver these presentations to over 800 students.

School Presentations

Presentations Provided:

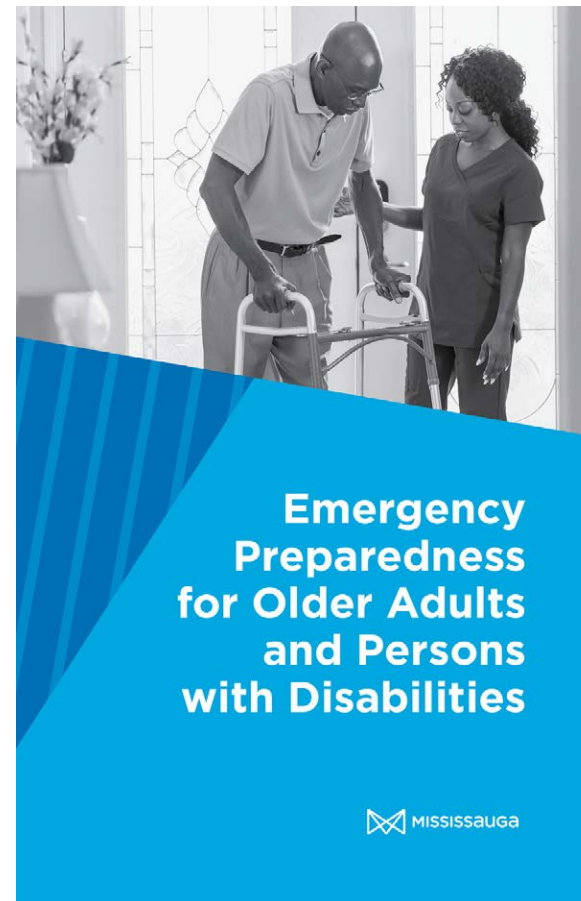
28 (33 Separate Classes)

Students Engaged With:

833 Students*

*between September and December

The OEM also continued to develop new public education literature for residents that can be accessed through the OEM’s website. In 2021, the OEM published the “Emergency Preparedness for Older Adults and Persons with Disabilities” guide. This guide provides information and tips that older adults and persons with disabilities living in Mississauga can use to ensure they are prepared for emergencies. The OEM also continued to distribute the City’s main Emergency Preparedness Guide to various community partners, with over 5000 copies of the Guide being delivered to The Mississauga Food Bank alone for further distribution throughout the City to some of our most vulnerable residents.



The Future

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Action Plan 2022 – 2023

As we move forward to 2022, The Emergency Management Program Committee, through the Office of Emergency Management, will continue to improve municipal emergency management and business continuity programs through:

- An evidence-based approach
- Implementation of lessons learned from critical events locally and around the world
- Training and exercises based on probable hazards in Mississauga
- Risk-based plan and Emergency Support Function development
- Ongoing working groups
- Stakeholder engagement where there's an opportunity to collaborate with partners

Some of the key action items for OEM are:

- Emergency planning for the 2022 Ontario Parasport Games and Ontario Summer Games
- Emergency Planning for the 2022 Municipal Election
- Increased support for community members impacted by disasters
- Increased public engagement in partnership with City and community partners



