Township of Wilmot
Emergency Response Plan

December 6, 2021

By-law No: 2021-57

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1. Introduction

The Township of Wilmot Emergency Response Plan establishes a framework for responding to risks the Township faces. Developed with key officials, agencies, and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

The Emergency Response Plan document describes the framework of how the Township of Wilmot will respond to, recover from, and mitigate the impact of an emergency. It describes the legal authorities, concept of operations and functional roles and responsibilities.

1.1 Purpose

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

a) Protect and preserve life and property;
b) Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the Township of Wilmot; and
c) Quickly and efficiently enable the recovery and restoration of normal services.

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the Township of Wilmot to protect the health, safety, and welfare of the residents of Wilmot during any emergency by:

a) Identifying the governance structure for emergency response within the Township of Wilmot;
b) Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
c) Identifying standard response goals for emergency response operations and decision making; and
d) Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

1.2 Aim

As per the Emergency Management and Civil Protection Act (EMPCA), the Township of Wilmot has formulated an Emergency Response Plan (ERP) which is adopted by Council by By-law 2021-57.

1.3 Public Access to the ERP

The Township of Wilmot's Emergency Response Plan is available on the Township of Wilmot's website (https://www.wilmot.ca/en/living-here/Emergency-Preparedness.aspx) or

Waterloo Region Emergency Management website (www.wrem.ca). The public may also request to access the plan through the Community Emergency Management Coordinator (CEMC).

Supporting Plans do not form part of the ERP as they may be confidential and provide more detailed relevant information that may require frequent updating, be of a technical nature, or contain sensitive or personal information which could pose a security threat or violate privacy legislation if released.

1.4   Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies and Township departments.

The Emergency Management and Civil Protection Act defines an emergency 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.'

1.5   Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency are:

- The Emergency Management and Civil Protection Act, R. S. O. 1990, c.E.9, as amended (the "Act")
- Ontario Regulation 380/04
- The Township of Wilmot Emergency Management Program By-Law 2021-57

The Act requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law. An emergency management program must consist of:

- An emergency plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Minister of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an emergency response plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC).

The Township of Wilmot Emergency Management Program By-Law approves the enactment of the Township of Wilmot's Emergency Response Plan and other requirements for the CEMC.

The Senior Official for the purposes of the Township's Emergency Management Program Committee is the CAO, or designated alternate.

1.6 Council Approval

Where significant portions of the Township of Wilmot's ERP are revised, Council is required to adopt the plan by by-law.

1.7 Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) as required by the Emergency Management and Civil Protection Act consists of representatives from Township departments and agencies, or designated alternates. The CAO and CEMC co-chair the EMPC.

This committee reviews the emergency management program and plan annually, ensure training is provided to employees on their functions, recommend changes to the program as considered appropriate, and refer recommendations to Council for further review and approval.

1.8 Municipal Emergency Control Group

In the event of an emergency, the EOC Directors listed in the by-law 2021-57 act as the Municipal Emergency Control Group as defined by Ontario Regulation 380/04 to oversee the Township's emergency response.

1.9 Community Emergency Management Coordinator

The Fire Chief is appointed as the Community Emergency Management Coordinator (CEMC).

1.10 Emergency Information Officer

The Director of Information and Legislative Services is appointed as the Emergency Information Officer (EIO).

1.11 Department and Support Agency Emergency Procedures

Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines (i.e., Departmental Emergency Plan) outlining how it will fulfill its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency shall designate a member of its staff to review, revise and maintain its own emergency response procedures or guidelines on a periodic basis.

2. Hazard Identification and Risk Assessment (HIRA)

The Emergency Management Program has identified realistic hazards that may occur in the Township of Wilmot and assessed them in terms of probability, frequency of occurrence, and magnitude of consequence or impact. Results of the HIRA assist with the development of training and exercise scenarios and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

As a result of the HIRA process, risks in the Township of Wilmot listed below represent major incidents involving multiple locations or having a significant impact on the Township of Wilmot facilities, infrastructure, operations, or the public.

- Pandemic / Epidemic
- Floods
- Blizzards / Freezing Rain
- Tornadoes
- Transportation accidents involving hazardous materials
- Air or rail crashes
- Toxic or flammable gas leaks
- Electric power blackouts
- Building or structural collapse
- Large scale uncontrollable fires
- Explosions
- A breakdown in flow of essential services/supplies, or any combination thereof.

3. Concept of Operations

First responders and Township departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support from within the Township. The Township may elect to call upon neighbouring municipalities and/or the Region of Waterloo to provide assistance. The

Township may also call upon the Provincial government to provide supplemental financial and / or physical resources necessary to deal with the overall impacts of the public emergency.

The Township's Emergency Response Plan adopts the principles of an existing Incident Management System (IMS). The Incident Management System can be used in any size or type of emergency to manage response personnel, facilities, and equipment. Incident Management System principles include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. The basic functional modules of the Incident Management System (Command, Operations, Planning, Logistics and Finance & Administration) can be expanded or contracted to meet requirements as an event unfolds.

There are multiple response parts to any emergency situation within the Township of Wilmot which are as follow:

3.1 Site Response

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control.

3.2 Corporate Response

The Emergency Operations Centre (EOC) is a physical location where the leadership of the Township of Wilmot can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate efforts occurring at the site(s).

3.3 Policy Group

The Policy Group is comprised of the Head of Council (HOC) in their assigned role and authority during an emergency, or the Mayor and members of Council sitting as Township Council at any regular or special meeting called during an emergency situation.

Head of Council (HOC):
The Mayor or Acting Mayor is the HOC during an emergency. The HOC would have all the powers set out in the Act and Emergency Response Plan for purposes of an emergency situation and/or declared emergency.

The Policy Group may be established to receive information or reports during an emergency situation, and to provide any necessary policy direction to the Emergency Operations Centre Management Team (EOCMT). The Act and Emergency Response Plan have assigned responsibility for management of emergency situations, so the Policy Group does not have responsibility for emergency management during an emergency situation, but the Policy Group does have power under the Act to declare or terminate a declaration of emergency.

3.4 Councillors Role

It is important for Councillors to understand and support the coordinated and timely management of information. The Head of Council and Councillors act as the Policy Group during the Township of Wilmot's EOC activation. The Policy Group may be established to receive information or reports during an emergency situation, and to provide any necessary policy direction to the EOCMT.

The main responsibilities of Councillor are to:

- Assist relaying <u>approved</u> information to area residents;
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the community;
- Liaise back through Mayor concerns from within Wards; and
- Follow leadership and requests of the Mayor.

3.5 Emergency Operations Centre Management Team (EOCMT)

The Emergency Operations Centre Management Team (EOCMT) provides for the overall management and coordination of site support activities and consequence management and is responsible for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing support to the Incident Commander and site personnel;
- Collecting situational awareness information and prioritizing, evaluating, summarizing it, as well as disseminating and displaying it;
- Establishing priorities based on all the information gathered and developing EOC Incident Action Plans;
- Obtaining, coordinating, and managing payment of any additional resources (both personnel and equipment) needed to support the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day activities of the community outside of the emergency area.

The EOCMT is comprised of:

- EOC Director
- Emergency Information Officer
- Liaison Officer
- Risk Management/Safety Officer

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Admin Section Chief

3.6 Regional EOC

Once the Regional Emergency Response Plan is implemented, the Mayor (or designate) and CAO (or designate) will become a member(s) of the Regional Emergency Control Group (RECG).

The Local MECG remains in the Municipality to manage the local emergency, while the RECG ensures a controlled and coordinated response for Regional services and community agencies which the Region has Memorandum of Understanding (MOU) with.

4. Implementation

This Plan can be implemented as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. An official declaration of an "Emergency" does not have to be made for this Plan to be implemented to protect the lives and property of the inhabitants of the Township of Wilmot.

When an emergency exists or appears imminent, but has not yet been declared, Township of Wilmot employees may take such action(s) under this emergency response plan as may be necessary to protect the lives and property of the inhabitants of the Township of Wilmot. It authorizes employees of the Township of Wilmot to respond to an emergency in accordance with the emergency plan where an emergency exists but has not yet been declared to exist.

Any of the Emergency Management Program Committee members outlined in section 4.1 have the authority to activate the plan. They may receive an initial warning of a potential emergency and/or arrives first at the scene of an emergency and feel the circumstances requires the support of the EOC.

EMPC members will contact Kitchener Fire Department (Kitchener Fire Dispatch) to activate the EOC and have personnel assemble at the appropriate EOC location.

4.1 Township of Wilmot EOC Notification System - (Fan Out)

Any of the following listed below have the authority to implement the Plan:

- CAO (or alternate)
- Wilmot Fire Chief (or alternate)
- Wilmot Mayor (or alternate)

4.2 Township of Wilmot Emergency Operations Centre (EOC)

There is a primary and alternate location designated as the EOC. In the event of implementation of the Plan for a declared or undeclared emergency, EOC personnel will be notified to assemble at one of the designated locations.

The Region of Waterloo CEMC may be notified by the Wilmot CEMC when the Wilmot EOC is activated. The Wilmot EOCMT may request the Region of Waterloo CEMC or designate to attend EOC.

4.3 Escalation of Emergencies in Waterloo Region

Each Municipality within the Region of Waterloo has agreed to use the following four emergency management response levels as a guide to be used before, during and following emergencies. Each level signifies the variation of the impact to the community caused by an emergency.

Response Level	Actions	Criteria	Examples
Normal Operations	Normal response by operating departments and responders	Routine operations	Small car accident, isolated flooding, small power outage, house fire
Level 1: Local ECG monitoring level	Key members of Local Emergency Control Group (ECG) **notified** Local ECG monitors Notification of all Community Emergency Management Coordinator (CEMC) in Waterloo Region	Incident contained within one local municipality First Response Protocol (FRP) may be activated Minor impact to citizens and environment Contained within inner perimeter Minor impact on resources	Apartment fire with displacements, contained hazmat, boil water advisory, active threat from person(s), helicopter crash
Level 2: Partial notification/ activation local ECG	Local ECG **notified and on standby**, key members of Local ECG may convene Notification of all CEMCs in Waterloo Region Regional ECG may be notified and on standby PEOC may be notified	Incident contained within one local municipality First Response Protocol (FRP) may be activated Significant impact to citizens, property, and environment beyond the outer perimeter Significant media attention	Chemical spill, multiple fire locations, multiple suspects/active threat on the move, city/township wide boil water advisory, isolated communicable disease outbreak

		Significant demand on resources May affect multiple buildings	
Level 3: Full activation local ECG	Local ECG **convened**. Notification of all CEMCs in Waterloo Region Regional ECG notified and on standby. May require Local emergency declaration PEOC notified	Incident contained within one local municipality Possible activation reception/evacuation centre(s) Major impact to citizens, property and/or environment beyond the outer perimeter Major media and/or public interest Major demand on resources Multiple buildings/incidents	Ice storm, tornado, chemical spill, commercial airliner crash, train derailment, large propane explosion, pipeline leakage, potable water emergency, epidemic, terrorism, large scale flood
Level 4: Regional emergency	Regional ECG **convened**. Notification of all CEMCs in Waterloo Region Local ECGs may continue to be in operation May require Regional and/or Local emergency declaration PEOC notified	Exceeds local municipal resources and capabilities May affect two or more local municipalities Possible activation reception/ evacuation centre(s) Major impact to citizens, property and/or environment Major media and/or public interest Multiple sites/incidents The emergency affects or threatens Regional facilities or services	Level 3 examples that • Impact more than one local municipality; or • Is contained within one municipality but has major Region wide impact; or • Impacts Regional services

5. **Declaration and Termination of an Emergency**

5.1 Prior to Declaration

When an emergency exists, but has not yet been declared, the Township of Wilmot employees and first responders may take such action(s) under the authority of this Plan necessary to protect lives and property.

5.2 Declaration of an Emergency

The Mayor or Acting Mayor, as Head of the Council, is responsible for declaring that an emergency exists within the boundaries of the Township of Wilmot. In declaring an emergency, the Head of Council will identify the geographical boundaries of the emergency area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the EOCMT.

The EOCMT will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in the Township of Wilmot the Mayor shall notify:

   a. The Solicitor General and Office of Fire Marshal and Emergency Management (OFMEM) by email or fax, through the Provincial Emergency Operations Centre (PEOC);
   b. Members of the Township of Wilmot Council; and
   c. The Regional Chair of the Regional Municipality of Waterloo.

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

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

5.3 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor and/or Council will make an official termination of declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time.

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

Upon termination of an emergency in the Township of Wilmot the Mayor shall notify:

a. The Solicitor General and Office of Fire Marshal and Emergency Management (OFMEM) by email or fax, through the Provincial Emergency Operations Centre (PEOC);
b. Members of the Township of Wilmot Council; and
c. The Regional Chair of the Regional Municipality of Waterloo.

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

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

6. Requests for Assistance

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

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance or provide information and advice to the EOCMT through the Liaison Officer.

6.1 Requesting Region of Waterloo Support

When the resources of the Township of Wilmot are at capacity or there is a need for support from regional departments the designated member of the Local Municipal MECG may request further assistance from the Region of Waterloo by contacting the (acting) Regional Chair or (acting) Regional CAO (Chair RECG). Where required due to time restrictions, such requests can be made through the Regional CEMC who will submit the request to the appropriate Regional designate.

On request through the Region of Waterloo, several volunteer-based organizations such as the Canadian Red Cross and St. John Ambulance may provide resources on a cost recovery basis as per Memorandum of Understanding (MOU). The Regional Community Services Department has signed these MOUs on behalf of the Region.

6.2 Requesting Provincial Assistance

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to Office of the Fire Marshal and Emergency Management through the Provincial Emergency Operations Centre.

6.3 Requesting Federal Assistance

Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre who in turn liaises with the Federal Government Operations Centre.

6.4 Support Agency Composition

When requested by the EOCMT, support agencies work in support of the EOC and site and include but are not limited to the following representatives of external groups and organizations:

- Grand River Transit Services
- Union Gas/Enbridge Gas
- Trans-Canada Pipelines
- Energy+
- Grand River Hospital
- Grand River Conservation Authority (GRCA)
- CN Railway Police
- Radio Emergency Associated Communications Team (REACT)
- KW Humane Society
- Waterloo Region District School Board
- Waterloo Region Catholic District School Board
- KW Amateur Radio
- Mennonite Disaster Services
- Samaritan Purse
- Provincial and Federal Ministries as required:
    - Ministry of Transportation
    - Ministry of Natural Resources
    - Ministry of Environment and Climate Control
- Representatives from any other service organization or agency deemed necessary by the EOCMT.

Support Agency representatives may be invited to attend EOCMT or site meetings as required.

7. Incident Management System

The Township of Wilmot's Emergency Response Plan adopts the principles of the Incident Management System (IMS). Based on five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities, and equipment. Principles of the Incident Management System include the use of common terminology, modular organization, integrated

communications, unified command structure, action planning, manageable span of control, and comprehensive resource management.

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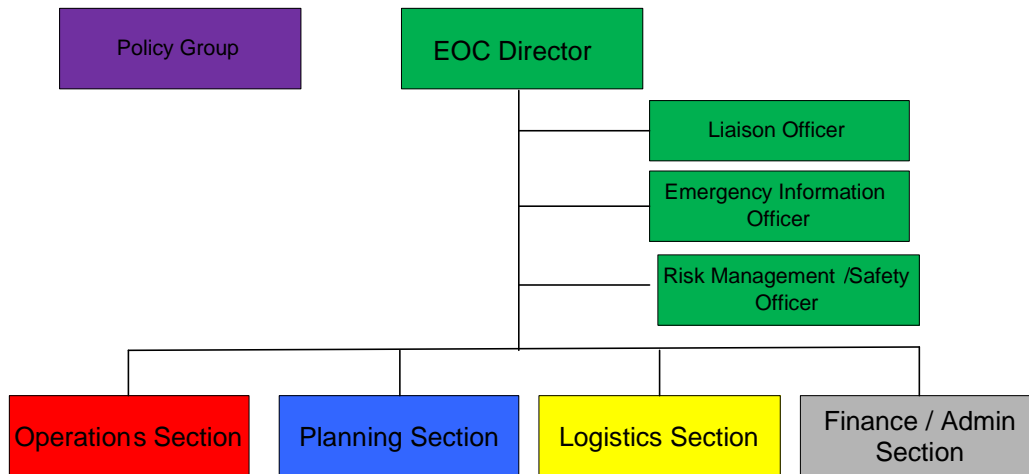
7.1 Incident Commander (Site)

The Incident Commander at site is responsible for and/or has the authority to:

a. Establish a Unified Command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency Incident Commanders;
b. Designate an emergency site media coordinator;
c. Implement the strategy established by the EOCMT at the emergency site(s), if required;
d. Ensure that responding agencies make available the human and material resources that are required at the emergency site;
e. Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site;
f. Maintain a record of events, decisions made, and actions taken as Incident Commander;
g. Participate in a debriefing with EOCMT regarding the emergency, if required; and
h. Assist the CEMC in creating an after-action report on the emergency.

7.2 Response Goals

The following response goals are applied to all emergency situations. In order of priority, they are:

1. Provide for the health and safety of all responders.
2. Save lives.
3. Reduce suffering.

4. Protect public health.
5. Protect critical infrastructure.
6. Protect property.
7. Protect the environment.
8. Reduce economic and social losses.

7.3 Incident Management System Functions

Policy Group

Responsibilities of the Policy Group include:

- Providing overall policy direction.
- Changing/amending bylaws or policies.
- Requesting Regional and/or Municipal level assistance.
- Declaration of an emergency.
- Termination of a declared emergency.
- Acting as an official spokesperson.
- Ensuring members of Council are notified of the emergency.
- Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports.

EOC Management Team (EOCMT)

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

The EOC Management Team consists of the following positions:

- EOC Director
- Emergency Information Officer
- Safety Officer/Risk Management Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

EOC Director

- Overall authority and responsibility for the activities of the EOC.
- Sets out priorities and objectives in conjunction with the EOCMT members for each operational period and ensures they are carried out.

- Liaises with the Policy Group (Head of Council) and advise whether or not a declaration and termination of an emergency is recommended.
- Designates the geographical boundaries of the emergency area.
- Authorizes the extraordinary expenditure of municipal funds during the emergency.
- Confirms the adequacy of the expenditure limits as identified in the purchasing by-law.
- Approves emergency information releases.
- Establishes procedures to be taken for the safety or evacuation of persons in an emergency area in partnership with other agencies as needed.
- Determines what sections are needed, assigns section chiefs as appropriate and ensures they are staffing their sections as required.
    a) Operations Section Chief
    b) Planning Section Chief
    c) Logistics Section Chief
    d) Finance and Administration Section Chief
- Determines which management staff positions are required and ensures they are filled as soon as possible.
    o Emergency Information Officer
    o Liaison Officer
    o Safety Officer/Risk Management Officer
    o Legal Advisor

Emergency Information Officer

- Establishes and maintains media contacts.
- Prepares news releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by customer contact centre and EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with other Emergency Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

Risk Management/Safety Officer

- Identifies liability and loss exposures to personnel and property, and the municipality.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the Township of Wilmot during the emergency.

- Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- Liaises and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

Liaison Officer

- Invites required or requested agencies and stakeholders to the EOC, as identified by the EOC Director and EOCMT and maintains contact when required.
- Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues.
- Liaises with the neighbouring Municipal and Regional CEMCs, Office of Fire Marshal and Emergency Management and other provincial and federal representatives as required.
- In conjunction with the EOC Director, facilitates a debriefing with the EOC personnel and other appropriate agencies or organizations and prepares an After-Action Report on the emergency.

Operations Section

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

Operations Chief

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event.
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information.

- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports.
- Conducts periodic Operations briefings for the EOC Director and EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains the EOC Director's approval of critical and extra-ordinary resources.
- Supervises the Operations Section.

Branch Coordinators

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

a) **Wilmot Fire Department Branch Coordinator**

- Establishes ongoing communications with Fire Site Commander.
- Arranges and coordinates fire suppression, rescue, as well as hazardous materials support operations.
- Coordinates fire branch activities with fire site personnel and fire dispatch centre.
- Liaises with the Waterloo Region Fire Coordinator about the emergency.
- Liaises with the Office of the Fire Marshal and Emergency Management (OFMEM) for any additional fire service assistance or resources required.
- Acquires and coordinates all fire mutual aid resources, as necessary.
- Arranges, as required, for the Chief Building Official (or alternate) to inspect and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- Ensures an appropriate level of continuous service to the unaffected part of the Township of Wilmot in accordance with legal obligations and available resources.
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- Assists in the alerting of persons endangered by the emergency.
- Implements the objectives of the EOC Action Plan assigned to the Fire Branch.

- Completes and maintains Branch Status Reports throughout the emergency.
- Maintains status of unassigned fire and HAZMAT resources.
- Provides routine status reports to the Operations Section Chief.

b) Township of Wilmot Parks, Facilities & Recreation Branch Coordinator

- Coordinates Parks and Recreation Services Branch activities with Township of Wilmot Parks & Recreation site personnel and Regional Community Services Branch (when required).
- Coordinates parks, forestry, cemeteries, and maintenance operations during the emergency.
- Liaises with Wilmot Horticulture/Forestry Services.
- In conjunction with the Regional Community Services Branch, set-up suitable Reception Centres, as required.
- Ensures personnel are notified to open and assist with the operations in Reception Centres.
- In conjunction with the Regional Community Services Branch and the SPCA, coordinates animal control operations at Reception Centres, as required.
- Provides routine status reports to the Operations Section Chief.

c) Township of Wilmot Public Works Branch Coordinator

- Establishes ongoing communications with Public Works Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Coordinates Public Works Branch activities with public works site personnel.
- Places all required Public Works employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on transportation, engineering, critical infrastructure, and public works matters including recovery and rehabilitation of township services, fleet, water, wastewater, environmental operations, and levels-of-service.
- Liaises with the Waterloo Region Commissioner of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to transportation, engineering, critical infrastructure, and public works matters as required.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Provides equipment in support of emergency site.

- Liaises with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Liaises with Ministry of the Environment and other relevant agencies and departments with respect to environment contamination.
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- Supports traffic control operations as required.
- Surveys all other infrastructure systems, such as roads, bridges, sewer, and water systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the Township of Wilmot in accordance with legal obligations and available resources.
- Coordinates waste management issues including collection, processing, and disposal.
- Coordinates debris removal services as required.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for roads, bridges, water, wastewater and storm water and facilities programs.
- Implements the Township of Wilmot's Water Distribution Emergency Response Protocol, as required.
- Through coordination with the Region of Waterloo Water Supply operations, ensures adequate emergency water supply/pressure for effective fire suppression operations.
- Arranges for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health.
- Ensures the clearing of blocked passageways in coordination with the site Incident Commander, either inside or outside the emergency perimeter.
- Coordinates the removal of rubble for emergency response.

d) Township of Wilmot Development Services Branch

- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Arranges, as required, for the Chief Building Official (or alternate) to inspect and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.

- Takes action to ensure the protection of the public including, but not limited to:
  o Upon a completion of an application, issues required building/demolition permits to property owners;
  o Prohibiting the use or occupancy of a building;
  o Order a building to be renovated, repaired, or demolished to remove an unsafe condition; and
  o Take measures necessary to terminate the danger where a building is involved.
- Provides technical expertise regarding the construction of buildings, as required.
- Contacts local utility companies for building demolition needs.
- Provides routine status reports to the Operations Section Chief.

e) Township of Wilmot By-law Enforcement Branch

- Provides advice and assistance relating to the enforcement of municipal by-laws and property standards which may include:
  o Enforces by-laws by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained).
  o Responds to citizen complaints and conducts proactive investigations.

f) Regional Police Branch Coordinator

- Ensures all necessary emergency services are notified as required.
- When legally required to do so, ensures an investigation is conducted and further ensures all other investigative agencies are notified and provides assistance as needed.
- Ensures a communication link is established between the RECG and the Police On-Scene Command Post.
- Provides the RECG with advice on public safety matters.
- Ensures persons endangered by the emergency are alerted and provides coordination of evacuation procedures, including traffic control on evacuation routes.
- Liaise with the Commissioner of Community Services (CSD) regarding the site(s) selected for reception centre(s) and the approximate time of arrival of the first evacuees.
- Where time and circumstances permit, liaise and consult with the Region of Waterloo Commissioner of CSD to ensure the initial designation of reception centres has occurred and meet the needs of the evacuees.

- Ensures a police presence is provided at the EOC, reception centres, holding areas and other facilities, as required.
- When required, assists the Incident Commander (IC) in fulfilling his/her responsibilities.
- Provides routine status reports to the Operations Section Chief.

g) Regional Paramedic Branch Coordinator

- When required, assists the Incident Commander (IC) in fulfilling his/her responsibilities.
- In conjunction with the IC, assesses the need and the initial request for (special) emergency resources at the emergency site, e.g., multi-patient units, support units, air ambulances, etc., and any other medical resources required.
- Liaise with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) Dispatch.
- Notifies and requests assistance of the Ontario Ministry of Health and Long-Term Care, Emergency Health Services Branch through the Cambridge CCAC.
- Liaise with neighbouring Paramedic Services regarding areas of mutual concern which may include coverage issues, distribution of patients to area hospitals and any other issues needed in pre-hospital care.
- In conjunction with the IC, assess the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams.
  Note: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.
- Liaise with the Director of Transit Services in providing buses for low acuity patients.
- Liaise with the Commissioner of Public Health and Emergency Services (PHE)/Medical Officer of Health (MOH) regarding the evacuation of persons requiring ambulance or other stretcher transportation and assist with the organization
- Provides routine status reports to the Operations Section Chief.

h) Regional Public Health Branch Coordinator

- As a member of the RECG, acts as a coordinating link with the Local Health Integration Network (LHIN) for all health services at the EOC, as appropriate.

- Liaise with the Provincial Ministry of Health and Long-Term Care (MOHLTC), Public Health Ontario (PHO), and the Local Health Integration Network (LHIN) as needed.
- Liaise and coordinate with community health care partners as needed, as part of the Public Health emergency response (e.g., physicians, hospitals, etc.).
- Provides advice and recommendations to the public on matters which affect the health of the community (e.g., boil water advisory, preventive measures for infectious disease outbreaks).
- Coordinates the health response to public health emergencies or emergencies with public health impacts (e.g., infectious disease outbreaks, contamination of the drinking water, etc.), according to Ministry of Health and Long-Term Care direction, the Ontario Public Health Standards, the Health Protection and Promotion Act, and/or other relevant legislation (e.g., Safe Drinking Water Act). The Public Health response would be aligned with the Regional emergency response.
- Liaise with the Commissioner of Transportation and Environmental Services (TES) to ensure the safety of drinking water and appropriate sanitation services.
- Liaise with the Commissioner of Community Services (CSD) and provide support specific to reception/evacuation centres, or other temporary lodging sites, in the areas of:
  - environmental health consultation (food, water safety, sanitation, and infection control practices)
  - participation in intake of clients at a reception/evacuation centre;
  - infectious disease case management and surveillance; and
  - infectious disease outbreak control
- Provides routine status reports to the Operations Section Chief.

i) Regional Community Services Branch Coordinator

- Implements the Emergency Social Services (ESS) Plan that is aimed at providing services to those people displaced as a result of an emergency or disaster.
- Ensures reception centres are established, operated, staffed, and closed, with the assistance of Public Health and Emergency Services (PHE) and designated volunteer agencies for the registration, feeding, care, clothing, welfare, and shelter of persons using the centres.
- Liaise with Township of Wilmot Parks, Facilities and Recreation Branch with respect to determining the location of the reception centre when using a Township of Wilmot facility.

- Ensures that property representative(s) is/are notified when a public or private facility(s) is/are required as reception centre(s)
- Determines whether additional reception centres need to be opened.
- Liaise with the Chief of Police with respect to the establishment of reception centres and other areas of mutual concern.
- Liaise with the Commissioner of PHE/Medical Officer of Health on areas of mutual concern regarding operations in reception centres when requested by reception centre personnel including:
  - Food safety and water quality
  - General sanitation and health hazards
  - Infection prevention and control
  - Accommodation standards for emergency lodging
- Assessment of the health risks of the affected community
- Liaise with Grand River Transit (GRT) for the provision of transportation of evacuees to and from reception centre.
- Provides routine status reports to the Operations Section Chief.

Planning Section

- Collects, processes, evaluates, and displays situation information.
- Develops EOC Incident Actions Plans in coordination with other functions.
- Tracks the status of EOC issued resources.
- Maintains all EOC documentation.
- Conducts advance planning activities and makes recommendation for action.
- Obtains technical experts for the EOC, as required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

Logistics Section

- Provides/acquires requested resources including personnel, facilities, equipment, and supplies.
- Arranges access to technological and telecommunication resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees, and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

Finance and Administration Section

- Monitors the expenditure process, and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and/or contracts.
- Oversees the purchasing processes.

8. Emergency Response Plan Supporting Documents

This section outlines supporting documents and/or plans to help support the emergency response and recovery issues. These documents do not form part of the Plan but are listed here for reference only. The following list does not cover all available documents; others may be added as needed i.e., hazard specific plans.

8.1 Emergency Notification Procedure

The Emergency Notification Procedure outlines the process for the Township of Wilmot to notify EOC personnel to place them on alert or request that they respond to the EOC. The procedure also includes the confidential contact information for EOC personnel.

8.2 Emergency Operations Centre (EOC) and IMS Standard Operating Guidelines

This document outlines the procedures involved in activation and operation of the EOC facility. This includes details on the guiding principles, managing information and resources, and roles and responsibilities for functions within the Incident Management System. As a supplement to the Township of Wilmot Emergency Plan, it provides information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

8.3 Emergency Information Plan (Under Development)

This document coordinates communications from Township departments, agencies, and boards to media outlets, township employees, businesses and residents to deliver information before an impending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with Township staff are also outlined.

If required, in the event of a major emergency requiring a response from other levels of government, Region, or other municipalities, communications from the Township of Wilmot will be coordinated with these entities.

8.4 Township of Wilmot Flood Plan

The Township of Wilmot Flood Plan outlines the procedures for responding to a flood emergency within the Township. The flood response plan is developed utilizing the expertise and guidance from Grand River Conservation Authority.

8.5 Recovery Plan

One of the last responsibilities that the EOCMT has during an emergency is to establish a Recovery Committee. Its role is to return the community and its citizens to its pre-emergency state, in order to ensure continuity between the emergency and recovery operations.

Depending on the type of the emergency, the recovery phase could be minimal with respect to resources required, monies spent and/or time needed to return the community to its pre-emergency state.

The nature of the emergency and the final authority responsible for it will take the lead role in the recovery. If the Township of Wilmot was responsible for controlling the emergency, the Township would lead the recovery. Similarly, if the emergency was declared at a higher level of government, then that level leads the recovery efforts.

8.6 Regional Level 2 ESS Emergency Social Services Plan

The aim of the Regional Level 2 Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety, and welfare of the residents of Wilmot during any emergency once they are outside of immediate danger as a result of an emergency or disaster. This response includes both township staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

8.7 Community Pandemic Influenza Preparedness Plan (CPIPP)

This document describes how the Region of Waterloo Public Health, in collaboration with community stakeholders, will respond to a pandemic.

9. Compensation for Losses

The Municipal Disaster Recovery Assistance (MDRA) program will help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads, and public buildings, as a result of a natural disaster.

The Disaster Recovery Assistance for Ontarians (DRAO) program provides assistance to individuals, small businesses, farmers, and not-for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

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

10. Emergency Response Plan Review and Maintenance

The Township of Wilmot Emergency Response Plan (Plan) will be maintained and distributed by the Community Emergency Management Coordinator (CEMC) to the public via the Township of Wilmot's public website.

The Plan will be reviewed annually by the Emergency Management Program Committee. The review and recommended revisions will be coordinated by the CEMC.

The Plan shall be revised only by By-law; however, revisions to the supporting documents and minor administrative or housekeeping changes may be made by the CEMC in consultation with the CAO.

It is the responsibility of each person, agency, service, or department identified within Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or supporting plans.

The CEMC is responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each Department and Support Agency involved with this Plan should prepare emergency response procedures or guidelines (i.e., Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis.

10.1 Exercising of the Emergency Response Plan

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

10.2 Plan Distribution

Copies of the Emergency Response Plan will be provided to EOC personnel, partner organizations and agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in the Township of Wilmot.

10.3 Revision History

Rev. No.	Revised by	Revision Date

Rev. No.	Revised by	Revision Date

10.4 Abbreviations

AAR	After-Action Report
CACC	Central Ambulance Communication Centre
KWARC	Kitchener Waterloo Amateur Radio Club
CAO	Chief Administrative Officer
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
CMT	Crisis Management Team
CP	Canadian Pacific Railway
CPIPP	Community Pandemic Influenza Preparedness Plan
CS	Community Services
DRAO	Disaster Recovery Assistance for Ontarians
ECG	Emergency Control Group
EIO	Emergency Information Officer
EMCPA	Emergency Management and Civil Protection Act
EMPC	Emergency Management Program Committee
EMO	Emergency Management Office (Region of Waterloo)
EOC	Emergency Operations Centre
EOCMT	Emergency Operations Centre Management Team
ERP	Emergency Response Plan
ESS	Emergency Social Services
FERP	Federal Emergency Response Plan
FRP	First Response Protocol
GIS	Geographic Information System
GRCA	Grand River Conservation Authority
GRH	Grand River Hospital
GRT	Grand River Transit
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HOC	Head of Council
IAP	Incident Action Plans
IC	Incident Commander
IMS	Incident Management System

KW	Kitchener-Waterloo
MDRA	Municipal Disaster Recovery Assistance
MECG	Municipal Emergency Control Group
MOECC	Ministry of Environment and Climate Change
MOH	Medical Officer of Health
MOHLTC	Ministry of Health and Long-Term Care
MOU	Memorandum of Understanding
MNRF	Ministry of Natural Resources and Forestry
MP	Members of Federal Parliament
MPP	Members of Provincial Parliament
MTO	Ministry of Transportation
OFMEM	Office of the Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
PHE	Public Health and Emergency Services
PHO	Public Health Ontario
PSV	Paramedic Services
RCSD	Region Community Services Department
REACT	Radio Emergency Associated Communications Team
REAL	Regional Emergency Alerting List
RECG	Regional Emergency Control Group
ROW	Region of Waterloo
SFCC	Region's Service First Call Centre
SPCA	Society for the Prevention of Cruelty of Animals
SMGH	St. Mary's General Hospital
WRPS	Waterloo Regional Police Services