



**TOWNSHIP
OF WILMOT**

EMERGENCY RESPONSE PLAN

Schedule "A" to By-Law # 2016-53

Approved by Council Resolution December 2016

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EXECUTIVE SUMMARY

Introduction

This plan has been prepared in order to provide key officials, agencies, and departments within the Township of Wilmot with a general guideline to the expected initial response to an emergency and an overview of their responsibilities during an emergency.

For this plan to be effective, it is important that all concerned be made aware of its provisions and that every official, agency, and department be prepared to carry out their assigned functions and responsibilities in an emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan.

Background

Provincial Legislation entitled "The Emergency Management and Civil Protection Act R.S.O. 1990, Chapter E.9 Amended by: 1999, c.12. Sched. P, ss.3-9; 2002, c.14, ss.2-16; 2002, c.17, Schedule C, s.10; 2003, c.1, s.14; 2006, c. 13, ss. 1, 2" (referred to hereafter as "the Legislation") is the primary authority enabling municipalities to develop their own emergency response plan.

The Legislation also gives authority for the head of council to make decisions stating that 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. R.S.O. 1990, c. E.9, s. 4 (1).*"

Highlights of the Plan

There are seven Lower-tier Municipalities within the Region of Waterloo, with each municipality having the responsibility for supplying the initial response in an emergency.

The Mayor of The Township of Wilmot may request assistance from the Regional Municipality of Waterloo by contacting the Regional Chair. This may be done **without** activating the Regional Emergency Alerting System.

However, when the resources of The Township of Wilmot are deemed insufficient to control the emergency, the Mayor will request that the Regional Chair or the Regional Chief Administrative Officer or the Regional Police Chief or the Regional Fire Co-ordinator activate the Regional Emergency Alerting System in the Regional Municipality of Waterloo Emergency Plan. This will be carried out by the Duty Officer, of the Waterloo Regional Police Service.

SHORT TITLE

This emergency plan may be cited as the "**Township of Wilmot Emergency Response Plan**"

DEFINITIONS AND RELEVANT TERMS

- (1) **Mayor**
The Head of Council or alternate (Acting Mayor) for the Township of Wilmot.
- (2) **Chief Administrative Officer**
The Chief Administrative Officer or alternate of the Township of Wilmot.
- (3) **Township CEMC**
Community Emergency Management Coordinator of the Township of Wilmot.
- (4) **Director of Clerk's Services**
The Director of Clerk's Services or alternate for the Township of Wilmot.
- (5) **Deputy Clerk**
The Deputy Clerk or alternate of the Township of Wilmot.
- (6) **Designated Senior Municipal Official**
The Senior Municipal Official designated by the Mayor or Acting Mayor to participate on the Regional Emergency Control Group, in place of the Mayor or Acting Mayor.
- (7) **Township Fire Chief/ Alternate CEMC**
The Chief of the Fire Department or alternate of the Township of Wilmot.
- (8) **Volunteer District Fire Chief**
The District Chief(s) of the Fire Department or alternate for the Districts of Baden, New Dundee or New Hamburg.
- (9) **Lower-tier Municipality**
Lower-tier Municipality means the municipality or corporation of the City of Cambridge, the City of Kitchener, the City of Waterloo, the Township of North Dumfries, the Township of Wilmot, the Township of Wellesley and the Township of Woolwich. Lower-tier Municipality emergency response plans may be cited as Municipal Emergency Response Plans.
- (10) **Emergency Operations Centre**
The location from which the Emergency Control Group operates. The addresses for the Emergency Operations Centres are listed in Appendix 2. For brevity, the Emergency Operations Centre may be referred to as the E.O.C.
- (11) **Emergency Control Group**
That group of individuals directing those services necessary for mitigating the effects of the emergency. The Chief Administrative Officer is responsible for co-ordinating the operations within the Emergency Operations Centre.
- (12) **Regional Police Chief**
The Chief of the Waterloo Regional Police Service or alternate.
- (13) **Regional Fire Co-ordinator**
The Fire Co-ordinator or alternate for the Regional Municipality of Waterloo.

- (14) **Commissioner of Public Health and Medical Officer of Health**
The Commissioner of Public Health and Medical Officer of Health or alternate for the Regional Municipality of Waterloo.
- (15) **Public Health Support Group**
This group is comprised of representatives from the Regional Public Health Department charged with the responsibility of working in association with the Social Services Support Group for the co-ordination of Reception/Evacuation Centre operations.
- (16) **Commissioner of Social Services**
The Commissioner of Social Services or alternate for the Regional Municipality of Waterloo.
- (17) **Social Services Support Group**
The group of Social Service Department staff and Red Cross Team Leader responsible for the dissemination of information between the Commissioner of Social Services and the Reception/Evacuation Centre Manager(s). This group is also involved in the obtaining of resources required by the Commissioner and/or the Reception/Evacuation Centre Manager(s).
- (18) **Director of Emergency Medical Services**
The Director of Emergency Medical Services or alternate for the Regional Municipality of Waterloo.
- (19) **Public Information Officer**
During an emergency the Director of Clerk's Services or alternate for the Township of Wilmot will assume the role of Public Information Officer.
- (20) **Manager of Human Resources**
During an emergency, The Manager of Human Resources or alternate for the Township of Wilmot will be the role of Manager of Human Resources
- (21) **Emergency Site Co-ordinator**
Appointed by the Emergency Control Group to ensure the agencies responding to the site of the emergency are co-ordinated in their response. The Emergency Site Co-ordinator communicates directly with the Emergency Control Group.
- (22) **Citizen Inquiry Service**
A service established by the Citizen Inquiry Supervisor (Deputy Clerk) to respond to and redirect inquiries and reports from the public.
- (23) **Triage**
The sorting and allocation of treatment to patients or victims according to a system of priorities designed to maximize the number of survivors.
- (24) **Inner Perimeter**
A restricted area in the immediate vicinity of the emergency scene as established by the On-Scene Commander. Access to the inner perimeter is restricted to those essential emergency personnel actively involved in the occurrence.
- (25) **Outer Perimeter**
The geographic area surrounding the inner perimeter. This area will serve as a co-ordination and assembly point for essential emergency personnel. Access to the outer perimeter is restricted to essential emergency personnel as determined by the Emergency Site Co-ordinator.
- (26) **On-Scene Media Spokesperson**
The On-Scene Media Spokesperson is appointed by the Public Information Officer at the time of the emergency. This person is responsible for co-ordinating the fast, accurate dissemination of information to the media from the On-Scene Media Information Centre. The Public Information Officer will ensure that

information released to the media from the scene is consistent with information being released from the E.O.C. Media Information Centre.

- (27) **On-Scene Media Information Centre**
The location at or near the scene from which the media may gather for updated media releases and press conferences. This location will be determined by the designated On-Scene Media Spokesperson, with the approval of the Emergency Site Co-ordinator.
- (28) **E.O.C. Media Information Centre**
The location at or near the Emergency Operations Centre from which the media may gather for updated media releases and press conferences. This location will be determined by the Public Information Officer.
- (29) **Warming/Cooling/Evacuation Centre**
A warming/cooling/evacuation centre is a facility used to provide temporary relief/shelter during extreme weather conditions declared by Environment Canada or register and provide care/shelter to persons displaced by the emergency.
- (30) **Emergency Area**
The area in which the emergency exists.
- (31) **Regional Chair**
The Head of Council or alternate for the Regional Municipality of Waterloo.
- (32) **Regional Chief Administrative Officer**
The Chief Administrative Officer or alternate for the Regional Municipality of Waterloo.
- (33) **Commissioner of Transportation and Environmental Services**
The Commissioner of Transportation and Environmental Services or alternate for the Regional Municipality of Waterloo.
- (34) **Critical Incident Stress Team**
The Police, Fire and Ambulance Services operate a trained volunteer Critical Incident Stress (CIS) Team. The CIS Team is available for stress debriefing during and succeeding emergencies and major incidents by contacting one of the emergency services agencies.
- (35) **President Kitchener-Wilmot Hydro Inc.**
The President of Kitchener-Wilmot Hydro Inc., or alternate.

THE TOWNSHIP OF WILMOT EMERGENCY PLAN

PART I

INTRODUCTION, AIM, ALERTING SYSTEM, OPERATIONS CENTRE

1. Introduction

- (1) As per the Emergency Management Act, “emergency” means a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property. Emergencies by their nature or magnitude require a coordinated response by a number of organizations, both governmental and private, under the direction of the appropriate elected and senior municipal officials, as distinct from routine operations carried out by organizations as normal day-to-day procedures.
- (2) While most peacetime emergencies could occur within the geographical area of The Township of Wilmot, those most likely to occur are: droughts, epidemics, hydro-electric power blackouts, transportation accidents involving hazardous material, air pollution, blizzards, extreme cold, floods, fog, hailstorms, lightning storms, tornados, windstorms, air or rail crashes, toxic or flammable gas leaks, building or structural collapse, critical infrastructure failures, extreme heat, snowstorms, mass casualty incidents, and the breakdown in flow of essential services/supplies due to strikes or any combination thereof.

2. Aim

- (1) The aim of the Township of Wilmot Emergency Plan is to outline a plan of action for the efficient deployment, and co-ordination of the Township's services, agencies and personnel to provide the earliest possible response in order to:
 - (a) protect and preserve life and property;
 - (b) assist the Region of Waterloo and or other Lower-tier Municipalities as requested;
 - (c) minimize the effects of the emergency on the Township of Wilmot; and
 - (d) restore essential services.

3. Emergency Alerting System

- (1) The Mayor or the Chief Administrative Officer or the Regional Police Chief or the Township Fire Chief may request that the Duty Officer of the Waterloo Regional Police Service activate the Emergency Alerting System.
- (2) The Duty Officer of the Waterloo Regional Police Service is responsible for alerting members of the Emergency Control Group and passing on such information as required. (refer to Appendix 1)
- (3) The Emergency Alerting System is illustrated in Diagram #1, (page 4) of this plan.
- (4) Members of the Emergency Control Group who will not be notified by the Waterloo Regional Police Service are to refer to Appendix 1-A Township of Wilmot Internal Alerting System for call-out procedure. Utilization of the AIZAN (Community Alert Network) for notification will be considered.

4. Emergency Operations Centre

4.1 Introduction

- (1) In the event of an emergency, an Emergency Operations Centre (E.O.C.) will be established. The Emergency Control Group, the Support and Advisory Staff and other groups will congregate and work together at the Emergency Operations Centre to make decisions, share information and provide support as required to mitigate the effects of the emergency. The Chief Administrative Officer is responsible for the co-ordination of **all** operations within the Emergency Operations Centre.
- (2) The Emergency Operations Centre will consist of:
 - (a) a meeting room for the Emergency Control Group;
 - (b) a Communications room;
 - (c) a room for the Public Health and Social Services Support Groups;
 - (d) rooms for support and advisory staff and other groups as required; and
 - (e) a Media Information Centre and Press Conferences Area.

4.2 Location

- (1) The primary location of the Emergency Operations Centre is the Wilmot Township Municipal Building in Baden. A list of designated secondary Emergency Operations Centres is located in Appendix 2.
- (2) When a Regional emergency arises as a result of an emergency in the Township of Wilmot, the operations centre **may** be the same as that designated for the Emergency Control Group.
- (3) Where the emergency initially affects two or more Lower-tier municipalities, the Regional Operations Centre should be the Regional Emergency Operations Centre at 150 Frederick Street, Kitchener, as appropriate. If not appropriate, the Regional C.A.O. will advise of the E.O.C. location.

4.3 Emergency Control Group Meeting Room

- (1) The Emergency Control Group requires a secure and quiet meeting room adjacent to the Communication Room.
- (2) To promote an effective emergency meeting, this room requires:
 - (a) a map(s) of suitable scale, depicting up-to-date information related to the emergency;
 - (b) a visual board depicting up-to-date status information on the emergency; and
 - (c) telephone (s) for outgoing calls only.

4.4 Communication Room

- (1) While the Emergency Control Group is engaged in meetings, they will require assistants to take messages and convey their decisions. Therefore, a separate communication room must be established in close proximity to the Emergency Control Group room.
- (2) To be effective, the Communications Room may require:
 - (a) maps of suitable scale depicting up-to-date information related to the emergency;
 - (b) a visual board depicting up-to-date status information on the emergency;

- (c) a chronological log of all significant communications and events related to the emergency;
 - (d) sufficient outside telephone lines for all communicators and the Communications Manager. (In the event that there are not enough telephones available, the use of cellular telephones with batteries and/or back-up generators should be considered); and
 - (e) each emergency or support service with radio communication equipment will utilize this equipment in the Communications Room.
- (3) Each member of the Emergency Control Group should designate at least one or two persons, depending on the nature and scope of the emergency, to handle in-coming and out-going communications or assist as otherwise required.
- (4) The communicators will be responsible for operating telephones and radios within the Communications Room and relaying messages between their respective representatives on the Emergency Control Group and other key locations.

4.5 Communications Manager - E.O.C. Communications Room

- (1) A Communications Manager will be designated by the Chief Administrative Officer to co-ordinate activities and communications within the Communications Room. The Communications Manager and an assistant will be selected at the time of the emergency with preference given to an experienced Police Communicator, a member of a Fire Department not directly involved with the incident, or a Regional or Lower-tier Municipality employee with Emergency Planning experience, as available.
- (2) The Communications Manager will be responsible for:
- (a) providing the Chief Administrative Officer and Emergency Control Group with reports on the emergency situation and any other pertinent information at regular intervals, or as requested;
 - (b) providing assistance to the communicators in relation to communication equipment problems, where possible and practical;
 - (c) co-ordinating and prioritising the flow of messages between the Communications Room and the Emergency Control Group, and other desired groups or locations;
 - (d) maintenance of a chronological log of significant communications and events;
 - (e) maintenance of a situation or status board;
 - (f) maintenance of a map or maps containing vital information relative to the emergency.

EMERGENCY ALERTING SYSTEM

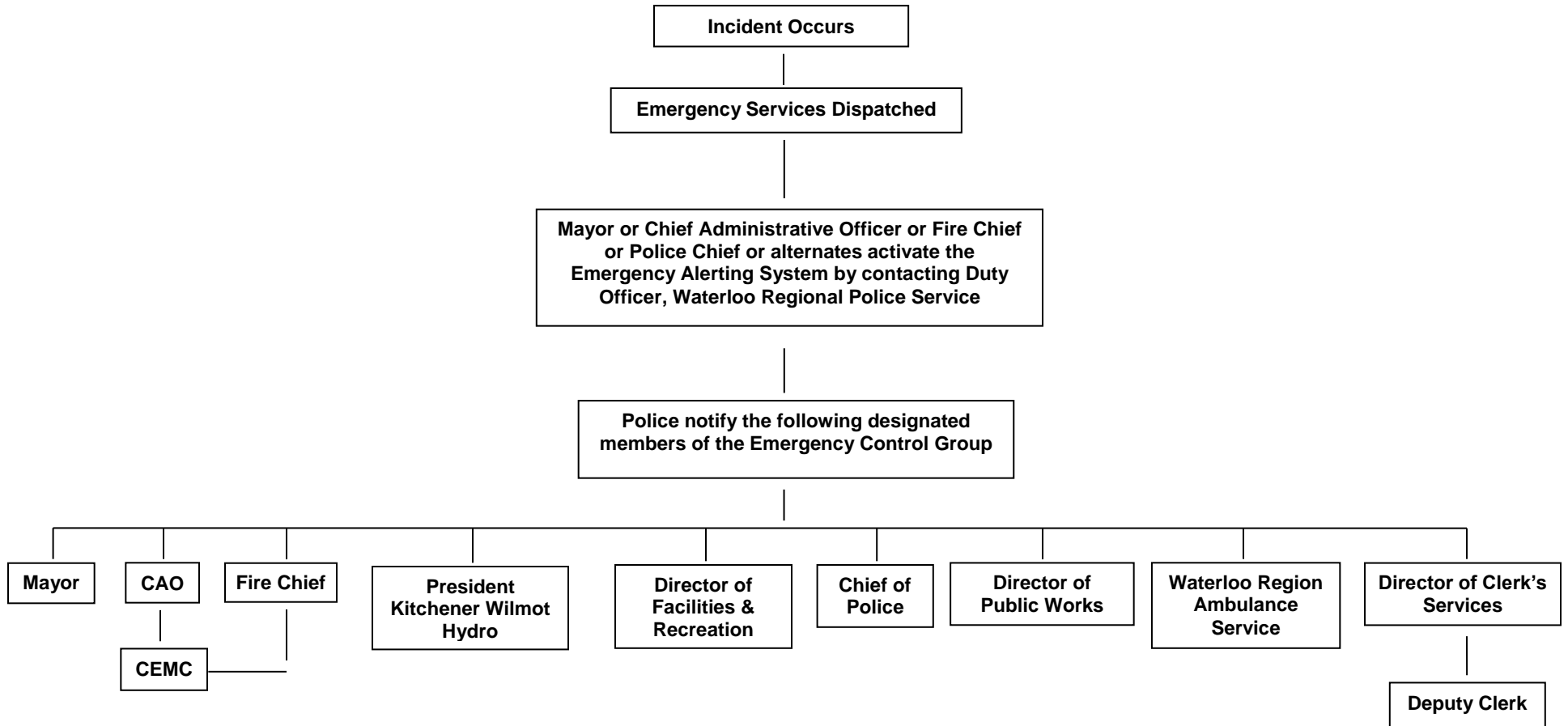
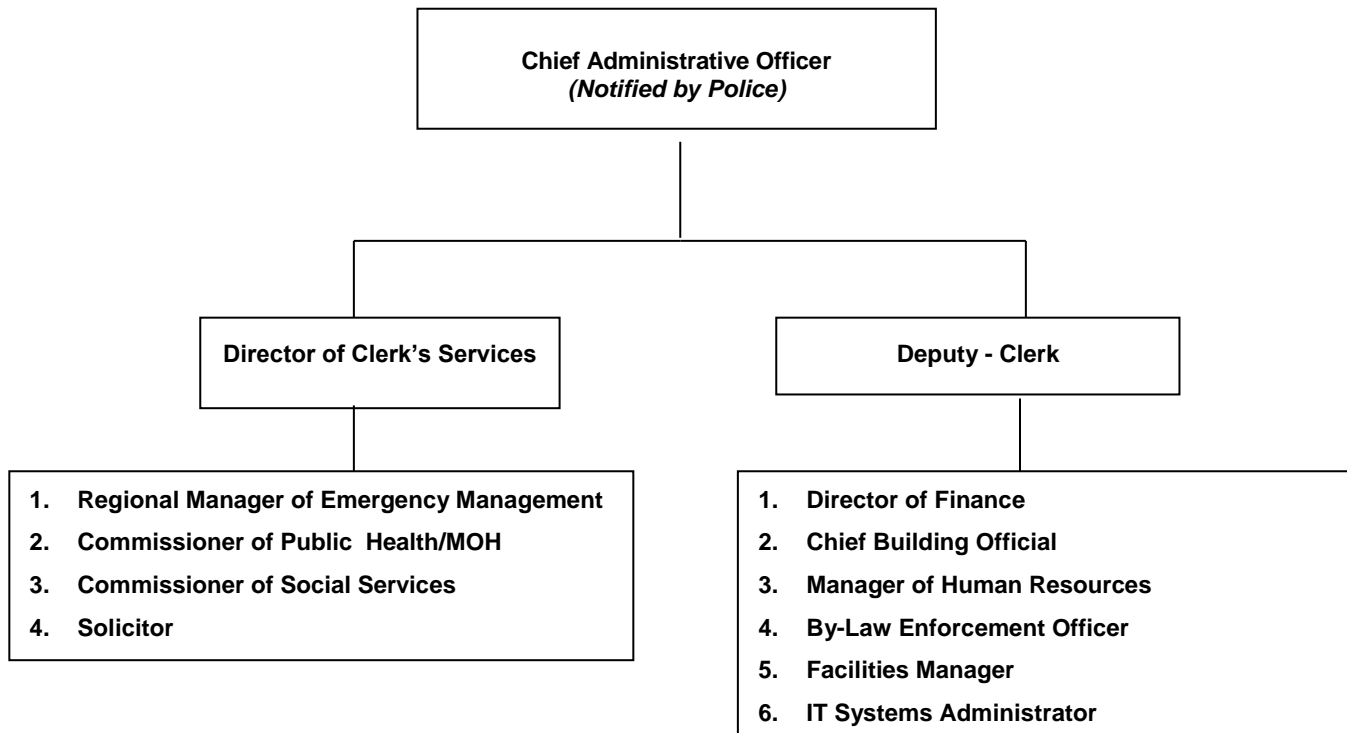


Diagram 2

November 2016

TOWNSHIP OF WILMOT INTERNAL ALERTING SYSTEM



* While the Emergency Control Group may not require the presence of all those listed above, this shall not preclude the notification of all listed.

PART II

DECLARATION OF AN EMERGENCY

5. Action Prior to Declaration

- (1) When an emergency exists, but has not yet been declared to exist, Township employees may take such action(s) under this emergency plan as may be necessary to protect the lives and property of the inhabitants of the Township of Wilmot.

5.1 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 the major incident or emergency.

Level I – Monitoring Activation of Local Emergency Control Group

- Routine incident responded to by Police/ Fire/ EMS
- No evacuation is required
- Monitored by local Fire Chief, CAO, Mayor and CEMC, or other key local officials
- Level I incident could lead to Level II response/ activation

Level II – Partial Activation of Local Emergency Control Group

- Level II incident could lead to Level III response/ activation
- Level II incident could be directly elevated to Level IV response/ activation
- Local Emergency Control Group is notified and on stand-by
- Regional Emergency Control Group is notified and on stand-by (since Level II incident could lead directly to Level III response/ activation)

Level III – Full Activation of Local Emergency Control Group

- Level III incident could lead to Level IV response/ activation
- Local EOC is established and ECG convenes
- Regional Emergency Control Group is notified and on stand-by (since Level III incident could lead directly to Level IV response/ activation)

Level IV – Regional Emergency

- Regional EOC established
- Regional Emergency Control Group convened
- Local EOC may continue to be in operation

6. Municipal Emergency

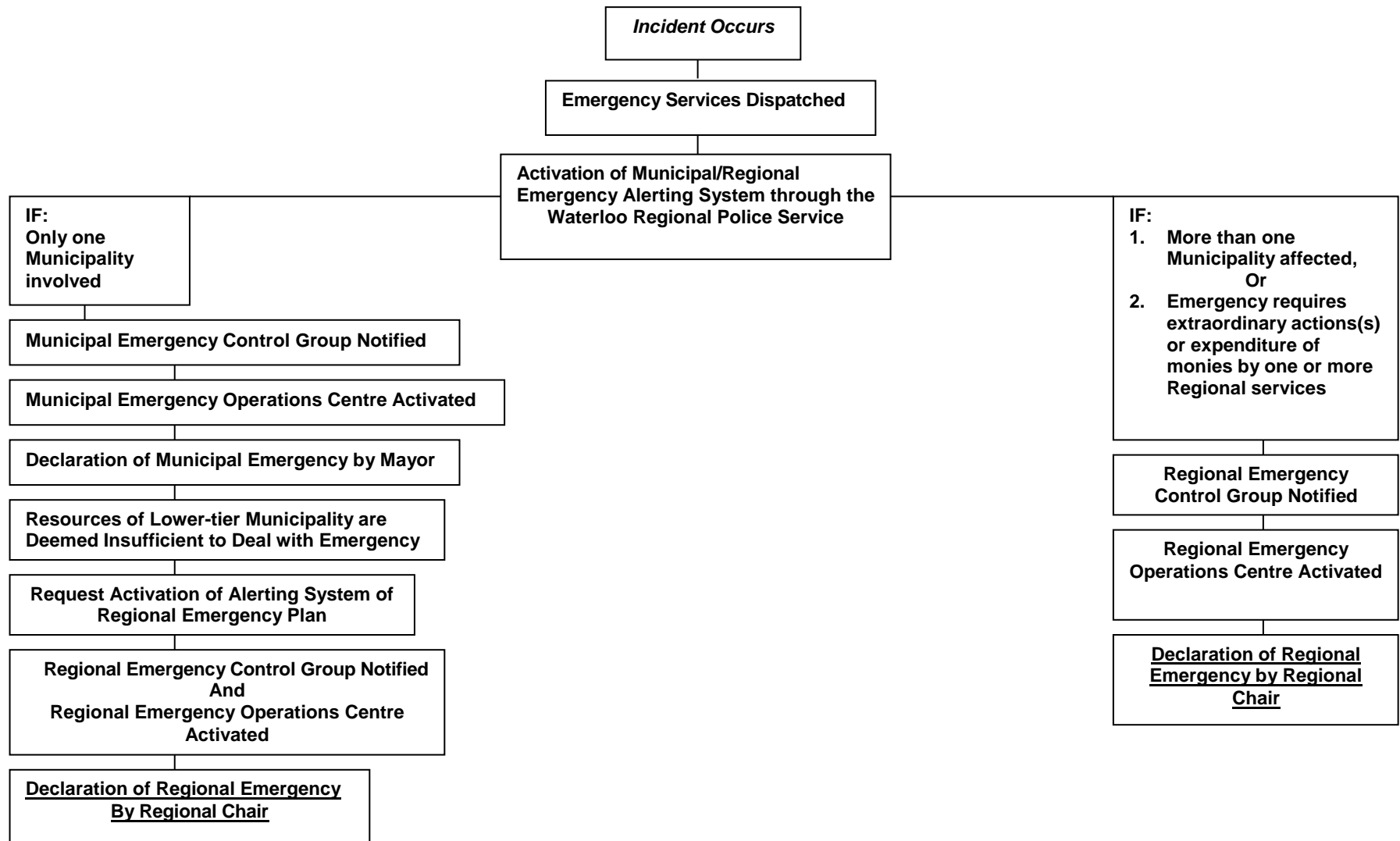
- (1) The Mayor or Acting Mayor of the Township of Wilmot, as Head of the Council, is responsible for declaring that a municipal emergency exists within the boundaries of the Township. This decision is made in consultation with other members of the Emergency Control Group.
- (2) Upon such declaration, the Mayor notifies:
 - (a) The Regional Chair;

- (b) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at 1-866-314-0472 or 416-314-0472. If you experience any difficulty in contacting the EMO Duty Officer, call the OPP Duty Officer at (705) 329-6950, through the CEMC;
 - (c) The Council of the Township of Wilmot; and
 - (d) The Mayor shall ensure that the public, the media, and neighbouring municipal officials are also advised of both the declaration and termination of an emergency.
- (3) The Mayor may request assistance from the Regional Municipality of Waterloo by contacting the Regional Chair and Chief Administrative Officer **without** activating the Regional Emergency Alerting System.
 - (4) When the resources of the Township are deemed insufficient to control the emergency, the Mayor may request that the Regional Chair or the Regional Chief Administrative Officer or the Regional Police Chief or the Regional Fire Co-ordinator or their alternates activate the Regional Emergency Alerting System, through the Duty Officer of the Waterloo Regional Police Service.
 - (5) Once the Regional Emergency Plan is implemented, the Mayor or Acting Mayor, or CAO, and the Township Fire Chief will then become members of the Regional Emergency Control Group. The councillor scheduled as "Acting Mayor" as per Appendix 1B will be assigned the role of the Mayor for the Townships' EOC if required.
 - (6) The remaining Township staff from the Emergency Control Group within the Township will then remain as the support group or support staff to the Mayor, or the Acting Mayor or the CAO.
 - (7) All decisions by the Emergency Control Group (as appropriate) affecting the lives and property of the inhabitants within the Township of Wilmot shall be made in consultation with the Mayor or Acting Mayor of the Township.

7. Regional Emergency

- (1) The Regional Chair or Acting Regional Chair, as Head of Council, in consultation with the Regional Emergency Control Group is responsible for declaring an emergency to exist within the Regional Municipality of Waterloo when:
 - (a) The Mayor or Acting Mayor of the Township of Wilmot requests that the Regional Emergency Plan be implemented; or
 - (b) The emergency affects a large portion of the inhabitants of more than one Lower-tier municipality within the Region; or
 - (c) The emergency requires extraordinary actions or expenditure of monies by one or more Regional services for the protection of life and property.
- (2) Upon declaration of an emergency, the Regional Chair notifies the following persons:
 - (a) The Mayor or Acting Mayor of the Township of Wilmot and other Area Municipalities (as appropriate);
 - (b) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at 1-866-314-0472 or 416-314-0472. If you experience any difficulty in contacting the EMO Duty Officer, call the OPP Duty Officer at (705) 329-6950;
 - (c) Regional Council; and
 - (d) Ensures that the public, the media, and neighbouring municipal officials are also advised of both the declaration and termination of an emergency.

STEPS LEADING TO THE DECLARATION OF THE REGIONAL EMERGENCY



PART III

TERMINATION OF EMERGENCY

8. Municipal Emergency

- (1) A Municipal Emergency may be declared terminated at any time by:
 - (a) the Mayor or Acting Mayor; or
 - (b) the Township Council; or
 - (c) The Premier of Ontario.

- (2) Upon termination of a Municipal Emergency the Mayor notifies:
 - (a) the Regional Chair;
 - (b) the Township Council;
 - (c) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at 1-866-314-0472 or 416-314-0472. If you experience any difficulty in contacting the EMO Duty Officer, call the OPP Duty Officer at (705) 329-6950;
 - (d) ensures notification of termination to public, media and neighbouring municipal officials; and
 - (e) determines with consultation of the control group and other municipal officials whether it is necessary to proceed with the recovery plan. (Part X, page 35).

9. Regional Emergency

- (1) A Regional Emergency may be declared terminated at any time by:
 - (a) the Regional Chair or Acting Regional Chair; or
 - (b) Regional Council; or
 - (c) the Premier of Ontario.

- (2) Upon termination of a Regional Emergency the Regional Chair notifies:
 - (a) The Mayor(s) or Acting Mayor(s) of affected Area Municipality(s);
 - (b) Regional Council;
 - (c) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at 1-866-314-0472 or 416-314-0472. If you experience any difficulty in contacting the EMO Duty Officer, call the OPP Duty Officer at (705) 329-6950; and
 - (d) ensures notification of termination to public, media and neighbouring municipal officials.

10. Debriefing of an Emergency

- (1) Introduction and Purpose
 - (a) A meeting of key officials from responding organizations (including but not limited to the members of the Emergency Control Group, Support and Advisory staff and members of the Emergency Site Management Team) to formally discuss issues of mutual interest pertaining to a major incident or emergency.
 - (b) An opportunity for organizations/departments involved in emergency management post disaster to review the lessons learned.

(2) Benefits of Hosting an Emergency Debriefing

- (a) Provides factual information for report.
- (b) Provides an opportunity for all involved to exchange ideas and information.
- (c) Provides recommendations for future action to evolve the Emergency Management Program relative to procedures, policy formation, decision-making, operation, technical capabilities, equipment/supplies, communications, media relations, training, improvements in the Emergency Response Plan, and role clarifications.
- (d) Establishes a Work Plan for the Regional Emergency Planning Advisory Committee and the Emergency Working Committee with goals, objectives, tactics/tasks, deadlines and priorities.
- (e) Improves operational readiness.
- (f) Builds public trust and confidence.
- (g) Improves inter-agency communications, collaborations and co-operations.

PART IV

REQUEST FOR PROVINCIAL ASSISTANCE

11. Request for Provincial Assistance

- (1) Under certain circumstances departments or agencies responding in accordance with the Township of Wilmot Emergency Plan may be required to request assistance of a Ministry(s) or Agency(s) of the Province of Ontario. The requesting of said services shall **not** be deemed to be a request that the Government of the Province of Ontario assume authority and control of the emergency.
- (2) When the combined resources of the Regional Municipality of Waterloo and the seven Lower-tier Municipalities are deemed insufficient, **then** the Regional Chair may request assistance from the Premier of Ontario.
- (3) Such a request shall be made to:

Ministry of Community Safety and Correctional Services
Emergency Management Ontario
1-866-314-0472 or 416-314-0472
Fax: (416) 314-0474

- During an emergency, assistance may be requested from Emergency Management Ontario at any time. Emergency Management Ontario's Duty Officer may be reached 24/7. Emergency Management Ontario can co-ordinate assistance from a number of Provincial agencies and the Federal Government through the Provincial Operations Centre. When requested, Emergency Management Ontario will send a Community Officer to the Township of Wilmot and/or the Region of Waterloo to provide provincial liaison and advice.
- (4) Under section 7 of the Emergency Management Act, R.S.O. 1990, Chapter E9, the Premier of Ontario **may**:
 - (a) Upon receiving such a request declare that an emergency exists throughout Ontario or in any part thereof and may take such action and make such orders as he/she considers necessary and are not contrary to law;
 - (b) Exercise any power or perform any duty conferred upon a minister of the Crown or a Crown employee by or under an Act of Legislature;
 - (c) Where a declaration is made and the emergency area or any part thereof is within the jurisdiction of a municipality, the Premier of Ontario may, where he/she considers it necessary, direct and control the administration, facilities and equipment of the municipality to ensure the provision of necessary services in the emergency area, and, without restricting the generality of the foregoing, the exercise by the municipality of its power and duties in the emergency area, whether under an emergency plan or otherwise is subject to the direction and control of the Premier; and
 - (d) Require any municipality to provide such assistance, as he/she considers necessary to an emergency area or any part thereof that is **not** within the jurisdiction of the municipality, and may direct and control the provision of such assistance.

PART V

EMERGENCY CONTROL GROUP

12. Composition

- (1) The Emergency Control Group is comprised of persons holding the following positions, or their appropriate alternates:
 - (a) Mayor
 - (b) Chief Administrative Officer
 - (c) Township Fire Chief/ Alternate CEMC
 - (d) Director of Public Works
 - (e) Director of Clerk's Services (Public Information Officer)
 - (f) Township CEMC
 - (g) Regional Police Chief
 - (h) Regional Commissioner of Social Services
 - (i) Regional Commissioner of Public Health/Medical Officer of Health
 - (j) Regional Director of Emergency Medical Services
 - (k) Regional Manager of Emergency Management
 - (l) President Kitchener-Wilmot Hydro Inc.
 - (m) Director of Facilities and Rec Services
- (2) Additional personnel called or added to the Emergency Control Group may include:
 - (a) The Ontario Provincial Police representative;
 - (b) A representative of the Grand River Conservation Authority; and
 - (c) Any other officials, experts or representatives deemed necessary by the Emergency Control Group.
- (3) The Control Group may function with only a limited number of persons depending upon the emergency. While the Emergency Control Group may not require the presence of all the people listed on the Control Group, this shall not preclude the notification of **all** members of the Emergency Control Group.

13. Group Responsibilities

- (1) The actions or decisions which the Emergency Control Group is likely to be responsible for are:
 - (a) Calling out and mobilizing their emergency service, agency and equipment.
 - (b) Co-ordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
 - (c) Determining if the location and composition of the Emergency Control Group are appropriate.
 - (d) Advising the Mayor as to whether the declaration of an emergency is recommended.
 - (e) Designating any area of the Township as an "emergency area".
 - (f) Ensuring that an Emergency Site Co-ordinator has been appointed.
 - (g) Co-ordinating and/or overseeing the evacuation of inhabitants considered to be in danger.
 - (h) Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza.
 - (i) Arranging for services and equipment from local agencies **not** under Township control, i.e. private contractors, volunteer agencies, service clubs.
 - (j) Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies **not** under Township control as considered necessary.

- (k) Determining if additional volunteers are required and if appeals for volunteers are warranted.
- (l) Determining if additional transport is required for evacuation or transport of persons and/or supplies.
- (m) Ensuring that pertinent information regarding the emergency is promptly forwarded to the Public Information Officer and Citizens Inquiry Supervisor, for dissemination to the media and public.
- (n) Determining the need to establish advisory group(s) and/or sub-committees.
- (o) Authorizing expenditure of monies required in dealing with the emergency.
- (p) Notifying the service, agency or group under their direction, of a declaration or **termination** of the emergency.
- (q) Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the Chief Administrative Officer within two weeks of the termination of the emergency, as required.
- (r) Participating in the debriefing within one week following the emergency.
- (s) Provide for required personal needs for on-site emergency workers during and post incident.

14. Individual Responsibilities

14.1 Mayor

- (1) The Mayor or Acting Mayor, as Head of Council is responsible for:
 - (a) If required, activating the Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.
 - (b) Declaring an emergency to exist.
 - (c) Declaring an emergency to be terminated.
 - (d) Notifying the Regional Chair of the Regional Municipality of Waterloo and the Ministry of Community Safety and Correctional Services of the declaration of an emergency and the termination of declaration of the emergency.
 - (e) With the assistance of the Director of Clerk's Services, ensuring that the Township Councillors are advised of the declaration and termination of declaration of the emergency, and are kept apprised of the emergency situation.
 - (f) Ensuring that the public, the media and neighbouring municipal officials are also advised of both the declaration and termination of an emergency.
 - (g) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.2 Chief Administrative Officer

- (1) The Chief Administrative Officer for the Township of Wilmot is responsible for:
 - (a) Chairing the Emergency Control Group.
 - (b) If required, activating the Emergency Alerting System through the Duty Officer at the Waterloo Regional Police Service.
 - (c) If required, activating the Township Internal Alerting System.
 - (d) Ensuring that a Communications Manager and an assistant have been assigned to co-ordinate all communication operations within the Emergency Operations Centre (EOC).
 - (e) Advising the Mayor on Township policies and procedures, as appropriate.
 - (f) Ensuring that the Control Group adheres to a reporting or business cycle, whereby the Emergency Control Group enacts at a predetermined time to share information, identify issues and problems to be resolved at the E.O.C.

- (g) Maintaining throughout the Emergency an agenda of issues/problems, actions and solutions so that at each meeting an agenda of issues/problems previously identified and not resolved will be ready for review and discussion.
- (h) Approving major announcements and media releases prepared by the Public Information Officer in consultation with the Emergency Control Group.
- (i) Advising the Director of Clerk's Services/Deputy Clerk to notify the Emergency Support and Advisory Staff, and any other Township staff that are required.
- (j) The provision of support staff to assist the Emergency Control Group in the co-ordination, collection and dissemination of information relative to the emergency.
- (k) Ensuring that a communication link is established between himself/herself and the appointed Emergency Site Co-ordinator.
- (l) Co-ordinating the debriefing and preparation of report for debriefing.

14.3 Township Fire Chief

- (1) The Township Fire Chief is responsible for:
 - (a) If required, activating the Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.
 - (b) Making arrangements for the required additional fire or emergency team responses with the Regional Fire Co-ordinator or Fire Marshal of Ontario.
 - (c) Advising the Emergency Control Group on matters concerning fire suppression and/or fire prevention in areas where the emergency has caused increased fire risks.
 - (d) The establishment of an inner-perimeter within the Emergency Area when the Fire Service is the lead agency.
 - (e) The protection of life and property.
 - (f) Providing an Emergency Site Co-ordinator if required.
 - (g) Organizing and co-ordinating their fire fighting and rescue services.
 - (h) Exercising control of the fire department, and any responding fire fighting apparatus and manpower, in the event of a Regional Mutual Aid activation.
 - (i) Liasing with the Regional Fire Co-ordinator as to the status and requirement of related activities.
 - (j) Co-ordinating the debriefing and preparation of a report for debriefing.
 - (k) Undertaking duties as alternate CEMC (if required).

14.4 Director of Public Works

- (1) The Director of Public Works is responsible for:
 - (a) The maintenance, construction, and repair of Township roads.
 - (b) The maintenance of sanitary sewage and water systems.
 - (c) The provision of equipment for emergency pumping operations.
 - (d) Liasing with the Township Fire Chief concerning emergency water supplies for fire fighting purposes.
 - (e) The provision of emergency potable water, supplies and sanitation facilities to the requirements of the Region of Waterloo Commissioner of Community Health Services/Medical Officer of Health.
 - (f) If necessary, arranging for the demolition of unsafe buildings, as directed by the Township Chief Building Official.
 - (g) Discontinuing any Public Works service or utility to any consumer as required.
 - (h) Restoration of discontinued Public Works services as determined by the Emergency Control Group.
 - (i) Liasing with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions.

- (j) Liasing with the Grand River Conservation Authority with respect to Floods and Flood related emergencies as Alternate Flood Coordinator.
- (k) Providing Township Public Works vehicles and equipment as required by any other emergency services and ensuring that all vehicles and equipment are ready for immediate use.
- (l) Working in conjunction with engineering staff of the Region of Waterloo using the Region of Waterloo Contingency Plan for Spills of Oil and Other Hazardous Materials if necessary.
- (m) If necessary, liasing with Director(s) of Public Works for the Area Municipalities and/or the Commissioner of Engineering for the Regional Municipality of Waterloo to ensure a co-ordinated response.
- (n) Procuring staff to assist, as required.
- (o) Providing an Emergency Site Co-ordinator if required.
- (p) When required, assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities.
- (q) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.5 Director of Clerk's Services (Public Information Officer)

- (1) The Public Information Officer for the Township of Wilmot is the Director of Clerk's Services, and is responsible for:
 - (a) Upon arrival to the Emergency Operations Centre, reporting to the Chief Administrative Officer to be briefed on the emergency situation.
 - (b) The Public Information Officer will establish a communication link with the On-Scene Media Spokesperson, the Police Public Relations Officer, the Citizen Inquiry Supervisor and any other media co-ordinator(s) involved in the incident, and will endeavour to ensure that all information released to the media and public is consistent and accurate.
 - (c) To appoint an on-scene Media Spokesperson to liaise with the On-Site Emergency Coordinator
 - (d) Designating and co-ordinating an E.O.C. Media Information Centre for members of the media to assemble for the issuance of accurate media releases and authoritative instructions to the public.
 - (e) Briefing the Emergency Control Group on how the E.O.C. Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media.
 - (f) Provide liaison with the Emergency Control Group to obtain the appropriate information for media releases, co-ordinate individual interviews and organize press conferences.
 - (g) Establishing a telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
 - Media
 - Emergency Control Group
 - Switchboard (Regional, Municipal, Emergency Services)
 - On-Scene Media Spokesperson
 - Assistant Public Information Officer
 - Police Media Relations Officer
 - Citizen Inquiry Supervisor(s)
 - Any other appropriate persons, agencies or businesses
 - (h) Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public.
 - (i) Ensuring that the media releases are approved by the Chief Administrative Officer prior to dissemination, and distributing hard copies of the media release to the E.O.C. Media Information Centre, the Emergency Control Group, Citizen Inquiry Supervisor and other key persons handling inquiries from the media.
 - (j) Monitoring news coverage, and correcting any erroneous information.
 - (k) Maintaining copies of media releases and newspaper articles pertaining to the emergency.

- (l) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.
- (2) The Director of Clerk's Services is also responsible for:
- (a) If required, assisting the Chief Administrative Officer in activating the Township Internal Alerting System.
 - (b) Initiating the opening, operation and staffing of switchboard at the Township office, as the situation dictates.
 - (c) Co-ordinating the provision of clerical staff to assist in the Emergency Operations Centre, as required.
 - (d) Upon direction by the Mayor, ensuring that all Members of the Township Council are advised of the declaration and termination of declaration of the emergency.
 - (e) Upon direction by the Mayor, arranging a special meeting(s) of Township Council, as required, and advising members of Council of the time, date, and location of the meeting.
 - (f) Procuring staff to assist, as required.
 - (g) Arranging for security for the EOC to restrict access to authorized persons only

14.6 Community Emergency Management Coordinator (CEMC)

- (1) The Township Community Emergency Management Coordinator is responsible for:
- (a) Acting as a resource for the Chief Administrative Officer.
 - (b) Acting as a resource for the Fire Chief.
 - (c) Acting as a resource and/ or in an advisory capacity to the Emergency Control Group, and other emergency and support group members on emergency planning matters, as required and directed.
 - (d) Assists in the coordination and preparation of verbal updates and reports pertaining to the emergency to the Emergency Control Group, and the emergency debriefing, as required and directed.
 - (e) Liaising with the Regional Emergency Planning Coordinator to provide status and update on events pertaining to the municipal emergency and requesting assistance where required and as directed.
 - (f) The CEMC is under the direction of the Chief Administrative Officer and Fire Chief.
 - (g) Participating in debriefings, and preparation of a report on the emergency.
 - (h) Primary contact with Emergency Management Ontario (EMO)

14.7 Director of Facilities and Recreation

- (1) The Director Facilities and Recreation is responsible for:
- (a) Opening and maintenance of all Township owned facility(s), as required.
 - (b) Arranging for security at all Township owned facility(s), as required.
 - (c) Co-ordinating the maintenance and operation of feeding, sleeping and meeting areas at the Emergency Operations Centre, as required (workers only)
 - (d) Providing liaison with the Director of Finance for food and supplies, as required.
 - (e) Procuring staff to assist, as required.
 - (f) To assign a Co-ordinator of Reception/Evacuation Centres.

14.8 Director of Finance

- (1) The Director of Finance is responsible for:
 - (a) The provision of information and advice on financial matters as they relate to the emergency and the capabilities of the Township of Wilmot.
 - (b) The provision and securing of equipment and supplies not owned by the Township of Wilmot, as required by members of the Emergency Control Group and the Support and Advisory Staff, to mitigate the effects of the emergency.
 - (c) Should the Treasurer or alternate have concerns with authorization for expenditures that may contravene purchasing by-laws, then contact will be established with the Chief Administrative Officer or alternate to resolve the matter.
 - (d) Maintaining and updating a list of all vendors who may be required to provide supplies and equipment.
 - (e) Ensuring that records of expenses are maintained for future claim purposes.
 - (f) Providing liaison, if necessary, with the Chief Financial Officer for the Regional Municipality of Waterloo.
 - (g) Providing liaison with purchasing agents of other Township(s), City(s), and the Region, if necessary.
 - (h) Providing liaison with the provincial officials with respect to the utilization of Provincial emergency relief funds if applicable.
 - (i) Providing liaison with other agencies involved in fundraising activities to avoid duplication in the raising and utilization of donated funds.
 - (j) Setting up the necessary mechanisms for receiving, adjusting and paying claims for interim financial assistance or final emergency relief funding.
 - (k) Procuring staff to assist as required.

14.9 Manager of Human Resources

- (1) The Manager of Human Resources will be responsible for:
 - (a) Co-ordinating and processing requests for human resources.
 - (b) In conjunction with the Media Co-ordinator and under the direction of the Emergency Control Group, co-ordinating offers of, and appeals for, volunteers.
 - (c) Selecting the most appropriate site(s) for the registration of human resources.
 - (d) Ensuring records of human resources and administrative detail, that may involve financial liability, are completed.
 - (e) Providing liaison with the Reception/Evacuation Centre Co-ordinator(s) regarding the completion/distribution of volunteer Registration forms (Appendix 8).
 - (f) Receiving and maintaining all completed volunteer registration forms.
 - (g) Ensuring identification cards are issued to volunteers and temporary employees, where practical.
 - (h) Obtaining assistance, if necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies and volunteer groups.

14.10 Regional Police Chief

- (1) The Chief of the Waterloo Regional Police Service is responsible for:
 - (a) If required, activating the Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.
 - (b) Notification of the Emergency Control Group through the Emergency Alerting System. (Appendix 1)
 - (c) Notification of necessary emergency municipal services as required.

- (d) The establishment of an on-scene command post.
- (e) Ensuring that a communication link is established between the Emergency Control Group and the On-Scene Command Post.
- (f) The establishment of an inner-perimeter within the Emergency Area when the WRPS are the lead agency.
- (g) The establishment of an outer-perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to essential emergency personnel.
- (h) The provision of traffic control to facilitate the movement of emergency vehicles.
- (i) Alerting persons endangered by the emergency and the co-ordination of evacuees to reception/evacuation centres.
- (j) The designation and initial opening of appropriate reception/evacuation centres, as required.
- (k) Immediate alerting of the Commissioner of Social Services regarding the location(s) of the reception/evacuation centre(s) and the approximate time of arrival of the first evacuees.
- (l) The protection of life and property and the provision of law and order.
- (m) The provision of police service at reception/evacuation centres, morgues, and other facilities, as required.
- (n) Notifying the coroner of fatalities.
- (o) Providing an Emergency Site Co-ordinator if required.
- (p) When required assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling the responsibilities.
- (q) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.11 Regional Commissioner of Social Services

- (1) The Regional Commissioner of Social Services is responsible for:
 - (a) The management, operation and staffing of reception/evacuation centres with the assistance of the Regional Public Health and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres in accordance with the Social Services Department Emergency Response Plan.
 - (b) Liaising with the Waterloo Regional Police Chief with respect to the establishment of reception/evacuation centres and other areas of mutual concern.
 - (c) Liaising with the Commissioner of Public Health/Medical Officer of Health on areas of mutual concern regarding operations in reception/evacuation centres.
 - (d) Ensuring that a property representative(s) is/are notified when Public or Private facility(s) is/are required as reception/evacuation centre(s), and that staff and volunteers utilizing the facility(s) take direction from the representative(s) with respect to its/their maintenance, use and operation.
 - (e) When volunteers are involved, ensuring that the Volunteer Registration Forms (Appendix 8) are completed and a copy of each form is retained for Township use.
 - (f) Participating in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.12 Regional Commissioner of Public Health/Medical Officer of Health

- (1) The Regional Commissioner of Public Health/Medical Officer of Health is responsible for:
 - (a) Acting as a co-ordinating link for all health services at the Emergency Control Group.
 - (b) Liaising with the Provincial Ministry of Health and Long Term Care, Public Health Branch.
 - (c) Liaising with the Ambulance Service representative on the Emergency Control Group.
 - (d) Providing advice on any matters that may adversely affect public health.

- (e) Providing authoritative instructions on health and safety matters to the public through the Media Co-ordinator.
- (f) Co-ordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and Long Term Care policies.
- (g) Ensuring co-ordination of care of bed-ridden citizens and invalids at home and in reception/evacuation centres during an emergency.
- (h) Ensuring liaison with voluntary and private agencies, as required, for augmenting and co-ordinating Public Health resources.
- (i) Ensuring co-ordination of all efforts to prevent and control disease in the Township during an emergency.
- (j) Notifying the Director of Public Works regarding the need for potable water supplies and sanitation facilities.
- (k) Assuring the implementation of casualty distribution procedures as detailed in the Regional Medical Disaster Plan.
- (l) Providing liaison with the Commissioner of Social Services on areas of mutual concern regarding operations in evacuation centres.
- (m) When required, assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities.
- (n) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.13 Director of Emergency Medical Services

- (1) The Director of Emergency Medical Services will be responsible for:
 - (a) Providing liaison with Police, Fire and other agencies active at the site of the emergency.
 - (b) Providing liaison with the Commissioner of Public Health/Medical Officer of Health.
 - (c) Ensuring triage and treatment at the site of the emergency.
 - (d) Providing liaison with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) dispatch.
 - (e) Assessing 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.
 - (f) Assessing the need and the initial request for special emergency health service resources at the emergency site, i.e.: - ambulance buses, support units, paramedics, ambulance helicopters, etc. and forwarding all requests to Cambridge Central Ambulance Communication Centre.
 - (g) In conjunction with the Cambridge Central Ambulance Communication Centre, providing the main radio and telephone communication link through dispatch among health services, and notifying and requesting assistance of the Ontario Ministry of Health and Long Term Care, Emergency Health Services Branch.
 - (h) Providing liaison through the Commissioner of Public Health/Medical Officer of Health for information regarding invalids or disabled citizens that may reside in an area to be evacuated and may require ambulance transportation.
 - (i) Assisting with the organization and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required.
 - (j) Ensuring that medical supplies are available at the emergency area and the reception/evacuation centre(s).
 - (k) When required, assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities.
 - (l) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

14.14 Regional Manager of Emergency Management

- (1) In the event of a Township emergency or major incident, the Regional Manager of Emergency Management will be responsible for:
 - (a) Acting in a resources and advisory capacity to the Emergency Control Group, and other emergency and support staff on emergency planning matters, as required.
 - (b) Providing guidance and assistance to the various sub-committees, groups, departments, and personnel involved at the Emergency Operations Centre, and any other location, as required.
 - (c) Providing liaison with other agencies as required by the Emergency Control Group.
 - (d) When required, assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities.
 - (e) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

15. Emergency Site Co-ordinator

- 15.1
 - (a) The Emergency Site Co-ordinator (ESC) will be **appointed** by the Emergency Control Group from the lead agency involved in the specific type of emergency. Examples - fire incident/fire management - evacuation/police.
 - (b) Once appointed, this individual will no longer be responsible for the operations or command of their agency. The ESC shall report directly to the Emergency Control Group and provide updates as needed.
 - (c) Selection of the Emergency Site Co-ordinator will take into consideration the following:
 - availability and approval of their agency;
 - training and field experience; and
 - knowledge of responding agencies responsibilities and resources.

- 15.2 The Emergency Site Co-ordinator upon appointment by the Emergency Control Group has the **authority** to:
 - (a) Call meetings of the responding agency commanders for information sharing, establishing objectives in the site management, and prioritise limited resources where applicable.
 - (b) Mediate conflicts between agencies and to contact the Administrator at the Emergency Control Group should he/she be unable to resolve the matter.
 - (c) Request assistance from responding agencies for communications and other emergency site management tools.
 - (d) Participate in a debriefing with the Township of Wilmot in the preparation of a report of the emergency.

- 15.3 The Emergency Site Co-ordinator is responsible to:
 - (a) Ensure that priorities, tasks and tactics have been established to contain the problem.
 - (b) Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency.
 - (c) Ensure agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief.
 - (d) Maintain a communication link with the Emergency Control Group for the flow of accurate information and assistance in management of the emergency.
 - (e) Ensures that responding agencies meet to update/exchange information and/or re-evaluate on a regular basis.

- (f) Monitor the operation of the site management and make suggestions where appropriate.
- (g) Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc.
- (h) Understand laws and policies at all levels that must be taken into consideration during the management or recovery of the emergency.
- (i) Where possible conserve resources should the emergency heighten or lengthen in time, understanding that outside the emergency area the Emergency Control Group is managing the day-to-day Township operations in our community.

PART VI

EMERGENCY SUPPORT AND ADVISORY STAFF

16. Emergency Support and Advisory Staff

- (1) The following Township staff may be required to provide support, logistics and advice to the Emergency Control Group:
 - (a) Deputy Clerk
 - (b) Solicitor
 - (c) IT Systems Administrator
- (2) Upon direction from the Chief Administrative Officer, the Director of Clerk's Services notifies the required Emergency Support and Advisory Staff (and any other required Township staff) to report to the Emergency Operations Centre.

17. Individual Responsibilities

17.1 Deputy Clerk

- (1) The Deputy Clerk is responsible for:
 - (a) Assisting the Director of Clerk's Services as required, including the activation of the Township Internal Alerting System.
 - (b) Ensuring decisions made and actions taken by the Emergency Control Group are recorded appropriately. Utilization of the Emergency Event Log for decisions that are made and ensuring accurate times are recorded for members of the ECG coming and going from the EOC.
 - (c) Respond to incoming calls from the public. Refer to Section 21, Page 25.

17.2 Solicitor

- (1) The Solicitor is responsible for:
 - (a) The provision of advice to any member of the Emergency Control Group and the Support and Advisory Staff on matters of a legal nature as they may apply to the actions of the Township of Wilmot in its response to the emergency, as requested.
 - (b) Providing liaison with the Regional Solicitor of the Regional Municipality of Waterloo, or adjacent Municipality or County, if required.

17.3 IT Systems Administrator

- (1) In the event of an emergency the IT Systems Administrator or alternate is responsible for:
 - (a) Ensuring data and communication systems are functioning in a manner that meets the ECG requirements
 - (b) Acquiring computers and devices as well as setup for the ECG and other staff as needed.
 - (c) Answering and providing assistance in solving technical and digital communication issues

- (d) Enabling the backup EOC systems in the event that the primary site is inaccessible or non-operational
- (e) Recovering from backups any files or data required by the ECG
- (f) Maintaining system integrity during an emergency and restoring systems following an emergency should an event require such action.

PART VII

EMERGENCY INFORMATION

18. Introduction

- (1) Upon implementation of this emergency plan, it will be very important to co-ordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency.
- (2) In order to fulfil these functions during an emergency, the following positions will be established:
 - (a) an On-Scene Media Spokesperson will be appointed by the Public Information Officer, and
 - (b) the Public Information Officer at the Emergency Operations Centre will report directly to the Chief Administrative Officer, and
 - (c) the Deputy Clerk will assume the role of Citizen Inquiry Supervisor.
- (3) Depending on the scope of the emergency, there will likely be a need to establish two media information centres - one near the scene (the On-Scene Media Information Centre), and the other near the Emergency Operations Centre (E.O.C. Media Information Centre). In some cases, however, a joint media information centre may be desirable. The Citizen Inquiry work area should also be located at or near the E.O.C. Media Information Centre.

19. On-Scene Media Spokesperson

- (1) The On-Scene Media Spokesperson is responsible for:
 - (a) It is extremely important to ensure that information released to the media from the On-Scene Media Information Centre is consistent with that released by the Public Information Officer at the E.O.C. Media Information Centre.
 - (b) Redirecting all inquiries regarding decisions made by the Emergency Control Group and the emergency as a whole, to the Public Information Officer at the Emergency Operations Centre.
 - (c) Responding to inquiries from the media.
 - (d) Advising the following persons and agencies of the location and telephone number(s) (as available) of the On-Scene Media Information Centre:
 - Emergency Site Co-ordinator
 - Police Media Relations Officer
 - Emergency services personnel at scene (where possible)
 - Any other appropriate personnel or agencies
 - (e) Controlling and redirecting media to the On-Scene Media Information Centre.
 - (f) Where necessary and appropriate, co-ordinating media photograph sessions at the scene.
 - (g) Co-ordinating on-scene interviews between the emergency services personnel and the media.

20. Public Information Officer

- (1) The Public Information Officer for the Township of Wilmot is the Director of Clerk's Services, and is responsible for:
 - (a) Upon arrival to the Emergency Operations Centre, reporting to the Chief Administrative Officer to be briefed on the emergency situation.

- (b) The Public Information Officer will establish a communication link with the On-Scene Media Spokesperson, the Police Public Relations Officer, the Citizen Inquiry Supervisor and any other media co-ordinator(s) involved in the incident, and will endeavour to ensure that all information released to the media and public is consistent and accurate.
- (c) Appointing an **Assistant Public Information Officer** to attend the On-Scene Media Information Centre and appointing or procuring any other personnel required.
- (d) Designating and co-ordinating an E.O.C. Media Information Centre for members of the media to assemble for the issuance of accurate media releases and authoritative instructions to the public.
- (e) Briefing the Emergency Control Group on how the E.O.C. Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media.
- (f) Provide liaison with the Emergency Control Group to obtain the appropriate information for media releases, co-ordinate individual interviews and organize press conferences.
- (g) Establishing a telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
 - Media
 - Emergency Control Group
 - Switchboard (Regional, Municipal, Emergency Services)
 - On-Scene Media Spokesperson
 - Assistant Public Information Officer
 - Police Media Relations Officer
 - Citizen Inquiry Supervisor(s)
 - Any other appropriate persons, agencies or businesses
- (j) Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public.
- (k) Ensuring that the media releases are approved by the Chief Administrative Officer prior to dissemination, and distributing hard copies of the media release to the E.O.C. Media Information Centre, the Emergency Control Group, Citizen Inquiry Supervisor and other key persons handling inquiries from the media.
- (j) Monitoring news coverage, and correcting any erroneous information.
- (k) Maintaining copies of media releases and newspaper articles pertaining to the emergency.

21. Citizen Inquiry Supervisor

- (1) The Citizen Inquiry Supervisor for the Township of Wilmot is the Deputy Clerk and is responsible for:
 - (a) Automatic establishment of a Citizen Inquiry Service, including the appointment of personnel and designation of Citizen Inquiry telephone lines, at the Township Office or co-ordinating the Service at other locations, as required. Where possible the Citizen Inquiry Service should be located at or near the E.O.C. Media Information Centre.
 - (b) Informing the Public Information Officer at the E.O.C. Media Information Centre of the establishment of the Citizen Inquiry Service and designated telephone number(s).
 - (c) Informing the affected emergency services, the Emergency Control Group and local municipal and regional switchboards of the establishment of the Citizen Inquiry Service and designated telephone numbers.
 - (d) Continual liaison with the Public Information Officer to obtain current information on the emergency.
 - (e) Responding to, and re-directing inquiries and reports from the public based upon information from the Public Information Officer or as outlined in Sections (f) and (g) below. (Such information may be related to school closings, access routes or the location of evacuation centres.)

- (f) Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service.
- (g) Responding to and redirecting inquiries pertaining to persons who may be located in evacuation centres to the registration and inquiry telephone number(s) at the appropriate Red Cross Branch Headquarters. This information should be obtained through the Social Services Support Group and/or the Red Cross Branch Emergency Services Chairperson at the local Red Cross Headquarters.
- (h) Procuring staff to assist, as required.

PART VIII

OTHER LOCAL AGENCIES, SERVICES AND DEPARTMENTS

22. Grand River Conservation Authority

Should a flood emergency situation develop in the Township of Wilmot, not only must the Ministry of Community Safety and Correctional Services be notified by the Mayor or alternate upon declaration of the emergency but the Ministry of Natural Resources must also be notified.

The following is taken from a memorandum to all municipalities, dated January 19, 1988 concerning Declaration of Flood Emergencies and Flood Response Plans from G. Tough, then Deputy Minister of Natural Resources and J. D. Takach, Deputy Solicitor General, Ministry of the Solicitor General.

Provincial response is designed to assist in combating floods once a municipality determines that its resources are inadequate to deal effectively with the situation.

In flood emergency situations, Head-of-Council may declare that an emergency exists within his/her municipality and may request provincial assistance from the Ministry of Natural Resources by following the procedures outlined below:

- (a) The Head-of-Council contacts the local flood response co-ordinator. The local co-ordinator is the District Manager of the Ministry of Natural Resources for the area;
- (b) If the local co-ordinator cannot be contacted, the request for assistance should be routed through the Grand River Conservation Authority. – Cambridge District (519) 621-2761
- (c) Should you be unable to contact someone in authority, then request for assistance should be made through the Provincial Flood Emergency Co-ordinator (available on a 24-hour/365-day basis) through the Ontario Provincial Police's Local Detachment, or by calling Queen's Park Central Switchboard (416-314-1090) and asking for the Provincial Flood Emergency Co-ordinator on call.

23. Ontario Provincial Police

- (1) In the event of an emergency occurring on the Provincial Highways, or Provincial Parks within the Township of Wilmot, the Ontario Provincial Police will be responsible for:
 - (a) Implementing the **Ontario Provincial Police Disaster Procedures Manual**.
 - (b) Securing the site of the incident.
 - (c) Controlling the movement of emergency vehicles to and from the site of the incident.
 - (d) Preventing looting.
 - (e) Acting as the Agent of the Chief Coroner, within the terms of the Coroner's Act.
 - (f) Maintaining law and order.
 - (g) Working together with the Waterloo Regional Police Service to co-ordinate matters of mutual concern.
 - (h) Providing an Ontario Provincial Police representative to participate on the Emergency Control Group, as required.
- (2) In the event of an emergency occurring within the Township of Wilmot, but outside the normal jurisdiction of the Ontario Provincial Police, the O.P.P. will assist the Waterloo Regional Police Service if requested by the Chief of Police, dependent upon resources available at that time.

24. Waterloo Region District School Board and Waterloo Catholic District School Board

- (1) The Waterloo Region District School Board and the Waterloo Catholic District School Board are responsible for:

- (a) The provision of any school (as appropriate and available) for use as a reception/evacuation centre, as designated by the Waterloo Regional Police Service or Commissioner of Social Services.
- (b) Upon being contacted by the Commissioner of Social Services or designate, providing a Waterloo Region District School Board/Waterloo Catholic District School Board representative(s) to co-ordinate and provide direction with respect to the maintenance, use and operation of the facilities being utilized as reception/evacuation centres. For a list of appropriate school representatives, please refer to Appendices 7 and 8.
- (c) In the event of an emergency during normal school hours, the principal(s) of the affected school(s) (until directed otherwise) is/are responsible for:
 - (i) implementing the school "Stay-Put" Emergency Plan, or
 - (ii) implementing the school "Evacuation" Plan, depending on the nature and scope of the emergency.

25. Hospital Administrators

- (1) Within the Region of Waterloo, there are three hospital Corporations:
 - (a) Grand River
 - (b) St. Mary's
 - (c) Cambridge Memorial
- (2) During an emergency, each Hospital Administrator is responsible for:
 - (a) Implementing their respective Hospital Emergency Plan.
 - (b) Providing liaison with the Regional Commissioner of Public Health/Medical Officer of Health and Director of Emergency Medical Services with respect to hospital and medical matters, as required.
 - (c) Evaluating requests for the provision of medical site teams.
 - (d) Providing liaison with the Ministry of Health, as appropriate.

26. Critical Incident Stress Team

The Police, Fire and Ambulance Services operate a trained volunteer Critical Incident Stress (CIS) Team. The CIS Team is available for stress debriefing during and succeeding emergencies and major incidents by contacting one of the emergency service agencies.

27. President of Kitchener-Wilmot Hydro Inc.

- (1) The President of Kitchener-Wilmot Hydro Inc. is responsible for:
 - (a) Notifying critical agencies or persons (i.e. hospitals and persons on medical support equipment, Wilmot's Mayor, CAO and Fire Chief) of outages.
 - (b) Discontinuing services to any consumer where this is considered in the interest of public safety.
 - (c) Establishing priorities for the restoration of services
 - (d) Maintaining/restoring services on a priority basis where necessary and practical (i.e. Evacuation Centres) as determined by the Emergency Control Group.
 - (e) Making arrangements for required additional staff and supplies to restore the electrical distribution system.
 - (f) Providing liaison with Ontario Hydro for inspections services for restoration of electrical service.

- (g) Assisting the Emergency Site Co-ordinator as appointed by the Emergency Control Group in fulfilling their responsibilities when required.
- (h) Maintain a log outlining communications and actions taken as well as participating in a debriefing, assisting the in the preparation of a report on the emergency.
- (i) Make arrangements on a priority basis for large mobile generators, where necessary and practical, (i.e. Evacuation Centres, Hospitals) as determined by the Emergency Control Group.

PART IX

PLAN MAINTENANCE, REVISION, TESTING AND INTERNAL PROCEDURES

28. Plan Maintenance and Revision

- (1) The Township of Wilmot Emergency Plan will be maintained and distributed by the Community Emergency Management Coordinator.
- (2) This plan will be reviewed annually and, where necessary, revised by a meeting(s) of the Emergency Management Program Committee. This will be co-ordinated by the Community Emergency Management Coordinator.
- (3) The Emergency Plan shall be revised by By-law or by Resolution of Township Council, however, revisions to the appendices or minor administrative changes, may be made by the Community Emergency Management Coordinator.
- (4) It is the responsibility of each person, agency, service or department named within this emergency plan to notify the Community Emergency Management Coordinator-forthwith, of any revisions to the appendices or administrative changes.

29. Testing of Plan

- (1) An annual exercise **shall** be conducted in order to test the overall effectiveness of this emergency plan and provide training to the Emergency Control Group. Revisions to this plan shall incorporate recommendations stemming from such exercises.

30. Internal Procedures

- (1) Each department/service involved with this emergency plan shall prepare functional emergency procedures or guidelines outlining how it will fulfil its responsibilities during an emergency.
- (2) Each department/service shall designate a member of its staff to maintain and revise its own emergency procedures or guidelines.

PART X

TOWNSHIP OF WILMOT RECOVERY PLAN

Introduction:

One of the final responsibilities of the Emergency Control Group is to determine if there is a need to establish a **Recovery Committee**. Its role is to return the community and its citizens to its pre-emergency state as quickly and as much as is possible. In order to ensure continuity between the emergency and the recovery operations, both the Mayor and the Chief Administrative Officer are members of both groups.

Depending on the type of the emergency, the **Recovery Phase** may require minimal resources, monies spent and or time required to restore the community to its pre-emergency state. However, if there are casualties, demolished buildings, a disruption of public services and infrastructure as a result of the emergency, the recovery phase may impact more in community services than the emergency itself.

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

This plan assigns key civic officials the roles and responsibilities necessary to bring the Township of Wilmot back to its pre-emergency state through a variety of activities. The Recovery Phase Plan will be activated at the direction of the Emergency Control Group, consistent with the Emergency Plan, normally once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously, which may make it difficult to define precisely where one begins and the other ends. Recovery efforts may be initiated while a state of emergency is in effect. This plan assumes that the role with respect to Media Co-ordination will continue during the recovery phase. Issues that need to be addressed fall into three general areas: human needs; infrastructure, and disaster relief. Resolving these issues has obvious financial, economic, social, environmental and political implications. In light of these implications, the Recovery Committee and its sub-committees and their organizational reporting structures have been established for the Recovery Phase of an Emergency.

Recovery Committee Composition:

The Recovery Committee is comprised of persons holding the following positions or their alternates:

- Mayor
- Chief Administrative Officer (Chair)
- Director of Finance
- Director of Public Works
- Regional Commissioner of Social Services
- Regional Commissioner of Public Health and Medical Officer of Health
- Committee Secretary
- Representatives of internal departments, the Regional Municipality of Waterloo, the Province of Ontario, and other organizations may be added to the committee as appropriate.

Responsibilities of the Recovery Committee:

The roles and responsibilities of the Recovery Committee are as follows:

1. Establish the following sub-committees:
 - a) Human Needs
 - b) Infrastructure
 - c) Disaster relief
 - d) Any other sub-committees as appropriate
2. Ensuring that Township of Wilmot and Regional Municipality of Waterloo elected officials and the public are informed of the status and activities of the recovery process.
3. Ensure that elected officials from other local municipalities are kept abreast of recovery activities, which may have an impact on those municipalities, or other municipalities whose resources may be required.
4. Receiving information from and providing direction to the Recovery sub-committees to ensure that the necessary services are being co-ordinated.
5. Requesting funding from the Regional Municipality of Waterloo and other senior levels of government.
6. Providing recommendations to Council concerning expenditure of funds, new bylaws or changes to existing bylaws and such other matters as may require Council approval.
7. Ensuring continuity of mandated services to those residents not affected by the emergency.
8. Deciding on the termination of recovery activities and the wind-up of Recovery sub-committees.
9. Preparing a final report on the Recovery Phase of the emergency for submission to Council.
10. Making recommendations for amendments to this Recovery Plan.

Human Needs Sub-Committee:

The following individuals or their designated alternates will form the Human Needs Sub-Committee and will meet at the direction of the Chair as requested:

- Regional Commissioner of Social Services (Chair)
- Regional Commissioner of Public Health and Medical Officer of Health
- Township of Wilmot Director of Development Services
- Township of Wilmot Director Facilities and Recreation Services
- Manager of Red Cross Branch
- Manager of Human Resources

Representatives of internal departments, the Regional Municipality of Waterloo, the Province of Ontario, and other agencies such as volunteer groups may be added to the committee as appropriate.

Their roles and responsibilities of the Human Needs sub-committee are:

1. Ensure the continued operation and closure of the evacuation centre(s), including the provision of housing, feeding, clothing, registration and inquiry and personal services.
2. Assist homeless citizens to locate long-term housing and to have utilities connected.

3. Co-ordinate storage and distribution of donated materials.
4. Ensure that the needs of “special populations” such as children, dependent adults, elderly, and others with disabilities are met.
5. Ensure that health standards are being maintained throughout the community.
6. Ensure that Critical Incident Stress and other counseling services are available to staff and the public.
7. Work with affected business/industry to ensure that employment opportunities are restored at the earliest opportunity.
8. Assist affected citizens to replace documents that may have been lost in the emergency.
9. Arrange financial assistance to those people in need.
10. Ensure resumption of mail service to residents within affected areas.
11. Ensure that provision is made for the care of pets.
12. Arrange for and secure the storage of residents’ property that has been recovered and cannot be immediately secured by the resident.
13. Provide information on sources of retraining assistance for residents whose employment has been affected, or who have been injured and cannot return to their former employment.
14. Co-ordinate transportation for those in need of outpatient care or therapy.
15. Ensure that burials can be conducted in an appropriate manner.
16. Co-ordinate their activities with those of other sub-committees and report regularly to the Recovery Committee.
17. Ensure that detailed financial records relating to sub-committee activities are maintained.
18. Ensure registration and co-ordination of volunteers.

Infrastructure Sub-Committee:

The following individuals or their designated alternates will form the Infrastructure Sub-Committee and will meet at the direction of the Chair as requested:

- Township of Wilmot Director of Public Works (Chair)
- Regional Commissioner of Public Health and Medical Officer of Health
- Regional Commissioner of Works
- Township of Wilmot Director of Development Services
- Township of Wilmot Chief Building Official
- President of Kitchener-Wilmot Hydro Inc.

Representatives of internal departments, the Regional Municipality of Waterloo, the Province of Ontario, and other agencies may be added to the committee as appropriate.

The roles and responsibilities of the Infrastructure Sub-Committee are:

1. Based on engineering advice, determine the extent of damage to homes, municipal and commercial structures, together with damage to roads, bridges and utilities.
2. Ensure that access to unsafe areas or structures is restricted, this to be done in conjunction with the Waterloo Regional Police Service.
3. Maintain liaison with insurance adjusters concerning damaged structures, both private and municipal.
4. Expedite demolition permits as required.
5. Ensure that when it is safe to do so, that residents are given an opportunity to secure and/or remove personal property from damage locations.
6. Ensure that traffic controls are restored (i.e. traffic signal lights, signs).
7. Expedite procedures to establish new housing, or repair/rebuild damaged housing or other structures.
8. Ensure appropriate removal of debris (including hazardous and or organic materials), and arrange for sorting and recycling of as much debris as is possible.
9. Ensure that proper sanitation measures are taken (i.e. vermin control, garbage collection, drinking water)
10. Where appropriate, recommend the waiving of tipping fees at the waste disposal site.
11. Ensure the safety of workers and volunteers in damaged areas.
12. Continue working with utilities to permanently restore services (hydro, gas, phone).
13. Co-ordinate the use of volunteer labour to assist residents with clean up on private property.
14. Develop a list of reliable contractors.
15. Co-ordinate the other sub-committees activities with those of other sub-committees and report regularly to the Recovery Committee.
16. Ensure that detailed financial records relating to sub-committee's activities are maintained.
17. Prepare a final report on the sub-committee's activities together with recommendations for amendments to this recovery plan.

Disaster Relief Sub-Committee:

The roles and responsibilities of the Disaster relief sub-committee are to be carried out according to the Ontario Disaster Relief Assistance Program (as attached) utilizing the Guidelines for Disaster Relief Committees (also attached) from the Ministry of Municipal Affairs.

Responsibilities of the Director of Finance

Representatives of Township Council, internal departments, the Regional Municipality of Waterloo, the province of Ontario, and other agencies may be required to assist as appropriate.

1. Maintain accurate records of all emergency related expenditures.
2. Advance funds to pay for resources required, and arrange for recovery of these funds.

3. Prepare and submit a claim against those responsible for the emergency, in the event of human causation.
4. Act as Treasurer to the Disaster Relief Committee, if appointed.
5. Prepare claims for provincial and or federal funding.
6. Analyze the impact of the emergency on the municipal budget.
7. Prepare insurance claims on behalf of the municipality.
8. Assist with insurance claims, if required, on behalf of affected residents.
9. Co-ordinate activities with the activities of sub-committees and report regularly to the Recovery Committee.
10. Prepare a final report on activities, together with recommendations for amendments to this recovery plan.

Provincial Assistance:

A number of provincial ministries have special responsibilities for the provision of emergency assistance. This assistance should be sought through Emergency Measures Ontario.

If required, a provincial Liaison Team consisting of representatives of various ministries can be established in the Township of Wilmot to assist the sub-committees.

Federal Assistance:

If Federal assistance is required, this will also be sought through Emergency Measures Ontario.

Public Information:

It is vital that accurate and up-to-date information be provided on a regular basis to residents throughout the recovery phase.

During recovery, it is the responsibility of each sub-committee chair to ensure that information flows between the Recovery Committee and its sub-committees to the Public Information Officer.

