

THE REGION OF WATERLOO

# **Emergency Response Plan**

Schedule “A” to By-law No. 05-053

June, 2009



EXECUTIVE SUMMARY.....	iv
Introduction.....	iv
Background .....	iv
Highlights of the Plan .....	iv
SHORT TITLE .....	v
DEFINITIONS AND RELEVANT TERMS.....	vi
PART I - INTRODUCTION, AIM, ALERTING SYSTEM, OPERATIONS CENTRE.....	1
1. Introduction.....	1
2. Aim.....	1
3. Regional Emergency Alerting System.....	1
4. Regional Emergency Operations Centre.....	2
4.1 An Overview of the Emergency Operations Centre .....	2
4.2 Regional EOC and Usage by the Local Municipalities .....	4
4.3 Location .....	4
4.4 Emergency Control Group Meeting Room.....	5
4.5 Communications Room.....	5
4.6 EOC Duty Manager .....	6
Diagram 1: REGIONAL EMERGENCY ALERTING SYSTEM .....	7
Diagram 2: REGION OF WATERLOO INTERNAL ALERTING SYSTEM .....	8
PART II - DECLARATION and ESCALATION OF AN EMERGENCY .....	9
5. Action Prior to Declaration.....	9
5.1 Escalation of Emergencies in Waterloo Region .....	9
Level I - Monitoring Activation of Local Emergency Control Group .....	9
Level II - Partial Activation of Local Emergency Control Group .....	9
Level III - Full Activation of Local Emergency Control Group .....	9
Level IV – Regional Emergency.....	9
6. Municipal Emergency.....	10
7. Regional Emergency .....	10
PART III - TERMINATION OF EMERGENCY .....	12
8. Municipal Emergency.....	12
9. Regional Emergency.....	12
10. Debriefing of an Emergency .....	12
PART IV - REQUEST FOR PROVINCIAL ASSISTANCE.....	14
11. Request for Provincial Assistance.....	14
PART V - REGIONAL EMERGENCY CONTROL GROUP .....	16
12. Composition .....	16
13. Group Responsibilities.....	16
14. Individual Responsibilities.....	18
14.1 Regional Chair .....	18
14.2 Regional Chief Administrative Officer.....	19
14.3 Commissioner of Human Resources.....	20
14.4 Director of Corporate Communications.....	21
14.5 Manager of Emergency Measures.....	21
14.6 Mayor(s), Acting Mayor(s) or Designated Senior Municipal Official(s) of Affected Local Municipality(s).....	22

14.7	Chief of Police .....	22
14.8	Regional Fire Co-ordinator .....	23
14.9	Fire Chief(s) of Affected Local Municipality(s).....	24
14.10	Commissioner of Transportation and Environmental Services .....	25
14.11	Commissioner of Social Services .....	26
14.12	Commissioner of Public Health/Medical Officer of Health .....	27
14.13	Director of Emergency Medical Services.....	27
14.14	Hydro Coordinator .....	29
15.	The Emergency Site Management Team.....	30
15.1	Composition of the Emergency Site Management Team.....	30
15.2	Individual Roles and Responsibilities of the ESM Team Members .....	31
15.2.1	Emergency Site Manager .....	31
15.2.2	Assistant Emergency Site Manager .....	32
15.2.3.	Logistics Officer .....	33
15.2.4	Liaison Officer.....	33
15.2.5	Telecommunications Officer.....	34
15.2.6	On-Scene Media Spokesperson .....	34
15.2.7	Police Officer In-Charge (Police OIC) .....	34
15.2.8	Fire OIC .....	35
15.2.9	EMS OIC .....	35
15.2.10	Health and Safety Officer .....	36
<b>PART VI - REGIONAL EMERGENCY SUPPORT AND ADVISORY STAFF.....</b>		<b>37</b>
16.	Regional Emergency Support and Advisory Staff.....	37
17.	Individual Responsibilities.....	37
17.1	Regional Clerk .....	37
17.2	Director of Facilities Management and Fleet Services .....	38
17.3	Commissioner of Corporate Resources.....	38
17.4	Chief Financial Officer .....	39
17.5	Chief Purchasing Officer .....	39
17.6	Secretary to the Regional CAO.....	40
17.7	Director of Grand River Transit.....	40
17.8	Director of Information Technology .....	40
17.9	Manager of Citizen Service.....	41
17.10	Communications Officer.....	41
17.11	Co-ordinator, Emergency Plans and Training.....	41
17.12	Regional Solicitor .....	41
<b>PART VII – EMERGENCY INFORMATION.....</b>		<b>42</b>
18.	Introduction.....	42
19.	On-Scene Media Spokesperson .....	42
20.	Emergency Information Officer.....	43
21.	Communications Officer.....	43
22.	Manager of Citizen Service.....	44
<b>PART VIII - OTHER LOCAL AGENCIES, SERVICES AND DEPARTMENTS.....</b>		<b>46</b>
23.	Grand River Conservation Authority.....	46
24.	Ontario Provincial Police.....	46

25. Waterloo Region District School Board and Waterloo Region Catholic District School Board.....	47
26. Hospital Administrators .....	47
27. Critical Incident Stress Teams .....	48
28. Waterloo Region Emergency Support Team (WREST) .....	48
<b>PART IX - PLAN MAINTENANCE, REVISION, TESTING AND INTERNAL PROCEDURES.....</b>	
29. Plan Maintenance and Revision.....	49
30. Testing of the Emergency Response Plan.....	49
31. Internal Procedures .....	49
<b>PART X - Appendices .....</b>	
Appendix 1 Regional Emergency Alerting System.....	50
Appendix 1-A Region of Waterloo Alerting System.....	50
Appendix 1-B Rotational Schedule - Acting Regional CAO .....	50
Appendix 1-C Rotational Schedule - Acting Regional Chair.....	50
Appendix 1-D Rotational Schedule - Acting Mayors .....	50
Appendix 2-A Regional Emergency Operations Centres .....	50
Appendix 2-B Diagram of Emergency Operations Centre Layout.....	50
Appendix 3 Emergency Site Manager .....	50
Appendix 4 Regional Emergency Support & Advisory Staff.....	50
Appendix 5 Utilities.....	50
Appendix 6 Other Officials.....	50
Appendix 7 St. John Ambulance .....	50
Appendix 8 Volunteer Registration Form.....	50
Appendix 9 Waterloo Region District School Board (Contact List) .....	50
Appendix 10 Waterloo Regional Catholic School Board (Contact List).....	50
Appendix 11 Other Emergency Contingency Plans .....	50
Appendix 12 Distribution List.....	50
Appendix 13 Major Aircraft Incident Plan .....	50
Appendix 14 Emergency Operations Centre Manual .....	50

# EXECUTIVE SUMMARY

## Introduction

This plan has been prepared in order to provide key officials, agencies, and departments within the Region of Waterloo 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, organization, 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, Sched. 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 Local Municipalities within the Region of Waterloo, with each municipality having the responsibility for supplying the initial response in an emergency.

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

However, when the resources of a Local Municipality 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 Region of Waterloo Emergency Response Plan. This will be carried out by the Duty Officer of the Waterloo Regional Police Service.

The Regional Emergency Alerting System will also be activated, and a Regional Emergency declared by the Regional Chair when:

- a) the emergency affects a large portion of inhabitants of **more** than one Local Municipality; or
- b) the emergency requires extraordinary actions or expenditure of monies by one or more regional services for the protection of property, health, safety, and welfare of the inhabitants of the community.

The Mayor(s), Acting Mayor(s) or an appropriate designated Senior Municipal Official(s) of the affected Local Municipality(s) and the Municipal Fire Chief(s) (as appropriate and practical) will then become members of the Regional Emergency Control Group. All decisions made by the Regional Emergency Control Group (as appropriate) with respect to the lives and property of the affected Local Municipality(s) will be made in consultation with the Mayor(s) or Acting Mayor(s) of the affected Local Municipality(s).

The remaining municipal officials on the **Municipal** Emergency Control Group(s) of the affected Local Municipality(s) will then become the support group(s) or the support staff to the Mayor(s) or Acting Mayor(s), or the appropriate designated Senior Municipal Official(s), participating on the **Regional** Emergency Control Group.

Resources within the Region of Waterloo will not allow for representation from each emergency and support service or agency on every Local Emergency Control Group, as well as the Regional Emergency Control Group. Therefore, once the Regional Emergency Response Plan is implemented, overall co-ordination and deployment of resources required to mitigate the effect(s) of the emergency will be the responsibility of the Regional Emergency Control Group in accordance with the Legislation.

The Regional Chair is ultimately in charge of the emergency and the Regional Chief Administrative Officer is the Chair of the Regional Emergency Control Group.

However, it should be stressed that in any emergency, or threat of an emergency, members of the Regional Emergency Control Group or their alternates may be called together by the appropriate aforementioned authorities, to make decisions or to be on standby, **without** having to declare that a Regional Emergency exists.

## **SHORT TITLE**

This emergency plan may be cited as the "**Regional Emergency Response Plan**"

## **DEFINITIONS AND RELEVANT TERMS**

- (1) Commissioner Human Resources**  
The Commissioner, Human Resources or alternate for the Region of Waterloo.
- (2) Chief Financial Officer**  
The Chief Financial Officer or alternate for the Region of Waterloo.
- (3) Chief of Police**  
The Chief of the Waterloo Regional Police Service or alternate.
- (4) Chief Purchasing Officer**  
The Chief Purchasing Officer or alternate for the Region of Waterloo.
- (5) Citizen Inquiry Service**  
A service established by the Manager of Citizen Service to respond to and redirect inquiries and reports from the public.
- (6) Commissioner of Corporate Resources**  
The Commissioner of Corporate Resources or alternate for the Region of Waterloo.
- (7) Commissioner of Public Health and Medical Officer of Health**  
The Commissioner of Public Health and Medical Officer of Health or alternate for the Region of Waterloo.
- (8) Commissioner of Social Services**  
The Commissioner of Social Services or alternate for the Region of Waterloo.
- (9) Commissioner of Transportation and Environmental Services**  
The Commissioner of Transportation and Environmental Services or alternate for the Region of Waterloo.
- (10) 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.
- (11) Director of Emergency Medical Services**  
The Director of Emergency Medical Services or alternate for the Region of Waterloo.
- (12) Director of Facilities Management and Fleet Services**  
The Director of Facilities Management and Fleet Services or alternate for the Region of Waterloo.
- (13) Emergency Area**  
The area in which the emergency exists.

**(14) Emergency Information Officer**

The Director of Corporate Communications and Client Services or alternate for the Region of Waterloo will perform the role of Emergency Information Officer to coordinate the dissemination of information to the Media.

**(15) Emergency Site Manager**

An individual appointed by the Regional Emergency Control Group to ensure the agencies responding to the site of the emergency are coordinated in their response. The Emergency Site Manager reports directly to the Regional Chief Administrative Officer at the Regional Emergency Operations Centre. Communications with the Regional CAO may be directed through the EOC Duty Manager.

**(16) Emergency Social Services (ESS)**

The provision of food, clothing, shelter, registration and inquiry, and personal services during and following an emergency in order to meet essential human needs. ESS also provides temporary rehabilitation assistance until regular pre-emergency social services resume operations, or until other plans and programs come into effect.

**(17) EOC Duty Manager**

An individual appointed by the Regional Chief Administrative Officer who coordinates the activities and communications within the Communications Room of the EOC, and prioritizes the new information from the Support and Advisory personnel to the Regional Emergency Control Group.

**(18) Fire Chief of Affected Municipality**

The Chief of the Fire Department or alternate of the Local Municipality directly affected by the emergency.

**(19) Inner Perimeter**

A restricted area in the immediate vicinity of the emergency scene as established by an Officer-In-Charge/ On-Scene Commander from a responding emergency service. Access to the inner perimeter is restricted to those essential emergency personnel actively involved in the occurrence.

**(20) Local Municipality**

Local Municipality means the corporation of the City of Cambridge, the City of Kitchener, the City of Waterloo, the Township of North Dumfries, the Township of Wellesley, the Township of Wilmot, and the Township of Woolwich. Local Emergency Response Plans may be cited as Municipal Emergency Response Plans.

**(21) Manager of Citizen Service**

The Manager of Citizen Service or alternate for the Region of Waterloo.

**(22) Manager of Emergency Measures**

The Manager of Emergency Measures or alternate for the Region of Waterloo.

- (23) Mayor of Affected Local Municipality**  
The Head of Council or alternate (Acting Mayor) of a Local Municipality of Waterloo directly affected by the emergency.
- (24) OIC – Officers in Charge**  
The responding agency commanders at the emergency site.
- (25) 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 Manager.
- (26) On-Scene Media Spokesperson**  
The On-Scene Media Spokesperson is appointed by the Emergency Site Manager 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 Spokesperson will also work closely with the Emergency Information Officer to ensure that information released to the media from the scene is consistent with information being released from the Regional EOC Media Information Centre.
- (27) 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 Manager.
- (28) Public Health Support Group**  
This group is comprised of representatives from the Regional Public Health charged with the responsibility of working in association with the Social Services Support Group for the co-ordination of Reception/Evacuation Centre operations.
- (29) Reception/Evacuation Centre**  
A reception/evacuation centre is the site where emergency services (food, clothing, referral to shelter, referral to social services, registration and inquiry) are offered to persons displaced by the emergency.
- (30) Recovery**  
The Recovery phase begins immediately following an emergency, with efforts to restore minimum services to the stricken Local and continues with long-term efforts to return the community to normal. Immediate recovery activities including assessing damage, clearing debris, restoring food supplies, shelter, and utilities. Long-term recovery activities include rebuilding and redeveloping the community and implementing mitigation programs.
- (31) Regional Chair**  
The Head of Council or alternate for the Region of Waterloo.

- (32) **Regional Chief Administrative Officer**  
The Chief Administrative Officer or alternate for the Region of Waterloo.
- (33) **Regional Emergency Control Group**  
That group of key individuals directing those services necessary for mitigating the effects of the emergency. The Regional Chief Administrative Officer, as Chair of the Regional Emergency Control Group is responsible for co-ordinating the operations within the Regional Emergency Operations Centre.
- (34) **Regional Emergency Operations Centre**  
The location from which the Regional Emergency Control Group and their Support and Advisory staff operates. The addresses for the Regional Emergency Operations Centres are listed in Appendix 2. For brevity, the Regional Emergency Operations Centre may be referred to as the Regional EOC.
- (35) **Regional EOC Media Information Centre**  
The location at or near the Regional Emergency Operations Centre from which the media may gather for updated media releases and press conferences. This location will be determined by the Emergency Information Officer.
- (36) **Regional Fire Co-ordinator**  
The Fire Co-ordinator or alternate for the Region of Waterloo.
- (37) **Regional Transportation Co-ordinator**  
During an emergency or major incident, the Director of Grand River Transit or alternate for the Region of Waterloo will assume the role of the Regional Transportation Co-ordinator.
- (38) **Secretary to the CAO**  
The Secretary to the Chief Administrative Officer for the Region of Waterloo.
- (39) **Social Services Support Group**  
Consisting of Social Service Department staff, the Red Cross Team Leader, Salvation Army, and a representative from the K-W Amateur Radio Club, this group provides information, assistance and communications 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).
- (40) **Triage**  
The sorting and allocation of treatment to patients or victims according to a system of priorities designed to maximize the number of survivors.

# **PART I - INTRODUCTION, AIM, ALERTING SYSTEM, OPERATIONS CENTRE**

## **1. Introduction**

- (1) As per the Legislation, “emergency” means *a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, or disease or other health risk, an accident or an act whether intentional or otherwise.* 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 responsibility of the Region of Waterloo, 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, lightening storms, ice storms, tornadoes, 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 Region of Waterloo Emergency Response Plan is to outline a plan of action for the efficient deployment, and co-ordination of the Region of Waterloo services, organizations and personnel to provide the earliest possible response in order to:
  - (a) protect and preserve life and property;
  - (b) assist the Local Municipalities as requested;
  - (c) minimize the effects of the emergency on the Region of Waterloo; and
  - (d) restore essential services.

## **3. Regional Emergency Alerting System**

- (1) The Regional Chair or the Regional Chief Administrative Officer or the Chief of Police or the Regional Fire Co-ordinator or alternates may request that the Duty Officer of the Waterloo Regional Police Service activate the Regional Emergency Alerting System.

- (2) The Duty Officer of the Waterloo Regional Police Service is responsible for alerting designated members of the Regional Emergency Control Group and passing on such information as required. (refer to Appendix 1)
- (3) The Regional Emergency Alerting System is illustrated in Diagram #1 of this plan.
- (4) Members of the Regional Emergency Control Group who will not be notified by the Waterloo Regional Police Service are to refer to Appendix 1-A Region of Waterloo Internal Alerting System for the call-out procedure.

## **4. Regional Emergency Operations Centre**

### **4.1 *An Overview of the Emergency Operations Centre***

Serious emergencies require co-ordination beyond that needed for more routine responses to community problems. This co-ordination is best achieved through the establishment and operation of an Emergency Operations Centre, often known as an EOC. Co-ordination and effective management of the Regional response is best done through a pre-planned EOC.

The perception is that emergency response operations can occur independently of municipal coordination. A prevalent attitude among response agencies is that they “can handle it”. However, an emergency situation creates an entirely new operation; involves the rapid activation of all response agencies; and, requires the coordination of their resources and activities. The environment of the emergency situation often raises public concerns and media attention, making the situation a pressing problem for communication personnel. Moreover, a new need emerges to coordinate the resources provided by those from outside the immediate emergency area or the Local municipality.

The Regional requirement is to have a “nerve centre” for response operations, best achieved through an EOC. The Region acknowledges that other organizations, governments departments, and industrial sites may operate their own emergency operations centres. These separate EOCs must be linked to the Region’s EOC to permit the rapid exchange of information or resources, and facilitate a single coordination point for the response effort.

The manner in which the Emergency Control Group and the Emergency Site Team operate and interrelate is critical for a successful operation.

The EOC serves as the master coordination and control point for all counter-disaster activities. The Emergency Control Group is responsible not only for assembling and directing the Region’s response but also for communicating with all other levels of government, with private sector, and with the public (both the public at large and the public at risk).

## **Functions of the EOC**

The EOC will serve at least seven major functions: co-ordination, operations of the EOC itself, management and decision making, information gathering, record-keeping, dispersal of public information, and hosting visitors. These functions are best accomplished at the Region's primary EOC. It will be activated, operated, and closed accordingly as per this plan. Essentially, the EOC serves as the "nerve centre" for all emergency response activity.

### **a. Co-ordination**

The Regional EOC serves as the master co-ordination and control point for all organizations involved in response. This co-ordination, based on the high level of information that will be available in the EOC, will involve setting priorities, the tasks assigned to each participating organization, and the interaction between organizations. Good coordination requires good communication.

Representatives of the responding organizations will work together as a team, pooling resources and directing the most efficient use of personnel and equipment to meeting the needs of the community. This close working relationship at the command centre level will serve to eliminate duplication and improper focusing of attention in the field. Coordination will focus on response-generated demands. It requires assessing the threat and marshalling organizational resources for concerted action to counter the threat.

### **b. Operations**

The most important aspect of operations for the EOC is the actual management of the EOC itself. This plan identifies staff responsible for the EOC Operation, including security to the facility, providing supplies to those who need them, obtaining additional equipment that might be needed, and obtaining and serving food and drinks to EOC personnel.

### **c. Management and Decision Making**

During emergency situations, policy is made by the Regional Emergency Control Group (RECG). The EOC will serve as a gathering place for the RECG, to learn the status and extent of the emergency and how the Region of Waterloo is affected. As the master coordination and control point for all counter-disaster efforts, the EOC is a place of decision-making.

### **d. Information Gathering**

Information gathering is an essential function of the EOC. Complete and reliable information, to the extent possible given the circumstances under emergency operations, is needed for effective co-ordination of resources. The EOC must collect and disseminate a variety of emergency - relevant information, as well as store it for future use.

### **e. Record Keeping**

It is important to record all key decisions, such as expenditures and activities, as well as record all communications in an "event log". This must be done by representatives of each of the key agencies represented at the EOC for their own organization.

#### **f. Public Information**

Dispersal of public information to the news media and to the general public is critical. Close co-operation with the news media is an important key to a positive relationship from which all will benefit. The EOC is the central information point.

#### **g. Hosting Visitors**

Officially limiting access, and posting signs to that effect, will help prevent the EOC from becoming overwhelmed and inefficient.

The EOC is capable of hosting visitors (VIPs). In large-scale emergencies, particularly those with region-wide impacts, the number of visitors increases. Because the operational structure of an EOC cannot easily accommodate visitors who do not have a specific response function, staff will be available to escort visitors to the EOC, explain operations, and direct them to a space that permits them to observe operations.

### **4.2 Regional EOC and Usage by the Local Municipalities**

- (1) In the event of a Regional emergency, a Regional Emergency Operations Centre (EOC) will be established. The Regional Emergency Control Group, the Regional Support and Advisory Staff and many 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 Regional Chief Administrative Officer is responsible for the co-ordination of all operations within the Regional Emergency Operations Centre.
- (2) The Regional Emergency Operations Centre will consist of:
  - (a) a meeting room for the Regional 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 News Conference area.
- (3) In the event a Local Municipality implements their emergency response plan, they are permitted to use the Regional EOC from the point at which their emergency response plan is implemented until such time as the emergency is declared terminated. All requests for the usage of a Regional EOC must be authorized by the Regional Chief Administrative Officer or the Regional Chair during the enactment of the Municipal Emergency Response Plan. Local Municipalities have been directed to acquire approval of the usage of the Regional EOC prior to advising officials to report to the Regional EOC location.

### **4.3 Location**

- (1) The location of the Regional Emergency Operations Centre is designated by the first authorized person activating the Regional Emergency Alerting System

(Regional Chair, Chief Administrative Officer, Police Chief, Regional Fire Co-ordinator or designates). A list of the designated primary and secondary Regional Emergency Operations Centres is located in Appendix 2-A.

- (2) When a Regional emergency arises as a result of an emergency from a single Local municipality, the EOC **may** be the same as that designated for the Local Municipality Emergency Control Group.
- (3) Where the emergency initially affects two or more municipalities, the primary EOC at the Regional Administration Building, 150 Frederick Street, Kitchener, will be opened. If not appropriate, the Regional CAO will advise of the EOC location otherwise.

#### **4.4 Emergency Control Group Meeting Room**

- (1) The Emergency Control Group requires a secure and quiet meeting room near the Communication Room. The ECG will meet in the Council Chambers, 2<sup>nd</sup> floor, Regional Administration Building.
- (2) To promote an effective emergency meeting, this room requires:
  - (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;
  - (c) a recording device and tapes suitable for recording Emergency Control Group meetings (optional);
  - (d) telephone(s) for outgoing calls only.

#### **4.5 Communications Room**

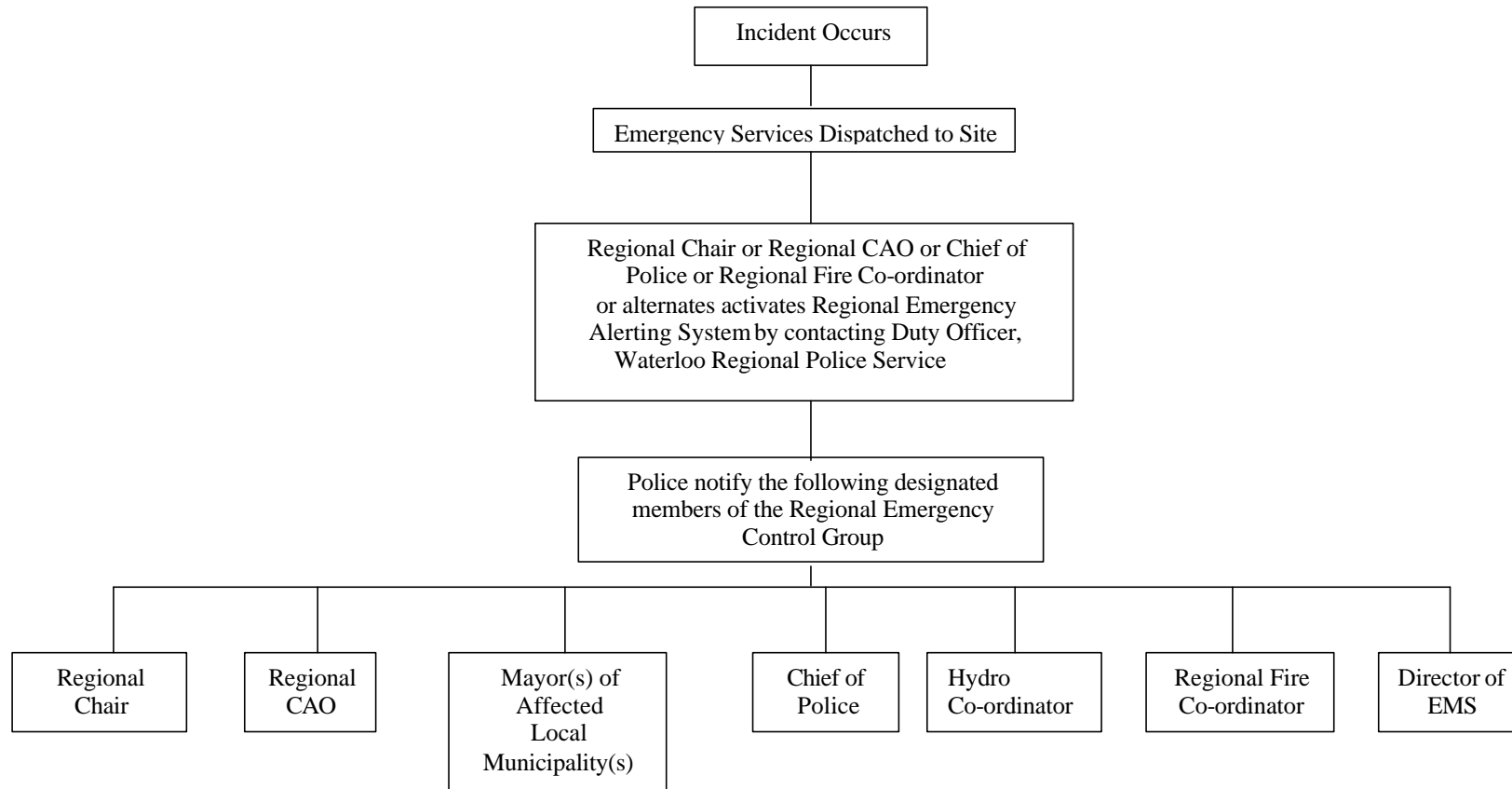
- (1) While the Emergency Control Group is engaged in meetings, they will require assistants to take messages and convey their decisions. Therefore, a separate communication room, the Waterloo County Room, which is in close proximity to the ECG, will be utilized.
- (2) To be effective, the Communications Room requires:
  - (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;
  - (c) a chronological log of all significant communications and events related to the emergency;
  - (d) a T.V. with access to news networks
  - (e) sufficient outside telephone lines for all communicators and the EOC Duty 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

- (f) each emergency or support service having radios will utilize them in the Communications Room.
- (3) Each member of the Emergency Control Group should designate at least one or two persons, (preferably from their own organization or department) depending on the nature and scope of the emergency, to handle in-coming and out-going communications, perform the duties as a scribe, or assist as otherwise required.
- (4) The communicators will be responsible for operating telephones and radios within the Communication Room and relaying messages between their respective representatives on the Regional Emergency Control Group and other key locations.

#### **4.6 EOC Duty Manager**

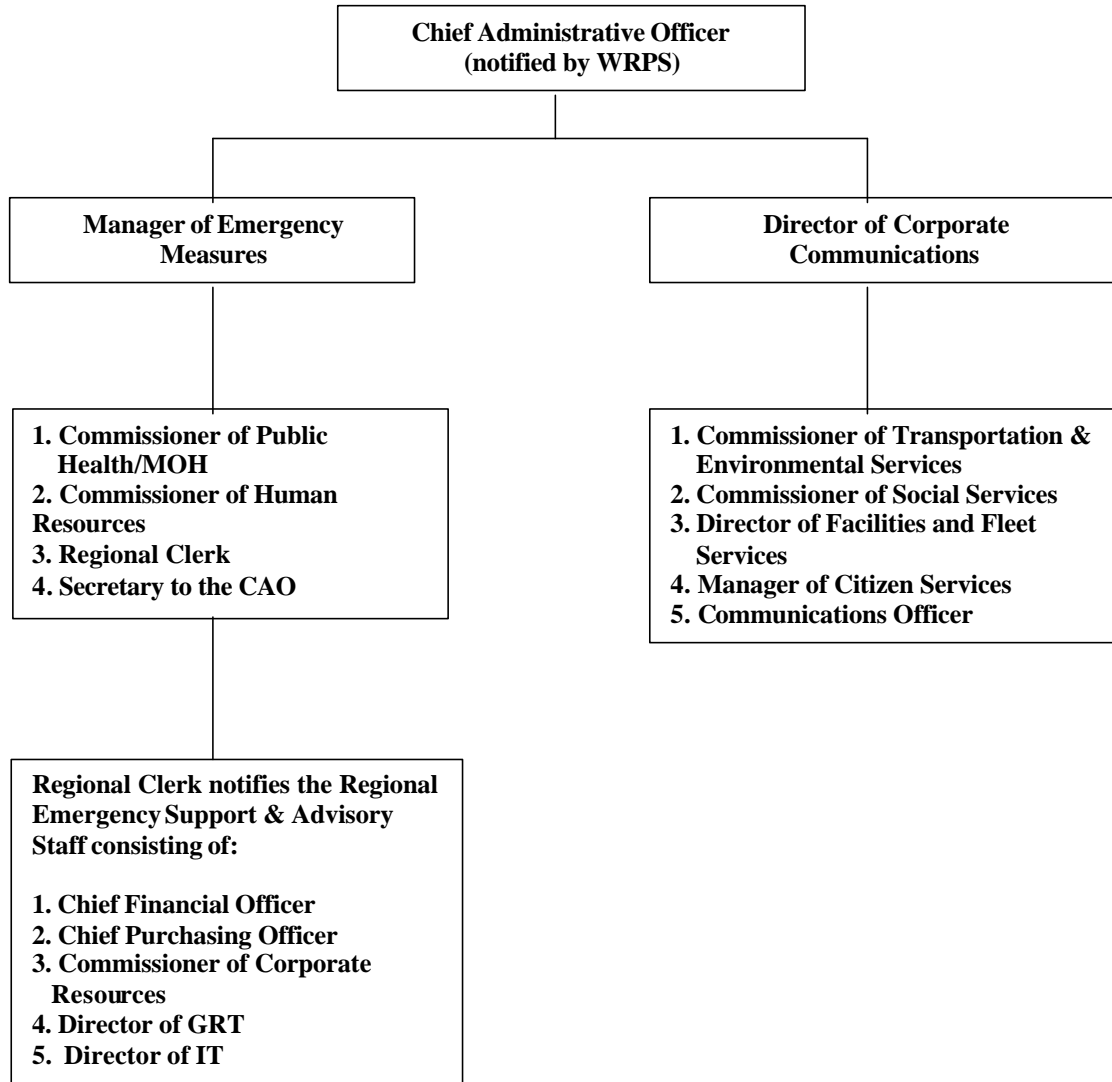
- (1) An EOC Duty Manager will be designated by the Chief Administrative Officer to co-ordinate activities and communications within the Communication Room. The EOC Duty Manager and an assistant will be selected at the time of the emergency with preference given to an experienced member of the police service, fire department, who are not directly involved with the incident, or a Regional or local municipality employee with emergency management and communications experience, as available.
- (2) The **EOC Duty Manager** will be responsible for:
  - (a) Providing the Chief Administrative Officer with reports on the emergency situation and any other pertinent information at regular intervals, or as requested.
  - (b) Communicating directly with the Emergency Site Manager on behalf of the Regional Chief Administrative Officer, while he/she is engaged in meetings.
  - (c) Providing assistance to the communicators in relation to communication equipment problems, where possible and practical.
  - (d) Co-ordinating and prioritizing the flow of messages between the Communications Room, Support and Advisory staff, and the Regional Emergency Control Group, and other desired groups or locations.
  - (e) Maintenance of a chronological log of significant communications and events.
  - (f) Maintenance of a situation or status board.
  - (g) Maintenance of map(s) containing vital information relative to the emergency.
  - (h) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

**Diagram 1: REGIONAL EMERGENCY ALERTING SYSTEM**



\* Please note that all other members of the Regional Emergency Control Group will be notified through the Region of Waterloo Internal Alerting System (see Diagram #2).

**Diagram 2: REGION OF WATERLOO INTERNAL ALERTING SYSTEM**



## **PART II - DECLARATION and ESCALATION OF AN EMERGENCY**

### **5. Action Prior to Declaration**

- (1) When an emergency exists, but has not yet been declared to exist, Municipal or Regional 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 Region of Waterloo.

#### ***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, 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 a Local Municipality, as Head of the Council, is responsible for declaring that a municipal emergency exists within the boundaries of that Municipality. This decision is made in consultation with other members of the Municipal Emergency Control Group.
- (2) Upon such declaration, the Mayor notifies:
  - (a) The Regional Chair;
  - (b) Emergency Management Ontario's Duty Officer
  - (c) The Local Municipal Council.
- (3) The Mayor of the affected Local Municipality may request assistance from the Region of Waterloo by contacting the Regional Chair **without** activating the Regional Emergency Alerting System.
- (4) When the resources of the Local Municipality are deemed insufficient to control the emergency, the Mayor of the affected municipality may request that the Regional Chair or the Regional Chief Administrative Officer or the Chief of Police or the Regional Fire Co-ordinator or alternate activate the Regional Emergency Alerting System, through the Duty Officer of the Waterloo Regional Police Service.
- (5) Once the Regional Emergency Response Plan is implemented, the Mayor or Acting Mayor, or a designated Senior Municipal Official and the Municipal Fire Chief(s) (as appropriate and practical), will then become a member(s) of the Regional Emergency Control Group.
- (6) The remaining municipal staff from the Municipal Emergency Control Group(s) within the affected Local Municipality(s) will then remain as the support group(s) or support staff to the Mayor(s), the Acting Mayor(s) or the designated Senior Municipal Official.
- (7) All decisions by the Regional Emergency Control Group (as appropriate) affecting the lives and property of the inhabitants within the affected Local Municipality(s) shall be made in consultation with the Mayor(s) or Acting Mayor(s) of the affected Local Municipality(s).

## 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 Region of Waterloo when:
  - (a) The Mayor or Acting Mayor of an Affected Municipality requests that the Regional Emergency Response Plan be implemented; or
  - (b) The emergency affects a large portion of the inhabitants of more than one Local municipality within the Region; or
  - (c) The emergency response requires extraordinary actions or expenditure of monies by one or more Regional service for the protection of life and property.

- (2) Upon declaration of an emergency, the Regional Chair notifies the following persons:
- (a) The Mayor(s) or Acting Mayor(s) of affected Local Municipality(s);
  - (b) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at (416) 314-0472/0473 or toll free at 1-866-314-0472 or by fax at (416)314-0474. If there are any difficulties in contacting the EMO Duty Officer, call the OPP Duty Officer at 1-705-329-6950; and
  - (c) Regional Council.

The Regional Chair ensures that the public, the media, and neighbouring municipal officials are also advised of both the declaration and termination of an emergency.

## **PART III - TERMINATION OF EMERGENCY**

### **8. Municipal Emergency**

- (1) A Municipal Emergency may be declared terminated at any time by:
  - (a) The Mayor(s) or Acting Mayor(s), or
  - (b) The Local Municipal Council(s), or
  - (c) The Premier of Ontario.
  
- (2) Upon termination of a Municipal Emergency the Mayor(s) notifies:
  - (a) The Regional Chair, and
  - (b) The Local Municipal Council, and
  - (c) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at (416) 314-0472/0473 or toll free at 1-866-314-0472 or by fax at (416)314-0474. If there are any difficulties in contacting the EMO Duty Officer, call the OPP Duty Officer at 1-705-329-6950.

The Mayor also notifies the public, media and neighbouring municipal officials about the termination of the emergency.

### **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 Local Municipality(s), and
  - (b) Regional Council, and
  - (c) The Ministry of Community Safety and Correctional Services through Emergency Management Ontario's Duty Officer on a 24/7 basis at (416) 314-0472/0473 or toll free at 1-866-314-0472 or by fax at (416)314-0474. If there are any difficulties in contacting the EMO Duty Officer, call the OPP Duty Officer at 1-705-329-6950.

The Regional Chair also notifies the public, media and neighbouring municipal officials about the termination of the emergency.

### **10. Debriefing of an Emergency**

#### **(1) Introduction and Purpose**

- (a) A meeting of key officials from responding organizations 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 Regional Emergency Management Program relative to procedures, policy formation, decision-making, operations, 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, collaboration and co-operation.

## **PART IV - REQUEST FOR PROVINCIAL ASSISTANCE**

### **11. Request for Provincial Assistance**

- (1) Under certain circumstances departments or agencies responding in accordance with the Region of Waterloo Emergency Response 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 Region of Waterloo and the seven Local 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**  
**(416) 314-0472/0473 or toll free: 1 (866) 314-0472**  
**Fax: (416) 314-0474**

Once the Regional Emergency Response Plan has been implemented or 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 by the Region, Emergency Management Ontario will send a Community Officer to the Region of Waterloo to provide provincial liaison and advice on provincial matters.

- (4) Under section 7 of the Legislation the Premier of Ontario **may**:
  - (a) Declare that an emergency exists throughout Ontario 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 and to protect property and the health, safety and welfare of the inhabitants of the emergency area, and
  - (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, and
  - (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 or 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 or 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 - REGIONAL EMERGENCY CONTROL GROUP**

### **12. Composition**

- (1) The Regional Emergency Control Group is comprised of persons holding the following positions, or their appropriate alternates:
  - (a) Regional Chair
  - (b) Regional Chief Administrative Officer
  - (c) Commissioner of Human Resources
  - (d) Director of Corporate Communications
  - (e) Manager of Emergency Measures
  - (f) Mayor(s), Acting Mayor(s) or designated Senior Municipal Official(s) of affected Local Municipality(s)
  - (g) Chief of Police
  - (h) Regional Fire Co-ordinator and/or Fire Chief(s) of affected Local Municipality(s)
  - (i) Commissioner of Transportation and Environmental Services
  - (j) Commissioner of Social Services
  - (k) Commissioner of Public Health/Medical Officer of Health
  - (l) Director of Emergency Medical Services
  - (m) Hydro Coordinator
  
- (2) Additional personnel called or added to the Regional Emergency Control Group may include:
  - (a) A representative of the Grand River Conservation Authority;
  - (b) Ontario Provincial Police representative;
  - (c) School Board(s) Director(s) of Education;
  - (d) Hospital Administrator(s);
  - (e) Provincial representative, such as EMO Field Officer;
  - (f) Ministry of Labour representative; and
  - (g) Any other officials, experts or representatives including those of a Local Municipality deemed necessary by the Regional Emergency Control Group.
  
- (3) The Control Group may function with only a limited number of persons depending upon the emergency. While the Regional Emergency Control Group may not require the presence of all members, this shall not preclude the notification of **all** members.

### **13. Group Responsibilities**

- (1) The actions or decisions which the Regional Emergency Control Group is responsible for include:
  - (a) The co-ordination and effective management of the Regional response.

- (b) Calling out and rapidly mobilizing their emergency service/ organization and equipment.
- (c) Assembling and directing the Regional response, ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
- (d) A co-ordinated focus on response-generated demands from the Emergency Site Management Team, assessing the threat and marshalling organizational resources for a concerted action to counter the threat.
- (e) Determining if the location and composition of the Regional Emergency Control Group are appropriate.
- (f) Advising the Regional Chair as to whether the declaration of a Regional emergency is recommended.
- (g) Designating any area in the municipality as an "emergency area" (see Diagram #4).
- (h) Appointment of an Emergency Site Manager.
- (i) Ensuring that a Health and Safety Officer has been appointed to the Emergency Site Management Team.
- (j) Co-ordinating and/or overseeing the evacuation of inhabitants considered to be in danger.
- (k) Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza.
- (l) Arranging for services and equipment from local agencies **not** under Regional or Municipal control, i.e. private contractors, volunteer agencies, service clubs.
- (m) Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies **not** under Regional or Municipal control as considered necessary.
- (n) Determining if additional volunteers are required and if appeals for volunteers are warranted.
- (o) Determining if additional transport is required for evacuation or transport of persons and/or supplies. (The Director of Grand River Transit should be consulted with respect to this matter.)
- (p) Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer and to the Manager of Citizen Service, for dissemination to the media and public.

- (q) Determining the need to establish advisory group(s) and/or sub-committees.
- (r) Authorizing expenditure of monies required to deal with the emergency.
- (s) Notifying the service, agency or group under their direction, of a declaration of termination of the emergency.
- (t) Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the Manager of Emergency Measures within one week of the termination of the emergency, as required.
- (u) Participating in operational debriefings and administrative debriefings following the emergency.
- (v) Provide required support for on-site emergency workers during and post incident.
- (w) Before the response to an emergency has been completed, determine if a Recovery Committee needs to be established, and if so, determine the chair and composition of that committee, along with its reporting structure.

## **14. Individual Responsibilities**

### **14.1 Regional Chair**

- (1) The Regional Chair is ultimately in charge of the emergency.
- (2) The Regional Chair or Acting Regional Chair, as Head of Council is also responsible for:
  - (a) If required, activating the Regional Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.
  - (b) Declaring an emergency to exist, and where practical, identifying the area or location of the emergency within Waterloo Region.
  - (c) Declaring an emergency to be terminated.
  - (d) Notifying the Mayor(s) or Acting Mayor(s) of the affected Local Municipality(s), 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 Regional Clerk, ensuring that the Regional 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) Assuming the role of primary Regional spokesperson.

## **14.2 Regional Chief Administrative Officer**

- (1) The Regional Chief Administrative Officer for the Region of Waterloo, as **Chair** of the Regional Emergency Control Group, is responsible for:
  - (a) If required, activating the Regional Emergency Alerting System through the Duty Officer at the Waterloo Regional Police Service.
  - (b) If required, activating the Region of Waterloo Internal Alerting System by contacting both the Director of Corporate Communications and the Manager of Emergency Measures.
  - (c) Directing the activities of the Regional Emergency Control Group.
  - (d) Briefing the media on the activities and actions of the Regional Emergency Control Group.
  - (e) Ensuring that an EOC Duty Manager and an assistant have been assigned to coordinate all communication operations within the Regional Emergency Operations Centre (EOC).
  - (f) Advising the Regional Chair on Regional policies and procedures, as appropriate.
  - (g) Ensuring that the Regional 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 EOC.
  - (h) 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.
  - (i) Approving major announcements and media releases prepared by the Emergency Information Officer, in consultation with the Regional Emergency Control Group.
  - (j) Ensuring that a communication link is established between the Region and the Local Municipal CAO's, as required.
  - (k) Advising the Regional Clerk to notify the Regional Emergency Support and Advisory Staff, and any other Regional staff that are required.

- (l) The provision of support staff to assist the Emergency Control Group in the co-ordination, collection and dissemination of information relative to the emergency.
- (m) Ensuring that a communication link is established between himself/herself and the appointed Emergency Site Manager.
- (n) Chairing an emergency debriefing meeting and approving the report on the emergency.

### **14.3 Commissioner of Human Resources**

- (1) The Commissioner of Human Resources for the Region of Waterloo is responsible for:
  - (a) Assisting the Regional Chief Administrative Officer as required.
  - (b) Co-ordinating and processing requests for human resources.
  - (c) In conjunction with the Regional Emergency Information Officer and under the direction of the Regional Emergency Control Group, co-ordinating offers of, and appeals for, volunteers.
  - (d) Selecting the most appropriate site(s) for the registration of human resources.
  - (e) Ensuring records of human resources and administrative detail, that may involve financial liability, are completed.
  - (f) Liaising with the Reception/Evacuation Centre Manager(s) regarding the completion/distribution of Volunteer Registration forms (Appendix 8).
  - (g) Receiving and maintaining all completed volunteer registration forms. Completed volunteer registration forms and other human resources information must be communicated to the Commissioner, Human Resources or designate as soon as possible. After the termination of an emergency, this information must be delivered within 24 hours to Human Resources.
  - (h) Ensuring identification cards are issued to volunteers and temporary employees, where practical.
  - (i) Arranging for transportation of human resources to and from site(s), through the Regional Transportation Co-ordinator (Director of Grand River Transit).
  - (j) Obtaining assistance, if necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies and volunteer groups.
  - (k) Procuring staff to assist, as required.

- (1) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.4 Director of Corporate Communications**

- (1) The Director of Corporate Communications is responsible for:
  - (a) If required, assisting the Regional Chief Administrative Officer in activating the Region of Waterloo Internal Alerting System.
  - (b) Assuming the role of Emergency Information Officer.
  - (c) Rapid activation of an Emergency Information Team, consisting of the On-Scene Media Spokesperson, through the Regional Clerk engaging the Manager of Citizen Service, Communications Officer and Communications Assistant and co-ordinating the resources and activities of the Team.
  - (d) Directing the activities of the Communications Officer.
  - (e) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.5 Manager of Emergency Measures**

- (1) In all Regional Emergency situations, the Manager of Emergency Measures, as the Regional Community Emergency Management Coordinator will be responsible for:
  - (a) If required, assisting the Regional Chief Administrative Officer in activating the Region of Waterloo Internal Alerting System.
  - (b) Acting in a resource and advisory capacity to the Regional Emergency Control Group, and other emergency and support staff on emergency management matters, as required.
  - (c) Providing guidance and assistance to the EOC Duty Manager, to various sub-committees, groups, departments and personnel involved at the Regional Emergency Operations Centre, and any other location, as required.
  - (d) Co-ordination and preparation of the report on the emergency and hosting the emergency debriefing, as required.
  - (e) Liaising with other agencies as required by the Regional Emergency Control Group.

- (f) When required, assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling their responsibilities.
- (g) Directing the activities of the Coordinator, Emergency Plans and Training.

#### **14.6 Mayor(s), Acting Mayor(s) or Designated Senior Municipal Official(s) of Affected Local Municipality(s)**

- (1) The Mayor(s), Acting Mayor(s) or designated Senior Municipal Official(s) of the affected Local Municipality(s) is/are responsible for:
  - (a) Providing the Regional Emergency Control Group with the information on the status of municipal involvement.
  - (b) Liaising with the Chief Administrative Officer and other senior officials within the affected Local Municipality.
  - (c) Ensuring that the local members of Council are kept apprised of the emergency situation.

#### **14.7 Chief of Police**

- (1) The Chief of the Waterloo Regional Police Service is responsible for:
  - (a) If required, activating the Regional Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.
  - (b) Notification of the Regional Emergency Control Group through the Regional Emergency Alerting System. (Appendix 1)
  - (c) Notification of necessary emergency municipal services as required.
  - (d) The protection of life and property and the provision of law and order.
  - (e) Conduct investigation where legally required to do so and notify other investigative agencies as required and provide assistance to those agencies.
  - (f) The establishment of an on-scene command post and the appointment of the Police OIC to the ESM Team
  - (g) Ensuring that a communication link is established between the Regional Emergency Control Group and the Police On-Scene Command Post.
  - (h) The establishment of an inner-perimeter within the *emergency area* when the WRPS are the lead agency.

- (i) The establishment of an outer-perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and to restrict access to essential emergency personnel.
- (j) The provision of traffic control to facilitate the movement of emergency vehicles.
- (k) Alerting persons in danger by the emergency and the co-ordination of evacuees to reception/evacuation centres.
- (l) Initial designation and arranging for opening (by contacting the appropriate person(s) identified in the Reception/Evacuation Centre Listing) of appropriate reception/evacuation centres, as required.
- (m) Immediate alerting of the Commissioner of Social Services regarding the site(s) selected for reception/evacuation centre(s) and the approximate time of arrival of the first evacuees.
- (n) Where time and circumstances permit, the initial designation of reception/evacuation centres will be done in consultation with the Commissioner of Social Services in order to ensure that the resources of the reception/evacuation centre site selected meet the needs of the evacuees. Whenever feasible site selection shall be done using the Reception/Evacuation Centre Site Selection Protocol.
- (o) The provision of police service at the EOC, reception/evacuation centres, holding areas and other facilities, as required.
- (p) Notifying the Coroner of fatalities, and providing assistance to the Coroner with regard to the management of fatalities. All fatality management is conducted under the direction of the Coroner.
- (q) Providing an Emergency Site Manager if required.
- (r) When required assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling his/her responsibilities.
- (s) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.8 Regional Fire Co-ordinator**

- (1) The Regional Fire Co-ordinator will be responsible for:
  - (a) If required, activating the Regional Emergency Alerting System through the Duty Officer of the Waterloo Regional Police Service.

- (b) Ensuring the notification of appropriate Fire Chief(s) of Affected Local Municipality(s).
- (c) The establishment of an Emergency Fire Service Plan and Program for the Regional Local, and exercising mobilizing control over participating fire departments in Regional Mutual Aid activities.
- (d) Making arrangements for the required additional fire or emergency team responses with the Fire Marshal of Ontario.
- (e) Advising the Regional Emergency Control Group on matters concerning fire suppression and/or fire prevention in areas where the emergency has caused increased fire risks.
- (f) Appointing a Health and Safety Officer to the ESM Team and advising the RECG accordingly of such appointment.
- (g) Liaising with the Fire Chief(s) of the affected Municipality(s) to determine if any additional assistance is required and assuming responsibility for obtaining such assistance.
- (h) The establishment of an inner-perimeter within the *emergency area* when the Fire Service is the lead agency.
- (i) Providing an Emergency Site Manager if required.
- (j) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.9 Fire Chief(s) of Affected Local Municipality(s)**

- (1) The Fire Chief(s) of municipal fire department(s) in affected Local Municipality(s) will be responsible for:
  - (a) Organizing and co-ordinating their fire suppression and search and rescue services.
  - (b) Exercising control of their fire department apparatus and staff, in the event of a Regional Mutual Aid activation in their municipality.
  - (c) Liaising with the Regional Fire Co-ordinator as to the status, and related activities and requirements.
  - (d) The establishment of an on-scene command post and the appointment of the Fire OIC to the ESM Team.
  - (e) Providing an Emergency Site Manager if required.

- (f) When required, assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling his/her responsibilities.
- (g) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.10 Commissioner of Transportation and Environmental Services**

- (1) The Commissioner of Transportation and Environmental Services is responsible for:
  - (a) Ensuring the implementation of the Departmental Emergency Response Plan if such action is necessary.
  - (b) Liaising with Director(s) of Engineering for the Local Municipality(s) to ensure a coordinated response.
  - (c) The provision of engineering assistance to Local Municipality(s).
  - (d) The maintenance, construction, and repair of Regional roads.
  - (e) The maintenance of sanitary sewage and water systems.
  - (f) The provision of equipment for emergency pumping operations.
  - (g) Liaising with the Fire Chief(s) of the affected Local Municipality(s) concerning emergency water supplies for fire fighting purposes.
  - (h) The provision of emergency potable water, supplies and sanitation facilities to the requirements of the Region of Waterloo Commissioner of Public Health/ Medical Officer of Health.
  - (i) Discontinuing any Departmental service or utility to any consumer as required.
  - (j) Restoration of discontinued Departmental services as determined by the Regional Emergency Control Group.
  - (k) Liaising with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions.
  - (l) Providing Departmental vehicles and equipment as required by any other emergency services.
  - (m) Providing an Emergency Site Manager if required.

- (n) When required, assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling his/her responsibilities.
- (o) Liaising with the Grand River Conservation Authority with respect to Floods and Flood related emergencies or any other areas of mutual concern. Perform responsibilities of Regional Flood Co-ordinator, as per Region of Waterloo Flood Warning System Plan.
- (p) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.11 Commissioner of Social Services**

- (1) The Commissioner of Social Services is responsible for:
  - (a) The management, operation, set up, closure, and staffing of reception/evacuation centres with the assistance of Public Health and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres.
  - (b) Liaising with the Chief of Police with respect to the establishment of reception/evacuation centres and other areas of mutual concern.
  - (c) Designation and arranging for opening (by contacting the appropriate person/persons identified in the Reception/Evacuation Centre Site Listing) of additional/secondary reception/evacuation centre(s), as required. Immediate notification of the Chief of Police regarding the locations of additional/secondary reception/evacuation centres. Whenever feasible site selection shall be done using the Reception/Evacuation Centre Site Selection Protocol.
  - (d) Liaising with the Commissioner of Public Health/Medical Officer of Health on areas of mutual concern regarding operations in reception/evacuation centres.
  - (e) Ensuring that property representative(s) is/are notified when a 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 property representative(s) with respect to its/their maintenance, use and operation.
  - (f) When volunteers are involved, ensuring that the Volunteer Registration Forms are completed and a copy of each form is retained for Regional use.
  - (g) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.12 Commissioner of Public Health/Medical Officer of Health**

- (1) The Commissioner of Public Health/Medical Officer of Health is responsible for:
  - (a) As a member of the RECG, acting as a co-ordinating link for all health services at the Emergency Operations Centre.
  - (b) Liaising with the Provincial Ministry of Health and Long Term Care, Public Health Division.
  - (c) Providing advice and recommendations on any matters which may adversely affect public health, including risks to public safety, and the need to evacuate buildings or neighbourhoods.
  - (d) Providing authoritative instructions on health and safety matters to the public through the Emergency Information Officer.
  - (e) Co-ordinating the Regional response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and Long Term Care policies.
  - (f) Ensuring co-ordination of care of bed-ridden citizens and persons with disabilities at home and in reception/evacuation centres during an emergency.
  - (g) Ensuring liaison with voluntary and private agencies, as required, for augmenting and co-ordinating Public Health resources.
  - (h) Ensuring co-ordination of all efforts to prevent and control disease in the Region during an emergency.
  - (i) Notifying the Commissioner of Transportation and Environmental Services regarding the need for potable water supplies and sanitation facilities.
  - (j) Liaising with the Commissioner of Social Services on areas of mutual concern regarding operations in reception/evacuation centres.
  - (k) When required, assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling his/her responsibilities.
  - (l) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.13 Director of Emergency Medical Services**

- (1) The Director of Emergency Medical Services will be responsible for:

- (a) Liaising with the EMS OIC/ Site Co-ordinator to ensure triage and treatment at the site of the emergency.
- (b) Liaising with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) Dispatch.
- (c) In conjunction with the EMS OIC, 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. 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.
- (d) In conjunction with the EMS OIC, assessing the need and the initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, etc., and forwarding these requests to Cambridge CACC.
- (e) In conjunction with the Cambridge CACC, 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.
- (f) Liaising with 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 require ambulance or other stretcher transportation.
- (g) 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.
- (h) Ensuring that first aid supplies (as stocked in the Emergency Support Unit) are available at the emergency area and the evacuation centre(s).
- (i) The establishment of an on-scene command post and the appointment of the EMS OIC to the ESM Team
- (j) When required, assisting the Emergency Site Manager as appointed by the Regional Emergency Control Group in fulfilling his/her responsibilities.
- (k) If required, providing an Emergency Site Manager.
- (l) Participating in a debriefing and assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

#### **14.14 Hydro Coordinator**

- (1) The Hydro Coordinator will be responsible for:
  - (a) Ensuring the notification of appropriate President(s) of affected Hydro Company(s).
  - (b) Liaising with the affected Hydro Company(s).
  - (c) Liaising with Hydro One respecting the bulk supply (transmission) to the Waterloo Region area.
  - (d) Notifying critical organizations (e.g. hospitals) or companies of outages.
  - (e) Discontinuing services to any consumer where this is considered in the interest of public safety.
  - (f) Co-ordinating with the other members of the Regional Emergency Control Group in establishing priorities for the restoration of services.
  - (g) Maintaining / restoring services on a priority basis where necessary and practical (e.g. Evacuation Centres) as determined by the Regional Emergency Control Group.
  - (h) Making arrangements for required additional staff and supplies to restore the electrical distribution system.
  - (i) Liaising with the Electrical Safety Authority for inspections for restoration of electrical services.
  - (j) Assisting the Emergency Site Manager as appointed by the Emergency Control Group in fulfilling his/her responsibilities when required.
  - (k) Maintain a log outlining communications and actions taken as well as participating in a debriefing, assisting the Manager of Emergency Measures in the preparation of a report on the emergency.

## 15. The Emergency Site Management Team

### 15.1 Composition of the Emergency Site Management Team

The Emergency Site Management (ESM) Team is responsible for the overall management of the *emergency site*, **not** command of individual organizations. The ESM Team consists of:

- Emergency Site Manager
- Assistant Emergency Site Manager
- Logistics Officer
- Liaison Officer
- On - Scene Media Spokesperson
- Telecommunications Officer
- Officers In Charge (OIC) for Police, Fire and EMS and other responding agencies
- Health and Safety Officer

**Note:** Other organizations may become part of the ESM Team if required, depending on the nature and scope of the emergency.

The ESM Team's overall plan of action is essential if the effects of an emergency are to be mitigated and return to normalcy achieved. Three primary elements influence the success of emergency response:

- **Resources:** the right personnel, equipment and other special resources. The most important resource committed to any emergency is the *human one*.
- **Strategy, Tactics, and Action Plan:** the way in which the resources are applied. On arrival at the emergency site, the Emergency Site Manager must determine the magnitude of the situation, area involved, and the primary rescue sites.
- **Management of the Operation:** including the intangibles of leadership, interpersonal skills, and inter-agency co-operation and communication. The first few hours of an emergency are the most critical. Before any emergency can be tackled, response leaders must all agree on what the problem is the best method of rescue, response, and recovery.

To accomplish this there must be an effective and efficient Command Structure:

- 1 person in charge of the emergency site (the Emergency Site Manager)
- capable of setting priorities and an aim
- assigning tasks to the ESM Team members
- selecting tactics to contain the problem
- conference with other Agency OICs
  - avoid working in isolation
  - avoid duplication of effort or convergence

## **15.2 Individual Roles and Responsibilities of the ESM Team Members**

### **15.2.1 Emergency Site Manager**

#### ***Appointment of the ESM***

- (1) (a) The Emergency Site Manager (ESM) will be **appointed** by the Regional Emergency Control Group, typically from the lead agency involved in the specific type of emergency where possible and practical. Examples:
  - search and rescue/fire incident = Fire as Lead Agency
  - evacuation = Police as Lead Agency
- (b) Once appointed, this individual will no longer be responsible for the operations or command of his/her agency. The ESM shall report directly to the Regional Chief Administrative Officer.
- (c) Selection of the Emergency Site Manager will take into consideration the following:
  - availability and approval of his/her agency;
  - inter-personal skills;
  - training and field experience; and
  - knowledge of responding agencies responsibilities and resources.

#### ***Authority of the ESM***

- (2) The Emergency Site Manager upon appointment by the Regional Emergency Control Group has the **authority** to:
  - (a) Call meetings of the responding agency commanders for information sharing, establishing objectives in the site management, prioritizing limited resources where applicable.
  - (b) Mediate conflicts between agencies and to contact the Regional CAO at the Regional 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) In consultation with the Regional Chief Administrative Officer, appoint an Assistant ESM, Logistics Officer, Liaison Officer, Telecommunications Officer, and an On-Scene Media Spokesperson, where necessary.

#### ***Responsibilities of the ESM***

- (3) The Emergency Site Manager upon appointment by the Regional Emergency Control Group has the responsibility to:
  - (a) Ensure that priorities, tasks and tactics have been established to contain the problem.

- (b) In consultation with the responding emergency service agencies, define the inner and outer perimeters.
- (c) Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency.
- (d) Ensure agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief.
- (e) Maintain a communication link with the Regional Chief Administrative Officer at the Regional EOC for the flow of accurate information and assistance in management of the emergency.
- (f) Ensure responding agencies meet to update/exchange information and/or re-evaluate on a regular basis.
- (g) Monitor the operation of the *emergency site* and make recommendations where appropriate.
- (h) Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc.
- (i) Understand laws and policies at all levels that must be taken into consideration during the management of the emergency during the response and recovery phases.
- (j) Where possible conserve resources should the emergency heighten or lengthen in time, understanding that outside the emergency area the Regional Emergency Control Group is managing the day-to-day operations in our community.
- (k) ESM must keep the ESM Team informed as much as possible, and focused on their roles.
- (l) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.2      *Assistant Emergency Site Manager***

- (1) The Assistant Emergency Site Manager, reporting to the ESM, is responsible to:
  - (a) Be an assistant to the ESM (Note: usually selected from the same organization).
  - (b) Work with ESM to establish the aim, action plan, site layout, ESM Command Post, and communication and information flow with the EOC.

- (c) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.3.      *Logistics Officer***

- (1) The Logistics Officer, reporting to the ESM, is responsible to:
  - (a) Request all personnel and equipment necessary to control the emergency or major incident.
  - (b) Perform all inventory control functions by receiving, recording, storing and distributes all equipment, and ensures that resources are adequately rotated. Provides recording time for personnel and equipment on site, primarily for scheduling, rest/ rotation, and compensation.
  - (c) Provide facilities for rest, feeding and maintenance on-site.
  - (d) Provide fueling, transportation and repair services on-site.
  - (e) Provide medical services on site, including a place for Critical Incident Stress Debriefing.
  - (f) Maintain a Logistics Log.
  - (g) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.4      *Liaison Officer***

- (1) The Liaison Officer, reporting to the ESM is responsible to:
  - (a) Provide contact with outside organizations.
  - (b) Open and maintain lines of communication with supporting agencies, such non governmental organizations, other levels of government, experts/ specialists, Municipal or Regional representatives.
  - (c) Providing facilities and/or tools at the ESM Field Headquarters, such as telephones, faxes, photo copier.
  - (d) Maintain a Liaison Log.
- (e) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.5      *Telecommunications Officer***

- (1) The Telecommunications Officer, reporting to the ESM is responsible to:
  - (a) Provide communication equipment (radios, phones, fax, etc.) and personnel to meet the needs of the emergency site.
  - (b) Establish communication needs with advice from EOC.
  - (c) Pool existing communication systems on site if needed.
  - (d) Log all messages.
  - (e) Maintain maps of the emergency site for the ESM Team and EOC officials.
- (f) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.6      *On-Scene Media Spokesperson***

(See Section 19 of this Plan for Role and Responsibilities)

### **15.2.7      *Police Officer In-Charge (Police OIC)***

- (1) The Police OIC is the Police Commander on-site having overall responsibility for evacuation and for the maintenance of law and order in the *emergency site* to include:
  - (a) Command and control of all police activities at the site.
  - (b) Establishing and staffing a Police Command Post, as part of ESM HQ.
  - (c) Maintaining radio communications with Police HQ through the Communications Centre.
  - (d) Maintaining contact with the Police Chief or his/her alternate at the EOC.
  - (e) Assisting the ESM in formulating an overall strategy and coordinated action plan.
  - (f) Providing complete coverage of all matters related to police and ensuring that matters requiring joint efforts are coordinated through the ESM Team
  - (g) Maintaining a Police Log.
  - (h) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.8 Fire OIC**

- (1) The Fire OIC is the Fire authority on-site having overall command of and responsibility for fire suppression and/or prevention, and search & rescue operations at the *emergency site* to include:
  - (a) Commanding and controlling all fire suppression and equipment on-site.
  - (b) Establishing and staffing a Fire Command Post as part of the ESM HQ.
  - (c) Maintaining communications with Fire Dispatch.
  - (d) Maintaining contact with the Fire Chief and/or Regional Fire Coordinator or designated alternates at the EOC.
  - (e) Assisting the ESM in formulating an overall strategy and a coordinated action plan.
  - (f) Providing complete coverage of all matters related to fire suppression operations and ensuring that matters requiring joint efforts are coordinated through the ESM Team
  - (g) Maintaining a Fire Log.
  - (h) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

### **15.2.9 EMS OIC**

- (1) The EMS OIC is the EMS authority on-site having overall command of and responsibility for a coordinated EMS operation to include:
  - (a) Commanding and controlling all triage, treatment and evacuation operations on site.
  - (b) Establishing and manning an EMS Command Post as part of the ESM HQ maintaining a casualty count.
  - (c) Allocating all EMS resources to casualty evacuation and supplies replenishment.
  - (d) Maintaining contact with the Director of EMS or alternate at the EOC.
  - (e) Assisting in formulating an overall strategy and a coordinated action plan.
  - (f) Providing complete coverage of all matters relating to EMS operations.

- (g) Maintaining an EMS Log.
- (h) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

**15.2.10      *Health and Safety Officer***

- (1) The Health and Safety Officer reporting to the ESM, is responsible for:
  - (a) Ensuring the health and safety of all workers within the emergency area.
  - (b) Maintaining contact with Health and Safety Officers of responding agencies, if present.
  - (c) Liaison with the Ministry of Labour representative.
  - (d) Maintaining a Health and Safety Log.
  - (e) Participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency.

## **PART VI - REGIONAL EMERGENCY SUPPORT AND ADVISORY STAFF**

### **16. Regional Emergency Support and Advisory Staff**

- (1) The following Regional staff may be required to provide support, logistics and advice to the Regional Emergency Control Group, as well as participate in a debriefing and assist the Manager of Emergency Measures in the preparation of a report on the emergency:
  - (a) Regional Clerk
  - (b) Director of Facilities Management and Fleet Services
  - (c) Commissioner of Corporate Resources
  - (d) Chief Financial Officer
  - (e) Chief Purchasing Officer
  - (f) Secretary to the Regional CAO
  - (g) Director of Grand River Transit
  - (h) Director of Information Technology
  - (i) Manager of Citizen Service
  - (j) Communications Officer
  - (k) Coordinator, Emergency Plans and Training
  - (l) Regional Solicitor
  
- (2) Upon direction from the Regional Chief Administrative Officer, the Regional Clerk notifies the required Regional Emergency Support and Advisory Staff (and any other required Regional staff) to report to the Regional Emergency Operations Centre.

### **17. Individual Responsibilities**

#### **17.1 Regional Clerk**

- (1) The Regional Clerk is responsible for:
  - (a) Upon direction from the Regional Chief Administrative Officer, notifying the required Regional Emergency Support and Advisory staff of the emergency, and the location of the Regional Emergency Operations Centre.
  
  - (b) Initiating the opening, operation and staffing of switchboard at the Regional Administration Building, as the situation dictates.
  
  - (c) Initiating the notification of the after hours answering service, and the management of the Switchboard at the Regional Administration Building.

- (d) Initiating the opening and operation of the Regional Print Shop at the Regional Administration Building, or making arrangements to find alternate printing facilities, as the situation dictates.
- (e) Co-ordinating the provision of clerical staff to assist in the Regional Emergency Operations Centre, as required.
- (f) Upon direction by the Regional Chair, ensuring that all Members of the Waterloo Regional Council are advised of the declaration and termination of declaration of the emergency.
- (g) Upon direction by the Regional Chair, arranging a special meeting(s) of Waterloo Regional Council, as required, and advising members of Regional Council of the time, date, and location of the meeting.
- (h) Procuring staff to assist, as required.

### **17.2 Director of Facilities Management and Fleet Services**

- (1) The Director of Facilities Management and Fleet Services for the Region of Waterloo is responsible for:
  - (a) Opening and maintaining the Regional Emergency Operations Centre and arranging for the opening and maintenance of any other regionally owned facility(s), as required.
  - (b) Providing security for the Regional Emergency Operations Centre or arranging for security at any other regionally owned facility(s), as required. This may require liaising with the Chief of Police for the provision of police protection.
  - (c) Providing identification cards to Regional Emergency Control Group members and to Support and Advisory personnel.
  - (d) Co-ordinating the maintenance and operation of feeding, sleeping and meeting rooms at the Regional Emergency Operations Centre, as required.
  - (e) Liaising with the Chief Purchasing Officer and Regional Transportation Co-ordinator for food and supplies, as required.
  - (f) Procuring staff to assist, as required.

### **17.3 Commissioner of Corporate Resources**

- (1) The Commissioner of Corporate Resources for the Region of Waterloo is responsible for:
  - (a) The provision of advice to any member of the Regional Emergency Control Group and the Regional Support and Advisory Staff on matters of a corporate nature as

they may apply to the actions of the Region of Waterloo in its response to the emergency, as requested.

#### **17.4 Chief Financial Officer**

- (1) The Chief Financial Officer for the Region of Waterloo is responsible for:
  - (a) The provision of information and advice on financial matters as they relate to the emergency and the capabilities of the Region of Waterloo.
  - (b) Liaising, if necessary, with the Treasurer(s) of the affected Local Municipality(s).
  - (c) Providing direction to the Chief Purchasing Officer.
  - (d) Ensuring that records of expenses are maintained for future claim purposes.
  - (e) Liaising with the Provincial Officials with respect to the utilization of Provincial emergency relief funds if applicable.
  - (f) Liaising with other agencies involved in fundraising activities to avoid duplication in the raising and utilization of donated funds.
  - (g) Setting up the necessary mechanisms for receiving, adjusting and paying claims for interim financial assistance or final emergency relief funding.
  - (h) Procuring staff to assist as required.

#### **17.5 Chief Purchasing Officer**

- (1) The Chief Purchasing Officer for the Region of Waterloo is responsible for:
  - (a) The provision and securing of equipment and supplies not owned by the Region of Waterloo or its Local Municipality(s), as required by members of the Regional Emergency Control Group and the Regional Support and Advisory Staff, to mitigate the effects of the emergency.
  - (b) Liaising with purchasing agents of the affected Local Municipality(s) and other city(s) and region(s), if necessary. Expenditures made by Regional Departments involved in a municipal emergency will be forwarded to that Local municipality, when the emergency has been terminated, for reimbursement.
  - (c) Should the Chief Purchasing Officer 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, through the Chief Financial Officer, to resolve the matter.

- (d) Maintaining and updating a list of all vendors who may be required to provide supplies and equipment.

### **17.6 Secretary to the Regional CAO**

- (1) The Secretary to the CAO for the Region of Waterloo is responsible for:
  - (a) Assisting the Regional Chief Administrative Officer as required.
  - (b) Ensuring decisions made and actions taken by the Regional Emergency Control Group are recorded appropriately.
  - (c) Where necessary, liaising with the Regional Clerk or alternate for the provision of clerical assistance.
  - (d) If required, assisting the Chief Administrative Officer, the Director of Corporate Communications and Citizen Service, and/or the Manager of Emergency Measures in activating the Region of Waterloo Internal Alerting System.

### **17.7 Director of Grand River Transit**

- (1) In the event of an emergency, the Director of Grand River Transit or alternate, reporting to the Commissioner of Transportation and Environmental Services will assume the role of Regional Transportation Co-ordinator, and will be responsible for:
  - (a) Co-ordinating the acquisition, distribution and scheduling of various modes of transport (i.e. public transit and school buses) for the purpose of transporting persons, including those evacuated, as required by members of the Regional Emergency Control Group and the Regional Support and Advisory staff.
  - (b) Liaising with the Chief of Police and the Regional Fire Coordinator/ Fire Chief with respect to Local Municipal emergencies.
  - (c) Procuring staff to assist, as required.

### **17.8 Director of Information Technology**

- (1) The Director of Information Technology is responsible for:
  - (a) Initiating the necessary action to ensure the telephone systems, networks and the computer systems at all Regional offices, including the Regional EOC function as effectively as possible, as the situation dictates.
  - (b) Direct and call-in departmental GIS personnel for the purpose of providing mapping and other related services to the EOC as necessary.

### **17.9 *Manager of Citizen Service***

- (1) The Manager of Citizen Service is responsible for:
  - (a) Managing the operation of the Citizen Service Centres, ensuring operational readiness to respond during and following emergency situations or major incidents.
  - (b) Monitors citizen inquiries on a regular basis to ensure standards are being met and appropriate responses are provided to the public.
  - (c) Procuring staff to assist, as required.

### **17.10 *Communications Officer***

- (1) The Communications Officer, under the direction of the Director of Corporate Communications and Citizen Service, is responsible for:
  - (a) Assisting the Director of Corporate Communications and Citizen Service with his/her role as Emergency Information Officer.

### **17.11 *Co-ordinator, Emergency Plans and Training***

- (1) The Co-ordinator, Emergency Plans and Training, under the direction of the Manager of Emergency Measures is responsible for:
  - (a) Assisting the Manager of Emergency Measures with his/her role.
  - (b) If required, assisting the Chief Administrative Officer, the Director of Corporate Communications, and/or the Manager of Emergency Measures in activating the Region of Waterloo Internal Alerting System.

### **17.12 *Regional Solicitor***

- (1) The Regional Solicitor, under direction of the Commissioner of Corporate Resources is responsible for:
  - (a) coordination of legal issues with the appropriate Solicitor of the affected Local Municipality, or adjacent Regional Municipality or County, if required.

## PART VII – EMERGENCY INFORMATION

### 18. Introduction

- (1) Upon implementation of this emergency response 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 mobilized:
  - (a) an On-Scene Media Spokesperson will be appointed by the Emergency Site Manager;
  - (b) an Emergency Information Officer at the Regional Emergency Operations Centre, reporting directly to the Regional Chief Administrative Officer;
  - (c) the Communications Officer; and
  - (d) the Manager of Citizen Service.
- (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 Regional Emergency Operations Centre (Regional EOC Media Information Centre). In some cases, however, a joint media information centre may be desirable. The Regional Citizen Inquiry work area should also be located at or near the Regional EOC Media Information Centre.

### 19. On-Scene Media Spokesperson

- (1) The On-Scene Media Spokesperson will be appointed by the Emergency Site Manager and is responsible for:
  - (a) Establishing and co-ordinating an On-Scene Media Information Centre in a safe, appropriate location, at or near the scene, for the media to assemble.
  - (b) Establishing a communication link and liaising regularly with the Emergency Information Officer at the Regional Emergency Operations Centre. 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 Communications Officer at the Regional EOC Media Information Centre.
  - (c) Redirecting all inquiries regarding decisions made by the Regional Emergency Control Group and the emergency as a whole, to the Emergency Information Officer at the Regional Emergency Operations Centre.
  - (d) Responding to inquiries from the media **pertaining to the scene** only.

- (e) Advising the following persons and agencies of the location and telephone number(s) (as available) of the On-Scene Media Information Centre:
  - Emergency Site Manager
  - Police Media Spokesperson
  - emergency services personnel at scene (where possible)
  - Emergency Information Officer(s) (Municipal and/or Regional)
  - media
  - Any other appropriate personnel or agencies
- (f) Controlling and redirecting media to the On-Scene Media Information Centre.
- (g) Where necessary and appropriate, co-ordinating media photograph sessions at the scene.
- (h) Co-ordinating on-scene interviews between the emergency services personnel and the media.

## **20. Emergency Information Officer**

- (1) The Emergency Information Officer for the Region of Waterloo reports to the Regional Chief Administrative Officer and is responsible for:
  - (a) Upon arrival to the Regional Emergency Operations Centre, reporting to the Regional Chief Administrative Officer to be briefed on the emergency situation.
  - (b) Liaising regularly with the Regional Emergency Control Group to obtain the appropriate information for media releases.
  - (c) Briefing the Regional Emergency Control Group on how the Regional EOC Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media.
  - (d) Ensuring that the media releases are approved by the Chief Administrative Officer prior to distribution and that up-to-date information, when available, is forwarded to the Communications Officer for dissemination.

## **21. Communications Officer**

- (1) The Communications Officer reports to the Emergency Information Officer and is responsible for:
  - (a) Establishing a communication link if required with the On-Scene Media Spokesperson, the Municipal Emergency Information Officer(s), the Police Media Spokesperson, the Citizen Inquiry Supervisor and any other Emergency Information Officer(s), (i.e. provincial, federal, private sector, etc.) involved in the incident and endeavouring to ensure that all information released to the media and public is consistent and accurate.

- (b) Establishing a Regional EOC Media Information Centre for members of the media to assemble for the release of accurate information and authoritative instructions to the public.
- (c) Establishing a telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
  - Media
  - Regional Emergency Control Group
  - Switchboard (Regional, Municipal, Emergency Services)
  - On-Scene Media Spokesperson
  - Police Media Spokesperson
  - Municipal Emergency Information Officers
  - Manager of Citizen Service and Municipal Citizen Inquiry Supervisor(s)
  - Any other appropriate persons, agencies or businesses
- (d) Distributing media releases and other information to/from the Regional EOC Media Information Centre, the Regional Emergency Control Group, the Manager of Citizen Service and other key persons handling inquiries from the media.
- (e) Organizing media conferences as required and facilitating interviews with the appropriate spokesperson(s).
- (f) Providing direction and regular updates to the Manager of Citizen Service to ensure that the most accurate and up-to-date information is disseminated to the public.
- (g) If necessary, attending or appointing a designate to the On-Scene Media Information Centre to work with the On-Scene Media Spokesperson.
- (h) Monitoring news coverage, and correcting any erroneous information.
- (i) Maintaining copies of media releases, newspaper articles, and electronic coverage pertaining to the emergency.

## **22. Manager of Citizen Service**

- (1) The Manager of Citizen Service is responsible for:
  - (a) Establishment of Citizen Service Centres, including the appointment of personnel and designation of Citizen Service Centre telephone lines, at the Regional Administration Building or co-ordinating the Service at other locations, as required. Where possible during an emergency, a Citizen Service Centre should be established near the Regional EOC Media Information Centre.

- (b) Apprising the Communications Officer at the Regional EOC Media Information Centre of the establishment of the Citizen Service Centre and designated telephone number(s).
- (c) Apprising the affected emergency services, the Regional Emergency Control Group and local municipal and regional switchboards of the establishment of the Citizen Service Centre(s) and designated telephone numbers.
- (d) Continually liaising with the Communications 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 Communications Officer or as outlined in Sections F and G below. (Such information may be related to school closings, access routes or the location of reception/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 or agency.
- (g) Responding to and redirecting inquiries pertaining to persons who may be located in reception/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.
- (h) Procuring staff to assist, as required.

## **PART VIII - OTHER LOCAL AGENCIES, SERVICES AND DEPARTMENTS**

### **23. Grand River Conservation Authority**

Should a flood emergency situation develop in the Region of Waterloo, not only must the Ministry of Community Safety and Correctional Services be notified by the Regional Chair 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 combatting 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 Local;
- (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) In the event contact with these agencies is not made, 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.

### **24. Ontario Provincial Police**

- (1) In the event of an emergency occurring on the Provincial Highways, or Provincial Parks within the Region of Waterloo, 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 Regional Emergency Control Group, as required.
- (2) In the event of an emergency occurring within the Region of Waterloo, but outside the normal jurisdiction of the Ontario Provincial Police, the OPP will assist the Waterloo Regional Police Service if requested by the Chief of Police, dependent upon resources available at that time.

## **25. Waterloo Region District School Board and Waterloo Region Catholic District School Board**

- (1) The Waterloo Region District School Board and the Waterloo Region 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 Chief of Police or the Commissioner of Social Services.
  - (b) Upon being contacted by the Chief of Police or the Commissioner of Social Services or their designated alternates, provide a Waterloo Region District School Board/Waterloo Region 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 9 and 10.
  - (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.

## **26. Hospital Administrators**

- (1) Within the Region of Waterloo:
- (a) Grand River Hospital Corporation
  - (b) St. Mary's General Hospital
  - (c) Cambridge Memorial Hospital
- (2) During an emergency, each Hospital Administrator is responsible for:

- (a) Implementing his/her respective Hospital Emergency Plan.
- (b) Liaising with the Commissioner of Public Health/Medical Officer of Health and the 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) Liaising with the Ministry of Health and Long Term Care, as appropriate.

## **27. Critical Incident Stress Teams**

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

The Provincial Critical Incident Stress Management (CISM) Program is coordinated through the Ministry of the Solicitor General and Correctional Services, Emergency Management Ontario. For information on the Provincial CISM Program or to contact the Provincial CISM Team, call Murray Firth, at (705) 739-6226 or EMO at (416) 314-3723.

## **28. Waterloo Region Emergency Support Team (WREST)**

The WREST aims to assist affected individuals of Waterloo Region experiencing emotional trauma after a disaster/emergency situation. The WREST members will help affected individuals as they begin to process what has happened and begin to reconstruct a new life. Referrals to longer term counseling services will be provided as needed.

## **PART IX - PLAN MAINTENANCE, REVISION, TESTING AND INTERNAL PROCEDURES**

### **29. Plan Maintenance and Revision**

- (1) The Region of Waterloo Emergency Response Plan will be maintained and distributed by the Manager of Emergency Measures.
- (2) This response plan will be reviewed annually and, where necessary, revised by a meeting(s) of the Regional Emergency Control Group. This will be coordinated by the Manager of Emergency Measures.
- (3) The Emergency Response Plan shall be revised only by By-law or by Resolution of Regional Council, however, revisions to the appendices and minor administrative changes may be made by the Manager of Emergency Measures.
- (4) It is the responsibility of each person, agency, service or department named within this emergency response plan to notify the Manager of Emergency Measures forthwith, of any revisions to the appendices or administrative changes.

### **30. Testing of the Emergency Response Plan**

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

### **31. Internal Procedures**

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

## **PART X - Appendices**

<b>Appendix 1</b>	<b>Regional Emergency Alerting System</b>
<b>Appendix 1-A</b>	<b>Region of Waterloo Alerting System</b>
<b>Appendix 1-B</b>	<b>Rotational Schedule - Acting Regional CAO</b>
<b>Appendix 1-C</b>	<b>Rotational Schedule - Acting Regional Chair</b>
<b>Appendix 1-D</b>	<b>Rotational Schedule - Acting Mayors</b>
<b>Appendix 2-A</b>	<b>Regional Emergency Operations Centres</b>
<b>Appendix 2-B</b>	<b>Diagram of Emergency Operations Centre Layout</b>
<b>Appendix 3</b>	<b>Emergency Site Manager</b>
<b>Appendix 4</b>	<b>Regional Emergency Support &amp; Advisory Staff</b>
<b>Appendix 5</b>	<b>Utilities</b>
<b>Appendix 6</b>	<b>Other Officials</b>
<b>Appendix 7</b>	<b>St. John Ambulance</b>
<b>Appendix 8</b>	<b>Volunteer Registration Form</b>
<b>Appendix 9</b>	<b>Waterloo Region District School Board (Contact List)</b>
<b>Appendix 10</b>	<b>Waterloo Regional Catholic School Board (Contact List)</b>
<b>Appendix 11</b>	<b>Other Emergency Contingency Plans</b>
<b>Appendix 12</b>	<b>Distribution List</b>
<b>Appendix 13</b>	<b>Major Aircraft Incident Plan</b>
<b>Appendix 14</b>	<b>Emergency Operations Centre Manual</b>