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## **1.0 INTRODUCTION**

This Emergency Management Plan will serve key officials of the City of Waterloo as an operational guideline for managing an appropriate response to any emergency situation occurring within municipal boundaries.

This includes defining an emergency situation, an emergency control structure, an emergency operations structure, provisions for making emergency declarations and provisions to facilitate emergency assistance / support from external governmental and non-governmental stakeholders.

For this Emergency Management Plan to be effective, all stakeholders must be familiar with its provisions and contents. In addition, it must be maintained as government officials, departments, services and corporate structures change over time.

### **1.1 Short Title**

This City of Waterloo - Emergency Management Plan may be cited as the "Emergency Plan" or within this document as "this Plan".

### **1.2 Legislation**

In the Province of Ontario, the Solicitor General is responsible for the administration of emergency management policy and legislation. Through the provisions of the Emergency Management Act, Revised Statutes of Ontario, 1990 Chapter E.9, as amended, every municipality shall:

1. Develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program; and,
2. Formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.

### **1.3 Mandate**

In addition to the provisions of the Emergency Management Act, the Ministry of Community Safety and Correctional Services (Emergency Management Ontario) is empowered to establish mandatory standards and regulations for community emergency management programs in Ontario.

### **1.4 Aim of Emergency Management Plan**

The aim of this Plan is to provide a structure for the effective implementation, co-ordination and administration of extra-ordinary actions, arrangements or measures to be

taken by the City of Waterloo as required to protect the life, health, safety, welfare and property of City residents / visitors in the event of an emergency.

- Whenever an emergency occurs (or threatens) within the boundaries of the City of Waterloo, the initial and primary responsibility for providing immediate assistance and control always rests with the City.

### 1.5 Definition of Emergency

The Emergency Management Act defines emergency as:

***“a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property”***

Emergencies are situations, or the threat of impending situations, abnormally affecting the lives and property of our society which, by their nature or magnitude, require a co-ordinated response by a number of agencies, both governmental and private, under the direction of the appropriate officials, **as distinct from routine operations carried out by agencies as normal day to day procedures**, e.g., fire fighting, police activities, normal hospital routines. Emergencies can vary in size / impact and can be further defined as municipal, regional and/or provincial emergencies as follows.

#### 1.5.1 Municipal Emergency

A municipal emergency is any emergency that occurs within the boundaries of the City of Waterloo that is within the capability of the City to respond to and effectively manage (assisted or otherwise).

- The Mayor of Waterloo may request assistance from the Regional Municipality of Waterloo during a municipal emergency by contacting the Regional Chair **without** requesting activation of the Regional Emergency Alerting System
- When the resources of the City of Waterloo are deemed insufficient to control the emergency, the Mayor may notify the Regional Chair, requesting activation of the Regional Emergency Alerting System

#### 1.5.2 Regional Emergency

A regional emergency is any emergency that occurs within the boundaries of the Region of Waterloo that either impacts more than one local municipality, a large portion of the region regardless of local municipal boundaries and/or strains regional services / resources requiring implementation of the regional emergency control structure.

### **1.5.3 Provincial Emergency**

A provincial emergency is any emergency that occurs within the boundaries of the Province of Ontario that impacts a number of municipalities, a large portion of the province regardless of municipal boundaries and/or strains provincial services / resources requiring implementation of the provincial emergency control structure.

## **1.6 Activation of this Plan**

This Plan is considered activated at any time the municipal Emergency Control Group (ECG) members are alerted and instructed to assemble at the Emergency Operations Centre.

- **NOTE** – An Emergency Declaration is not required to activate this Plan and activation of this Plan does **NOT** constitute an Emergency Declaration by the City of Waterloo.

The procedure for alerting key City Officials of an emergency, instructing them to assemble at the Emergency Operations Centre and thereby activating this Plan are as described in Appendix 1 – Emergency Alerting System (Control) and Appendix 2 – Emergency Alerting System (Support).

### **1.6.1 Authority to Activate the Plan**

The following persons (or their designated alternates) have the authority to activate this Plan by initiating the Emergency Alerting System:

- Mayor
- Chief Administrative Officer
- Fire Chief
- Chief of Regional Police
- Medical Officer of Health

## **1.7 Action Prior to Activation**

The Emergency Management Act authorizes employees of the City of Waterloo to take any actions required as described in this Plan where an emergency is imminent/exists but has not yet been declared to exist.

## **1.8 Hazards / Risks**

This Plan is prepared to address any emergency situation that could occur at any time within the boundaries of the City of Waterloo as a direct result of hazards within or moving through the City. These hazards can be classified under the following headings:

- Natural Hazards (floods, hurricanes, windstorms, blizzards)
- Technological Hazards (infrastructure / utility failure)
- Human Caused Hazards (transportation accidents, explosion, toxic or flammable gas, structure collapse, uncontrollable fire)

### **1.8.1 Hazard Identification and Risk Analysis**

The City in co-operation with the Region of Waterloo has identified, reviewed and classified hazards that exist within the City and ranked those hazards to be used as a tool to identify future emergency management program priorities. The City of Waterloo Community Emergency Risk Profile is attached as Appendix 11.

## **2.0 EMERGENCY CONTROL STRUCTURE**

Emergencies are situations which, by their nature or magnitude, require a co-ordinated response from multiple agencies, governmental and non-governmental, under the direction of the appropriate officials. These officials comprise the municipal emergency control structure, including the Emergency Control Group and the Emergency Support Group.

### **2.1 Emergency Control Group**

The Emergency Control Group consists of senior elected and appointed officials of the City of Waterloo / the Region of Waterloo who will manage the overall response to any emergency within the boundaries of the City.

### **2.2 Emergency Control Group Members**

The members of the City of Waterloo Emergency Control Group include:

- Mayor
- Chief Administrative Officer
- Chief of Police (Region of Waterloo)
- Fire Chief
- Director of Emergency Medical Services (Region of Waterloo)
- General Manager of Public Works Services
- Community Emergency Management Co-ordinator
- Corporate Communications / Media Co-ordinator

### **2.3 Collective Responsibilities**

In order to provide a controlled and co-ordinated emergency response, the collective responsibilities of the emergency control group members are as follows:

- Mobilizing and directing the response of their respective service / agency and ensuring that any actions necessary to mitigate the effects of the emergency are taken, provided they are not contrary to law
- Providing support to the emergency site team to mitigate the hazards / dangers that exist
- Advising the Mayor regarding declaring an emergency and or terminating an emergency declaration
- Designating any area within the municipality as an "Emergency Area" and designating an Emergency Site Manager (appointment to be made by the Chief Administrative Officer)
- Evacuating residents within an emergency area and/or evacuating inhabitants considered to be in danger
- Directing the discontinuing of utilities / services provided to the public where continuation of such services represents a danger

- Authorizing expenditures of municipal funds as may be required immediately for the protection of life, health, safety and property.
- Authorizing expenditures for feeding, sheltering and clothing residents displaced by an emergency
- Maintaining a log of actions taken and decisions made by the Emergency Control Group during all emergency operations
- Providing information about the emergency / emergency operations to the public through the mass media as required / appropriate during emergency operations
- Arranging for assistance as needed from neighbouring municipalities, the Region of Waterloo and/or the Province of Ontario
- Requesting assistance from external non-government / volunteer organizations as required
- Contributing to and participating in an emergency debriefing following an emergency

## **2.4 Individual Responsibilities**

In addition to the above collective responsibilities, each of the Emergency Control Group has individual responsibilities as follows:

### **2.4.1 Mayor**

The Mayor is empowered by the Emergency Management Act to take extraordinary actions as required to protect City residents in response to an emergency. The Mayor or Acting Mayor as Head of Council is also responsible for:

- Activating the Emergency Alerting System as required
- Declaring an emergency and/or terminating an emergency declaration
- Ensuring that the Chair of the Region of Waterloo and the Solicitor General of Ontario are notified forthwith of any declaration of an emergency, and the termination of the emergency as described in Section 3 of this Plan
- Ensuring that the City of Waterloo Municipal Council is advised of any emergency declaration / termination of the emergency and is kept apprised of the emergency situation
- Approve all decisions of the Emergency Control Group pertaining to “extraordinary measures” affecting the lives and property of inhabitants within the City of Waterloo
- Liaise with the Regional Chairman, Mayors of neighbouring municipalities as required on issues of mutual concern
- Ensuring that the public, the media and neighbouring municipal officials are also advised of both the declaration and termination of an emergency

- Obtaining any necessary assistance from senior levels of government, other municipalities, and the private sector and taking any action necessary to minimize the effects of an emergency on the City of Waterloo
- Assuming the role of primary spokesperson for the City of Waterloo

#### **2.4.2 Chief Administrative Officer (CAO)**

The City of Waterloo Chief Administrative Officer, as Chair of the Emergency Control Group, is responsible for:

- Calling out any members of the Emergency Support Group / Other Support Agencies (External) as required
- Directing all business activities within the Emergency Operations Centre
- Appointing an Emergency Site Manager in consultation with at the ECG members
- Advising the Mayor on municipal policies and procedures, as required
- Establishing an Operations Cycle of Emergency Control Group meetings and ensuring that the members adhere to it as meeting facilitator / providing leadership and administrative direction, including the maintenance of an agenda of issues/problems, actions and solutions so at each operations cycle meeting the issues/problems are identified and recorded
- Maintaining a communication link with the Emergency Site Manager at the emergency scene, for the flow of accurate information and assistance in management of the emergency
- Approving major announcements and media releases prepared by the designated Media Co-ordinator, in consultation with the Emergency Control Group members
- Ensuring that communication lines are established between the Region and the Area Municipal Chief Administrative Officers as required
- Providing support staff to assist the Emergency Control Group in the coordination, collection and dissemination of information relative to the emergency
- Ensuring a record is kept of all major decisions, actions and instructions issued
- Ensuring a record of all expenditures is maintained for later cost recovery, if warranted

##### **2.4.2.1 Assistant to the C.A.O.**

The Assistant to the C.A.O shall be responsible for:

- Recording all actions and decisions of the Emergency Control Group
- Assisting the C.A.O. as required in the E.O.C.

### **2.4.3 Chief of Police**

The Chief of the Waterloo Regional Police Service is responsible for:

- Protect life, property & maintain law and order
- Notify emergency services / support services including the Emergency Control Group, if required, through the alerting systems identified in the respective plans
- Establish the Command Post and communication link with Emergency Control Group
- Establish a secure inner perimeter, as required by the Emergency Site Manager
- Assist in the security of the inner perimeter in consultation with the lead agency and with regard to safety concerns
- Investigate the incident where legally required to do so
- Establish a secure outer perimeter to facilitate the movement of emergency vehicles and to restrict access to essential emergency personnel. Access and egress routes will be established in conjunction with the establishment of the perimeters
- Alert persons endangered and coordinate evacuation activities including the designation and opening of evacuation centres. Where circumstances permit, the designation of evacuation centres will be done in consultation with the Commissioner of Social Services to ensure the site meets the needs of the evacuees
- Where the Commissioner of Social Services is not consulted, notify the Commissioner of Social Services immediately of the site(s) selected for the evacuation centre(s) and the expected time of arrival of the first evacuees;
- Provide traffic control
- Provide police services at evacuation centres, holding areas and other areas and sites, as required to maintain order and security
- Notify the Coroner of fatalities and assist the Coroner with respect to the identification and processing of deceased persons including proper management of their property
- Provide assistance to the Emergency Site Manager / provide an Emergency Site Manager, if required
- Participate in debriefing and the preparation of reports
- Disseminate information and instructions to the media and the public in consultation with Regional or municipal officials and media coordinators from other key agencies

#### **2.4.4 Fire Chief**

The Chief of the Waterloo Fire Rescue is responsible for:

- Activating the Emergency Alerting System as required
- Co-ordinating the response of the City of Waterloo Fire Rescue
- Activating the Regional Mutual Aid Fire System
- Determining if additional special equipment or supplies are required and making the necessary arrangements for procurement through the Regional Fire Co-ordinator
- Determining whether additional special equipment or supplies will be required, such as air-packs, special protective clothing, foam and other miscellaneous supplies, and making the necessary arrangements for their procurement
- Directing all fire suppression and rescue operations within the City of Waterloo
- Advising the Emergency Control Group on matters concerning fire suppression and fire prevention in areas where the emergency has caused increased fire risks
- Advising the Emergency Control Group regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger
- Providing an Emergency Site Manager if required.
- When required assisting the Emergency Site Manager in fulfilling their responsibilities.
- Providing and operating resuscitation equipment when and where required
- Providing trained staff for first aid when and where required.
- Providing personnel to co-ordinate the Critical Incident Stress Team.,
- Providing personnel and facilities for debriefing, when required, as determined by the Emergency Control Group.
- Providing an Emergency Site Manager as directed
- Participating in the post emergency debriefing and assisting in the preparation of a report on the emergency

#### **2.4.5 Director of Emergency Medical Services (Region of Waterloo)**

The Director of the Regional Emergency Medical Services is responsible for:

- Co-ordinating the response of the Waterloo Emergency Medical Services
- Co-ordinating with Police, Fire and other agencies at the emergency site
- Liaising with the Commissioner of Public Health / Medical Officer of Health
- Ensuring triage, pre-hospital treatment and medical transportation at the emergency site

- Liaising with hospitals for the efficient distribution of casualties from the Cambridge Central Ambulance Communications Centre (CACC) dispatch
- Assessing the need and initial requests for on-site medical teams from hospitals, special emergency health service resources at the emergency site, (ambulance buses, support units, etc), in co-ordination with the Waterloo-Wellington Central Ambulance Communications Centre
- Liaising with the Commissioner of Public Health/ Medical Officer of Health regarding the needs of vulnerable populations during evacuations
- When required, assisting the Emergency Site Manager as designated by the Municipal Emergency Control Group
- Providing an Emergency Site Manager as directed
- Participating in the post emergency debriefing and assisting in the preparation of a report on the emergency

#### **2.4.6 General Manager of Public Works Services**

The General Manager of Public Works Services is responsible for:

- Co-ordinating the response of the Public Works Department
- Delivering barricades and flashers to the site of the emergency
- Clearing debris / snow in and around the emergency site
- Supplying emergency water supplies for human consumption
- Maintaining a back-up radio dispatch centre at the Waterloo Service Centre
- Conducting emergency pumping operations
- Arranging for the inspection and demolition of unsafe buildings
- Liaising with the Grand River Conservation Authority on issues of mutual concern and keeping other municipal departments informed
- Controlling all sandbagging and pumping operations during floods
- Liaising with the Commissioner of Transportation and Environmental Services for the Region of Waterloo and other municipal Directors of Engineering as required
- Provide additional supervisory staff, assistance and resources to:
  - Control the emergency
  - Provide necessary coverage for the City of Waterloo
- Provision of municipal vehicles and equipment, together with operators as required
- When required, assist the Emergency Site Manager as appointed by the Emergency Control Group in fulfilling their responsibilities
- Providing an Emergency Site Manager as directed
- Participating in the post emergency debriefing and assisting in the preparation of a report on the emergency

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#### **2.4.7 Community Emergency Management Co-ordinator**

The Community Emergency Management Co-ordinator is responsible for:

- Assisting the C.A.O. manage the business operations within the Emergency Operations Centre and offer strategic advice to the Emergency Control Group members as required.
- Advising the Emergency Control Group in the implementation of this Plan as required
- Establishing the Emergency Operations Centre (EOC)
- Participating in the post emergency debriefing and assisting in the preparation of a report on the emergency

#### **2.4.8 Corporate Communications / Media Co-ordinator**

Responsibilities of the Corporate Communications / Media Co-ordinator are described in Section 5.2.1 of this Plan.

### **2.5 Decision Making & Solidarity**

At any time this Plan is activated by assembling the Emergency Control Group members all decisions made / actions taken are made on the authority of the Mayor as empowered by the Emergency Management Act.

During Emergency Control Group meetings all members will provide advice and make recommendations. However, once a decision is made, all members must collectively support under public scrutiny that decision, whether opposed to those decisions at the discussion level or not.

### **2.6 Emergency Support Group**

Members of the Emergency Support Group are responsible for providing all logistical and technical support to the Emergency Control Group related to their department's role in emergency operations.

### **2.7 Emergency Support Group Members**

The members of the City of Waterloo Emergency Support Group include:

- Director City Clerk
- General Manager of Recreation & Leisure
- City Solicitor
- Transit Regional
- Chief Financial Officer
- Chief Human Resources Officer
- Director of Information Systems

- Commissioner of Public Health (Region of Waterloo)
- Commissioner of Social Services (Region of Waterloo)
- Manager of Emergency Measures (Region of Waterloo)
- Waterloo North Hydro
- Union Gas

**2.8 Emergency Support Group - Individual Responsibilities**

The individual responsibilities of the Emergency Support Group members are as follows:

**2.8.1 Director, City Clerk**

The Director, Clerk (or alternate) is responsible for:

- Initiating the opening, operation and staffing of the switchboard at the City of Waterloo Municipal Offices in co-operation with the Director of Information Systems.
- Assuming the responsibilities of the Municipal Citizen's Inquiry Supervisor, as outlined in this Plan.
- Ensuring that members of Municipal Council are advised of any emergency declaration / termination by the Mayor
- Arranging special meetings of City Council
- Providing additional support staff as required

As Citizen Inquiry Manager the City Clerk is responsible for:

- Reports to the CAO and assumes the duty of Citizen Inquiry Manager who is responsible for the establishment of a citizen inquiry service
- To provide additional supervisory staff, assistance and resources to:
  - \* Assist in the control of the emergency
  - \* Provide necessary information to citizens of Waterloo
- Provide relevant, factual and up-to-date information to the public during an emergency situation including:
  - Establish a Citizen Inquiry response phone centre to provide information to the public
  - Co-ordinate information releases with the media Co-ordinator and update information to be provided to the public based upon the procedures taken by the Emergency Control Group
  - Identify issues of public concern to the Emergency Control Group
  - Responding to and redirecting inquiries pertaining to persons who may be located in evacuation centres
  - Preparation of message scripts for the Citizen Information Line and the day/evening greetings for the general telephone line of City Hall

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### **2.8.2 General Manager of Recreation & Leisure Services**

The General Manager of Recreation & Leisure (or alternate) is responsible for:

- Opening and maintaining municipally owned facilities as required
- Providing security at municipally owned facilities as required
- Co-ordinating the maintenance and operation of feeding, sleeping and meeting areas at the Emergency Operations Centre
- Providing additional support staff as required

### **2.8.3 City Solicitor**

The City Solicitor (or alternate) is responsible for:

- Advising members of the Emergency Control Group on matters of a legal nature
- Liaising with other Area Municipal and/or Regional Solicitor(s) on issues of mutual concern
- Providing additional support staff as required

### **2.8.4 Transit (Region of Waterloo)**

The Region is responsible for:

- Providing transit resources to assist with evacuations
- Providing vehicles and drivers when required to assist in evacuation, transporting emergency personnel, transporting and assisting ambulatory and non-ambulatory injured, returning evacuees home and other duties as required
- Providing additional support staff as required

### **2.8.5 Chief Financial Officer**

The CFO (or alternate) is responsible for:

- The provision of information and advice on financial matters as they relate to the emergency and the capabilities of the City of Waterloo.
- Ensuring that records of expenses are maintained for future claim purposes.
- Liaising with other agencies involved in fundraising activities to avoid duplication in the raising and utilization of donated funds.
- Liaising with Provincial Officials with respect to the utilization of Provincial emergency relief funds, if applicable.
- Liaising with the Regional Chief Financial Officer, if necessary.
- Providing additional support staff as required

### 2.8.6 Chief Human Resources Officer

The Chief Human Resources Officer (or alternate) is responsible for:

- Co-ordinating and processing requests for human resources, appeals for volunteers with special skills and selecting appropriate volunteers registration site(s)
- Ensuring any specialized human resources / administrative detail involving financial liability are documented
- Liaising with the Reception/Evacuation Centre Manager(s) regarding the completion/collection of Volunteer Registration forms
- Ensuring identification cards are issued to volunteers and temporary employees, where practical
- Arranging for transportation of human resources to and from site(s) at the direction of the Emergency Control Group
- Liaising with Human Resources Development Canada on issues of mutual concern
- Providing additional support staff as required

### 2.8.7 Director of Information Systems

The Director of Information Systems (or alternate) is responsible for:

- Initiating the necessary action to ensure the telephone system at all municipal offices function as effectively as possible, as the situation dictates.
- Developing and maintaining an inventory of municipal communications equipment and facilities within the municipality which could, in an emergency, be used to augment existing communications systems.
- Making arrangements to acquire additional communications resources during an emergency.
- Coordinating provision of equipment and facilities to include mail services, photocopying of relevant information and provision of adequate telephones.
- Providing additional support staff as required
- Ensuring printing facilities or alternate arrangements are available
- Ensuring administrative support services, for example, telephone, word processing and access to the various data bases are maintained and available during an emergency
- Providing and supporting all information and telecommunications requirements of the Corporation of the City of Waterloo including:
  - Computer servers
  - Local area network infrastructure
  - Wide area network infrastructure

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- Desktop computers & office automation software
- Telephones / Telephone exchanges, and
- Corporate software applications
- Liaise with EOC representatives and advise Senior and user management on I.T. efforts
- Anticipate EOC GIS requirements
- Plan for provision of projected data
- Plan for provision of maps
- Provide information and support to the EOC team as requested
- Prepare for anticipated network, voice, data and wireless service to locations
- Coordinate with vendors and suppliers in providing, restoring, repairing or replacing salvageable hardware and equipment as required.

### **2.8.8 Commissioner of Public Health (Region of Waterloo)**

The Commissioner of Public Health / Medical Officer of Health (or alternate) is responsible for:

- Acting as a co-ordinating link for all health services with the Emergency Control Group
- Liaising with the Provincial Ministry of Health, Public Health Branch.
- Liaising with the Emergency Medical Services representative on the Municipal Emergency Control Group
- Providing advice on any matters which may adversely affect public health
- Providing authoritative instructions on health and safety matters to the public through the Media Co-ordinator
- Co-ordinating the municipal response to disease related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health policies
- Ensuring co-ordination of care of bed-ridden citizens and disabled at home and in reception/evacuation centres during an emergency
- Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating Public Health resources
- Ensuring coordination of all efforts to prevent and control disease in the municipality during an emergency
- Notifying the General Manager of Public Works Services regarding the need for potable water supplies and sanitation facilities
- Liaising with the Regional Commissioner of Social Services on areas of mutual concern, i.e., health & food safety in reception/evacuation centres
- When required, assisting the Emergency Site Manager in fulfilling their responsibilities

- Should a temporary morgue be required for mass fatalities, assisting the Chief of Police as agents for the Coroner in the site selection and its operation
- Participating in a debriefing and assisting in the preparation of a report on the emergency

### **2.8.9 Commissioner of Social Services (Region of Waterloo)**

The Commissioner of Social Services (or alternate) is responsible for:

- Managing the operation of reception/evacuation centres with the assistance of the Public Health Department and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres
- Liaising with the Waterloo Regional Police Chief regarding the establishment of reception/evacuation centres and other areas of mutual concern
- Designating and arranging the opening of additional/secondary reception/evacuation centres, as required using the Region's Reception/Evacuation Centre Site Selection Protocol.
- Immediately notifying the Chief of the Waterloo Regional Police Service of the locations of additional reception/evacuation centres
- Liaising with the Commissioner of Public Health / Medical Officer of Health on areas of mutual concern regarding operations in reception/evacuation centres.
- Ensuring that property representatives are notified when public or private facilities are required as reception/evacuation centres, and that staff and volunteers utilizing the facilities take direction from the property representatives with respect to maintenance, use and operation.
- When volunteers are involved, ensuring that the Volunteer Registration Forms are completed and a copy of each form is retained for Regional use.
- Participating in a debriefing and assisting in the preparation of a report on the emergency.

### **2.8.10 Manager of Emergency Measures (Region of Waterloo)**

The Manager of Emergency Measures (or alternate) is responsible for:

- Providing the co-ordination link between the City of Waterloo and the Region of Waterloo for emergency management issues / structures
- Acting in a resource and advisory capacity to the Emergency Control Group and other emergency and support staff
- Providing guidance and assistance, as required

### **2.8.11 Waterloo North Hydro**

Waterloo North Hydro will be responsible for:

- Notifying critical agencies or persons (i.e. hospitals and persons on medical support equipment) of power outages
- Discontinuing services to any customer in the interest of public safety
- Coordinating with the Emergency Control Group to establish priorities for the restoration of services
- Maintaining/restoring services on a priority basis where necessary and practical (i.e. Evacuation Centres) as determined by the Emergency Control Group
- Making arrangements for required additional staff and supplies to restore the electrical distribution system
- Liaising with Electrical Safety Authority for inspection services for restoration of electrical services
- Assisting the Emergency Site Manager as appointed by the Emergency Control Group in fulfilling their responsibilities when required
- Maintain a log outlining communications and actions taken as well as participating in debriefing and assisting the Emergency Planning Co-ordinator in the preparation of a report on the emergency
- Liaising with Hydro One for transmission related issues

### **2.8.12 Union Gas**

In the event of an emergency impacting or involving gas storage and/or distribution infrastructure within the City of Waterloo, Union Gas representation in the Emergency Operations Centre may be required.

## **2.9 Municipal Emergency Advisory Group: Other Support Agencies (External)**

Representatives of the following agencies may be required depending on the specific emergency to advise the Emergency Control Group members regarding the role of their agency.

### **2.9.1 Grand River Conservation Authority (GRCA)**

Should a flood emergency develop in the City of Waterloo, upon declaration of the emergency the Ministry of Natural Resources must also be notified and will work in co-operation with the City of Waterloo (Public Works) and the Region of Waterloo.

### **2.9.2 Ontario Provincial Police**

In the event of an emergency occurring on the Provincial Highways, or Provincial Parks within the City of Waterloo, the Ontario Provincial Police will be responsible for:

- Implementing the Ontario Provincial Police Disaster Procedures Plan
- Securing the site of the incident, controlling the movement of emergency vehicles to and from the emergency site and maintaining law and order
- Acting as the Agent of the Chief Coroner, within the terms of the Coroner's Act
- Co-ordinating with the Waterloo Regional Police Service on issues of mutual concern
- Providing an Ontario Provincial Police representative to participate on the Emergency Control Group, as required

### **2.9.3 Waterloo Region District School Board/Waterloo Catholic District School Board**

The Waterloo Region District School Board / Waterloo Catholic District School Board is responsible for:

- The provision of any school (as appropriate and available) for use as a reception/evacuation centre, as designated by the Waterloo Regional Police Service or the Regional Commissioner of Social Services
- Providing School Board representative to coordinate and provide direction with respect to the maintenance, use and operation of the facilities being utilized as reception/evacuation centres
- In the event of an emergency during normal school hours, the principals of the affected schools (until directed otherwise) are responsible for:
  - implementing the school "Stay-Put" Emergency Plan, or
  - implementing the school "Evacuation" Plan, depending on the nature and scope of the emergency

### **2.9.4 Hospital Administrations**

Within the Region of Waterloo, there are three hospitals:

1. Grand River Hospital — Kitchener-Waterloo Health Care Centre
2. St. Mary's Hospital
3. Cambridge Memorial Hospital

During an emergency, each Hospital Administrator is responsible for:

- Implementing the Hospital Emergency Plan

- Liaising with the Commissioner of Public Health / Medical Officer of Health and local ambulance representative with respect to hospital and medical matters, as required
- Evaluating requests for the provision of medical site teams
- Liaising with the Ministry of Health, as appropriate

### **2.9.5 Critical Incident Stress Teams**

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

The following groups form the City of Waterloo's 'Other Support Agencies': Salvation Army, Red Cross, Amateur Radio, O.P.P., Chief Building Official, St. John Ambulance, Purchasing, REACT, and Provincial Reps. This section should make reference to their role.

### 3.0 EMERGENCY DECLARATION / TERMINATION

Emergency declarations promote a sense of urgency during an emergency situation regarding the danger present and formally engage the powers of the Emergency Management Act.

- An emergency declaration is not required for this Plan to be implemented, however should be considered at any time this plan is activated

An emergency declaration should be made at any time the City of Waterloo must implement “extra-ordinary” actions to protect the life, health, safety and property of its residents.

#### 3.1 Declaration of Municipal Emergency

Under the provisions of the Emergency Management Act the Head of Council of a municipality has the power to declare an **Emergency to Exist** at any time within the boundaries of that municipality.

Within the City of Waterloo only the Mayor (or Mayor’s designated alternate) is empowered by the Emergency Management Act to declare an emergency to exist within the boundaries of the City.

Any decision by the Mayor to declare an emergency will be done in consultation with the members of the Municipal Emergency Control Group. However, the Mayor does have the ultimate responsibility for declaring or not declaring an emergency within the City.

##### 3.1.1 Notification of Declaration

According to the provisions of the Emergency Management Act:

*“The head of council shall insure that the Solicitor General is notified forthwith of a declaration made under subsection (1) or (2).”*

The Solicitor General will be notified through Emergency Management Ontario (Ministry of Community Safety & Correctional Services) forthwith of any emergency declaration made by the City by facsimile transmission with confirmation by telephone using the **Emergency Declaration Form** attached as Appendix 5 to this Plan.

In addition to the Solicitor General, the following persons / agencies must also be notified of any emergency declaration made by the Mayor:

- Members of City Council
- Neighbouring Municipal Heads of Councils
- Chair, Regional Municipality of Waterloo

- Local Member(s) of the Provincial Parliament
- Local Member(s) of the Federal Parliament
- General public through the media

### 3.2 Termination of Municipal Emergency

Any time an emergency is declared to exist the declaration must also be terminated at some later point. The termination of an emergency declaration is required to advise that the dangers to life, health and/or safety are no longer apparent. According to the provisions of the Emergency Management Act:

*“The head of council or the council of a municipality may at any time declare that an emergency has terminated”*

Any emergency declaration made by the Mayor can be later terminated by either the Mayor or a majority vote of City Council. Any decision to terminate an emergency declaration should be done in consultation with the members of the Municipal Emergency Control Group.

#### 3.2.1 Notification of Termination

The Solicitor General will be notified through Emergency Management Ontario (Ministry of Community Safety & Correctional Services) forthwith in writing by facsimile with confirmation by telephone using the **Emergency Termination Form** attached as an Appendix 6 to this Plan.

- In addition to the Solicitor General any persons notified of the Emergency Declaration must also be notified when the emergency is terminated.

### 3.3 Declaration of Regional Emergency

Only the Chair (or Chair's designated alternate) is empowered by the Emergency Management Act to declare an emergency to exist within the boundaries of The Regional Municipality of Waterloo.

The Chair does **not have the power** to declare a Municipal Emergency on behalf of the City of Waterloo even though he/she can declare a Regional Emergency to exist anywhere within the boundaries of Waterloo Region.

Any decision by the Regional Chair to declare a Regional Emergency will be done in consultation with the members of the Regional Emergency Control structure.

#### 3.3.1 Termination of Regional Emergency

Any regional emergency declaration made by the Chair can be later terminated by either the Chair or a majority vote of Regional Council.

### **3.4 Declaration of a Provincial Emergency**

In addition to the above, the Premier of the Province of Ontario (or alternated alternate) has the power under the Emergency Management Act to declare a “Provincial Emergency” to exist within the boundaries of the Province of Ontario. The Premier also has the power to either declare an emergency and/or terminate an emergency declaration made by any community within provincial boundaries.

#### **3.4.1 Termination of Provincial Emergency**

Any provincial emergency declaration made by the Premier will later be terminated by the Premier.

## **4.0 EMERGENCY OPERATIONS**

Emergencies require controlled and co-ordinated responses by multiple agencies, under the direction of appropriate officials. These emergency operations are conducted at an emergency site with direction and support from an emergency operations centre. For these emergency operations to be successful, clear lines of control, communication and reporting must be established and maintained between the site and the operations centre.

### **4.1 Municipal Emergency Operations Centre**

In the event of an emergency in the City of Waterloo, an Emergency Operations Centre (EOC) will be established. The Emergency Control Group, Support Group and Other Support Agencies 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 City of Waterloo Primary and Alternate EOC locations are described in Appendix 4 to this Plan.

Emergency Operations Centres also exist at the regional and provincial levels of government as follows:

#### **4.1.1 Regional Emergency Operations Centre**

The Regional Emergency Operations Centre is located at the Region of Waterloo Administration building in the City of Kitchener.

#### **4.1.2 Provincial Emergency Operations Centre**

The Provincial EOC is located at the headquarters of Emergency Management Ontario in the City of Toronto.

### **4.2 Emergency Control Group Meeting Room**

The Emergency Control Group requires a secure and quiet meeting room adjacent to the Communications Room. To promote an effective emergency meeting, this room requires:

- Maps of suitable scale, depicting up-to-date information related to the emergency
- A visual board depicting up-to-date status information on the emergency
- A recording device and tapes suitable for recording Emergency Control Group meetings (optional)
- Telephones for outgoing calls only
- Fax machine
- Emergency Power Supply
- Television

- Radio
- Photocopier
- Internet access

#### **4.3 Communications Room**

While the Emergency Control Group is engaged in meetings they will require assistants to take messages and convey their decisions. Therefore, a separate communications room must be established in close proximity to the Emergency Control Group room. To be effective the Communications Room requires:

- Maps of suitable scale depicting up-to-date information related to the emergency.
- A visual board depicting up-to-date status information on the emergency.
- A chronological log of all significant communications and events related to the emergency.
- Sufficient outside telephone lines for all Emergency Control Group members. In the event that there are not enough telephones available, the use of cellular phones with batteries and/or back-up generators should be considered. Each emergency or support service with radio communications equipment will utilize this equipment in the Communications Room.

#### **4.4 Communications Support Staff**

Each member of the Emergency Control Group should designate sufficient personnel, depending upon the nature and scope of the emergency, to handle in-coming and out-going communications or assist as otherwise required.

The communicators will be responsible for operating telephones and radios within the Communications Room and relaying messages between their respective representatives on the Emergency Control Group and other key locations.

#### **4.5 Operations Management**

The EOC has been designed and equipped to facilitate effective communications / co-ordination between emergency control / support staff, an emergency site (or sites) and with any other persons / agencies not located within the EOC facility. It is the responsibility of the C.A.O. to manage the overall business operations within the EOC. He/she is assisted in this capacity by the City of Waterloo Community Emergency Management Co-ordinator and other support staff as needed. The primary tool employed by the C.A.O. to structure co-ordination / information sharing between the Emergency Control Group members is the “emergency operations cycle”.

#### 4.6 Operations Cycle

Upon convening the Emergency Control / Support staff in the EOC, the Chief Administrative Officer will implement a cycle of meetings where the Emergency Control Group (ECG) members will share information and co-ordinate actions in response to the emergency.

When operations cycle meetings are conducted all ECG members must temporarily suspend external communications and temporarily delegate their responsibilities to their support group members. The meetings are chaired by the Chief Administrative Officer with each ECG member in turn briefing the group as to the issues, actions and resource challenges of their staff at the emergency site or other emergency support location (ie: evacuation centre).

- The operations cycle meeting is the forum for information sharing and group decision making. All ECG members must be present at each meeting to hear reports from and give reports to the group as a whole.

When the operations cycle meeting is adjourned, ECG members then return to their workstations and continue their duties as defined in this Plan.

#### 4.7 Emergency Site Operations

During any major emergency, emergency responders (Fire, Police, EMS, etc) will congregate where the emergency exists and work together to accomplish the following:

- Protecting the life, health, safety and property of the public
- Protecting the life, health and safety of emergency response personnel
- Mitigating/removing the danger/hazard presented by the emergency

These “emergency site operations” are controlled and co-ordinated to make the most efficient use of personnel and equipment, and upon activation of this Plan, are supported by the Emergency Operations Centre.



**GENERIC EMERGENCY SITE LAYOUT**

#### 4.8 Emergency Site Location / Layout / Site Containment

The emergency site is the location containing and immediately surrounding the danger/hazard. An emergency site is usually enclosed by inner and outer perimeters to contain and secure all emergency site operations as illustrated.

#### **4.9 Emergency Site Manager**

The Emergency Site Manager (ESM) will be appointed by the Chief Administrative Officer on behalf of the Emergency Control Group from the lead agency involved in the specific type of emergency. 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 Chief Administrative Officer. Selection of the Emergency Site Manager will take into consideration the following:

- Availability and approval of their agency
- Training and field experience
- Knowledge of responding agencies responsibilities and resources

The Emergency Site Manager, upon appointment by the Emergency Control Group has the authority to:

- Call meetings of the responding agency commanders (Officials In Charge) for information sharing, establishing objectives in the site management, prioritizing limited resources where applicable
- Mediate conflicts between agencies and to contact the Chief Administrative Officer at the Emergency Control Group should he/she be unable to resolve the matter
- Request assistance from responding agencies for communications and other emergency site management tools
- Appoint an On-Scene Media Spokesperson

##### **4.9.1 Responsibilities of the Emergency Site Manager**

In addition to the above, the Emergency Site Manager is also responsible to:

- Ensure that priorities, tasks and tactics have been established to contain the problem
- Mediate conflicts between agencies and to contact the C.A.O. at the Emergency Control Group should he/she be unable to resolve the matter
- Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency
- Ensure agencies address the needs of their staff with regard to stress, fatigue, food, shelter and relief
- Maintain a communication link with the Chief Administrative Officer at the Emergency Control Group for the flow of accurate information and assistance in management of the emergency

- Ensure that responding agencies meet to update/exchange information and/or re-evaluate on a regular basis
- Monitor the operation of the Site Management and make suggestions where applicable
- Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc
- Understand laws and policies at all levels that must be taken into consideration during the management or recovery of the emergency
- Where possible conserve resources should the emergency heighten or lengthen in time
- Participate in a debriefing and assist in the preparation of a report on the emergency

## **5.0 EMERGENCY INFORMATION**

Upon implementation of this Plan, it will be necessary for the City of Waterloo to communicate with its residents directly / through the media concerning any aspect of the emergency. This includes:

- Releasing of accurate information to the news media
- Issuing authoritative instructions to the public
- Responding / redirecting individual requests for / reports on information

### **5.1 Emergency Information Centres**

Depending upon the scope of the emergency, there will likely be a need to establish two media information centres:

#### **5.1.1 Media Information Centre**

The media information centre is located within either the Primary or Secondary Municipal Emergency Operations Centre.

#### **5.1.2 On-Site Media Information Centre**

The on-site media information centre will be located at the direction of the Emergency Site Manager.

#### **5.1.3 Citizen Inquiry Centre**

The Citizen Inquiry Centre is located at the City of Waterloo City Hall, or at other locations as required. Where possible the Citizen's Inquiry Service should be located at or near the Municipal Emergency Operations Centre Media Information Centre.

## **5.2 Emergency Information Team**

The following positions will be established:

### **5.2.1 Media Co-ordinator**

Appointed by and reporting directly to the Chief Administrative Officer, the Media Co-ordinator is responsible for leading all media relations operations at the Emergency Operations Centre and maintaining communications with the other members of the Emergency Information Team.

This includes but is not limited to the following:

- Reports to the C.A.O. and assumes the duties of the City of Waterloo Media Co-ordinator
- Responsible for the establishment of a communication link with all Media Co-ordinators
- Provides assistance to the C.A.O in preparing press releases and public education notices
- At the direction of the C.A.O. communicating information regarding the emergency to the public through the media using media kits, news releases, press briefings, public service announcements, flyers, telephones, the Internet, and public meetings as required
- Identifying issues, concerns and misinformation that can be addressed through use of the mass media and preparing appropriate responses
- Organizing media briefings and preparing the Mayor, C.A.O. and other members of the Emergency Control Group prior to each media briefing as required
- Co-ordinating media site tours in liaison with the Emergency Site Manager and the On-Site Media Spokesperson as required
- Ensuring communication with the Switchboard and/or Citizen Inquiry regarding information to be provided to the public and information being requested by the public
- Supervising media monitoring to ensure that the public is receiving the information they require and that the information received is factual and correct
- Designating and co-ordinating a Media Information Centre for members of the media to assemble for the issuance of accurate media releases and authoritative instructions to the public
- Briefing the Emergency Control Group on how the Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media
- Liaising regularly with the Emergency Control Group to obtain the appropriate information for media releases, coordinate individual interviews and organize press conferences
- Establishing a telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
  - Media
  - Emergency Control Group
  - Switchboard (Municipal, Emergency Services)
  - On-Scene Media Co-ordinator
  - Police Public Relations Officer
  - The Citizen Inquiry Supervisor
  - Any other appropriate persons, agencies or businesses
- Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public
- Ensuring that the media releases are approved by the C.A.O prior to dissemination, and distributing hard copies of the media release to the Media

Information Centre, the Emergency Control Group, Citizen Inquiry Supervisor and other key persons handling inquiries from the media

- Monitoring news coverage, and correcting any erroneous information
- Maintaining copies of media releases and newspaper articles pertaining to the emergency
- Ensures media are accredited and issues City of Waterloo media badges to media

### **5.2.2 On-Scene Media Co-ordinator**

Appointed by the Emergency Site Manager / Incident Manager, the On-Site Media Co-ordinator is responsible for all media relations functions at the emergency site and for maintaining communications with the Media Co-ordinator.

### **5.2.3 Citizen's Inquiry Supervisor**

The Clerk assumes the role of the Citizen's Inquiry Supervisor and is responsible for the operation of the Citizen Inquiry Centre and for maintaining communications with the Media Co-ordinator.

The Deputy, City Clerk serves as the Citizen Inquiry Manager and is responsible for:

- Establishment of a Citizen Inquiry Service, including the appointment of personnel and designation of Citizen Inquiry telephone lines, at the City of Waterloo City Hall or coordinating the Service at other locations, as required. Where possible the Citizen Inquiry Service should be located at or near the Media Information Centre
- Apprising the Media Co-ordinator at the Media Information Centre of the establishment of the Citizen Inquiry Service and designated telephone number(s)
- Apprising the effected emergency services, the Emergency Control Group and City of Waterloo switchboard of the establishment of the Citizen Inquiry Service and designated telephone numbers
- Continually liaising with the Media Co-ordinator to obtain current information on the emergency
- Responding to, and re-directing inquiries and reports from the public based upon information from the Media Co-ordinator. (Such information may be related to school closings, access routes or the location of evacuation and reception centres)

- 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
- Responding to and redirecting inquiries pertaining to persons who may be located in evacuation centres
- Procuring staff to assist, as required

### **5.3 Emergency Information Spokespersons**

In order to ensure information is provided to the public through the media, the following persons are designated as spokespersons for the City of Waterloo, each with their own respective area of responsibility.

#### **5.3.1 Mayor - Municipal Spokesperson**

The Mayor serves as the voice of Council during emergency operations. The Mayor will attend all media briefings (where practical) to present general information about the emergency situation, emergency operations or explain any “extra-ordinary” measures requested of City residents, (for example why an evacuation has been ordered). The Mayor is supported in this role by the Chief Administrative Officer and other Emergency Control Group members with department/service specific information.

#### **5.3.2 Chief Administrative Officer - Administration Spokesperson**

The Chief Administrative Officer serves as the voice of the Emergency Control Group during emergency operations. The Chief Administrative Officer will attend all media briefings (where practical) to present general information regarding emergency efforts including the participation of City staff or other “non-government” partners in emergency operations. The Chief Administrative Officer is supported in this role by the Emergency Control Group members with department/service specific information.

#### **5.3.3 Subject Specific Spokespersons**

Other Emergency Control Group members serve as subject matter experts during emergency operations. These persons will attend media briefings as needed to support the Mayor and Chief Administrative Officer by presenting specific information relative to the actions of their department / service staff and area of specific responsibility / expertise.

## **6.0 EMERGENCY ASSISTANCE / RESOURCES**

During emergency operations the Municipal Emergency Control Group members determine the allocation of City resources to support emergency sites, municipal emergency operations or other functions within the boundaries of the City of Waterloo. This emergency assistance could include personnel with special expertise, specialized equipment with trained operators, and/or any other type of service / expertise required to support emergency operations.

Dependant on the specific emergency, the City may also need to co-ordinate emergency assistance provisions with neighbouring municipalities, the regional government and/or the provincial government.

This could include assistance through emergency response plans, or agreements such as Fire Mutual Aid or be as needed in response to a specific emergency.

Any requests for emergency assistance made by the City of Waterloo to a neighbouring municipality / from a neighbouring municipality to the City of Waterloo should be made by either:

- Mayor to Mayor of the neighbouring municipality
- C.A.O. to C.A.O. of the neighbouring municipality
- Fire Chief to Fire Chief of the neighbouring municipality

### **6.1 Assistance to Neighbouring Municipalities**

It is possible that neighbouring municipalities may request emergency assistance from the City while dealing with an emergency situation within their boundaries. If such a request for emergency assistance is made prior to activation of this Plan the request for assistance will be made by either. Any requests for emergency assistance made by the City of Waterloo to a neighbouring municipality / from a neighbouring municipality to the City of Waterloo should be made by either:

- Mayor to Mayor of the neighbouring municipality
- C.A.O. to C.A.O. of the neighbouring municipality
- Fire Chief to Fire Chief of the neighbouring municipality

Once a request for emergency assistance is received, the City will determine its capability to assist.

If the request for emergency assistance is made following activation of this Plan, the Municipal Emergency Control Group members will evaluate the request and make recommendations regarding the capability of the City to assist.

## **6.2 Assistance from the Regional Municipality**

At any time this Plan is activated, certain agencies or departments of the Region of Waterloo may be involved in emergency operations. These agencies are expected to provide representation as part of the Emergency Control/Support Structure as required. These regional stakeholders could include but are not limited to:

- Public Health Department
- Social Services Department
- Waterloo Region Emergency Medical Services
- Waterloo Region Manager of Emergency Measures

The representatives of the above regional agencies are responsible for co-ordination of Regional assistance to the City at the Emergency Operations Centre.

## **6.3 Assistance from the Provincial Government**

When the combined resources of the Regional Municipality of Waterloo and the seven Area Municipalities are deemed insufficient, the Regional Chair may request assistance from the Premier of Ontario under the provisions of the Emergency Management Act through communications with the Provincial Emergency Operations Centre (PEOC) Duty Officer at 1-416-314-3723.

Emergency Management Ontario will communicate with the appropriate Provincial agencies, determine the capability to provide assistance and report the outcome to the Region of Waterloo.

## **6.4 Assistance from Volunteer Agencies / Other Agencies**

Depending on the specific emergency, assistance may be required from various designated volunteer emergency support agencies such as the Canadian Red Cross / Salvation Army /etc. Any request for assistance from volunteer agencies / other agencies will be at the direction of the Emergency Control Group and coordinated by the staff person designated at that time.

### **6.4.1 Protection of Registered Volunteers**

An emergency declaration protects registered volunteer emergency workers under the provisions of the Workplace Safety and Insurance Act, 1997, as amended. According to Workplace Safety Insurance Board (WSIB) Operational Policy Document # 01-02-03 a municipal worker includes:

*"A person who assists in connection with an emergency that has been declared to exist by the head of council of a municipality or the Premier of Ontario."*

If an emergency situation requires the use of volunteers, an emergency declaration may be considered for the above reason. Also, if volunteers are required to assist with emergency recovery operations it may be advisable to keep an emergency declaration in force until volunteer services are no longer needed.

### **6.5 Emergency Resources Directory**

Since emergency resources can take the form of people with special skills and/or special equipment with trained operators, All departments / emergency services of the City of Waterloo should maintain an Emergency Resource Directory.

### **6.6 Appeals for General Volunteer Assistance**

Under rare circumstances it may be necessary to issue appeals to the public for volunteers with specific skills to assist with emergency operations. This should not be done until all available municipal personnel with similar skills have been committed, and then only on the authority of the Mayor in consultation with the Emergency Control Group members.

The Emergency Control Group is responsible for:

- Determining the number of volunteers required, skills required, clothing to be worn, tools to be brought, instructions as to assembly point where volunteers are to report
- Preparing a written or typed appeal to be taped at the radio station for broadcast in order to convey correct information to volunteers
- Arranging for volunteers to be registered using the Volunteer Registration Form and issued proper identification documents
- Providing volunteers with a copy of insurance coverage at the time of registration
- Instructing radio stations to cancel broadcast request for volunteers as soon as the required number have enrolled

## **7.0 EMERGENCY RECOVERY**

Emergency recovery operations commence when the impact of an emergency situation has been successfully mitigated; that is once the threat/hazard is no longer apparent. At that time the focus of emergency operations shifts from dealing with the emergency itself to dealing with the aftermath of the emergency.

### **7.1 Aim of Emergency Recovery**

The aim of emergency recovery operations is to provide the structure for effective administration, co-ordination and implementation of any extra-ordinary arrangements or measures required to recover from an emergency.

### **7.2 Definition of Emergency Recovery**

Emergency recovery refers to the process of restoring or bringing back to pre-emergency condition any area within the City of Waterloo impacted by an emergency. Therefore Emergency Recovery is defined as follows:

*“The actions associated with restoring any definable area impacted by an emergency to its pre-emergency state or condition.”*

### **7.3 Implementation of Emergency Recovery Plan**

Implementation of the City of Waterloo – Emergency Recovery Plan will depend on the specific emergency situation. Under certain circumstances, it may be implemented before an Emergency Declaration has been terminated. Once implemented, the Emergency Recovery Plan will remain activated until all recovery operations are completed and the Recovery Committee is disbanded.

#### **7.3.1 Action Prior to Implementation**

It is possible that emergency recovery activities may begin before emergency response activities cease. Recovery actions may be taken by emergency responders at an emergency site or at the direction of Municipal Emergency Control Group members prior to official implementation of the Emergency Recovery Plan.

### **7.4 Emergency Recovery Plan**

- The Emergency Recovery Plan is attached to this Plan as Schedule A.

## **8.0 EMERGENCY EXERCISES**

This Plan details the City of Waterloo response to any emergency occurring within its boundaries. Therefore in order for this Plan to be effective it must be tested on a regular basis. This Plan will be tested using emergency exercises of varying duration / complexity to ensure its contents remain appropriate, current and ready to be implemented at any time.

### **8.1 Exercise Responsibility**

The Community Emergency Management Co-ordinator is responsible in co-operation with the Emergency Program Committee for the co-ordination and implementation of local exercises to test any component of the Plan or the City Emergency Management Program.

The Emergency Control Group is responsible for directing that key staff attend emergency exercises as a priority business function.

In addition, all emergency stakeholders are responsible for making the Community Emergency Management Co-ordinator aware of external exercise opportunities that further support the goals of the City Emergency Management Program.

### **8.2 Exercise Types / Strategies**

Exercises simulate emergency conditions that require activation of this Plan (in whole or in part) and assembly of key Municipal Emergency Control / Operations stakeholders. Exercise can be classified as follows:

- Static (Case Study / Paper / Tabletop)
- Telecommunications Functional (Alerting / Equipment)
- Field Functional (General / Specialty)

Exercises vary in duration and complexity by type beginning with the basic Static Exercises to the most complex Field Functional Exercises. The Community Emergency Management Co-ordinator in co-operation with the Emergency Program Committee will provide a variety of exercise opportunities delivered in-house or through external opportunities including:

#### **8.2.1 Annual Municipal Exercises**

An annual exercise shall be conducted in order to test the overall effectiveness of this emergency plan and provide training to the Emergency Control Group and other individuals or groups identified in the plan. Revisions to this plan shall incorporate recommendations stemming from such exercises.

### **8.2.2 Annual Regional Exercise**

An annual regional exercise is normally conducted in order to test the overall effectiveness of the Region's Emergency Plan and to provide training to their key stakeholders. Opportunities should be explored and promoted for Municipal Emergency Control / Operations staff to participate in regional exercises whenever possible.

### **8.2.3 Department / Service Specific Exercises**

It is the responsibility of all municipal emergency management stakeholder groups to ensure that internal / departmental emergency plans are tested and updated at regular intervals to ensure they remain current. City Emergency Management staff may be involved in the testing of internal plans to ensure alignment between the internal emergency plans and this City Emergency Plan.

### **8.2.4 Other External Emergency Exercises**

Various external emergency management stakeholder groups conduct regular exercises to test their own plans and to provide "cross-training" between their stakeholders and other support agencies. Opportunities for Municipal staff to participate in external exercises should be promoted by the Community Emergency Management Co-ordinator in co-operation with the Emergency Program Committee. Some examples of external group exercises include:

- Industry Emergency Readiness Groups
- Amateur Radio Emergency Service Clubs
- Various Volunteer Emergency Support Groups
- School Boards / Boards of Education
- Seniors Facilities / Long Term Care Facilities

## **9.0 PLAN MAINTENANCE & DISTRIBUTION**

### **9.1 Maintenance Responsibility**

This Plan will be maintained by the Community Emergency Management Co-ordinator (CEMC) with assistance from the members of the City Emergency Management Program Committee and where necessary by the members of the Emergency Control Group.

#### **9.1.1 Stakeholder Responsibility**

It is the responsibility of each person, agency, service and department cited within this Plan to notify the Community Emergency Management Co-ordinator of any and all changes that affect its activation and/or operability.

### **9.2 Plan Revision**

This Plan is considered a living document and it must be revised on an ongoing basis to ensure that its contents remain current and able to be implemented at any time.

### **9.3 Annual Review / Revision**

This Plan will be reviewed annually as part of the Emergency Management Program review process. This annual revision will be co-ordinated by the Community Emergency Management Co-ordinator in co-operation with the members of the Emergency Management Program Committee. In addition to the annual revision, ongoing revisions may be required to ensure the sustainability of the document.

#### **9.3.1 Minor Revisions**

Minor revisions constitute ongoing / administrative changes to the Plan or Appendices as required to keep the document up to date between annual revisions. Such minor revisions are made by the Community Emergency Management Co-ordinator independently and will be circulated to the members of the Emergency Program Committee and the Emergency Control Group.

#### **9.3.2 Major Revisions**

Major revisions that alter the responsibilities described or the operational structures contained within this Plan will be made in co-operation with the members of the Emergency Program Committee and must be approved by the Emergency Control Group.

- Any major revisions that affect the provisions of the municipal emergency management by-law must be submitted to City Council for approval.

## **9.4 Plan Distribution**

This Plan is considered “public information” as per the provisions of the Emergency Management Act and is available for public inspection during regular business hours. However, plan attachments containing private and confidential information will not be made available to the public.

### **9.4.1 General Circulation / Public Access**

General circulation copies of this Plan do not include confidential attachments such as contact lists and notification procedures. Copies are available for public viewing at the following locations:

- Waterloo City Hall – Office of the Clerk
- Fire Rescue Headquarters

Copies of the Plan circulated to the public by the Community Emergency Management Co-ordinator are NOT subject to document control procedures, recipient names are not recorded and recipients are NOT informed when the Plan is revised / updated. Such copies of this Plan are only current as of their print date.

### **9.4.2 Restricted Circulation**

Restricted copies of this Plan include all confidential Appendices and will only be circulated to those listed on the Restricted Circulation List. All restricted copies of this Plan are numbered and subject to document control procedures.

- The Restricted Circulation List is attached as an Appendix 10 to this Plan

## **9.5 Record of Amendments**

At any time this Plan is revised, an updated Record of Amendments will be produced and circulated to all persons noted in the Restricted Circulation List.

## **10.0 DEFINITIONS OF RELEVANT TERMS**

### **Administrative Assistant to the CAO**

- i. The Executive Assistant or alternate to the Chief Administrative Officer for the City of Waterloo.

### **Area Municipality**

- ii. Area Municipality means the municipality or corporation of the City of Cambridge, the City of Kitchener, the City of Waterloo, the Township of North Dumfries, the Township of Wilmot, the Township of Wellesley and the Township of Woolwich. Area Municipality emergency plans may be cited as Municipal Emergency Plans.

### **CEMC – Community Emergency Management Co-ordinator**

- iii. Works with the community's emergency management program committee and has the primary responsibility and accountability for developing, implementing and maintaining the municipal emergency management program.

### **Chief Administrative Officer**

- iv. The Chief Administrative Officer or alternate for the City of Waterloo.

### **Citizen's Inquiry Supervisor**

- v. The City Clerk will perform the duties of Citizen's Inquiry Supervisor and will establish a service to respond to and redirect inquiries and reports from the public.

### **City Solicitor**

- vi. The City Solicitor or alternate for the City of Waterloo.

### **Chief Financial Officer**

- vii. The City Treasurer or alternate for the City of Waterloo.

### **City Clerk**

- viii. The City Clerk or alternate for the City of Waterloo.

**Chief of Police**

- ix. The Chief or alternate of the Waterloo Regional Police Service

**Critical Incident Stress Team**

- x. The Police, Fire and Ambulance Services operate a trained volunteer Critical Incident Stress (CIS) Team. The CIS Team is available for stress debriefing during and succeeding emergencies and major incidents by contacting the CIS team of the Waterloo Fire Rescue.

**Director, Emergency Medical Services**

- xi. The Director or a designated representative of the Waterloo Regional Emergency Medical Services.

**Director of Corporate Communications**

- xii. Director of Corporate Communications or alternate for the City of Waterloo

**Director of Information Systems**

- xiii. Director of Information Systems or alternate for the City of Waterloo

**Chief Human Resources Officer**

- xiv. Chief Human Resources Officer or alternate for the City of Waterloo

**General Manager of Recreation & Leisure Services**

- xv. The General Manager of Recreation & Leisure Services or alternate for the City of Waterloo

**General Manager of Public Works**

- xvi. The General Manager of Public Works or alternate for the City of Waterloo

**Purchasing**

- xvii. The Purchasing agent or alternate for the City of Waterloo

**Deputy Fire Chief**

- xviii. The Deputy Fire Chief or alternate for the City of Waterloo Fire Rescue

**EOC Media Information Centre**

- xix. The location at or near the Emergency Operations Centre from which the media may gather for updated media releases and press conferences. This location will be determined by the Media Coordinator.

**Emergency Area**

- xx. The area in which the emergency exists.

**Emergency Control Group**

- xxi. That group of individuals directing those services necessary for mitigating the effects of the emergency. The Chief Administrative Officer is responsible for coordinating the initiatives of the Emergency Control Group at the Emergency Operations Centre.

**Emergency Support Group**

- xxii. That group of individuals (representing those services necessary) to advise / support the members of the Emergency Control Group at the Emergency Control Group at the Emergency Operations Centre.

**Emergency Operations Centre**

- xxiii. The location from which the Emergency Control Group operates. For brevity, the Emergency Operations Centre may be referred to as the EOC.

**Emergency Site Manager**

- xxiv. Appointed by the Emergency Control Group, the ESM ensures that agencies responding to the site of the emergency are coordinated in their response. The Emergency Site Manager reports directly with the Chief Administrative Officer at the Emergency Operations Centre.

**Emergency Site Management Team**

- xxv. The Emergency Site Management Team consists of the appropriate responding agencies' Officers in Charge at an emergency site.

**Fire Chief**

- xxvi. The Chief or alternate of the Fire Rescue for the City of Waterloo.

**Mayor**

xxvii. The Head of Council, the Mayor or Acting Mayor for the City of Waterloo.

**Media Coordinator**

xxviii. The Public Relations representative for the City of Waterloo will perform the duties of Media Coordinator for the dissemination of information to the media.

**On- Site Media Information Centre**

xxix. 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 Emergency Site Manager

**On-Scene Media Spokesperson**

xxx. The On-Scene Media Spokesperson is appointed by the Emergency Site Manager at the time of the emergency. This person is responsible for coordinating the fast, accurate dissemination of information to the media from the On-Scene Media Information Centre. The Spokesperson will also work closely with the Media Coordinator to ensure that information released to the media from the scene is consistent with information being released from the EOC Media Information Centre.

**Perimeter - Inner**

xxxi. A restricted area in the immediate vicinity of the emergency scene as established by the Emergency Site Manager in conjunction with responding agencies. Access to the inner perimeter is restricted to those essential emergency personnel actively involved in the emergency, (see definition of Outer Perimeter).

**Perimeter - Outer**

xxxii. The geographic area surrounding the inner perimeter. This area will serve as a coordination 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 in conjunction with the Emergency Site Management Team.

**Regional Chair**

xxxiii. The Head of Council or alternate for the Regional Municipality of Waterloo.

**Regional Chief Administrative Officer**

- xxxiv. The Chief Administrative Officer or alternate for the Regional Municipality of Waterloo.

**Regional Commissioner of Public Health / Medical Officer of Health**

- xxxv. The Commissioner of Public Health / Medical Officer of Health or alternate for the Regional Municipality of Waterloo.

**Regional Commissioner of Social Services**

- xxxvi. The Commissioner of Social Services or alternate for the Regional Municipality of Waterloo..

**Regional Fire Coordinator**

- xxxvii. The Fire Coordinator or alternate for the Regional Municipality of Waterloo.

**Regional Manager of Emergency Measures**

- xxxviii. The Regional Manager of Emergency Measures or alternate for the Regional Municipality of Waterloo

**Social Services Support Group**

- xxxix. The group of Social Service Department staff responsible for the dissemination of information between the Commissioner of Social Services and the Evacuation Centre Coordinator(s). This group is also involved in the obtaining of resources required by the Commissioner and/or the evacuation centre(s).

**Triage**

- xl. The sorting and allocation of treatment to patients or victims according to a system of priorities designated to maximize the number of survivors.

## **11.0 SCHEDULE “A”**

### **CITY OF WATERLOO RECOVERY PLAN**

#### **Introduction:**

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

Depending on the type of the emergency, the **Recovery Phase** may require minimal resources, monies spent and or time required to restore the community to its pre-emergency state.

However, if there are casualties, demolished buildings, a disruption of public services and infrastructure as a result of the emergency, the recovery phase may impact more in community services than the emergency itself.

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

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

#### **Recovery Committee Composition:**

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

- Chief Administrative Officer (Chair)
- CEMC
- Chief Financial Officer
- General Manager of Public Works Services
- Regional Commissioner of Social Services
- Regional Commissioner of Health and Medical Officer of Health
- Committee Secretary (Assistant to the CAO)

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

**Responsibilities of the Recovery Committee:**

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

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

**Human Needs Sub-Committee:**

Recognizing that the function of looking after human needs during a significant disaster falls under the Waterloo Region Social Services Department, the following, or their designated alternates, will at the discretion of the Chair, form the Human Needs Sub-Committee:

- Regional Commissioner of Social Services (Chair)
- Regional Commissioner of Community Health and Medical Officer of Health
- City of Waterloo Community Development Officer

- City of Waterloo General Manager of Recreation & Leisure Services
- City of Waterloo Chief Human Resources Officer
- Manager of Waterloo Red Cross Branch

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

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

1. Ensure the continued operation and closure of the evacuation centre(s), including the provision of housing, feeding, clothing, registration and inquiry and personal services.
2. Assist homeless citizens to locate long-term housing and to have utilities connected.
3. Co-ordinate storage and distribution of donated materials.
4. Ensure that the needs of “special populations” such as children, dependent adults’ elderly, and others with disabilities are met.
5. Ensure that health standards are being maintained throughout the community.
6. Ensure that Critical Incident Stress and other counselling services are available to staff and the public.
7. Work with affected business/ industry to ensure that employment opportunities are restored at the earliest opportunity.
8. Assist affected citizens to replace documents that may have been lost in the emergency.
9. Arrange financial assistance to those people in need.
10. Ensure resumption of mail service to residents within affected areas.
11. Ensure that provision is made for the care of pets.
12. Arrange for and secure the storage of residents’ property that has been recovered and cannot be immediately secured by the resident.
13. Provide information on sources of retraining assistance for residents whose employment has been affected, or who have been injured and cannot return to their former employment.
14. Coordinate transportation for those in need of out-patient care or therapy.
15. Ensure that burials can be conducted in an appropriate manner.

16. Coordinate their activities with those of other sub-committees and report regularly to the Recovery Committee.
17. Ensure that detailed financial records relating to sub-committee activities are maintained.
18. Ensure registration and coordination of volunteers.
19. Prepare a final report on the sub-committee activities together with recommendations for amendments to the Recovery Plan.

**Infrastructure Sub-Committee:**

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

- City of Waterloo General Manager of Public Works Services (Chair)
- Regional Commissioner of Community Health and Medical Officer of Health
- Regional Commissioner of Engineering
- City of Waterloo Chief Building Official
- City of Waterloo General Manager of Recreation & Leisure Services
- Vice President of Operations of Waterloo-North Hydro

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

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

1. Based on engineering advice, determine the extent of damage to homes, municipal and commercial structures, together with damage to roads, bridges and utilities.
2. Ensure that access to unsafe areas or structures is restricted. This to be done in conjunction with the Waterloo Regional Police Service.
3. Maintain liaison with insurance adjusters concerning damaged structures, both private and municipal.
4. Expedite demolition permits as required.
5. Ensure that when it is safe to do so, that residents are given an opportunity to secure and/ or remove personal property from damage locations.
6. Ensure that traffic controls are restored (i.e. traffic signal lights, signs).
7. Expedite procedures to establish new housing, or repair/ rebuild damaged housing or other structures.

8. Ensure appropriate removal of debris (including hazardous and or organic materials), and arrange for sorting and recycling of as much debris as is possible.
9. Ensure that proper sanitation measures are taken (i.e. vermin control, garbage collection, and drinking water).
10. Where appropriate, recommend the waiving of tipping fees at the waste disposal site.
11. Ensure the safety of workers and volunteers in damaged areas.
12. Continue working with utilities to permanently restore services (hydro, gas, and phone).
13. Coordinate the use of volunteer labour to assist residents with clean-up on private property.
14. Develop a list of reliable contractors.
15. Coordinate the activities other sub-committees activities with those of other sub-committees and report regularly to the Recovery Committee.
16. Ensure that detailed financial records relating to sub-committee's activities are maintained.
17. Prepare a final report on the sub-committee's activities together with recommendations for amendments to this recovery plan.

**Disaster Relief Sub-Committee:**

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

**Responsibilities of the Chief Financial Officer:**

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

1. Maintain accurate records of all emergency related expenditures.
2. Advance funds to pay for resources required, and arrange for recovery of these funds.
3. Prepare and submit a claim against those responsible for the emergency, in the event of human causation.
4. Act as Treasurer to the Disaster Relief Committee, if appointed.
5. Prepare claims for provincial and or federal funding.
6. Analyze the impact of the emergency on the municipal budget.
7. Prepare insurance claims on behalf of the municipality.

8. Assist with insurance claims, if required, on behalf of affected residents.
9. Coordinate activities with the activities of sub-committees and report regularly to the Recovery Committee.
10. Prepare a final report on activities, together with recommendations for amendments to this recovery plan

***Provincial Assistance:***

A number of provincial ministries have special responsibilities for the provision of emergency assistance. This assistance should be sought through Emergency Management Ontario. If required, a provincial Liaison Team consisting of representatives of various ministries can be established in the City of Waterloo to assist the sub-committees.

***Federal Assistance:***

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

***Public Information:***

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

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