



**THE CORPORATION
OF THE
CITY OF KITCHENER**

EMERGENCY PLAN

**Schedule "A" to By-law 93-200
As amended by By-laws 95-24, 97-51,
98-184, 2001-071 and 2012-129**

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EXECUTIVE SUMMARY

Introduction

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

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

Background

Provincial Legislation entitled "The Emergency Management and Civil Protection Act R.S.O. 1990, Chapter E.9", last amended by: 2009, c.33. Sched. 9, s. 4, (referred to hereafter as "the Legislation"), is the primary authority enabling municipalities to develop their own emergency response plan.

The Legislation also gives authority for the head of council to make decisions stating that the *head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c. E.9, s. 4 (1).*

Highlights of the Plan

The City of Kitchener, with the support of Regional agencies such as Regional Police, Emergency Medical Service and Public Health, has the responsibility for providing the initial response in an emergency.

The City of Kitchener Community Control Group or their alternates may be called together in the event of an emergency or threat of an emergency and meet at the Emergency Operations Centre, to make decisions or to be on standby, without having to declare that a Municipal emergency exists.

The Mayor or Acting Mayor is ultimately in charge of the emergency and will be the Chairman of the Community Control Group. The Mayor or Acting Mayor may request assistance from the Regional Municipality of Waterloo and/or neighboring Municipalities without activating the Regional Emergency Alerting System.

EXECUTIVE SUMMARY

Highlights of the Plan - Cont'd

When the resources of The City of Kitchener are deemed insufficient to control the emergency, the Mayor or Acting Mayor will request that the Regional Chair or the Regional Chief Administrative Officer or the Regional Police Chief or the Regional Fire Coordinator activate the Regional Emergency Alerting System in the Regional Municipality of Waterloo Emergency Plan. This will be carried out by the Duty Officer of the Waterloo Regional Police Service.

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

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

REFERENCE INFORMATION

SHORT TITLE

The '*City of Kitchener Emergency Plan*' may be cited as the '*Emergency Plan*'.

APPENDICES

Any reference to an Appendix within this Emergency Plan is solely for the assistance of the users of this Plan. The appendices do not form part of this by-law.

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS

1. **Area Municipality**

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.

2. **Chief Administrative Officer (CAO)**

The Chief Administrative Officer or alternate for the City of Kitchener. For the purpose of this plan, the alternate to the CAO is to be assigned to a Deputy Chief Administrative Officer or alternate, or Kitchener Fire Chief or alternate.

3. **Chief of Police**

The Chief or alternate of the Waterloo Regional Police Service.

4. **Citizen Inquiry Supervisor**

The Manager of Corporate Customer Service will perform the duties of Citizen Inquiry Supervisor and will establish a service to respond to and re-direct inquiries and reports from the public.

5. **“City of Kitchener Emergency Plan”**

The City of Kitchener Emergency Plan is to be used as a resource to best respond to major emergencies in a timely, controlled and coordinated manner. The Emergency Plan contains information identifying the duties and responsibilities of the Community Control Group and Support Staff, Locations and activation procedures of Emergency Operations Centre,

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

5. **“City of Kitchener Emergency Plan” - Cont’d**

Emergency Alerting/Notification System, and additional Annexes outlining resources and procedures to be utilized in the emergency.
6. **City Solicitor**

The City Solicitor or alternate for the City of Kitchener.
7. **Commissioner of Public Health and Medical Officer of Health**

The Commissioner of Public Health and Medical Officer of Health or alternate for the Region of Waterloo.
8. **Commissioner of Social Services**

The Commissioner of Social Services or alternate for the Region of Waterloo.
9. **Community Control Group (CCG)**

That group of individuals directing those services necessary for mitigating the effects of the emergency. The Chief Administrative Officer is responsible for coordinating the operations within the Emergency Operations Centre. The Community Control Group may be referred to as the CCG.
10. **Community Emergency Management Coordinator (CEMC)**

The Community Emergency Management Coordinator or alternate for the City of Kitchener is responsible for the development, implementation and the maintenance of the community’s emergency management program. Community Emergency Management Coordinator may be referred to as the CEMC.
11. **Critical Incident Stress Team**

The Police, Fire and Emergency Medical Services operate a trained volunteer (CIS) Team. The Critical Incident Stress (CIS) Team available for stress debriefing during and succeeding emergencies and major incidents.

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

12. **Deputy Chief Administrative Officer (DCAO)**

The Deputy Chief Administrative Officer of Community Services Department, or alternate for the City of Kitchener.

The Deputy Chief Administrative Officer of Finance and Corporate Services Department, or alternate for the City of Kitchener.

The Deputy Chief Administrative Officer of Infrastructure Services Department or alternate for the City of Kitchener.

13. **Deputy Fire Chief**

A Deputy Fire Chief or alternate of Fire Services for the City of Kitchener.

14. **Director of Waterloo Regional Emergency Medical Services**

The Director of Waterloo Regional Emergency Medical Services or alternate.

15. **Emergency Area**

The area in which the emergency exists.

16. **Emergency Information Officer**

A designated Emergency Information Officer (or Coordinator) will ensure prompt and accurate dissemination of information to the media and public.

17. **Emergency Management Program Committee**

The Emergency Management Program Committee is the critical management team that oversees the development, implementation and maintenance of the community emergency management program.

18. **Emergency Operations Centre (EOC)**

The location from which the Community Control Group coordinates and directs community emergency response and recovery efforts. Given the EOCs importance, the community has identified both primary and secondary locations within this plan. The Emergency Operations Centre may be referred to as the EOC.

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

19. **EOC Media Information Centre**

The location at or near the Emergency Operations Centre at which the media may gather for updated media releases and press conferences. This location will be determined by the Emergency Information Officer.

20. **Emergency Site Manager (ESM)**

Appointed by the Community Control Group to ensure the agencies responding to the site of the emergency are co-ordinated in their response. The Emergency Site Manager communicates directly with the Chief Administrative Officer at the Emergency Operations Centre.

21. **Emergency Site Management Team**

The Emergency Site Management Team consists of agency commanders of the appropriate responding agencies involved in the emergency.

22. **Evacuation Centre**

An evacuation centre is a facility used to register and provide care/shelter to persons displaced by an emergency. City of Kitchener facilities will serve as the primary evacuation centres, and Schools and other facilities may also be used as required. This provision may be coordinated with the Regional Commissioner of Social Services.

23. **Executive Assistant to the CAO**

The Executive Assistant or alternate to the Chief Administrative Officer for the City of Kitchener.

24. **Executive Group**

Identifies City of Kitchener Mayor and Councillors.

25. **Fire Chief**

The Chief or alternate of Fire Services for the City of Kitchener.

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

26. **Inner Perimeter**

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 occurrence.

27. **Mayor**

The Head of Council or Acting Mayor for the City of Kitchener as appointed by By-law.

28. **Municipal Flood Coordinator**

The Municipal Flood Coordinator shall be the Fire Chief or alternate for the City of Kitchener.

29. **Officers In Charge (OIC)**

The responding agency commanders at the emergency site.

30. **On-Scene Media Information Centre**

The location at or near the scene from which the media may gather for updated media releases and press conferences. This location will be determined by the designated On-Scene Media Spokesperson, with the approval of the Emergency Site Manager.

31. **On-Scene Media Spokesperson**

The On-Scene Media Spokesperson shall be appointed by Emergency Media Officer. 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 Emergency Media Officer to ensure that information released to the media from the scene is consistent with information being released from the EOC Media Information Centre.

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

32. **Outer Perimeter**

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 responding agencies.

33. **President of Kitchener-Wilmot Hydro Inc.**

The President of Kitchener-Wilmot Hydro Inc. or designated alternate.

34. **Reception / Evacuation Centre**

A reception/evacuation centre is the site where emergency services (food, clothing, referral to shelter, referral to social services, registration and inquiry) are offered to persons displaced by the emergency.

35. **Recovery**

The Recovery phase begins immediately following an emergency, with efforts to restore minimum services to the stricken Local and continues with long-term efforts to return the community to normal. Immediate recovery activities including assessing damage, clearing debris, restoring food supplies, shelter and utilities. Long-term recovery activities include rebuilding and redeveloping the community and implementing mitigation programs.

36. **Regional Chair**

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

37. **Regional Chief Administrative Officer**

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

38. **Regional Commissioner of Public Health and Medical Officer of Health**

The Commissioner of Public Health and Medical Officer of Health or alternate for the Regional Municipality of Waterloo.

REFERENCE INFORMATION

DEFINITIONS OF RELEVANT TERMS AND ACRONYMS - CONT'D

39. **Regional Emergency Measures Specialists**

The Regional Emergency Measures Specialist or alternate, performs the role of the Regional CEMC for the Regional Municipality of Waterloo.

40. **Regional Fire Coordinator**

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

41. **Social Services Support Group**

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

42. **Support and Advisory Staff**

Support and advisory staff designated to provide assistance to the CCG.

43. **Telecommunications Coordinator**

A person assigned by the Emergency Control Group to acquire, coordinate and assemble additional communications resources.

44. **Triage**

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

REFERENCE INFORMATION

EMERGENCY MANAGEMENT ACRONYMS

BTLS	Basic Trauma Life Support
CAO	Chief Administrative Officer
CBRNE	Chemical, Biological, Radioactive, Nuclear Explosive Response
CCG	Community Control Group
CEMC	Community Emergency Management Coordinator
DCAO	Deputy Chief Administrative Officer
EMT	Emergency Management Team
EOC	Emergency Operations Centre
ERRP	Emergency Response and Recovery Plan
ESM	Emergency Site Manager
GIS	Geographical Information System
HUSAR	Heavy Urban Search and Rescue
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JEPP	Joint Emergency Preparedness Program
MIC	Media Information Centre
OSC	On-Scene Commander
OIC	Agency Officer In Charge
PEP	Provincial Emergency Program
P/REOC	Provincial/Regional Emergency Operations Centre
REMC	Regional Emergency Management Coordinator
SAR	Search and Rescue
WSIB	Worker's Safety & Insurance Board
WRP	Waterloo Regional Police
WRMS	Waterloo Regional Medical Service

THE CITY OF KITCHENER EMERGENCY PLAN

(Created: February 20, 1995)

PART I

INTRODUCTION, AIM, ALERTING SYSTEM, OPERATIONS CENTRE

1. Introduction

- (1) Emergencies are defined as situations, or the threat of impending situations abnormally affecting the lives and property of our society which, by their nature, or magnitude require a coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by agencies as normal day to day procedures, i.e. fire fighting, police activities, normal hospital routines, emergency medical routines.
- (2) Those peacetime emergencies most likely to occur within the geographical area of responsibility of the City of Kitchener, are: floods, tornadoes, hurricanes, blizzards, epidemics, transportation or on-site accidents involving hazardous materials, air or rail crashes, toxic or flammable gas leaks, electric power blackouts, building or structural collapse, radiation fall out, uncontrollable fires, explosions, terrorist acts, breakdown in flow of essential services/supplies, or any combination thereof.

2. Aim

- (1) The aim of the City of Kitchener Emergency Plan is to outline a plan of action for the efficient deployment, and coordination of the City's services, agencies and personnel to provide the earliest possible response in order to:
 - (a) protect and preserve life and property
 - (b) maximize the emergency response capability
 - (c) efficiently and effectively deploy emergency services
 - (d) minimize the impact of the emergency on the health, safety and welfare of the citizens, on property, and on the environment
 - (e) restore essential services
 - (f) assist the Region of Waterloo and/or other Area Municipalities as requested.

3. Structure of The Plan

This plan identifies the authority and responsibilities of the Community Control Group (CCG) and various response agencies in a major emergency. It is designed to be flexible enough to adapt to a wide range of possible emergencies that may occur.

THE CITY OF KITCHENER EMERGENCY PLAN

3. Structure of The Plan - Cont'd

There is significant cross referencing in the plan as well as varying levels of detail so that the plan users can select the level of detail required:

- composition of the Community Control Group (CCG) and their roles and responsibilities
- plan implementation
- notification procedures for CCG and Support Staff/Resources
- CCG roles and responsibilities
- Emergency Operations Centre (EOC)
- Department/agency responsibilities
- Emergency Site Management (ESM)
- detailed responsibilities of divisions within each department.

4. Composition of the Community Control Group

- (1) The Community Control Group (CCG) is comprised of the following or their alternates, each with the delegated full authority to make decisions on all matters affecting their agencies participation in an emergency.

The CCG is comprised of persons holding the following positions, or their appropriate alternates:

LEVEL I - Monitoring Activation

- (a) Mayor - Executive Group
- (b) Chief Administrative Officer
- (c) Fire Chief

LEVEL II - Partial Activation

- (d) Community Emergency Management Coordinator (CEMC)
- (e) Deputy CAO, Community Services
- (f) Deputy CAO, Finance and Corporate Services, City Treasurer
- (g) Deputy CAO, Infrastructure Services
- (h) Director of Utilities
- (i) Chief of Police
- (j) Director of Waterloo Regional Emergency Medical Services
- (k) Director of Corporate Communications &
- (l) Any other individual(s) determined necessary

THE CITY OF KITCHENER EMERGENCY PLAN

4. Composition of the Community Control Group - Cont'd

(1) Cont'd

LEVEL III - Full Activation

When requested, additional personnel may be added to the Community Control Group including:

- (m) Regional Commissioner of Public Health/Medical Officer of Health
- (n) Regional Commissioner of Social Services
- (o) The Ontario Provincial Police representative
- (p) President Kitchener Wilmot Hydro Inc.
- (q) Industry Representatives
- (r) Grand River Conservation Authority
- (s) Emergency Management Ontario (EMO)
- (t) Any other individual(s) determined necessary

NOTE: The CCG may function with only a limited number of persons depending upon the emergency. Key officials listed in Levels II or III may also be activated at Level I, as required.

5. Municipal Emergency Plan Implementation

- (1) Often a major emergency will be within the response capability of the City of Kitchener and the community will implement its Emergency Plan and respond to the emergency to the best of its ability. City of Kitchener Fire Communications Centre will activate the alerting system to the appropriate level requested and notify the CCG representatives.
- (2) The City of Kitchener Emergency Plan includes the following Regional representatives on their Municipal Community Control Group:
 - Chief of Police or designate
 - Commissioner of Public Health/Medical Officer of Health
 - Commissioner of Social Services or designate
 - Director of Emergency Medical Services or designate.

When requested, these representatives will report to the Municipal Emergency Operations Centre and take up such actions as are necessary for their department to respond to the emergency, without the Regional Emergency Plan being implemented.

THE CITY OF KITCHENER EMERGENCY PLAN

6. Emergency Alerting System

- (1) The Mayor, Acting Mayor, designated Senior Municipal Officials identified in a Level I Activation, Fire Chief, a Deputy Fire Chief, Chief of Police or designate of the Waterloo Regional Police Service, Regional Commissioner of Public Health/Medical Officer of Health, Director, Region of Waterloo Emergency Medical Services may request that the communicator of the Kitchener Fire Services activate the Emergency Alerting System to the desired level.
- (2) Once requested to activate the Emergency Alerting System, the City of Kitchener Fire Communications staff will request identification of person making the request and for him/her to provide a means of contact, and to provide pertinent details of the emergency.
- (3) The Emergency Alerting System of this plan identifies the three levels of activation. The Alerting System should be activated to the appropriate level required to manage the emergency.

(4) Level I - Monitoring Activation

The communicator of the Fire Services is responsible for alerting designated coordinating members of the CCG and will pass on such pertinent information as required. (DIAGRAM 1, pg.6)

Note: The Level one members of the CCG will ensure Executive Group (Councillors) are notified of the emergency.

(5) Level II - Partial Activation

The lead Department(s) would be notified. When requested, the Fire Communicator will notify the designated members of the CCG and will pass on such pertinent information as required. (DIAGRAM 2, pg.7)

(6) Level III - Full Activation

When requested, Fire Communications will notify additional support to the CCG ie. Provincial, Regional, Municipal, and Industry representatives or other officials, experts or organization representative(s) deemed necessary. (DIAGRAM 3, pg.8)

THE CITY OF KITCHENER EMERGENCY PLAN

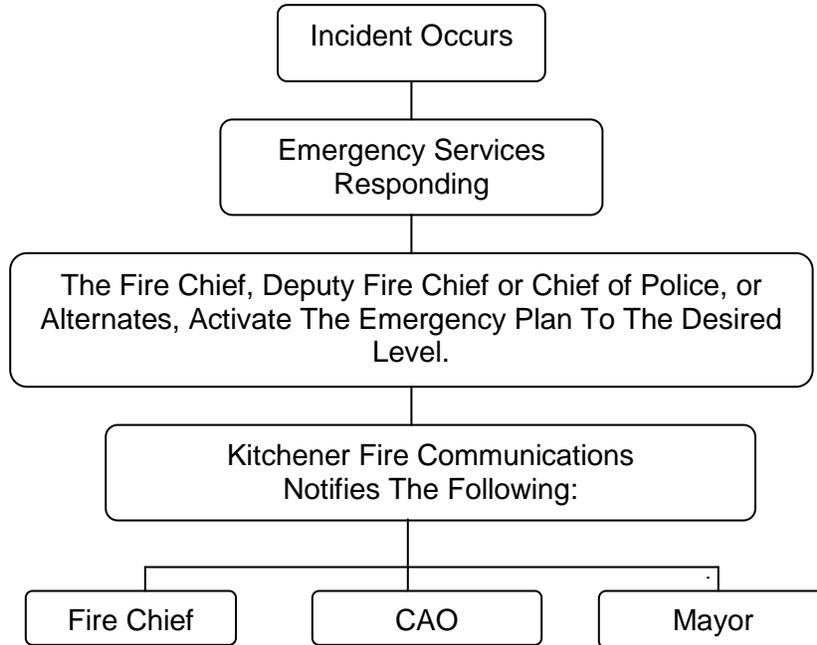
6. Emergency Alerting System - Cont'd

- (7) Upon receipt of notification that the Emergency Plan has been activated, each CCG member notified will respond/report to the Emergency Operations Centre (EOC) or designated location.
- (8) Upon arriving at the EOC, CCG member will register at Security Desk, obtain appropriate identification, report to Chair/Emergency Coordinator, set-up work area and activate Department/Division Emergency Guidelines as required.
- (9) The City of Kitchener CAO and Deputy CAOs, and Director of Utilities will refer to their divisional call-out procedures to notify the necessary support and advisory staff to control the emergency. The extent of the fan-out will depend on the nature, extent, assistance required, and the location of the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

DIAGRAM 1

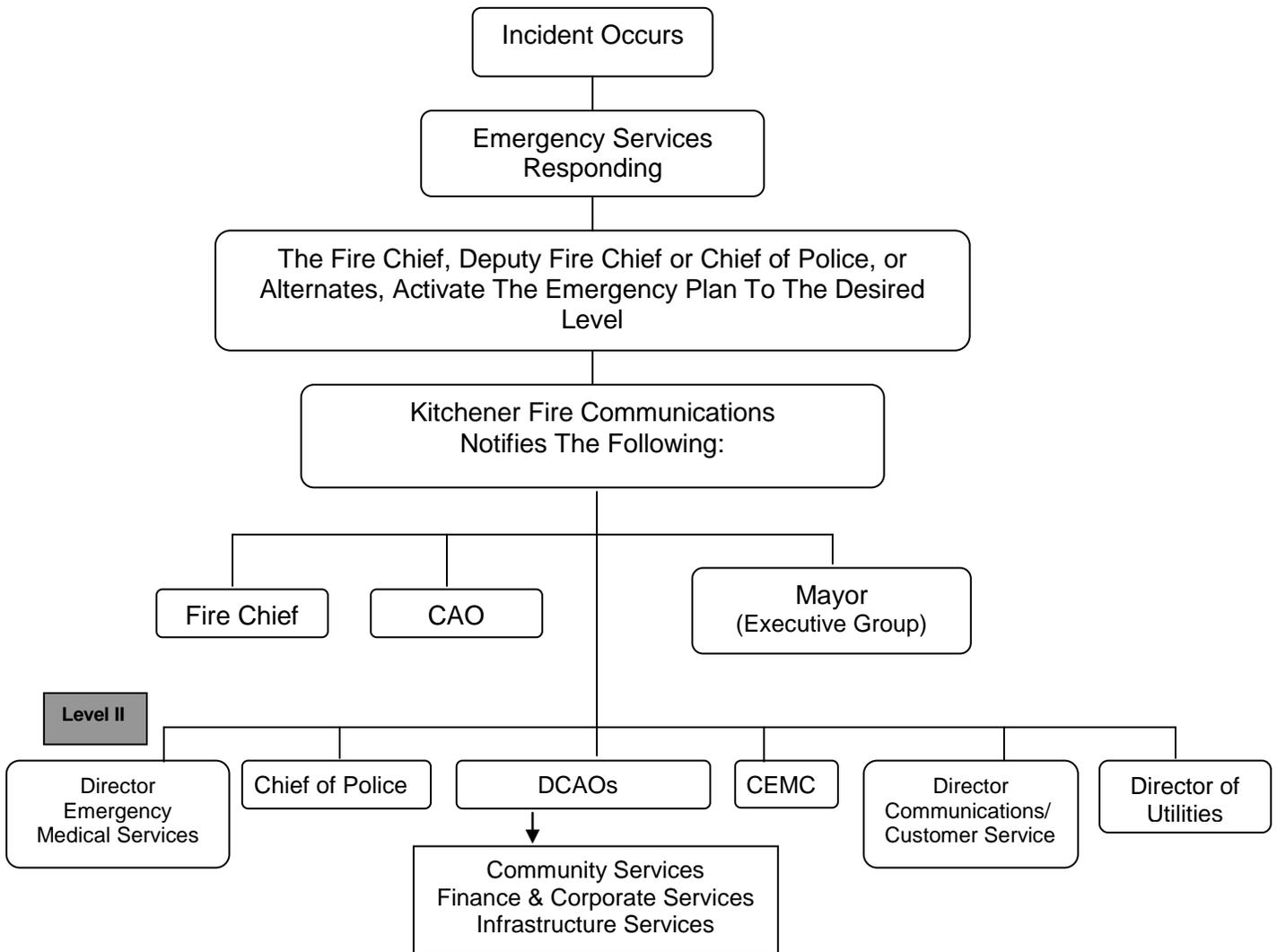
Level I - Monitoring Activation



THE CITY OF KITCHENER EMERGENCY PLAN

DIAGRAM 2

Level II - Partial Activation

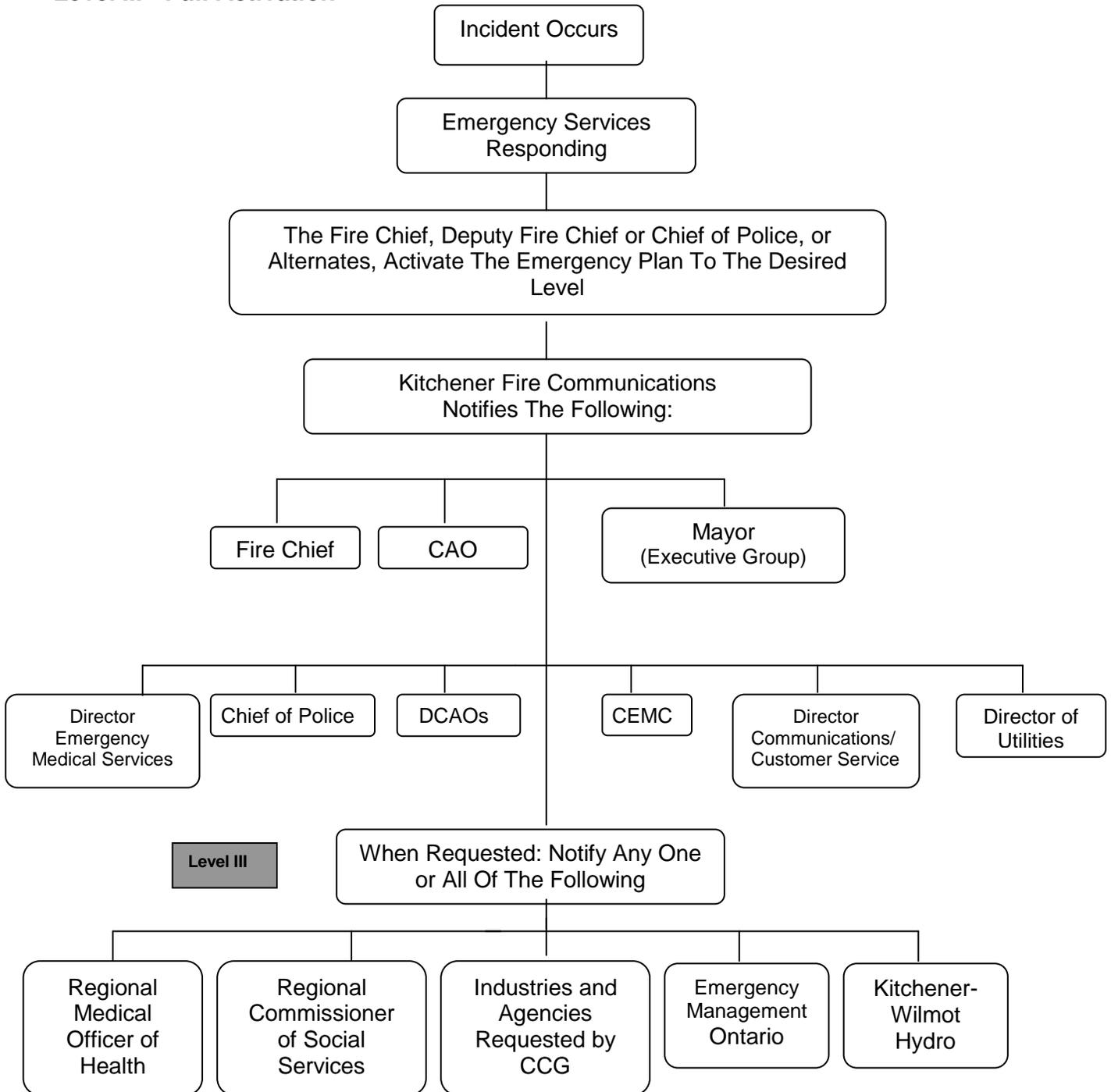


*PLEASE NOTE: KEY OFFICIALS LISTED IN LEVELS III MAY ALSO BE ACTIVATED AT LEVEL I OR II AS REQUIRED. OTHER EMERGENCY SUPPORT AND ADVISORY STAFF MAY BE NOTIFIED AND REQUESTED TO RESPOND IF REQUIRED.

THE CITY OF KITCHENER EMERGENCY PLAN

DIAGRAM 3

Level III - Full Activation



*PLEASE NOTE: KEY OFFICIALS LISTED IN LEVELS III MAY ALSO BE ACTIVATED AT LEVEL I OR II AS REQUIRED. OTHER EMERGENCY SUPPORT AND ADVISORY STAFF MAY BE NOTIFIED AND REQUESTED TO RESPOND IF REQUIRED.

THE CITY OF KITCHENER EMERGENCY PLAN

7. Emergency Operations Centre

7.1 Function

- (1) The CCG, Support and Advisory Staff and other groups will congregate and work together at the Emergency Operations Centre (EOC) to make decisions, share information and provide support as required to mitigate the effects of the emergency. The Chief Administrative Officer is responsible for the coordination of all operations within the EOC.

7.2 Location

- (1) The primary location of the Emergency Operations Centre is the Kitchener City Hall.
- (2) If the primary EOC is located in the danger zone of the emergency, the secondary EOC site will be activated at the Kitchener Operations Centre.
- (3) The Emergency Operations Centre will consist of:
 - (a) a meeting room for the CCG
 - (b) a Communications room - Amateur radio operators
 - (c) rooms for support and advisory staff and other groups, as required
 - (d) communications, office supplies, etc.
 - (e) a Media Information Centre and Press Conference Area.

7.3 Community Control Group Meeting Room

- (1) The CCG will have a secure and quiet meeting room, with restricted access.
- (2) To promote an effective emergency meeting, this room will contain:
 - (a) map(s) of suitable scale, capable of depicting up-to-date information related to the emergency.
 - (b) status display capable of depicting up-to-date status information on the emergency.
 - (c) sufficient communication capabilities.

7. Emergency Operations Centre - Cont'd

THE CITY OF KITCHENER EMERGENCY PLAN

7.3 (2) Cont'd

- (d) copies of emergency plans, procedures, checklists, resource and Dangerous Goods Directories.

7.4 EOC Communications

- (1) While the CCG members are engaged in meetings, they will require assistants to take messages and convey their decisions.
- (2) Each member of the CCG will designate at least one or two persons, depending on the nature and scope of the emergency, to handle in-coming and out-going communications or assist as otherwise required.
- (3) Assistants will log in chronological order, on the Personal Events Log, all significant communications and events related to the emergency.
 - (a) sufficient outside telephone lines shall be provided.
 - (b) each emergency or support service with radio communication equipment shall utilize this equipment in the offices provided.
 - (c) when possible, computers shall be provided to permit E-mail use and information flow.
 - (d) CCG members shall ensure information is brought to the attention of the Emergency Coordinator and logged on the status display board.

7.5 Emergency Operations Centre (EOC) Sign-in Procedures

- (1) All EOC members and guests are required to report to the security desk on the ground floor at the primary EOC and/or the front reception area at the secondary EOC and sign or swipe in prior to attending the EOC.
 - (a) Individuals without a previously issued EOC card must produce photo identification to the Security Desk officer, sign in and obtain an EOC identification card package.
 - (b) This package will contain an EOC identification card and security access card.
 - (c) They will then be directed to swipe-in at the desk.

THE CITY OF KITCHENER EMERGENCY PLAN

7. Emergency Operations Centre - Cont'd

7.5 Cont'd

- (2) Media personnel must present photo identification and sign in before being directed to the Media Centre.
- (3) Prior to leaving the facility, EOC attendees must swipe their security access card at the 'OUT' card reader at the Security Desk. Those issued a card package must return it at this time.

THE CITY OF KITCHENER EMERGENCY PLAN

8. Municipal Emergency - Cont'd

- (5) When the resources of the City are deemed insufficient to control the emergency the Mayor may request that the Regional Chair, the Regional Chief Administrative Officer, the Regional Police Chief, or the Regional Fire Coordinator or alternate to activate the Regional Emergency Alerting System, through the Chief of Police or Designate.
- (6) Once the Regional Emergency Plan is implemented, the City of Kitchener CCG will continue to operate and manage those emergencies within the City of Kitchener and when able, assist other municipalities/townships when requested.
- (7) A communications link shall be established and maintained between the Kitchener EOC and Regional EOC.
- (8) A City of Kitchener representative(s) shall be assigned to report to the Regional Emergency Operations Centre:
 - (a) Mayor(s), Acting Mayor(s) or appropriate designated Senior Municipal Official(s) of the affected Area Municipality(s), Regional Fire Coordinator and/or Municipal Fire Chief(s) will then become members of the Regional Emergency Control Group.

9. Regional Emergency

- (1) The Regional Chair or Acting Regional Chair, as Head of Council, in consultation with the Regional Emergency Control Group is responsible for declaring an emergency to exist within the Regional Municipality of Waterloo when:
 - (a) The Mayor or Acting Mayor of the City of Kitchener requests that the Regional Emergency Plan be implemented; when the resources of the City are deemed insufficient to control the emergency; or
 - (b) The emergency affects a large portion of the inhabitants of more than one area municipality within the Region; or
 - (c) The emergency requires extraordinary actions or expenditure or monies by one or more Regional service for the protection of life and property.
- (2) Upon declaration of an emergency, the Regional Chair notifies the following persons:

THE CITY OF KITCHENER EMERGENCY PLAN

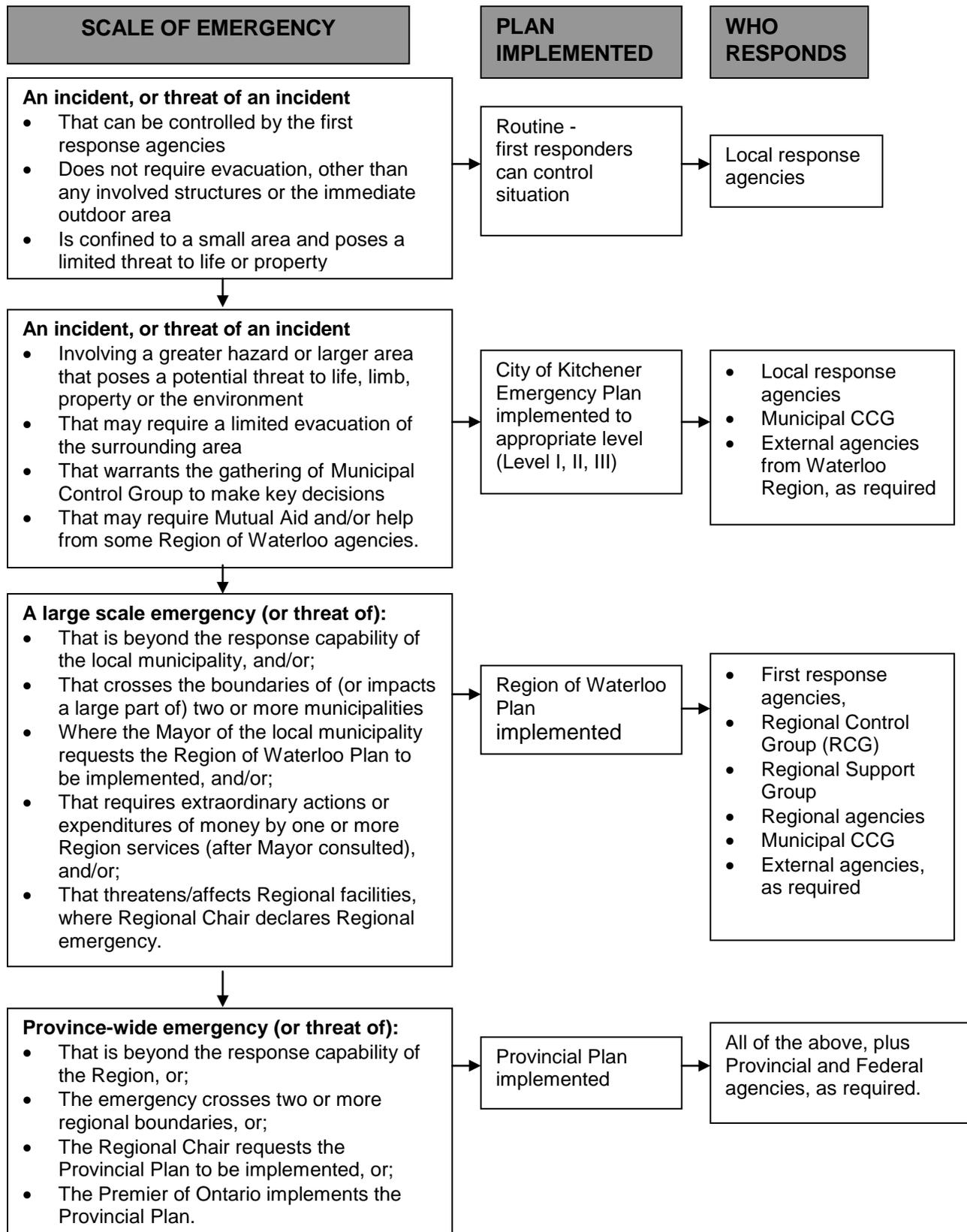
9. Regional Emergency - Cont'd

(2) Cont'd

- (a) The Mayor or Acting Mayor of the City of Kitchener and other Area Municipalities (as appropriate).
 - (b) The Solicitor General of Ontario, through Emergency Management Ontario.
 - (c) Regional Council.
 - (d) The public, the media and neighboring municipal officials to ensure that they are advised of both the declaration and termination of an emergency.
- (3) The Regional Control Group will coordinate resources across the region and support the response by local Municipalities to the Emergency.
- (4) If a local emergency plan has already been implemented:
- (a) Region of Waterloo representatives on the local Municipal CCG will continue their same functions on the Regional Control Group. They will report to the Regional EOC unless instructed otherwise.
(DIAGRAM 4 - Scales of Emergency - pg.15)

THE CITY OF KITCHENER EMERGENCY PLAN

DIAGRAM 4: SCALES OF EMERGENCY



THE CITY OF KITCHENER EMERGENCY PLAN

PART III

TERMINATION OF EMERGENCY

10. Termination of Municipal Emergency

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

- (2) Upon termination of a Municipal Emergency the Mayor notifies:
 - (a) the Regional Chair.
 - (b) the City Council.
 - (c) the Solicitor General of Ontario through Emergency Management Ontario.
 - (d) the public, media and neighboring municipal officials to ensure notification of termination.

THE CITY OF KITCHENER EMERGENCY PLAN

PART IV

ASSISTANCE TO OTHER MUNICIPALITIES

11. Under certain circumstances, municipalities that are in an emergency situation may request assistance from other municipalities to protect life and property.

The Province of Ontario, through Emergency Management Ontario, and the Office of The Fire Marshal may request resources from the City of Kitchener during emergencies or major incidents in other municipalities.

Due to the nature of emergencies and the urgency to react quickly, these procedures are established to allow immediate action to assist in an emergency as follow:

- (1) The Fire Chief/Deputy Fire Chief is/are hereby authorized to immediately assist other municipalities who are in need, due to an emergency and that the assistance be limited to equipment and labour, provided that such a request needs immediate attention. The amount of the immediate assistance shall be limited to what is deemed reasonable, taking into account: (a) the nature of the emergency; (b) the need of the municipality; and (c) the proximity of the municipality to the City of Kitchener.
- (2) Emergency response, either immediate or secondary, is to be co-ordinated with the local area municipalities and the Region, time and circumstances permitting. The Regional Coordinator - Emergency Plans Training Emergency Measures and/or the Regional Fire Coordinator or alternate is/are to provide the co-ordination. Should time and circumstances not permit co-ordination, the Regional Coordinator - Emergency Plans Training Emergency Measures and the Regional Fire Coordinator shall be notified.
- (3) Requests for secondary assistance, whereby the emergency does not have time restraints, such as general clean up and reconstruction after the emergency, shall be approved by City Council.
- (4) Any request for financial assistance shall be approved by City Council.

THE CITY OF KITCHENER EMERGENCY PLAN

PART V

REQUEST FOR PROVINCIAL ASSISTANCE

12. Request for Provincial Assistance

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

Emergency Management Ontario staffs the Provincial Operations Centre on a 24/7 basis. Communities should report emergencies to the POC Duty Officer.

Contact numbers are: Toll free: 1-866-314-0472
 Toronto: 1-416-314-0472
 Fax: 1-416-314-0474

For routine matters, EMO staff may be reached between 0800-1700 hours (8 am - 5 pm), Monday to Friday at 1-877-314-3723.

In the rare event that you are unable to reach the POC Duty Officer to report an emergency, please contact the OPP Duty Officer at (705) 329-6950.

Emergency Management Ontario can coordinate assistance from a number of Provincial agencies and the Federal Government. If required, Emergency Management Ontario are prepared to send a staff member(s) to the City of Kitchener and/or the Region of Waterloo to provide provincial liaison and advice.

THE CITY OF KITCHENER EMERGENCY PLAN

12. Request for Provincial Assistance - Cont'd

- (4) **Under Section 7 of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9, the Premier of Ontario may:**

Declaration of emergency

7.0.1 (1) Subject to subsection (3), the Lieutenant Governor in Council or the Premier, if in the Premier's opinion the urgency of the situation requires that an order be made immediately, may by order declare that an emergency exists throughout Ontario or in any part of Ontario. 2006, c. 13, s. 1 (4).

Powers of Premier

7.0.3 (1) If an order is made under section 7.0.1, the Premier may exercise any power or perform any duty conferred upon a minister of the Crown or an employee of the Crown by or under an Act of the Legislature. 2006, c. 13, s. 1 (4); 2006, c. 35, Sched. C, s. 32 (4).

Powers of Premier, municipal powers

(2) If an order is made under section 7.0.1 and the emergency area or any part of it is within the jurisdiction of a municipality, the Premier, where he or she considers it necessary, may by order made under this section,

- (a) direct and control the administration, facilities and equipment of the municipality in the emergency area, and, without restricting the generality of the foregoing, the exercise by the municipality of its powers and duties in the emergency area, whether under an emergency plan or otherwise, is subject to the direction and control of the Premier; and
- (b) require any municipality to provide such assistance as he or she considers necessary to an emergency area or any part of the emergency area that is not within the jurisdiction of the municipality and direct and control the provision of such assistance. 2006, c. 13, s. 1 (4).

THE CITY OF KITCHENER EMERGENCY PLAN

12. Request for Provincial Assistance - Cont'd

(4) Cont'd

Emergency orders

7.0.2 (4) In accordance with subsection (2) and subject to the limitations in subsection (3), the Lieutenant Governor in Council may make orders in respect of the following:

1. Implementing any emergency plans formulated under section 3, 6, 8 or 8.1.
2. Regulating or prohibiting travel or movement to, from or within any specified area.
3. Evacuating individuals and animals and removing personal property from any specified area and making arrangements for the adequate care and protection of individuals and property.
4. Establishing facilities for the care, welfare, safety and shelter of individuals, including emergency shelters and hospitals.
5. Closing any place, whether public or private, including any business, office, school, hospital or other establishment or institution.
6. To prevent, respond to or alleviate the effects of the emergency, constructing works, restoring necessary facilities and appropriating, using, destroying, removing or disposing of property.
7. Collecting, transporting, storing, processing and disposing of any type of waste.
8. Authorizing facilities, including electrical generating facilities, to operate as is necessary to respond to or alleviate the effects of the emergency.
9. Using any necessary goods, services and resources within any part of Ontario, distributing, and making available necessary goods, services and resources and establishing centres for their distribution.
10. Procuring necessary goods, services and resources.

THE CITY OF KITCHENER EMERGENCY PLAN

12. Request for Provincial Assistance - Cont'd

(4) Cont'd

11. Fixing prices for necessary goods, services and resources and prohibiting charging unconscionable prices in respect of necessary goods, services and resources.
12. Authorizing, but not requiring, any person to render services of a type that the person is reasonably qualified to provide.
13. Subject to subsection (7), requiring that any person collect, use or disclose information that in the opinion of the Lieutenant Governor in Council may be necessary in order to prevent, respond to or alleviate the effects of the emergency.
14. Consistent with the powers authorized in this subsection, taking such other actions or implementing such other measures as the Lieutenant Governor in Council considers necessary in order to prevent, respond to or alleviate the effects of the emergency. 2006, c. 13, s. 1 (4).

THE CITY OF KITCHENER EMERGENCY PLAN

PART VI

EMERGENCY CONTROL GROUP RESPONSIBILITIES

13. Community Control Group Responsibilities

- (1) The actions or decisions which the Community Control Group (CCG) is likely to be responsible for are:
 - (a) The coordination and effective management of the Municipal response.
 - (b) Assisting the Emergency Coordinator in making decisions and directing orders with respect to the emergency CCG Members.
 - (c) Directing, coordinating and monitoring the response to ensure that all actions necessary for the mitigation of the effects of the emergency are taken in accordance with the law and are carried out effectively and efficiently.
 - (d) Calling out and rapidly mobilizing its emergency service, agency and equipment. (Coordinated with Finance & Corporate Services Department)
 - (e) Assembling, coordinating and directing it's service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
 - (f) Determining if the location and composition of the CCG is appropriate.
 - (g) Appointing additional representatives to attend the Emergency Operations Centre and/or become a member of the CCG to provide expertise in specialized areas as required. These same representatives may be dismissed when services are no longer required.
 - (h) Meeting regularly with CCG members to share information, issues, and problems identified and to determine action plan (frequency determined by need).
 - (i) A co-ordinated response to requests from the Emergency Site Management Team, assessing the threat and marshalling organizational resources for the concerted action to counter the threat.

THE CITY OF KITCHENER EMERGENCY PLAN

13. Community Control Group Responsibilities - Cont'd

(1) **Cont'd**

- (j) Advising the Mayor as to whether the declaration of an emergency is recommended.
- (k) Designating any area of the City as an "Emergency Area".
- (l) Designating the Emergency Site Manager (ESM).
- (m) Ordering, co-coordinating and/or overseeing the evacuation of inhabitants considered to be in danger.
- (n) Discontinuing utilities or services provided by public and/or private concerns, i.e. hydro, water, gas, closing down a shopping plaza.
- (o) Providing the necessary and extended support for on-site emergency workers.
- (p) Arranging for services and equipment from local agencies **not** under City control, i.e. private contractors, volunteer agencies, service clubs.
- (q) Ensuring notification of the Ministry of the Environment regarding any possible environmental concerns.
- (r) Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies **not** under City control as considered necessary.
- (s) Ensuring administrative and logistical support is provided for emergency workers at the emergency site(s), (i.e. food, water, shelter, sanitary facilities, maintenance, fuel).
- (t) Approving and authorizing major announcements, information releases, and formal statements to the public, and preparing and coordinating same with the Media Officer.
- (u) Determining if additional volunteers are required and if appeals for volunteers are warranted.
- (v) Determining if additional transport is required for evacuation or transport of persons and/or supplies.

THE CITY OF KITCHENER EMERGENCY PLAN

13. Community Control Group Responsibilities - Cont'd

(1) Cont'd

- (w) Ensuring that pertinent information regarding the emergency is promptly forwarded to the Media Officer and Citizens Inquiry Supervisor, for dissemination to the media and public.
- (x) Determining the need to establish advisory group(s) and/or sub-committees.
- (y) Authorizing expenditure of monies required to deal with the emergency.
- (z) Determining if a Recovery Committee needs to be established, before the response to an emergency has been completed, and if so, establish as outlined in Recovery Plan.
- (aa) Notifying the service, agency or group under their direction, of a declaration of termination of the emergency.
- (bb) Maintaining a personal log of major events, outlining decisions made and actions taken, instructions given.
- (cc) Preparing a Post Emergency report and submitting it to the Community Emergency Management Coordinator (CEMC) within one week of the termination of the emergency, as required.
- (dd) Participating in operational debriefings and administrative debriefings following the emergency.

14. Individual Responsibilities of CCG Members

14.1 Mayor

- (1) The Mayor is the executive representative on the Community Control Group. (CCG)
- (2) The Mayor or Acting Mayor, as Head of Council, is also responsible for:
 - (a) If required, activation of the Municipal emergency alerting system through KFS Communications.
 - (b) Upon recommendation of the Emergency Coordinator and CCG, declare an emergency to exist, and where practical, identifying the area or location of the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.1 (2) Cont'd

- (c) Liaise with the Chief Administration Officer and other senior officials.
- (d) Notifying the following or their alternates of the declaration or termination of the emergency and keeping them apprised of the status of the emergency:
 - Solicitor General of Ontario (through Emergency Management Ontario).
 - Regional Chair of Waterloo Region.
 - Mayors of abutting municipalities.
- (e) If required, requesting assistance from the Regional Municipality of Waterloo by contacting the Regional Chair without activating the Regional Emergency Alerting System.
- (f) If required, formally requesting Provincial or Federal government assistance through Emergency Management Ontario.
- (g) Liaising with Emergency Media Officer, sharing information and authorizing the release of information regarding media releases and public announcements/instructions and warnings.
- (h) With the assistance of CCG, taking such action as is necessary to minimize the effects of an emergency or disaster on the City of Kitchener and its inhabitants.
- (i) With the assistance of the City staff, ensuring that the Councillors are advised of the declaration and termination of the emergency, and are kept apprised of the emergency situation.
- (j) Delegating any or all responsibilities to an alternate as required (except declaration of the emergency).
- (k) Requesting that the Regional Emergency Alerting System be activated if required.
- (l) Declaring an emergency to be terminated.
- (m) Fulfilling responsibilities as outlined in the Recovery Plan.
- (n) When safe and appropriate, visiting the emergency site(s).

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.1 (2) Cont'd

- (o) Assuming the role of primary spokesperson.
- (p) When required, briefing media and public at the Media Information Centre of significant developments occurring.
- (q) Maintaining a log of all actions taken.
- (r) Preparing a Post Emergency report and submitting it to the CEMC.
- (s) Participating in a debriefing(s), assisting the CEMC in the preparation of a report on the emergency.

14.2 Chief Administrative Officer

- (1) The Chief Administrative Officer, or designate, is identified as the EOC Coordinator and heads the CCG.
- (2) The Chief Administrative Officer, or designate, may assign EOC Coordinator responsibilities as required.
- (3) The Chief Administrative Officer is responsible for:
 - (a) Advising the Mayor on City policies and procedures, as appropriate.
 - (b) Updating the Mayor on the circumstances of the emergency and actions taken.
 - (c) Organizing and coordinating the activities of all City of Kitchener Departments
 - (d) Municipal, Regional, Provincial, and special CCG Representatives.
 - (e) Ensuring that the CCG adheres to a reporting or business cycle, whereby information is shared and issues and problems are identified at the EOC at a predetermined time.
 - (f) Maintaining throughout the emergency an agenda of issues/problems, actions and solutions so that at each meeting an

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.2 (3) Cont'd

- (f) (cont'd)
agenda of issues/problems previously identified and not resolved will be ready for review and discussion.
- (g) Ensuring that issues, problems, actions and solutions are displayed and available to all CCG members.
- (h) Assigning Public/Emergency Media Officer responsibilities.
- (i) Delegating any or all responsibilities to an alternate as required.
- (j) Approving major announcements and media releases prepared by the Emergency Media Officer, in consultation with the CCG.
- (k) Ensuring the Emergency Site Manager (ESM) has been appointed.
- (l) Ensuring that a communication link is established between himself/herself and the ESM.
- (m) Taking such action as is necessary to minimize the effects of an emergency or disaster on the City of Kitchener and its inhabitants.
- (n) Determining if municipal resources are adequate or if additional resources are required.
- (o) Recommending, when required, that assistance be requested from Region and/or Emergency Management Ontario.
- (p) Ensuring that the Mayor and City Councillors are kept apprised of the emergency situation.
- (q) Fulfilling responsibilities as outlined in the Recovery Plan.
- (r) Maintaining a Personal Event Log of all actions taken.
- (s) Preparing a Post Emergency Report and submitting it to the CEMC.
- (t) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.3 Fire Chief (or designated alternate)

- (1) The Fire Chief is responsible for:
 - (a) Activating the Emergency Alerting System through the Fire Services Communications Centre (Levels I, II, III), if required.
 - (b) Organizing and coordinating Fire Services responsibilities:
 - fire fighting and rescue operations
 - BTLS - Basic Trauma Life Support (until ambulance can take over)
 - Search and Rescue
 - Extrication
 - Confined Space Rescue
 - Trench/Collapse Rescue
 - High/Low Angle Rescue
 - Prevent/Contain/Control/Stabilize Hazardous Materials
 - Perform Decontamination procedures of equipment and make arrangement for disposal of Hazardous Materials.
 - (c) Procuring the services of an On-Site Command Post.
 - (d) Notifications of other emergency services as required, to mitigate the emergency.
 - (e) Alerting Waterloo Regional React for the use of their command post and assistance if required.
 - (f) Ensuring that a communications link is established between the Emergency Control Group and Emergency Site Manager.
 - (g) Establishing and maintaining communications with On-Scene Commander (OSC) and other response agencies, as required.
 - (h) Determining whether additional special equipment or supplies will be required, such as breathing apparatus, special protective clothing, foam and other miscellaneous supplies, and making the necessary arrangements for their procurement.
 - (i) Liaising with the Deputy CAO Infrastructure Services to ensure stabilization and control of all scenes involving spills, leaks or contamination by dangerous goods.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.3 (1) Cont'd

- (j) Liaising with the Regional Fire Coordinator and arranging for required additional fire fighting assistance from within the Region of Waterloo (Mutual Aid, Mutual Service Agreements).
- (k) Exercising overall control of the Fire Services functions.
- (l) Making arrangements for additional fire and emergency team responses with the Fire Marshal of Ontario, if required.
- (m) Establishing an ongoing communication link with On-Scene Commander.
- (n) Providing an Emergency Site Manager (ESM) if requested and appointed by CCG.
- (o) Ensuring the responsibilities of Municipal Flood Coordinator are addressed as follows:
 - (i) Assuring the Municipal Fan Out System has been enacted to warn Municipal Officials, affected citizens and businesses in the flood plain.
 - (ii) Assessing a flood situation by coordinating flood watch.
 - (iii) Coordinating Municipal Emergency flood response.
 - (iv) Liaising with the Conservation Authority as required.
- (p) Providing equipment and staff as required to assist in operations other than fire fighting and rescue, such as first aid, evacuation and pumping operations.
- (q) Establishing an inner-perimeter within the Emergency Area when Fire Services is the lead agency.
- (r) Establishing an outer-perimeter in conjunction with the other responding agencies in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to essential emergency personnel.
- (s) Advising the CCG on matters concerning fire suppression and/or fire prevention in areas where the emergency has caused increased fire risks.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.3 (1) Cont'd

- (t) Determining whether it is in the best interest of the public safety to pull down or demolish buildings or other structures to prevent the spread of fires, then take such measures to do so.
- (u) Liaising with the Director of Utilities concerning emergency water supplies for fire fighting purposes, if required.
- (v) Providing a person to coordinate Critical Incident Trauma debriefing personnel and facilities when required, as determined by the CCG.
- (w) Assisting the ESM as appointed by the CCG in fulfilling their responsibilities when required.
- (x) Disseminating information and instructions to the media and the public in consultation with Municipal Officials, media coordinators from other key agencies.
- (y) Maintaining a Personal Event Log outlining communications and actions taken.
- (z) Preparing a Post Emergency Report and submit to the CEMC.
- (aa) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.4 Chief of Police (or designated alternate)

- (1) The Chief of the Waterloo Regional Police Service is responsible for:
 - (a) Activating the City of Kitchener Emergency Alerting System through the Kitchener Fire Communications Centre if required.
 - (b) Notifying necessary emergency municipal services if required.
 - (c) Establishing an inner-perimeter within the Emergency Area when the WRPS are the lead agency.
 - (d) Establishing an outer-perimeter in conjunction with the other responding agencies in the vicinity of the emergency to restrict access to authorized personnel and to facilitate the movement of emergency vehicles and response personnel.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.4 (1) Cont'd

- (e) Providing an ESM if requested and appointed by CCG.
- (f) Establishing and maintain communications with On-Scene Command (OSC) and other response agencies as required.
- (g) Providing traffic and crowd control to facilitate the movement of emergency vehicles as required.
- (h) Alerting the public regarding evacuation and/or sheltering as required (i.e. neighbourhood door to door notification).
- (i) Planning, coordinating and directing:
 - the evacuation of buildings or residential areas authorized by the CCG and/or ESM
 - planning evacuation routes
 - informing evacuees of the need to evacuate and how/where to evacuate
 - request Regional Transit to transport those who need assistance to evacuate
 - ensuring that evacuation routes are kept open
 - providing security and law and order for evacuated areas, designated emergency sites and Evacuation Centres (EC)
 - identifying EC and notify Social Services so they can open, set-up and operate the ECs.
- (j) Liaising with the Commissioner of Social Services regarding the designated location(s) of the evacuation centre(s) and other areas of mutual concern, i.e. time of arrival of evacuees and capacities.
- (k) Protecting life and property in concert with the primary agency and maintaining law and order.
- (l) Providing police service at evacuation centres, morgues, and other facilities, as required.
- (m) Notifying the coroner of fatalities and assist coroner as required with respect to the identification and processing of deceased persons. Note that the Office of the Chief Coroner will make arrangements to move bodies (during a multiple fatality incident) to the Forensic Pathology Unit in Toronto for secure storage, identification and autopsy.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.4 (1) Cont'd

- (n) Assisting the ESM as designated by the CCG in fulfilling the responsibilities when required.
- (o) Assist in security of inner perimeter in consultation with the lead agency and with regard to safety concerns.
- (p) Disseminate information and instructions to the media and the public in consultation with Municipal Officials, media coordinators from other key agencies.
- (q) Investigating incident where legally required to do so.
- (r) Maintaining a Personal Events Log outlining communications and actions taken.
- (s) Preparing a Post Emergency Report and submit to the CEMC.
- (t) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.5 Deputy CAO – Infrastructure Services

- (1) The Deputy CAO of Infrastructure Services, or designate, is responsible for:
 - (a) Coordinating activities of Divisional Directors reporting to him/her:
 - Administration Services
 - Engineering
 - Facilities Management
 - Fleet
 - Operations
 - Transportation Services
 - Utilities
 - (b) Maintaining, constructing, and repairing of City streets.
 - (c) Maintaining sanitary sewage systems.
 - (d) Providing equipment and personnel for emergency pumping operations.
 - (e) Co-ordinating street closures, detours and barricading as required.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.5 (1) Cont'd

- (f) Provide sanitation facilities to the requirements of the Region of Waterloo Commissioner of Community Health/ Medical Officer of Health.
- (g) Ensuring the implementation of the Region of Waterloo Contingency Plan for Spills of Oil and Other Hazardous Materials if such action is necessary.
- (h) Liaising with the Commissioner of Transportation and Environmental Services for the Regional Municipality of Waterloo to ensure a coordinated response, if necessary.
- (i) Providing vehicles and equipment as required by any other emergency services.
- (j) Providing equipment and personnel to determine city structural integrity of buildings (Structural Engineer).
- (k) Advising CCG as to whether a city structure shall be determined uninhabitable due to structural/plumbing integrity, etc.
- (l) Advising CCG of critical infrastructure (ie. Water Distribution System, Electricity, Telecommunications, Transportation, Community / Government Services, Public Safety and Security).
- (m) Advising of infrastructure design and initiate actions towards the rehabilitation of roads, sidewalks, sewers, storm drainage, and subdivision servicing.
- (n) Providing storm water management plans.
- (o) Advising and initiating actions to construct / reconstruct roads.
- (p) Liaising with utilities and agencies to discontinue or restore any engineering service or utility to any consumers as required or determined by the CCG.
- (q) Liaising with utilities and agencies to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.5 (1) Cont'd

- (r) Assigning Security to restrict access to Emergency Operations Centre.
- (s) Coordinating maintenance and repair to all facilities utilized as result of the emergency (i.e. EOC, evacuation centres).
- (t) Coordinating transportation of executives, special agencies representatives, and the CCG to and from emergency scene as required.
- (u) Coordinating with public and/or private transportation companies, as required, to provide transportation to move persons and/or supplies as directed by the CCG (i.e. Regional Transit).
- (v) Advising the CCG with information concerning the construction and operation of the water and natural gas distribution systems.
- (w) Co-ordinate with Director of Utilities and assign crews to perform required repairs and service to natural gas and water distribution systems.
- (x) Fulfilling responsibilities as outlined in the Recovery Plan.
- (y) Maintaining a Personal Events Log outlining communications and actions taken.
- (z) Preparing a Post Emergency Report and submitting it to the CEMC.
- (aa) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.6 Director of Utilities

- (1) The Director of Utilities of Infrastructure Services, or designate, is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO of Infrastructure Services and CCG, as required.
 - (b) Coordinating activities of Gas and Water Utilities Divisional managers and supervisors reporting to him/or her.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.6 (1) Cont'd

- (c) Advising CCG of critical infrastructure (ie. water and gas distribution systems, Public Safety and Security, etc.).
- (d) Liaising with the Fire Chief concerning emergency water supplies for fire fighting purposes.
- (e) Liaising with the Region of Waterloo concerning water supply issues.
- (f) Liaising with other agencies to discontinue or restore any engineering service or utility to any consumers as required or determined by the CCG.
- (g) Disconnecting any service representing a hazard and/or to arrange for the provision of alternate services or functions.
- (h) Advising the CCG with information concerning the construction and operation of the water and natural gas distribution systems.
- (i) Assigning crews to perform required repairs and service to natural gas and water distribution systems.
- (j) Fulfilling responsibilities as outlined in the Recovery Plan.
- (k) Maintaining a Personal Events Log outlining communications and actions taken.
- (l) Preparing a Post Emergency Report and submitting it to the CEMC.
- (m) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.7 Deputy CAO – Community Services

- (1) The Deputy CAO of Community Services, or designate, is responsible for:
 - (a) Coordinating activities of Divisional Directors reporting to him/her:
 - Administration Services
 - Building
 - By-law Enforcement
 - Community Programs & Services
 - Enterprises

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.7 (1) (a) Cont'd

- Fire
 - Planning.
- (b) Assisting the Emergency Site Manager (ESM) as appointed by the CCG in fulfilling their responsibilities when required.
- (c) Liaising with the Fire Chief to ensure stabilization and control of all scenes involving fires, hazardous materials, rescues, etc.
- (d) Advising CCG in matters associated with the Ontario Building Code, Building By-laws and Zoning By-laws.
- (e) Establishing communications link with the Red Cross and Social Services Support Group to obtain current information with respect to persons displaced and the need to open and operate an Emergency Evacuation Centre.
- (f) Liaising with the Director of Enterprises for matters effecting the operations and/or use of Cemeteries, Municipal Golf Courses, Memorial Auditorium Complex, Arenas or events.
- (g) Liaising with Regional Social Services and Regional Community Health, insuring that the Volunteer Registration Forms are completed and a copy of each form is retained.
- (h) Liaising with the Director of Community Programs and Services regarding community programs and associations, safe operation of neighbourhood community and senior centres, pools, and Kiwanis Park. The Director of Community Programs and Services shall coordinate opening of these facilities for receiving displaced persons or evacuation centre use.
- (i) Acquiring any up to date Zoning By-law, land use, or regulatory information from the Director of Planning.
- (j) Liaising with Director of By-law Enforcement regarding by-law enforcement and associated regulations. The Director of By-law Enforcement shall coordinate actions with Waterloo Regional Police, as necessary.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.7 (1) Cont'd

- (k) Regional Community Health, insuring that the Volunteer Registration Forms are completed and a copy of each form is retained.
- (l) Fulfilling responsibilities as outlined in the Recovery Plan.
- (m) Maintaining a Personal Events Log of communications and actions taken.
- (n) Preparing a Post Emergency Report and submitting it to the CEMC.
- (o) Participating in a debriefing, and assisting the CEMC in the preparation of a report on the emergency.

14.8 Deputy CAO – Finance & Corporate Services

- (1) The Deputy CAO of Finance and Corporate Services, or designate, is responsible for:
 - (a) Coordinating activities of Divisional Directors reporting to him/her:
 - Administration
 - Accounting
 - Financial Planning
 - Human Resources
 - Information Technology
 - Legal Services
 - Legislated Services
 - Revenue
 - Supply Services
 - (b) Providing information and advice on financial matters as they relate to the emergency and the capabilities of the City of Kitchener.
 - (c) Acquiring equipment and/or services from outside agencies required to mitigate the emergency. Coordinate actions with CCG.
 - (d) Liaising with the Chief Purchasing Officers of Region and area Municipalities, as necessary.
 - (e) Recording costs/expenses incurred as a result of the emergency.

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14. Individual Responsibilities of CCG Members - Cont'd

14.8 (1) Cont'd

- (f) Maintaining a Personal Events Log outlining communications and all actions taken.
- (g) Fulfilling responsibilities as outlined in the Recovery Plan.
- (h) Preparing a Post Emergency Report and submitting it to the CEMC.
- (i) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.
- (j) Registration of the CCG, Support Staff and Media and to issue appropriate identification.
- (k) Assigning Citizen Inquiry Team to ensure communication is provided to the public through public information telephone lines.
- (l) Providing Legal Services to CCG and to protect the City's interest, and to ensure that operations adhere to legislative and common law requirements.
- (m) Assigning Administrative support to EOC to ensure all emergency information (events, activities, and actions) discussed and assigned by the CCG is collected and displayed.
- (n) Coordinating the set-up of the EOC ensuring it is operational through the emergency.
- (o) Maintaining Information Technology infrastructure systems of the EOC throughout the emergency (ie. phone, electronic displays, computer, fax, hardware and software).
- (p) Permitting access to and maintaining computers required by CCG and support staff.
- (q) Providing information and advice to the CCG as required on mapping that may be available or generated to assist with the response.
- (r) Notify and inform KPL Chief Executive Officer and General Manager of Centre in the Square.

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14. Individual Responsibilities of CCG Members - Cont'd

14.8 (1) Cont'd

- (s) Liaise with the Director of Human Resources regarding concerns raised by internal, external and the volunteer public service workforce. These concerns may include employee relations, grievance, health and safety, remuneration, benefits, conflicts of interest, policies, procedures and practices.
- (t) Co-ordinate with the Regional Commissioner of Social Service regarding the deployment of Critical Incident Stress Management (CISM) counsellors to speak with staff, volunteers and the public.
- (u) Liaise with the Director of Human Resources to administrate and co-ordinate volunteers needed to assist in mitigating the emergency; ie. reception / sign-in / waivers, special skills, transportation, food / drink / lodging / parking requirements, shift schedules.

14.9 Regional Commissioner of Social Services

- (1) The Regional Commissioner of Social Services is responsible for:
 - (a) Establishing, managing, operating and staffing of evacuation centres with the assistance of the Regional Public Health Department and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres in accordance with the Waterloo Regional Social Services Emergency Response Plan.
 - (b) Liaising with the Manager of Community Services, CEMC, and Chief of Police regarding the establishment of evacuation centres and other areas of mutual concern (ie time of arrival of evacuees and capacities of centres).
 - (c) Designating and arranging for the opening of primary and additional evacuation and reception centres, as required. Immediate notification of the Chief of Police regarding the locations of the centres.
 - (d) Liaising with the Commissioner of Community Health/Medical Officer of Health on areas of mutual concern regarding operations in evacuation centres.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.9 (1) Cont'd

- (e) Ensuring that the Deputy CAO Community Services and/or any other property representative of public or private facility(s) is/are notified when a facility(s) is/are required as evacuation centre(s), and that staff and volunteers utilizing the facility(s) take direction from the representative(s) with respect to its/their maintenance, use and operation.
- (f) Ensuring that the Volunteer Registration Forms are completed and a copy of each form is retained for City use when volunteers are involved at the evacuation centres. All completed forms must be forwarded as soon as possible to the Director of Human Resources through the evacuation centre managers.
- (g) Maintaining a Personal Events Log outlining communications and actions taken.
- (h) Preparing a Post Emergency Report and submitting it to the CEMC.
- (i) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.10 Regional Commissioner of Public Health/Medical Officer of Health

- (1) The Regional Commissioner of Public Health/Medical Officer of Health in accordance with the Waterloo Regional Public Health Services Emergency Plan is responsible for:
 - (a) Acting as a coordinating link for all health services at the CCG.
 - (b) Liaising with the Provincial Ministry of Health and Long Term Care, Public Health Division.
 - (c) Liaising with the Director of Waterloo Regional Emergency Medical Services on the CCG.
 - (d) Providing advice and recommendations on any matters which may adversely affect public health.
 - (e) Providing authoritative instructions on health and safety matters to the public through the Media Information Officer.

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14. Individual Responsibilities of CCG Members - Cont'd

14.10 (1) Cont'd

- (f) Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and Long Term Care policies.
- (g) Ensuring coordination of care of bed-ridden citizens and invalids at home and in reception/evacuation centres during an emergency.
- (h) Liaising with voluntary and private agencies, as required, for augmenting and coordinating Public Health resources.
- (i) Ensuring coordination of all efforts to prevent and control disease in the City during an emergency.
- (j) Notifying the Deputy CAO Infrastructure Services regarding the need for portable water supplies and sanitation facilities.
- (k) Assuring the implementation of casualty distribution procedures as detailed in the Regional Medical Emergency Plan.
- (l) Liaising with the Commissioner of Social Services on areas of mutual concern regarding operations in evacuation centres.
- (m) Fulfilling responsibilities as outlined in the Recovery Plan.
- (n) Maintaining a Personal Events Log outlining communications and actions taken.
- (o) Preparing a Post Emergency Report and submitting it to the CEMC.
- (p) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.11 Director, Region of Waterloo Emergency Medical Services

- (1) The Director of Waterloo Regional Emergency Medical Services is responsible for:
 - (a) Activating the Emergency Alerting System through the Fire Department Communications Centre (Levels I, II, III), if required.
 - (b) Liaising with Police, Fire and other agencies active at the site of the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

14. Individual Responsibilities of CCG Members - Cont'd

14.11 (1) Cont'd

- (c) Providing an Emergency Site Manager (ESM) if requested or appointed by CCG.
- (d) Establishing on scene command post and maintain communications with on-scene command, (OSC) and other response agencies as required.
- (e) Liaising with the Commissioner of Community Health/Medical Officer of Health.
- (f) Liaising with the EMS OIC/Site Co-ordinator to ensure triage and treatment of casualties at the site of the emergency.
- (g) Liaising with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) dispatch.
- (h) Assessing the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams.

NOTE: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.

- (i) Assessing the need and the initial request for special emergency health service resources at the emergency site (i.e. ambulance buses, support units, paramedics, ambulance helicopters, etc.) and is then responsible for forwarding all requests to Cambridge Central Ambulance Communication Centre.
- (j) Providing, in conjunction with the Cambridge Central Ambulance Communication Centre, the main radio and telephone communication link through dispatch among health services, and notifying and requesting assistance of the Ontario Ministry of Health, Emergency Health Services Branch.
- (k) Liaising through the Regional Commissioner of Community Health/Medical Officer of Health for information regarding invalids or

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14. Individual Responsibilities of CCG Members - Cont'd

14.11 (1) (k) Cont'd

disabled citizens that may reside in an area to be evacuated and may require ambulance transportation.

- (l) Assisting with the organization and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required.
- (m) Ensuring that first aid supplies (as stocked in the Emergency Support Unit) are available at the emergency area and the evacuation centre(s).
- (n) Assisting the ESM as appointed by the CCG in fulfilling their responsibilities when required.
- (o) Disseminate information and instructions to the media and the public in consultation with Municipal Officials, media coordinators from other key agencies.
- (p) Maintaining a Personal Events Log outlining communications and actions taken.
- (q) Preparing a Post Emergency Report and submit to the CEMC.
- (r) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.12 President of Kitchener-Wilmot Hydro Inc.

- (1) The President of Kitchener-Wilmot Hydro Inc. is responsible for:
 - (a) Notifying critical agencies, companies, or persons (ie. hospitals and persons on medical support equipment) of outages.
 - (b) Ensuring the notification and liaise with appropriate president(s) of effected hydro company(s).
 - (c) Discontinuing services to any consumer where this is considered in the interest of public safety.
 - (d) Coordinating with the CCG in establishing priorities for the restoration of services.

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14. Individual Responsibilities of CCG Members - Cont'd

14.12 (1) Cont'd

- (e) Maintaining/restoring services on a priority basis where necessary and practical (i.e. Evacuation Centres), as determined by the CCG.
- (f) Making arrangements for required additional staff and supplies to restore the electrical distribution system.
- (g) Liaising with Hydro One Electrical Safety Authority for inspection services for restoration of electrical service.
- (h) Making arrangements on a priority basis for large mobile generators, where necessary and practical (i.e. Evacuation Centres, Hospitals), as determined by the CCG.
- (i) Assisting the Emergency Site Manager as appointed by the Emergency Control Group in fulfilling his/her responsibilities when required.
- (j) Maintaining a Personal Events Log outlining communications and actions taken.
- (k) Preparing a Post Emergency Report and submitting it to the CEMC.
- (l) Participating in a debriefing, assisting the CEMC in the preparation of a report on the emergency.

14.13 Community Emergency Management Coordinator (CEMC)

- (1) Community Emergency Management Coordinator or alternate is responsible for:
 - (a) Acting as a resource and advisor to the Community Control Group.
 - (b) Liaising with the neighbouring, Township, Municipal, and Regional Emergency Managers, and Emergency Management Ontario (EMO) representatives, as required.
 - (c) Notifying CEMC partners of significant events that may affect their community or resources, as may be required.
 - (d) The CEMC is responsible for the development, implementation, and the maintenance of the Community Emergency Management Program.

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14. Individual Responsibilities of CCG Members - Cont'd

14.13 (1) Cont'd

- (e) Maintaining a personal log of events, decisions made, actions taken.
- (f) Participating in a debriefing and prepare a final report on the emergency.

15. Emergency Site Manager (ESM)

- (1) The CCG will appoint the ESM or confirm/override the selection made by the emergency site response agencies, to coordinate the on-scene response with the various agency On-Scene Commanders (OSC):
 - (a) If there is more than one emergency site, one ESM will be appointed for each site.
 - (b) For most emergencies, unless specified otherwise by the CCG, a Deputy Fire Chief or alternate will be appointed unless the emergency dictates that another person from the lead agency involved is more appropriate in a specific type of emergency.
 - (c) Selection of the ESM will take into consideration the following:
 - availability and approval of their agency
 - training and field experience
 - knowledge of responding agencies responsibilities and resources
 - inter-personal skills.
 - (d) Once appointed, this individual will no longer be responsible for the operations or command of his or her agency.
 - (e) The ESM shall report directly to the Chief Administrative Officer.
 - (f) The ESM will:
 - (i) organize, direct, and coordinate on-scene response at the emergency site(s) by the various agency On-Scene Commanders (OSC).
 - (ii) Liaise with agency OSCs and outside expertise as required to assess the emergency, consider alternate actions, plan

THE CITY OF KITCHENER EMERGENCY PLAN

15. Emergency Site Manager (ESM) - Cont'd

(1) (f) (ii) **Cont'd**

strategies and implement actions to minimize the effects of the emergency.

(2) The ESM, upon appointment by the CCG, has the authority to:

- (a) Call meetings of the responding agency commanders for information sharing, establishing objectives in the site management, prioritizing limited resources where applicable.
- (b) Mediate conflicts between agencies and to contact the CAO (Emergency Coordinator) should he/she be unable to resolve the matter.
- (c) Request for an on-site command post.
- (d) Request assistance from responding agencies for communications and other emergency site equipments.

(3) The ESM is responsible to:

- (a) Ensure that priorities, tasks and tactics have been established to contain the problem.
- (b) In consultation with other responding agencies, establish inner and outer perimeters (hot, warm, and cold zones).
- (c) Ensure that responding agencies are aware of human and material resources that are available to mitigate the emergency.
- (d) Ensure agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief.
- (e) Maintain a communication link with the Chief Administrative Officer and/or alternate at the EOC for the flow of accurate information and assistance in management of the emergency.
- (f) Appoint on-site Safety Officer and Assistant Emergency Site Manager as required.
- (g) In association with the CCG, periodically brief the Media Officer of the status of the emergency and discuss what information may be distributed to the public and the media.

THE CITY OF KITCHENER EMERGENCY PLAN

15. Emergency Site Manager (ESM) - Cont'd

(3) Cont'd

- (h) Ensure that responding agencies meet to update/exchange information and/or re-evaluate on a regular basis.
- (i) Monitor the operation of the site management and make suggestions where appropriate.
- (j) Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc.
- (k) Understand laws and policies at all levels that must be taken into consideration during the management or recovery of the emergency.
- (l) Where possible conserve resources should the emergency heighten or lengthen in time, understanding that outside the emergency area the CCG is managing the day-to-day City operations in our community.
- (m) Ensure safety of on-site operations.
- (n) Maintaining a Personal Events Log outlining communications and actions taken.
- (o) Preparing a Post Emergency Report and submitting it to the CEMC.
- (p) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

16. Agency On-Scene Commander (OSC)

- (1) The ranking on-scene official for each agency responding to the emergency will assume the roll of that agency's OSC and participate as members of the Emergency Site Management Team:
 - (a) Each agency will have one OSC at each emergency site who is responsible for managing the agencies response operations in consultation and coordination with the ESM and the CCG.
 - (b) Senior agency officials will be sent to the emergency site as required to take over as Agency OSC.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team

- 17.1** (1) The Emergency Site Management Team is comprised of persons holding the following positions or their appropriate alternatives:
- (a) Deputy Fire Chief (Platoon Chief, Acting Platoon Chief)
 - (b) Representative of the Waterloo Regional Police Service
 - (c) Operations Manager or designate of Waterloo Regional Emergency Medical Services.
- (2) Additional personnel or alternates that may be added to the Emergency Site Management Team may include:
- (a) Regional Public Health representative
 - (b) Director of Operations or alternate (Traffic, Roads, Parks, Sewers, Forestry)
 - (c) Director of Utilities
 - (d) Director of Environmental Services
 - (e) Kitchener-Wilmot Hydro Inc. representative
 - (f) Critical Incident Trauma Coordinator
 - (g) Any other officials, experts or representatives deemed necessary by the ESM in consultation with the CCG.
- (3) Members of the Emergency Site Management Team upon notification that this Emergency Plan is to be implemented shall:
- (a) Assemble at the Command Post at or as near to the site of the emergency as is feasible.
 - (b) Direct the response of members of their own respective department subject to any order given by the ESM who will lead the Emergency Site Management Team.
 - (c) Assist the ESM as appointed by the CCG in fulfilling his/her responsibilities when required.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

17.1 (3) Cont'd

- (d) Ensure that their departmental call-out system has been activated in consultation with the CCG. Failing direction from the CCG, will in consultation with the ESM order the initial call-out of such persons and equipment as the nature of the emergency appears to require.
- (e) Maintain a Personal Events Log outlining communications and actions taken.
- (f) Prepare a Post Emergency Report and submitting it to the CEMC.
- (g) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

17.2 Emergency Site Management Team Structure

- (1) It is essential that all agencies assign OIC officers to represent their agency; however, to ensure adequate structure is in place to support and coordinate the emergency, the following positions may be assigned:

- Assistant Emergency Site Manager
- Logistics Officer
- Information Liaison Officer
- Telecommunications Officer
- On-Scene Media Spokesperson
- Police Officer In-Charge OIC
- EMS OIC
- Fire OIC.

(2) Assistant Emergency Site Manager

- (a) The Assistant Emergency Site Manager, reporting to the ESM, is responsible to:
 - (i) Be an assistant to the ESM (usually selected from the same organization).
 - (ii) Work with ESM to establish the aim, action plan, site layout, ESM Command Post, and communication and information flow with the EOC.
 - (iii) Maintaining a Personal Events Log outlining communications and actions taken.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

17.2 (2) (a) Cont'd

- (iv) Prepare a Post Emergency Report and submit it to the CEMC.
- (v) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

(3) Logistics Officer

- (a) The Logistics Officer, reporting to the ESM, is responsible to:
 - (i) Request all personnel and equipment necessary to control the emergency or major incident.
 - (ii) Perform all inventory control functions by receiving, recording, storing and distributes all equipment, and ensures that resources are adequately rotated.
 - (iii) Provides recording time for personnel and equipment on site, primarily for scheduling, rest/ rotation, and compensation.
 - (iv) Provide facilities for rest, feeding and maintenance on-site.
 - (v) Provide fueling, transportation and repair services on-site.
 - (vi) Provide medical services on site, including a place for Critical Incident Stress Debriefing.
 - (vii) Maintain a Logistics Log and events log.
 - (viii) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

(4) Information Liaison Officer

- (a) The Liaison Officer, reporting to the ESM is responsible to:
 - (i) Provide contact with outside organizations.
 - (ii) Open and maintain lines of communication with supporting agencies, such non governmental organizations, other levels of government, experts/ specialists, Municipal or Regional representatives.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

17.2 (4) (a) Cont'd

- (iii) Providing facilities and/or tools at the ESM Field Headquarters (telephones, faxes, photocopier, etc.).
- (iv) Maintain personal events Log.
- (v) Participate in debriefing(s) and assist the CEMC in the preparation of a report on the emergency.

(5) Telecommunications Officer

- (a) The Telecommunications Officer, reporting to the ESM is responsible to:
 - (i) Provide communication equipment (radios, phones, fax, etc.) and personnel to meet the communications needs of the emergency site.
 - (ii) Establish communication needs with advice from EOC.
 - (iii) Pool existing communication systems on site if needed.
 - (iv) Log all messages.
 - (v) Maintain maps of the emergency site for the ESM Team and EOC officials.
 - (vi) Maintain personal events Log.
 - (vii) Participate in debriefing(s) and assist the CEMC in the preparation of a report on the emergency.

(6) On-Scene Media Spokesperson [See Section 19.2 (2) of EOC Plan]

(7) Police Officer In-Charge (Police OIC)

- (a) The Police OIC is the Police Commander on-site having overall responsibility for evacuation and for the maintenance of law and order in the emergency site to include:
 - (i) Command and control of all police activities at the site.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

17.2 (7) (a) Cont'd

- (ii) Establishing and staffing a Police Command Post, as part of ESM Team.
- (iii) Maintaining radio communications with Police HQ through the Communications Centre.
- (iv) Maintaining contact with the Police Chief or his/her alternate at the EOC.
- (v) Maintaining contact with the Police Chief or his/her alternate at the EOC.
- (vi) Assisting the ESM in formulating an overall strategy and coordinated action plan.
- (vii) Providing complete coverage of all matters related to police and ensuring that matters requiring joint efforts are coordinated through the ESM Team.
- (viii) Maintain personal events Log.
- (ix) Participate in debriefing(s) and assist the CEMC in the preparation of a report on the emergency.

(8) Fire OIC

- (a) The Fire OIC is the Fire authority on-site having overall command of and responsibility for fire suppression and/or prevention, and search and rescue operations at the emergency site to include:
 - (i) Commanding and controlling all fire suppression and equipment on-site.
 - (ii) Establishing and staffing a Fire Command Post as part of the ESM Team.
 - (iii) Maintaining communications with Fire Communications Centre.
 - (iv) Maintaining contact with the Fire Chief and/or Regional Fire Coordinator or designated alternates at the EOC.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

17.2 (8) (a) Cont'd

- (v) Assisting the ESM in formulating an overall strategy and a coordinated action plan.
- (vi) Providing complete coverage of all matters related to Fire Department operations and ensuring that matters requiring joint efforts are coordinated through the ESM Team.
- (vii) Maintaining personal events Log.
- (viii) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

(9) EMS OIC

- (a) The EMS OIC is the Emergency Medical Services (EMS) authority on-site having overall command of, and responsibility for, a coordinated EMS operation to include:
 - (i) Commanding and controlling all triage, treatment and evacuation operations on site.
 - (ii) Establishing and manning an EMS Command Post as part of the ESM HQ maintaining a casualty count.
 - (iii) Allocating all EMS resources to casualty evacuation and supplies replenishment.
 - (iv) Maintaining contact with the Director of EMS or alternate at the EOC.
 - (v) Assisting in formulating an overall strategy and a coordinated action plan.
 - (vi) Providing complete coverage of all matters relating to EMS operations.
 - (vii) Maintain personal events Log.
 - (viii) Participate in debriefing(s) and assist the CEMC in the preparation of a report on the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

17. Emergency Site Management Team - Cont'd

(10) Health and Safety Officer

- (a) The Health and Safety Officer reporting to the ESM, is responsible for:
 - (i) Ensuring the health and safety of all workers within the emergency area.
 - (ii) Coordinating and maintaining contact with Health and Safety Officers of responding agencies.
 - (iii) Liaison with the Ministry of Labour representative.
 - (iv) Maintaining a Health and Safety and personal events log.
 - (v) Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

THE CITY OF KITCHENER EMERGENCY PLAN

PART VII

EMERGENCY SUPPORT AND ADVISORY STAFF

18. Emergency Support and Advisory Staff

- (1) The Emergency Support and Advisory Staff may be required to provide support, logistics and advice to the CCG.
- (2) The Director of Human Resources or alternate notifies the required Emergency Support and Advisory Staff (and any other required staff) to report to the EOC.

19. Individual Responsibilities of Emergency Support And Advisory Staff

19.1 Executive Assistant to the Chief Administrative Officer (CAO)

- (1) The Executive Assistant or alternate to the CAO for the City of Kitchener is responsible for:
 - (a) Taking messages, conveying information and assisting the Chief Administrative Officer, as required.
 - (b) Ensuring decisions made and actions taken by the CCG are recorded appropriately for use by the CAO.
 - (c) Delegate any or all responsibilities to an alternate, as required.
 - (d) Maintain a personal log of major events, communications made and actions taken.

19.2 Director of Corporate Communications & Marketing

- (1) The Director of Corporate Communications and Marketing will assume the role of Media Officer unless otherwise appointed by the CAO, and will report directly to the CAO.
 - (a) Media Officer will coordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency.
 - (b) An On-Scene Media Spokesperson will be appointed by the Media Officer.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.2 (1) Cont'd

- (c) The Media Officer will establish a communication link with the On-Scene Media Spokesperson, the Police Public Relations Officer, the Citizen Inquiry Supervisor and any other media coordinator(s) (i.e. Provincial, Federal, private, industry, etc.) involved in the incident, and will endeavour to ensure that all information released to the media and public is consistent and accurate.
- (d) Designate and coordinate the EOC Media Information Centre for members of the media to assemble for the issuance of accurate media releases and authoritative instructions to the public.
- (e) Briefing the CCG on how the EOC Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media.
- (f) Liaising regularly with the CCG to obtain the appropriate information for media releases, coordinate individual interviews and organize press conferences.
- (g) Establishing a telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
 - (i) Media
 - (ii) CCG
 - (iii) On-Scene Media Spokesperson
 - (iv) Police Media Relations Officer
 - (v) Citizen Inquiry Supervisor(s)
 - (vi) Any other appropriate persons, agencies or businesses.
- (h) Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public.
- (i) Ensuring that the media releases are approved by the CAO prior to dissemination and distributing hard copies of the media release to the EOC Media Information Centre.
- (j) Monitoring news coverage and correcting any erroneous information.
- (k) Maintaining copies of media releases and newspaper articles pertaining to the emergency.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.2 (1) Cont'd

- (l) Advising CCG Representatives and other agencies of the location and telephone number(s), as available, of the On-Scene Media Information Centre.
- (m) Controlling and redirecting media to the On-Scene Media Information Centre.
- (n) Where necessary and appropriate, coordinating media photograph sessions at the scene.
- (o) Maintain a personal log of events, decisions made and actions taken.

(2) On-Scene Media Spokesperson

The On-Scene Media Spokesperson will be appointed by the Director of Corporate Communications and Customer Service and is responsible for:

- (a) Establishing and coordinating an On-Scene Media Information Centre in a safe, appropriate location, at or near the scene, for the media to assemble.
- (b) On-Scene Media Information Centre may be a suitable location for multi agency delivery of emergency information.
- (c) Establishing a communication link and liaising regularly with the Media Officer at the EOC. It is extremely important to ensure that information released to the media from the On-Scene Media Information Centre is consistent with that released by the Media Officer at the EOC Media Information Centre.
- (d) Redirecting all inquiries regarding decisions made by the CCG and the emergency as a whole to the Media Officer at the EOC.
- (e) Responding to inquiries from the media pertaining to the scene only.
- (f) Coordinating on-scene interviews between the emergency services personnel and the media.
- (g) Maintain a personal log of major events, outlining decisions made and actions taken.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.2 Cont'd

(3) Manager of Corporate Customer Service

The Manager of Corporate Customer Service will report to the Corporate Contact Centre (CCC) when contacted by CCC staff and/or member of the CCG or the Director of Legislated Services, and is responsible for:

- (a) Acting in a resource and advisory capacity to the Director of Communications and Director of Legislated Services, as required.
- (b) Alternate will be the Manager of Support Services and Business Systems.
- (c) If required, liaise with the Manager of Citizen Service, Regional Municipality of Waterloo.
- (d) Record costs/expenses incurred as a result of the emergency.
- (e) Ensure that records of expenses are maintained for future claim purposes.
- (f) Maintain communications with Director of Accounting with respect to financial expenditures.
- (g) Determine which CSR staff are to be called in.
- (h) Ensure emergency shift schedule has been created.
- (i) Ensure scripts are in place for CSRs.

19.3 Director of Engineering Services

- (1) The Director of Engineering Services is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Infrastructure Services and the CCG as required.
 - (b) Advising CCG of critical infrastructure (i.e. Electricity, Telecommunications, Transportation, Community / Government Services, Public Safety and Security).

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.3 (1) Cont'd

- (c) Advising of infrastructure design and initiate actions toward the rehabilitation of roads, sidewalks, sewers, storm drainage and subdivision servicing.
- (d) Providing storm water management plans.
- (e) Advising and initiating actions to construct/reconstruction of roads.
- (f) Liaising with the Deputy CAO of Infrastructure Services concerning the maintenance and construction of City streets and sanitary sewage systems.
- (g) Liaising with the Director of Utilities concerning the maintenance of the water system.
- (h) Liaising with utilities and agencies to discontinue or restore any engineering service or utility to any consumers as required or determined by the CCG.
- (i) Liaise with utilities and agencies to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions.
- (j) Liaising with the Commissioner of Transportation and Environmental Services for the Regional Municipality of Waterloo to ensure a coordinated response if necessary.
- (k) Fulfilling responsibilities as outlined in the Recovery Plan.
- (l) Maintain a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.4 Director of Planning

- (1) The Director of Planning is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Community Services and the CCG as required.
 - (b) Advising CCG in matters associated with development and the City's Zoning By-law.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.4 (1) Cont'd

- (c) Maintaining a personal log of events, decisions made and actions taken.

19.5 Director of Building

- (1) The Director of Building is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Community Services and the CCG as required.
 - (b) Providing equipment and personnel to determine structural integrity of buildings (Structural Engineer).
 - (c) Advising CCG as to whether a structure shall be determined uninhabitable due to structural/plumbing integrity, etc.
 - (d) Advising CCG in matters associated with the Building Code and Building By-laws.
 - (e) Maintaining a personal log of events, decisions made and actions taken.

19.6 Director of Community Programs & Services and Director of Enterprises

- (1) The Director of Community Programs & Services and Director of Enterprises are responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Community Services and the CCG as required.
 - (b) Identifying and facilitating the opening of designated evacuation sites and to coordinate these activities with Regional Social Services.
 - (c) Maintaining an inventory of designated Municipal Evacuation Centres and the characteristics of each (i.e. emergency power, kitchen facilities, occupancy).
 - (d) Establishing communications link with the Red Cross and Social Services Support Group to obtain current information with respect to persons displaced and the need to open and operate Emergency Evacuation Centres.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.6 (1) Cont'd

- (e) Liaising with Director of Facilities Management and the Regional Social Services representatives to ensure Emergency Evacuation Centres remain operational.
- (f) Maintaining a personal log of events, decisions made and actions taken.

(2) Coordinating and processing requests for human resources:

- (a) In conjunction with the Media Officer and under the direction of the CCG coordinating offers of and appeals for volunteers.
- (b) Selecting the most appropriate site(s) for the registration of human resources.
- (c) Ensuring records of human resources and administrative detail that may involve financial liability are completed.
- (d) Liaising with the Social Services Support Group regarding the completion/distribution of Volunteer Registration Forms.
- (e) Receiving and maintaining all completed Volunteer Registration Forms.

NOTE: Completed Volunteer Registration Forms and other human resources information must be communicated to the CAO, or designate, as soon as possible. After the termination of an emergency this information must be delivered within 24 hours to the CAO.

- (f) Identifying the skill level of temporary workers and community Volunteers and assign them an appropriate task.
- (g) Ensuring identification cards are issued to volunteers and temporary employees where practical.
- (h) Arranging for transportation of human resources to and from site(s) through the Transportation Coordinator.
- (i) Obtaining assistance, if necessary, from Employment and Immigration Canada, as well as other government departments, public and private agencies and volunteer groups.

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.6 (2) Cont'd

- (j) Cancelling the broadcast appeal when the required number of temporary workers and community volunteers have been enrolled.
- (k) Providing critical incident stress counseling to staff and community volunteers as required. Arrange or provide referrals for psychological counseling as required.
- (l) Procuring staff to assist, as required.
- (m) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.7 Director of Operations

- (1) The Director of Operations is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Infrastructure Services and the CCG as required.
 - (b) Liaising with Engineering Services concerning the maintenance and construction of City streets and sanitary sewage systems.
 - (c) When requested by CCG, assigning personnel to maintain and repair roads, sidewalks, sewers and storm water drainage.
 - (d) Providing equipment and personnel for emergency pumping operations.
 - (e) Coordinating with CCG and Media Officer to identify necessary road closures, traffic restrictions and/or detours required.
 - (f) Facilitating and coordinating with WRP all street closures, detours and barricading identified in consultation with CCG.
 - (g) Providing equipment and personnel for the purpose of removing fallen trees and/or limb obstructions and hazards.
 - (h) Providing sanitation facilities to the requirements of the Region of Waterloo Commissioner of Community Health / Medical Officer of Health.

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.7 (1) Cont'd

- (i) Liaising with the ESM to ensure stabilization and control of all scenes involving spills, leaks or contamination by dangerous goods.
- (j) Ensuring the implementation of the Region of Waterloo Contingency Plan for Spills of Oil and Other Hazardous Materials, if such action is necessary.
- (k) Liaising with the Commissioner of Engineering for the Regional Municipality of Waterloo to ensure a coordinated response if required.
- (l) When requested by CCG, provide vehicles, operators and equipment required by any other emergency services.
- (m) Assisting the ESM as appointed by the CCG in fulfilling their responsibilities when required.
- (n) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.8 Director of Legislated Services

- (1) The Director of Legislated Services is responsible for:
 - (a) Act in a resource and advisory capacity to the Deputy CAO of Finance & Corporate Services and the CCG as required.
 - (b) Upon notification of a Level II – Partial Activation, contact all Managers and Supervisors or alternates of the notification. A Level III – Full Activation requires the call out of the appropriate staff to attend the EOC.
 - (c) Ensure set-up of the EOC and its continuous operation through the emergency including food/drink if required.
 - (d) Ensure administrative/clerical support is assigned to EOC to collect and display all emergency information (events, activities and actions) discussed and assigned by the CCG; and to maintain the EOC operations log book.

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.8 (1) Cont'd

- (e) Upon direction from the Chief Administrative Officer and / or Deputy CAO of Finance and Corporate Services, contact the Corporate Contact Centre or Manager of Corporate Customer Service, advising to establish the Citizen Inquiry Service.
- (f) Apprise the Media Officer at the EOC Media Information Centre of the establishment of the Citizen Inquiry Service and designated telephone number(s).
- (g) Apprise the affected emergency services and the CCG of the establishment of the Citizen Inquiry Service and designated telephone number(s).
- (h) Continually liaise with the Media Officer to obtain current information on the emergency and the contents of the information that may be given to the public through the Citizen Inquiry Service.
- (i) Respond to, and re-direct inquiries and reports from the public based upon information from the Media Officer and/or Citizen Inquiry Service (such information may be related to school closings, access routes or the location of evacuation centres).
- (j) Respond to, and re-direct 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.
- (k) Ensure the EOC is restored back to regular facility upon termination of the emergency.
- (l) Procure staff to assist as required.
- (m) Maintain a personal log of events, decisions made, actions taken, and costs / expenses incurred.
- (n) Ensure Master Log of the event is complete and made ready for use in developing the post-emergency report.

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.9 Director of Facilities Management

- (1) The Director of Facilities Management is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Infrastructure Services and the CCG as required.
 - (b) Coordinating, maintaining and implementing the following:
 - Auxiliary power supply systems at EOC and Emergency Evacuation Centres
 - Maintenance and repairs of facilities required for the emergency (i.e. EOC, Evacuation Centres, etc.).
 - (c) Assisting Legislated Services staff to restore EOC back to regular facility upon termination of the emergency if required.
 - (d) Coordinating security for the EOC and/or arranging for security at any other City owned facility(s), as required.
 - (e) Assigning security to restrict access to Emergency Operation Centre.
 - (f) Registration of CCG, Support Staff and Media, and to issue appropriate identification.
 - (g) Directing the production of identification cards for CCG members, executives, support and advisory staff.
 - (h) Procuring staff to assist as required.
 - (i) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.10 Director of Legal Services and City Solicitor

- (1) The Director of Legal Services and City Solicitor is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Finance & Corporate Services and the CCG as required.
 - (b) Providing advice to any member of the CCG and the Support and Advisory Staff on matters of a legal nature as they may apply to the actions of the City of Kitchener in its response to the emergency, as requested.

THE CITY OF KITCHENER EMERGENCY PLAN

19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.10 (1) Cont'd

- (c) Liaising with the Solicitor of the Regional Municipality of Waterloo or adjacent Municipality or County, if required.
- (d) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.11 Director of Accounting

- (1) The Director of Accounting is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Finance & Corporate Services and the CCG as required.
 - (b) Liaising with the Director of Purchasing with respect to food, supplies and equipment as required.
 - (c) Liaising with the Chief Financial Officer for the Regional Municipality of Waterloo, if required.
 - (d) Recording costs/expenses incurred as a result of the emergency.
 - (e) Ensuring that records of expenses are maintained for future claim purposes.
 - (f) Maintaining communications with Deputy CAO Finance & Corporate Services with respect to financial expenditures.
 - (g) Liaising with Provincial Officials with respect to the utilization of provincial emergency relief funds if applicable.
 - (h) Liaising with other agencies involved in fundraising activities to avoid duplication in the raising and utilization of donated funds.
 - (i) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.12 Director of Fleet

- (1) The Director of Fleet for the City of Kitchener is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Infrastructure Services and the CCG as required.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.12 (1) Cont'd

- (b) Coordinating transportation of Executives, Special agencies representatives and the CCG to and from emergency scene, as required.
- (c) Coordinating transportation of persons from emergency area to designated evacuation centre(s).
- (d) Arranging for transportation of evacuees at Evacuation Centre(s) to assist them in returning to their homes at the termination of the emergency.
- (e) Liaising with WRP/OPP to make arrangements for the transportation of ambulatory and special needs persons as required.
- (f) Coordinating with public and/or private transportation companies, as required, to provide transportation to move persons and/or supplies as directed by the CCG (i.e. Regional Transit).
- (g) Procuring staff to assist as required.
- (h) Maintaining a personal log of events, decisions made, actions taken, and costs/expenses incurred.

19.13 Director of Supply Services

- (1) The Director of Supply Services is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Finance & Corporate Services and the CCG as required.
 - (b) Acquiring equipment and/or services from outside agencies required to mitigate the emergency. Coordinate actions with CCG.
 - (c) Providing and securing of equipment and supplies, not owned by the City of Kitchener as required by members of the CCG, and the Support and Advisory Staff to mitigate the effects of the emergency.
 - (d) Liaising with purchasing agents of the Region of Waterloo and other area municipalities, if necessary.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.13 (1) Cont'd

- (e) Consulting with the Chief Administrative Officer or alternate to resolve matters concerning the authorization of expenditures that may contravene purchasing by-laws.
- (f) Liaising with the Director of Financial Planning with respect to food and supplies as required.
- (g) Making available an updated list of all vendors who may be required to provide supplies and equipment.
- (h) Arranging for warehouse space to handle the storage of emergency and relief supplies if required.
- (i) At the request of the CCG, acquire equipment and/or services from outside agencies required to mitigate the emergency, and coordinate such actions with the CCG.
- (j) Procuring staff to assist as required.
- (k) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

19.14 Director of Human Resources

- (1) Director of Human Resources is responsible for:
 - (a) Acting in a resource and advisory capacity to the DCAO of Finance and Corporate Services and the CCG as required.
 - (b) Procuring staff to assist, as required.
 - (c) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.
 - (d) Providing guidance or respond to concerns raised by internal, external and the volunteer public service workforce. These concerns may include employee relations, grievance, health and safety, remuneration, benefits, conflicts of interest, policies, procedures and practices.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.14 (1) Cont'd

- (e) Co-ordinate with the Regional Commissioner of Social Service or assigned alternate regarding the deployment of Critical Incident Stress Management (CISM) counsellors to speak with staff, volunteers and the public.
- (f) Administrate and co-ordinate volunteers needed to assist in mitigating the emergency; ie. reception / sign-in / waivers, special skills, transportation, food / drink / lodging / parking requirements, shift schedules.

19.15 Chief Information Officer / Director of Information Technology

- (1) The Chief Information Officer shall assume responsibility of Telecommunications Coordinator and is responsible for:
 - (a) Acting in a resource and advisory capacity to the Deputy CAO Finance & Corporate Services and the CCG as required.
 - (b) Activating the emergency notification system of the local amateur radio operators group if required.
 - (c) Ensuring that the emergency communications room is properly equipped, staffed and working, and correct any problems which may arise.
 - (d) Providing emergency, primary and back-up telephone and data communications at the EOC, and other City of Kitchener facilities as required (including telephone, computer network, fax, e-mail, internet).

NOTE: The EOC Coordinator may request Amateur Radio to provide back-up communication at key locations. (Police, Fire, Ambulance and Operations / Engineering are responsible for their radio systems.)
 - (e) Using resource directory listing for repairs.
 - (f) Maintaining an inventory of Municipal, Regional and private sector communications equipment and facilities which could, in an emergency, be used to augment existing communications systems.

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19. Individual Responsibilities of Emergency Support & Advisory Staff - Cont'd

19.15 (1) Cont'd

- (g) Making arrangements to acquire additional communications resources during an emergency.
- (h) Acquiring mapping that may be available or generated to assist with the response.
- (i) Maintaining a personal log of events, decisions made, actions taken and costs/expenses incurred.

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PART VIII

OTHER LOCAL AGENCIES, SERVICES AND DEPARTMENTS

20. Grand River Conservation Authority

- (1) Flood emergency situation in the City of Kitchener.

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

- (a) The Mayor or alternate, upon declaration of the emergency, must notify the Solicitor General and the Ministry of Natural Resources.
- (b) Provincial response is designed to assist in combating floods once a municipality determines that its resources are inadequate to deal effectively with the situation.
- (c) In flood emergency situations, Head-of-Council may declare that an emergency exists within his/her municipality and may request provincial assistance from the Ministry of Natural Resources by following the procedures outlined below.
- (d) The Head-of-Council contacts the local flood response coordinator. The local coordinator is the District Manager of the Ministry of Natural Resources for the area.
- (e) If the local coordinator cannot be contacted, the request for assistance should be routed through the Grand River Conservation Authority, Cambridge District (519) 621-2761.

Should you be unable to contact someone in authority, then request for assistance should be made through the Provincial Flood Emergency Coordinator (available on a 24-hour/365-day basis) through the Ontario Provincial Police, Local Detachment, or by calling Queen's Park Central Switchboard (416-965-6664) and asking for the Provincial Flood Emergency Coordinator on call.

21. Ontario Provincial Police Response to Provincial Highway Emergency

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

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21. Ontario Provincial Police Response to Provincial Highway Emergency - Cont'd

- (1) Implementing the Ontario Provincial Police Disaster Procedures Manual.
- (2) Securing the site of the incident.
- (3) Controlling the movement of emergency vehicles to and from the site of the incident.
- (4) Preventing looting.
- (5) Acting as the Agent of the Chief Coroner, within the terms of the Coroner's Act.
- (6) Maintaining law and order.
- (7) Working together with the Waterloo Regional Police Service to coordinate matters of mutual concern.
- (8) Providing an Ontario Provincial Police representative to participate on the CCG, as required.
- (9) In the event of an emergency occurring within the City of Kitchener, but outside the normal jurisdiction of the Ontario Provincial Police, the O.P.P. will assist the Waterloo Regional Police Service if requested by the Chief of Police, dependent upon resources available at that time.

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

- (1) The Waterloo Region District School Board and the Waterloo Catholic District School Board are responsible for:
 - (a) The provision of any school (as appropriate and available) for use as an evacuation centre, as designated by the Waterloo Regional Social Services Department.
 - (b) Upon being contacted by the Commissioner of Social Services or designate, providing a Waterloo Region District School Board/Waterloo Catholic District School Board representative(s) to coordinate and provide direction with respect to the maintenance, use and operation of the facilities being utilized as evacuation centres. For a list of appropriate school representatives, please refer to Appendices 17-A and 17-B.

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22. Cont'd

- (2) In the event of an emergency during normal school hours, the principal(s) of the effected school(s) (until directed otherwise) is/are responsible for:
 - (a) implementing the school "Stay-Put Emergency Plan"; or,
 - (b) implementing the school "Evacuation Plan", depending on the nature and scope of the emergency.

23. Hospital Administrators

- (1) Within the City of Kitchener there are two hospitals:
 - (a) St. Mary's Hospital
 - (b) Grand River Hospital.
- (2) During an emergency each Hospital Administrator is responsible for:
 - (a) Implementing their respective Hospital Emergency Plan.
 - (b) Liaising with the Commissioner of Community Health/Medical Officer of Health and the Director of Emergency Medical Services with respect to hospital and medical matters, as required.
 - (c) Evaluating requests for the provision of medical site teams.
 - (d) Liaising with the Ministry of Health, as appropriate.

24. Critical Incident Stress Team

- (1) The Police, Fire and Ambulance Services operate a trained Critical Incident Stress (CIS) Team. The CIS Team is available to the emergency service agencies for stress debriefing during and succeeding emergencies and major incidents by contacting a Fire Service representative.
- (2) The Region of Waterloo Social Services Department provides a Critical Incident Stress team to help residents and Regional staff and volunteers. The Social Services Department is part of the Waterloo Region Psychosocial Planning Committee, who will address the ongoing needs of the community following a major incident or emergency declaration. For further information or assistance, contact the "Personal Services Coordinating Committee".

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PART IX

RESPONSIBILITIES OF ALL CITY EMPLOYEES

25. Employees Responsibilities

- (1) Every Employee of the City is expected to respond as required to a declared emergency situation and to carry out all lawful commands of the CCG or the On-Site Command Group to the best of their ability during the emergency.
- (2) Every employee is expected to direct all media inquiries concerning any aspect of the emergency to the media Coordinator(s) so designated, to ensure that all information released to the media and public is consistent and accurate.

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PART X

PLAN MAINTENANCE, REVISION, TESTING AND INTERNAL PROCEDURES

26. Introduction

- (1) The City of Kitchener Emergency Plan is the product of the emergency planning process. Emergency planning is an ongoing continuous process:
 - (a) Periodic review and revision of the Plan to improve its effectiveness and respond to change.
 - (b) Plan must be tested periodically to ensure that those who have a role to play are familiar with it and that the Plan is practical, workable and effective in response to emergencies.
 - (c) To maintain emergency preparedness, the CCG, support staff and members of agencies who may be involved in implementing the Plan receive appropriate education and training.
 - (d) As well, it is beneficial if the public is aware and informed about the way in which they may best prepare for an emergency and the role of the City of Kitchener. Therefore, a public education and awareness program will be undertaken.

27. Plan Maintenance and Revision

- (1) The Fire Chief has the responsibility for the City of Kitchener Emergency Plan. Under this jurisdiction, maintenance and distribution of the plan shall be assigned to the CEMC.
- (2) This plan will be reviewed annually by CEMC and, where necessary, revisions will be proposed.
- (3) The Emergency Plan shall only be revised by By-law of City Council. Revisions to the Appendices attached to the Emergency Plan will be considered administrative in nature and will not require City Council approval.
- (4) It is the responsibility of each person, agency, service or department named within the Emergency Plan to notify the CEMC through the Legislated Services Division of the Finance and Corporate Services Department of any

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27. Plan Maintenance and Revision - Cont'd

(4) (Cont'd)

changes required in regard to the By-law and the administration of the Plan. Approved changes to the Emergency Plan and its appendices will be undertaken semi-annually.

28. Testing of Plan

(1) An annual exercise shall be conducted in order to test the overall effectiveness of this Emergency Plan and provide ongoing training to staff and the CCG in their functions. Revisions to this plan shall incorporate recommendations of training and equipment stemming from such exercises.

29. Internal Procedures

(1) Each department/service involved with this Emergency Plan shall prepare Department Emergency Guidelines outlining how it will fulfil its responsibilities during an emergency. The Guidelines shall include the provisions of call-out, staff, procedures and equipment.

(2) Each department/service shall designate a member of its staff to maintain and revise its own emergency procedures or guidelines.

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PART XI

CONCLUSION

30. SUMMATION

The degree to which an emergency is contained and ultimately impacts citizens depends upon the readiness and capability of the City of Kitchener and the designated Regional Services to respond. The Plan is designed as one tool to increase the emergency response capability of the City of Kitchener by establishing a plan of action and organizational structure to efficiently deploy and coordinate emergency services and arrange for extraordinary measures to safeguard life, property and the environment.

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PART XII

APPENDICES