



Emergency Response Plan
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Bylaw No. 80-10

EMERGENCY RESPONSE PLAN

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PART I

INTRODUCTION

1. Definition and Hazard Identification and Risk Assessment (HIRA)

- 1.1. Emergencies are defined as a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise and requires a coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected and/or appointed officials known as the Emergency Control Group (ECG). These emergencies are distinct from normal day to day procedures or routine operations carried out by firefighters, paramedics, police officers and normal hospital activities.
- 1.2. While a wide variety of types of emergencies could occur within the geographical area of the City of Cambridge, our Hazard Identification and Risk Assessment (HIRA) shows those most likely to occur are: floods, tornadoes, blizzards, epidemics, transportation accidents involving hazardous materials, air or rail crashes, toxic or flammable gas leaks, electric power blackouts, building or structural collapse, large scale uncontrollable fires, explosions, a breakdown in flow of essential services/supplies, or any combination thereof.

2. Purpose

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

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

3. Implementation

- 3.1. This Plan can be implemented as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for this Plan to be implemented to protect the lives and property of the inhabitants of the City of Cambridge.
- 3.2. The decision to implement this Plan will be made by the member of the Emergency Control Group (ECG) (i) who receives the initial warning, (ii) first becomes aware of a

potential for an emergency and/or (iii) that arrives first at the scene of a potential emergency as defined in Section 1.

- 3.3. The ECG Member outlined in 3.2 will activate the "Cambridge Emergency Alerting System" by contacting the Cambridge Fire Department Communications Centre (Cambridge Fire Dispatch) to have the other appropriate ECG members notified of the emergency and to designate the location of the Emergency Operations Centre (EOC) where they are to assemble.

4. Municipal Emergency Control Group Alerting System - (Fan Out)

- 4.1. Unless otherwise directed by a member of the MCG, notification of implementation of the Plan will be made to the individuals who are in the positions listed below in the following order.
 1. Fire Chief
 2. Chief Administrative Officer (CAO)
 3. Mayor or Alternate (Head of Council)
 4. Police Chief – Waterloo Regional Police Services
 5. Commissioner of Transportation and Public Works
 6. Commissioner of Planning Services
 7. City Clerk
 8. Commissioner of Community Services
 9. Commissioner of Corporate Services
 10. EOC Duty Manager(s)
 11. Director – Waterloo Region Emergency Medical Services
 12. Regional Commissioner of Social Services
 13. Regional Medical Officer of Health
 14. Director of Corporate Communication – Public Information Officer (PIO)
- 4.2. The individuals in the positions listed above are responsible to initiate their own internal departmental notification procedure(s) to notify personnel and/or supporting agencies under their control or responsibility that the Plan has been implemented.
- 4.3. If the individual in a position listed in 4.1 is unavailable, Cambridge Fire Dispatch shall contact the next designated or back up person(s) listed on the Emergency Control Group (ECG) confidential contact list and notify them of the situation and ask them to assemble at the designated EOC.
- 4.4. Should the resources of the City of Cambridge be insufficient to control or address the emergency, assistance will be requested from the Regional Municipality of Waterloo by notifying their Manager of Emergency Measures (CEMC).

5. Emergency Operations Centre (EOC)

- 5.1. Cambridge City Hall is designated as the primary EOC. Cambridge City Hall is located at 50 Dickson Street.

- 5.2. Cambridge Fire Station #1 is designated as the secondary EOC. Cambridge Fire Station #1 is located at 1625 Bishop Street North in Cambridge.
- 5.3. In the event of implementation of the Plan for a declared or undeclared emergency, the ECG will be notified to assemble at the designated EOC. The Region of Waterloo - Manager of Emergency Measures shall be notified by the Cambridge CEMC when the Cambridge ECG is assembled. The Cambridge ECG may request the Region of Waterloo - Manager of Emergency Measures to attend meetings of the Cambridge ECG.
- 5.4. The Cambridge EOC will generally consist of or provide for:
- a) Meeting rooms equipped with maps, communications systems and other facilities and/or equipment for the use of the ECG and Support Agencies to discharge their duties and responsibilities during an emergency;
 - b) A Media Conference Area;
 - c) A Rest Area for use by personnel working in the EOC;

6. Escalation of Emergencies in Waterloo Region

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

Level I - Monitoring Activation of Local Emergency Control Group

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

Level II - Partial Activation of Local Emergency Control Group

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

Level III - Full Activation of Local Emergency Control Group

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

Level IV – Regional Emergency

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

PART II

DECLARATION AND TERMINATION OF AN EMERGENCY

7. Action Prior to Declaration

- 7.1. When an emergency exists, but has not yet been declared to exist, City of Cambridge employees may take such action(s) under the authority of this Plan as may be necessary to protect lives and property.

8. Declaration of an Emergency

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

- 8.2. Upon declaration of an emergency in Cambridge the Mayor shall notify:

- a) The Solicitor General and Emergency Management Ontario (EMO) by fax, through the Provincial Emergency Operations Centre (PEOC);
- b) Members of Cambridge City Council;
- c) The Regional Chairman of the Regional Municipality of Waterloo and;
- d) The public via the media.

- 8.3. When the resources of the City of Cambridge are deemed insufficient to control the emergency, the Mayor or Acting Mayor may request that the Region of Waterloo Emergency Alerting System be activated to implement the Region of Waterloo Emergency Response Plan.

- 8.4. Through the Region of Waterloo Emergency Alerting System (Fan Out), the Region of Waterloo Emergency Plan may be activated by the Regional Chair or Acting Regional Chair.

- 8.5. The Mayor may request assistance from the Regional Municipality of Waterloo by contacting the Regional Chair without activating the Region of Waterloo Emergency Alerting System.

9. Termination of an Emergency

- 9.1. When it has been determined by the ECG that the emergency should be terminated, the Mayor and/or Council will make an official declaration in writing to this effect. The Premier of Ontario may also terminate an emergency at any time.

9.2. The Chief Administrative Officer (CAO) will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

9.3. Upon termination of an emergency in Cambridge the Mayor shall notify:

- a) The Solicitor General and Emergency Management Ontario (EMO) by fax, through the Provincial Emergency Operations Centre (PEOC);
- b) Members of Cambridge City Council;
- c) The Regional Chair of the Regional Municipality of Waterloo and;
- d) The public via the media.

PART III

RECOVERY PLAN

10.Recovery Plan

One of the last responsibilities that the ECG has during an emergency is to establish a Recovery Committee. Its role is to return the community and its citizens to its pre-emergency state. In order to ensure continuity between the emergency and recovery operations, the Mayor and the Chief Administrative Officer are members of both groups.

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

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

This Plan assigns roles and responsibilities and outlines activities which may be required to bring the City of Cambridge back to its pre-emergency state. Recovery activities will be activated at the direction of the ECG, and may begin even before the immediate response to the emergency has been completed and the emergency officially terminated. Liaison with the public through the media will continue during the recovery phase. Issues to be addressed fall broadly into three areas: Disaster Relief, Human Needs and Infrastructure.

10.1. Recovery Committee Composition

- Mayor (Chair)
- Chief Administrative Officer
- Commissioner of Corporate Services
- Commissioner of Community Services
- Commissioner of Planning
- City Clerk
- Regional Commissioner of Social Services
- Commissioner of Transportation and Public Works
- Fire Chief
- Director of Corporate Communication

Representatives of internal departments, Waterloo Region, the Province of Ontario and other Support Agencies may be added to the Committee as appropriate and determined by the ECG.

10.2. Recovery Committee Responsibilities

The Recovery Committee is responsible for the following roles and decisions:

- a) Establishing and assigning members to the following sub-committees;
Disaster Relief Committee
Human Needs Committee
Infrastructure Committee
- b) Ensuring that the public and elected officials of the community are informed of the status and activities of the recovery process;
- c) Ensuring that elected officials from neighbouring communities are kept abreast of recovery activities which may have an impact on those communities, or whose resources may be required;
- d) Receiving information from, and provide direction to, the recovery sub-committees to ensure that necessary services are provided and are being coordinated;
- e) Responsible for liaison with other levels of government;
- f) Requesting funding from other levels of government;
- g) Responsible for addressing worker health and safety issues;
- h) Providing recommendations to Council concerning expenditures of funds, new by-laws or changes to existing by-laws and such other matters as may require Council approval;
- i) Ensuring continuity of mandated services to those residents not affected by the emergency;
- j) Deciding on the termination of recovery activities and the completion of recovery sub-committees responsibilities;
- k) Preparing a final report on the recovery phase of the emergency for submission to Council;
- l) Making recommendations for amendments to this Recovery Plan and;
- m) Ensuring there is coordinated communication with media and the public and that messages are regular and consistent during the entire recovery phase.

10.3. Disaster Relief Sub-Committee

Individuals or their designates in the following positions will form the Disaster Relief Sub-Committee and will meet at the direction of the chair as required.

- Commissioner of Corporate Services (Chair)
- City Clerk
- Director of Financial Services
- Director of Corporate Communication (PIO)

Additional representatives of City of Cambridge departments, Waterloo Region, the Province of Ontario and other Support Agencies may be required to assist as appropriate and determined by the ECG.

Disaster Relief Sub-Committee will:

- a) Maintain accurate records of all emergency-related expenditures;
- b) If required, advance funds to pay for resources needed and arrange for recovery of these funds;
- c) In the event of a human caused emergency, insure that claims are prepared and submitted against the causer of the emergency;
- d) Prepare claim for provincial (ODRAP) and/or federal funding;
- e) Prepare insurance claims on behalf of the municipality;
- f) Assist, if required, with insurance claims on behalf of affected residents;
- g) Co-ordinate their activities with those of other sub-committees and report regularly to the Recovery Committee and;
- h) Prepare a final report to the Recovery Committee on the Disaster Relief Sub-committee's activities, together with recommendation for amendments to this Recovery Plan.

The roles and responsibilities of the Disaster Relief Committee are to be carried out according to the Ontario Disaster Relief Assistance Program (ODRAP).

<http://www.emergencymanagementontario.ca/english/goverment/ODRAP/programs.html>

10.4. Human Needs Sub-Committee

Individuals or their designates in the following positions will form the Human Needs Sub-Committee and will meet at the direction of the chair as required.

- Commissioner of Community Services (Chair)
- Commissioner of Corporate Services
- City Clerk
- Cambridge and District Humane Society
- Regional Housing (as required)
- Regional Community Health
- Regional Commissioner of Social Services
- Red Cross Representative
- Director of Corporate Communication (PIO)

Additional representatives of City of Cambridge departments, Waterloo Region, the Province of Ontario and other Support Agencies may be added as appropriate and determined by the ECG.

Human Needs Sub-Committee will:

- a) Ensure the continued long term operation of evacuation centre(s), including the provision of housing, feeding, clothing and personal services;
- b) Assist homeless citizens to locate long term housing and have utilities connected;
- c) Co-ordinate storage and distribution of donated materials;
- d) Ensure that the needs of children, the elderly, the disabled and/or other vulnerable groups are met;

- e) Ensure health standards are maintained throughout the community;
- f) Arrange for the provision of counselling services as required;
- g) Work with affected business/industry to ensure that employment opportunities are restored at the earliest opportunity;
- h) Assist affected citizens to replace documents that may have been lost in the emergency;
- i) Arrange financial assistance to those in need of it;
- j) Ensure mail service to those within the affected areas;
- k) Ensure that provisions are made for the care of pets;
- l) Arrange for secure storage of residents' property that has been recovered and cannot immediately be secured by the resident;
- m) Provide sources of information and assistance for residents whose employment has been affected or who have been injured and cannot return to their former employment;
- n) Co-ordinate transportation for those in need of out patient care or therapy;
- o) Provide information so that burials can be conducted in an appropriate manner;
- p) Co-ordinate their activities with those of other sub-committees and report regularly to the Recovery Committee;
- q) Ensure that detailed financial records relating to the sub-committee's activities are maintained and;
- r) Prepare a final report to the Recovery Committee on the Human Needs Sub-committee's activities together with recommendations for amendments to this Recovery Plan.

10.5. Infrastructure Sub-Committee

Individuals or their designates in the following positions, will form the Infrastructure Sub-Committee and will meet at the direction of the Chair as required.

- Commissioner of Transportation and Public Works (Chair)
- Commissioner of Planning Services
- City Clerk
- Chief Building Official
- Manager of Purchasing
- Fire Chief
- Regional Community Health
- General Manager- Cambridge & North Dumfries Hydro
- Director of Human Resources

Additional representatives of City of Cambridge departments, Waterloo Region, the Province of Ontario and other Support Agencies may be added as appropriate and determined by the ECG.

The Infrastructure Sub-Committee will:

- a) Determine, based on engineering advice, the extent of the damage to homes, municipal and commercial buildings together with damage to other infrastructure such as roads, bridges and utilities;
- b) Ensure (in conjunction with Waterloo Regional Police Services) that access to unsafe areas or structures is restricted;
- c) Maintain liaison with insurance adjustors concerning damaged structures, both private and municipal;
- d) Expedite demolition permits as required;
- e) Ensure that, when safe to do so, residents are given an opportunity to secure and / or remove personal property from damaged locations;
- f) Ensure traffic controls (lights, signage) are restored;
- g) Expedite procedures to establish new housing or rebuild / repair damaged housing or other structures;
- h) Ensure appropriate removal of debris (including hazardous and / or organic materials) and arranging for sorting and recycling of debris;
- i) Ensure that proper sanitation (drinking water, garbage, vermin control) measures are taken;
- j) Recommend, as appropriate, the waiving of tipping fees at waste disposal site;
- k) Ensure the health and safety of workers at the emergency site;
- l) Work with utilities (hydro, gas, and phone) to restore services;
- m) Coordinate and assist residents with clean up on private property;
- n) Coordinate their activities with those of other sub-committees and report regularly to the Recovery Committee and;
- o) Prepare a final report to the Recovery Committee on the sub-committee's activities.

10.6. Provincial Assistance

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

If required, a Provincial Liaison Team consisting of representatives of various ministries can be set up by the Recovery Committee to assist the various Sub-committees.

10.7. Federal Assistance

If Federal assistance is required, this should be acquired through the assistance of Emergency Management Ontario.

10.8. Public Information

It is vital that accurate and up-to-date information be provided regularly to residents throughout the recovery phase by the Public Information Officer (PIO). During the recovery phase, it is the responsibility of the Recovery Committee Chair to ensure that information flows between the Recovery Committee and its sub-committees to the PIO.

PART IV

EMERGENCY CONTROL GROUP COMPOSITION AND RESPONSIBILITIES

11. Emergency Control Group (ECG) Composition

The Emergency Control Group (ECG) consists of individuals or their designate in the following positions.

- The Mayor
- Chief Administrative Officer (CAO)
- Commissioner of Transportation and Public Works
- Fire Chief
- Chief of Police - Waterloo Regional Police Services
- Waterloo Region Commissioner of Social Services
- Commissioner/Medical Officer of Health (MOH)
- City Clerk
- Commissioner of Community Services
- Commissioner of Planning
- Commissioner of Corporate Services
- Director - Waterloo Region Emergency Medical Services (EMS)
- Community Emergency Management Coordinator (CEMC)
- Director of Corporate Communication acting as the Public Information Officer (PIO)

12. Support Agency Composition

When requested by the ECG, Support Agencies work in support of the ECG and include but are not limited to the following representatives of external groups and organizations.

- Grand River Transit Services
- Union Gas and/or Enbridge Gas
- Trans-Canada Pipelines
- Cambridge & North Dumfries Hydro
- Cambridge Memorial Hospital (CMH)
- Grand River Conservation Authority (GRCA)
- Canadian Red Cross
- CN and CPR Railway Police
- Radio Emergency Associated Communications Team (REACT)
- Society for the Prevention of Cruelty to Animals (Cambridge SPCA)
- Salvation Army
- Waterloo Region District School Board
- Waterloo Region Catholic District School Board
- Amateur Radio Emergency Services – CARC (Cambridge Amateur Radio Club)
- Provincial and Federal Ministries as required, i.e. MOE, MTO, MNR

- Representatives from any City of Cambridge department or any other service organization or agency deemed necessary by the ECG
- Support Agency representatives may be invited to attend meetings of the ECG as required

13. Group Responsibilities of the Emergency Control Group (ECG)

The ECG is responsible for:

1. The overall management of a declared or undeclared emergency at the strategic (high) level. This responsibility includes directing, coordinating and monitoring the response, mitigation, recovery and eventual restoration of normal services to the community;
2. Implementing a regular “Business Cycle” ECG meeting schedule for the purpose of sharing and reviewing information and issues related to the emergency and the development of an Action Plan;
3. Advising the Head of Council (Mayor) whether or not a declaration and termination of an emergency is recommended;
4. Designating the geographical boundaries of the emergency area;
5. Maintaining a record of decisions made and actions taken by the ECG during the emergency;
6. The authorization of extraordinary expenditure of municipal funds during the emergency;
7. The provision of administrative and logistical support for any Region of Waterloo Services which may become involved;
8. Providing information to the public about the emergency including such things but not limited to, evacuation routes, “shelter in place” information, location of reception and evacuation centres;
9. Any of the following actions:
 - a) Discontinuance of any public or private utilities and/or services, where continuation of such utilities and/or service constitutes a hazard to public safety within the Emergency Area under a “Declared Emergency”;
 - b) Requests for the assistance of other levels of government, organisations, personnel, equipment and other resources not normally under control of the municipality;
 - c) The designation of reception/evacuation centres will be done in consultation with the Regional Commissioner of Social Services in order to ensure that the resources of the reception/evacuation centre site selected meet the needs of the evacuees. Whenever feasible, site selection shall be done using the Waterloo Region Reception/Evacuation Centre Site Selection Protocol (see SSERP);

10. The appointment of an Emergency Site Manager (ESM);
11. Maintain the day-to-day activities of the community outside of the emergency area;
12. The on-going actions of the Recovery Committee. (See Part III);
13. The ECG may function with only a limited number of persons depending upon the emergency. While the ECG may not require the presence of all members, this may not preclude the notification of all members and;
14. All members of the ECG and Support Agencies who were involved in any particular emergency (declared or un-declared) shall participate in a debriefing process facilitated by the CEMC for the purpose of preparing a report on the emergency to City of Cambridge Council.

14. Individual Responsibilities of Emergency Control Group (ECG) Members

14.1. Mayor or Acting Mayor as Head of Council

The Mayor or Acting Mayor as Head of Council is the executive representative of Council on the ECG and is responsible for:

- a) The declaration of an emergency;
- b) Requesting the implementation of the Waterloo Region Emergency Response Plan as required as a member of the Waterloo Region Emergency Control Group;
- c) The termination of a declared emergency;
- d) Ensuring that members of Council are notified of the emergency, including a declaration and termination of an emergency and the location of a meeting place for Council;
- e) Notifying the Mayors of adjoining municipalities of the emergency and providing any status reports;
- f) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- g) Maintaining a record of events, decisions made and actions taken as Head of Council;
- h) Participating in a debriefing with other ECG members regarding the emergency and;
- i) Assisting the CEMC in creating a report on the emergency.

14.2. The Chief Administrative Officer (CAO)

The CAO is responsible for:

- a) Chairing meetings of the ECG and maintaining a record of events, decisions made and actions taken by the ECG;
- b) The CAO coordinates all operations within the EOC, including the scheduling of “Business Cycle” meetings and ensures that all responsibilities of the ECG are undertaken;
- c) Advises the ECG on policies and procedures, as appropriate;
- d) Designating a staff member to act as “Duty Officer” for the setup, operation, and maintenance of the EOC in support of the ECG;
- e) Approves the issuance of news releases to the news media, and authoritative instructions to the general public prepared by the Public Information Officer (PIO), in consultation with the ECG;
- f) Ensuring that communications between the Emergency Site Manager and the ECG is established;
- g) Ensuring an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources;
- h) Ensure the City’s compliance with applicable Federal, Provincial legislation/regulations and City By-laws and policies;
- i) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- j) Maintaining a record of events, decisions made and actions taken as CAO;
- k) Participating in a debriefing with other ECG members regarding the emergency and;
- l) Assisting the CEMC in creating a report on the emergency.

14.3. The Fire Chief

The Fire Chief is responsible for:

- a) Providing information on the strategic direction of the fire department’s response to an emergency and advice to the ECG on matters pertaining to fire suppression, hazardous materials response, search and rescue, fire prevention and communications;
- b) Providing an Emergency Site Manager as designated by the ECG;
- c) Liaising with the Office of the Fire Marshal (OFM) to arrange for additional fire service resources;
- d) Liaising with the Waterloo Region Fire Coordinator about the emergency;
- e) Ensuring an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources;
- f) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- g) Maintaining a record of events, decisions made and actions taken as Fire Chief;

- h) Participating in a debriefing with other ECG members regarding the emergency;
- i) Assisting the CEMC in creating a report on the emergency and;
- j) Contact other local emergency organizations as necessary for assistance e.g. Cambridge Amateur Radio Club, REACT, Snowmobile Club, etc.

14.4. The Commissioner of Transportation and Public Works

The Commissioner of Transportation and Public Works is responsible for:

- a) Placing all required Transportation and Public Works employees on standby upon being notified of activation of the Plan;
- b) Advising the ECG with information and advice on transportation, engineering, critical infrastructure and public works matters including recovery and rehabilitation of city services, fleet, water, wastewater, environmental operations and levels-of-service, parks and green space;
- c) Liaising with the Waterloo Region Commissioner of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to item b) as required;
- d) Providing assistance to other municipal departments and external organizations and agencies as required;
- e) Providing an Emergency Site Manager as a designated by the ECG;
- f) Liaising with the Manager of Drinking Water to ensure the implementation as required of The City of Cambridge Water Distribution Emergency Response Protocol;
- g) Liaising with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the ECG;
- h) Ensuring an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources;
- i) Arrange, as required, for the Chief Building Official (or alternate) to inspect and take appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings;
- j) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- k) Maintaining a record of events, decisions made and actions taken as Commissioner of Transportation and Public Works;
- l) Participating in a debriefing with other ECG members regarding the emergency and;
- m) Assisting the CEMC in creating a report on the emergency.

14.5. The Chief of Police for the Waterloo Regional Police Service (WRPS)

The Chief of Police for the WRPS is responsible for:

- a) Providing input on the strategic direction of the WRPS response to an emergency and advice to the ECG on matters pertaining to protection of life and property, prevention

- of crime, law enforcement, control of vehicular and pedestrian traffic, and issues of evacuation and repopulation;
- b) Establishment of an on-site command post for the Emergency Site Manager (ESM) and a communications link from the command post to the ECG at the EOC;
- c) Arrange for the provision of police services such as law and order in reception/evacuation centres, morgues, and other facilities, as required;
- d) Coordinating police operations with other municipal, provincial and federal police departments;
- e) Organizing and directing the activities of the WRPS in resolving the emergency and continuing to deliver appropriate services to parts of the community not affected by the emergency;
- f) Providing resources to assist in mobile communications, as required by the ECG;
- g) Liaising with the Office of the Chief Coroner as required regarding fatalities;
- h) Providing an Emergency Site Manager as designated by the ECG;
- i) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- j) Maintaining a record of events, decisions made and actions taken as the Chief of Police;
- k) Participating in a debriefing with other ECG members regarding the emergency and;
- l) Assisting the CEMC in creating a report on the emergency.

14.6. Responsibilities of Regional Commissioner of Social Services

The Regional Commissioner of Social Services is responsible for:

- a) The set-up, management, operation and staffing of reception/evacuation centres with the assistance of the Red Cross, Region of Waterloo - Public Health, City of Cambridge staff and designated volunteer agencies in accordance with the Waterloo Region Social Services Emergency Response Plan (SSERP);
- b) Advising the ECG of the need to open additional Reception/Evacuation Centres as required;
- c) Liaising with the Commissioner/Medical Officer of Health on areas of mutual concern regarding operations in reception/evacuation centres;
- d) Providing resources, as required, for Critical Incident Stress (Waterloo Region Emergency Support Team - WREST) services to members of the ECG, Support Agencies, staff, volunteers and public involved in the Emergency;
- e) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency; Maintaining a record of events, decisions made and actions taken as the Regional Commissioner of Social Services;
- f) Participating in a debriefing with other ECG members regarding the emergency;
- g) Assisting the CEMC in creating a report on the emergency and;
- h) Implementing the Region of Waterloo Social Services Emergency Response Plan in relation to an emergency in the City of Cambridge.

14.7. Responsibilities of the Commissioner / Medical Officer of Health

The Commissioner/Medical Officer of Health is responsible for:

- a) Providing the ECG with strategic information, direction, and advice on public health issues related to the emergency;
- b) Acting as a coordinating link for all health services i.e. controlling communicable diseases during the emergency;
- c) Liaising with agencies and all levels of government including the Provincial Ministry of Health and Long Term Care and Public Health Agency of Canada on health issues relating to the emergency;
- d) Providing information on health and safety matters to the public through the Community Health Media Coordinator;
- e) Ensuring liaison with voluntary and non-profit support agencies, regarding health services and public health issues in emergency areas;
- f) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- g) Maintaining a record of events, decisions made and actions taken as the Commissioner/Medical Officer of Health;
- h) Participating in a debriefing with other ECG members regarding the emergency;
- i) Assisting the CEMC in creating a report on the emergency and;
- j) Providing an Emergency Site Manager as a designated by the ECG.

14.8. Responsibilities of Director - Emergency Medical Services Region of Waterloo

The Director – EMS Region of Waterloo is responsible for:

- a) Providing the ECG with strategic direction, information and advice on emergency medical services related to the emergency;
- b) Liaising with other Emergency Medical Services (i.e. Hamilton EMS, Wellington EMS) and the Ontario Ministry of Health and Long Term Care, Emergency Health Services Branch;
- c) Providing an Emergency Site Manager as a designated by the ECG;
- d) Assist with the organization and transport of persons in health care facilities and long term care facilities which are to be evacuated, as required;
- e) In conjunction with the Central Ambulance Communications Centre, provide 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;
- f) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- g) Maintaining a record of events, decisions made and actions taken as the Director – EMS Region of Waterloo;
- h) Participating in a debriefing with other ECG members regarding the emergency and;

- i) Assisting the CEMC in creating a report on the emergency.

14.9. Responsibilities of the City Clerk

The City Clerk is responsible for:

- a) Providing the ECG with information and advice, in consultation with legal counsel, on administrative and municipal government services as they may apply to the actions of the City of Cambridge in its response to the emergency;
- b) Notifying all City Clerk's Office personnel for staffing of the EOC upon activation of the Plan;
- c) Assisting the ECG with their administrative group responsibilities under the plan;
- d) Coordinating the continuity of municipal business to the extent possible during the emergency in conjunction with representatives designated from other City of Cambridge departments by the ECG;
- e) Arrange special meetings of Municipal Council
- f) Maintaining a record of events, decisions made and actions taken as the City Clerk;
- g) Participating in a debriefing with other ECG members regarding the emergency and;
- h) Assisting the CEMC in creating a report on the emergency.

14.10. Responsibilities of the Commissioner of Community Services

The Commissioner of Community Services is responsible for:

- a) Providing the ECG with information and advice on community services issues;
- b) Ensuring the call in (as required) of staff to open and assist with establishment of Reception/Evacuation Centres;
- c) Coordinating animal control operations in general and at Reception and Evacuation Centres specifically in conjunction with Region of Waterloo Social Services and the SPCA during an emergency;
- d) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- e) Maintaining a record of events, decisions made and actions taken as the Commissioner of Community Services;
- f) Participating in a debriefing with other ECG members regarding the emergency and;
- g) Assisting the CEMC in creating a report on the emergency.

14.11. Responsibilities of the Commissioner of Planning Services

The Commissioner of Planning Services is responsible for:

- a) Providing the ECG with information and advice on Building and Planning issues;
- b) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;

- c) Maintaining a record of events, decisions made and actions taken as the Commissioner of Planning Services;
- d) Participating in a debriefing with other ECG members regarding the emergency and;
- e) Assisting the CEMC in creating a report on the emergency.

14.12. Responsibilities of the Commissioner of Corporate Services

The Commissioner of Corporate Services is responsible for:

- a) Providing input on the strategic direction and management of the City's response to an emergency and advice to the ECG on matters pertaining to Corporate Services, and sensitive issues, including potentials for litigation, insurance claims and obligations towards the well-being of employees of the city;
- b) Providing input and advice about Financial, Purchasing, Human Resources, and Information Technology in planning and participating in resolving the emergency and continuing to deliver necessary services to the ECG and the parts of the community not affected by the emergency;
- c) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency;
- d) Maintaining a record of events, decisions made and actions taken as the Commissioner of Corporate Services;
- e) Participating in a debriefing with other ECG members regarding the emergency and;
- f) Assisting the CEMC in creating a report on the emergency.

14.13. Responsibilities of the Community Emergency Management Coordinator (CEMC)

The CEMC is responsible for:

- a) Providing input on the strategic direction and advice to the ECG regarding emergency management issues;
- b) Liaising with the neighbouring Municipal and Regional CEMCs, Emergency Management Ontario (EMO) and other provincial and federal representatives as required;
- c) Maintaining a record of events and decisions made and actions taken as CEMC;
- d) Alerting the Regional Commissioner of Social Services regarding the site(s) selected by the ECG for reception/evacuation centre(s) and the estimated time of arrival of the first evacuees;
- e) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential emergency and;
- f) Facilitating a debriefing process with the ECG and other appropriate agencies or organizations and preparing a final report on the emergency to Cambridge City Council.

14.14. Director of Corporate Communication - Public Information Officer (PIO)

The Public Information Officer (PIO) is responsible for:

- a) Providing input on the strategic direction and management of the City's response to an emergency and advice to the ECG on matters pertaining to the provision of emergency information and direction to the public and the media, public perceptions and reactions to information releases, and emerging and ongoing issues;
- b) Coordinating the set up, operation and maintenance of a Public Information and Media Centre (e.g. Bowman Room) at the EOC;
- c) Providing information to the public about the emergency, as approved by the CAO and in consultation with the ECG;
- d) Maintaining a record of events, decisions made and actions taken as PIO;
- e) Participating in a debriefing with other ECG members regarding the emergency and;
- f) Assisting the CEMC in creating a report on the emergency.

14.15. Cambridge Flood Coordinator

The Cambridge Fire Chief is designated as the Flood Coordinator for the City of Cambridge and is responsible for:

- a) Activating the "Cambridge Emergency Alert System" (Fan Out) to notify ECG members to assemble at the designated EOC through the Cambridge Fire Department Communications Centre (Fire Dispatch) upon learning of a potential flood emergency;
- b) Coordinating municipal emergency flood response in conjunction with the Commissioner of Transportation and Public Works and;
- c) Liaising with the Grand River Conservation Authority regarding a potential flood situation.

15. Emergency Site Manager (ESM)

The ECG may appoint any person to the position of ESM depending upon the nature of the emergency.

The ESM is responsible for and/or has the authority to:

- a) Establish a Unified Command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency Incident Commanders;
- b) Designate an emergency site media coordinator;
- c) Implement the strategy established by the ECG at the emergency site(s);
- d) Ensure that responding agencies make available the human and material resources that are required at the emergency site;
- e) Maintain a communication link with the ECG for the flow of information regarding the management of the emergency site;

- f) Maintain a record of events, decisions made and actions taken as ESM;
- g) Participate in a debriefing with other ECG members regarding the emergency and;
- h) Assist the CEMC in creating a report on the emergency.

PART V

EMERGENCY SERVICES

Responsibilities and Roles of the Cambridge Fire Department

1. Upon implementation of the Plan the Fire Chief or designate will report as a member of the ECG at the designated EOC.
2. At the emergency site(s) the Cambridge Fire Department will designate an Officer as the Incident Commander (IC). The IC will be responsible for the command and control of all fire department resources at the emergency site(s) for the duration of the emergency.
3. Under the auspices of this Plan during a declared or undeclared emergency, the Cambridge Fire Department, under the direction of the IC, will be responsible for providing the following general and specific services:
 - 3.1. General services
 - a) Establishing and staffing a Fire Department emergency site Command Post;
 - b) Establishing and maintaining communications between the Fire Dispatch Centre and the emergency site and between the ECG and the emergency site and;
 - c) Assisting the ESM, within a Unified Command structure, in formulating and implementing an overall strategy and a coordinated action plan at the emergency site(s);
 - 3.2. Specific services
 - a) Fire Suppression;
 - b) Vehicle Extrication;
 - c) Confined Space Rescue;
 - d) Medical Aid Responses;
 - e) High/Low Angle Rope Rescue;
 - f) Hazardous Materials Leaks and Spills;
 - g) Ice and Water Rescues and;
 - h) Assist other emergency agencies as determined appropriate by the IC and/or authorized by the Fire Chief.
4. If the circumstances or situation at the emergency site(s) appear to be beyond the scope of the Cambridge Fire Department's resources, the Regional Mutual Fire Aid System will be activated by the IC through the Regional Fire Coordinator.
5. Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

6. To access other Provincial emergency services such as the HUSAR, OFM Mobile Command Centre, the Cambridge Fire Department IC shall request these services through the Regional Fire Coordinator.

Responsibilities and Roles of the Waterloo Regional Police Service (WRPS)

1. Upon implementation of the Plan the Police Chief or designate will report as a member of the ECG at the designated EOC.
2. At the emergency site(s) the WRPS will designate an Officer as the WRPS Incident Commander (IC).
3. The WRPS IC will be responsible for:
 - a) Establishing and staffing a WRPS emergency site Command Post;
 - b) The command and control of all WRPS resources at the emergency site for the duration of the emergency;
 - c) The protection of life and property and the provision of law and order;
 - d) Conducting investigations where legally required to do so and notifying other agencies as required and provide assistance to those agencies;
 - e) Establishing and maintaining communications between the emergency site and the ECG;
 - f) Assisting the ESM, within a Unified Command structure in formulating and implementing an overall strategy and a coordinated action plan at the emergency site;
 - g) Coordinating the evacuation of people from areas of danger due to the emergency to areas or facilities of safety including reception/evacuation centres as designated by the ECG;
 - h) Coordinating the provision of traffic control (as required with the Ontario Provincial Police) to facilitate the movement of vehicular traffic related to the emergency and;
 - i) Alerting persons in danger due to the emergency and the coordination of moving those persons to facilities or areas of safety.
4. If the circumstances or situation at the emergency site(s) appear to be beyond the scope of the WRPS resources, the WRPS IC will request assistance from other appropriate police services.
5. Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

Responsibilities and Roles of the Waterloo Region Emergency Medical Services (EMS)

1. Upon implementation of the Plan the Director of Waterloo Region EMS or designate will report as a member of the ECG at the designated EOC.

2. At the emergency site(s) the Waterloo Region EMS will designate an Officer as the Waterloo Region EMS Incident Commander (IC).
3. The Waterloo Region EMS IC will be responsible for:
 - a) Establishing and staffing an EMS emergency site Command Post;
 - b) Establishing and maintaining a communication link between the emergency site and the ECG;
 - c) Coordinating triage and treatment at the site of the emergency;
 - d) Liaising with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) Dispatch;
 - e) Assessing the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams. 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;
 - f) Assessing the need and the initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, etc., and forwarding these requests to Cambridge CACC;
 - g) Assisting with the organisation and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required;
 - h) Ensuring that first aid supplies (as stocked in the Emergency Support Unit) are available at the emergency site(s) and reception and evacuation centre(s) and;
 - i) Assisting the ESM, within a Unified Command structure, in formulating and implementing an overall strategy and a coordinated action plan at the emergency site.
4. Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

PART VI

CITY OF CAMBRIDGE

TRANSPORTATION AND PUBLIC WORKS

Responsibilities and Roles of the Transportation and Public Works Department

1. Upon implementation of the Plan the Commissioner or designate will report as a member of the Emergency Control Group (ECG) at the designated EOC.
2. At the emergency site(s) the Transportation and Public Works Department will designate an Incident Commander (IC) who is responsible for the department's resources at the emergency site(s) for the duration of the emergency.
3. The Director of Public Works, when notified by the Commissioner, will report to the Public Works Coordinating Group.
4. The Commissioner of Public Works will serve as liaison with the Coordinating Group members to ensure completion of Transportation and Public Works duties/functions as directed by the ECG.
5. As appropriate under the nature and circumstances of the emergency implement the City of Cambridge Water Distribution Emergency Response Protocol.
6. The Public Works Division will provide staff and equipment when so requested by the ECG through the Director of Public Works.
7. Coordinating animal control operations during an emergency;
8. The Manager of Operations may request staff and equipment from the Community Services Department through the Director of Parks and Outside Services. Once equipment and staff has been deployed from the Community Services Department to a work site, direction will be taken from the Public Works Manager(s).
9. Acquisition of immediately needed equipment may be approved by a member of the ECG if required prior to the organisation of the Emergency Purchasing Procedure.
10. Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

COMMUNITY SERVICES DEPARTMENT

Responsibilities and Roles of the Community Services Department

1. Upon implementation of the Plan, the Commissioner of Community Services or Designate will report as a member of the Emergency Control Group (ECG) to the designated EOC.
2. The Commissioner of Community Services will notify the Manager of Customer and Administrative Services or Designate upon the activation of the Plan.
3. The Community Services Department's role upon the activation of the Plan is to provide human and physical resources to prevent and/or mitigate the effects of the emergency.
4. Staff will be required to open and provide custodial/maintenance services for and deliver the portable generators stored at Fire Stations #4 and #5 to Reception and/or Evacuation centres.
5. The Director of Parks and Outside Services is the primary contact for the Community Services Department as it relates to the Department's role as a support service to the Public Works Division in the Plan (backup person is Manager of Horticulture and Forestry Services).
6. The Director of Parks and Outside Services will maintain the contact list of Department Facilities, Facility Contact Persons and other personnel for the department.
7. Participate in a debriefing and assist the CEMC in the preparation of a report on the emergency.

Reception & Evacuation Centres

Facility	Reception Centre	Evacuation Centre	Capacity
Dickson Centre (arena)	Yes	Yes	160
Preston Auditorium* (arena)	Yes	Yes	150
Hespeler Arena*	Yes	Yes	571
Duncan McIntosh Arena	Yes	Yes	250
David Durward Centre*	Yes	No	-
St. Benedict's Catholic SS	Yes	Yes	338
Monsignor Doyle Catholic SS	Yes	Yes	344
* - Has emergency generator power		Total	1813

CSD personnel will physically open up and make the Reception and Evacuation Centres accessible for Waterloo Region Social Services and Red Cross to make the centres operational.

CORPORATE SERVICES DEPARTMENT

Responsibilities and Roles of the Corporate Services Department

The Corporate Services Department is responsible for providing assistance with regard to matters of a corporate nature as they relate to dealing with an emergency including but not limited to:

1. Financial

- a) The provision of information and advice on financial matters as they relate to the emergency and the capabilities of the City of Cambridge;
- b) Liaising, as necessary, with the Treasurer(s) of other affected local municipality(s);
- c) Ensuring that records of expenses are maintained for future claim purposes. Liaising with Provincial Officials with respect to the utilisation of Provincial emergency relief funds (ODRAP) if applicable;
- d) Liaising with other agencies involved in fundraising activities to avoid duplication in the raising and utilisation of donated funds and;
- e) Setting up the necessary mechanisms for receiving, adjusting and paying claims for interim financial assistance or final emergency relief funding.

2. Purchasing

- a) The provision and securing of equipment and supplies not owned by the City of Cambridge as required by members of the ECG to mitigate the effects of the emergency;
- b) Organise a staging area for the release and recording of supplies needed for relief operations and emergency rebuilding, on site at the emergency scene or other designated areas;
- c) Arrange for warehouse space for the storing of emergency and relief supplies and;
- d) Maintaining and updating a list of all vendors who may be required to provide supplies and equipment.

3. Information Technology

- a) Ensuring the computer systems and Voice Over Internet Protocol (VOIP) and landline analog telephone systems are functioning in the EOC as well as any other areas deemed necessary by the ECG;
- b) Providing support to the ECG and Support Agencies for use and maintenance of the various information technology based programs, hardware and software for the duration of the emergency;
- c) Maintain an inventory of equipment i.e. analog telephones and lines, which could, in an emergency, be used to augment existing communications systems and;
- d) Making arrangements to acquire additional equipment and resources if needed during an emergency.

4. Human Resources

- a) Provide employee contact information as required;
- b) Provide information and support to the ECG on employee related matters such as Workplace Safety Insurance Board (WSIB), Payroll, Benefits, etc.;
- c) Provide access to counselling through the Employee Assistance Program and/or in conjunction with Region of Waterloo Social Services and the Waterloo Region Emergency Services Team (WREST);
- d) Provide assistance and advice regarding employee communication and direction;
- e) Provide a communication linkage with union representatives and Joint Occupational Health and Safety Committee (JOH&SC) representatives;
- f) Coordination of human resource related aspects for volunteer workers during the emergency and;
- g) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

PART VII

FLOOD EMERGENCIES

Role of the Grand River Conservation (GRCA) Authority

The GRCA Authority (Authority) is responsible for monitoring river conditions and relaying timely flood warning information to the Municipal Flood Coordinators through the Flood Warning System. During flood emergencies, Authority staff is on 24 hour duty at the GRCA Flood Control Centre at 400 Clyde Road in Cambridge.

The Authority has developed a “fan out” warning system to provide timely flood warning and information to concerned officials and to citizens where lives and property may be in danger.

The Authority is responsible for notifying

1. Various provincial ministries
2. The media
3. The Waterloo Regional Police Service (WRPS) Communication System

The WRPS communication system in turn notifies each Municipal Flood Coordinator within the watershed. The Authority is not responsible for notifying individual citizens in the Watershed. That responsibility lies with the Municipality and the appointed Flood Coordinator. Each Municipality is responsible for their own internal fan out system.

The Authority issues Flood Warning based upon the monitoring data and forecast results compiled at the Authority’s Flood Control Centre in Cambridge. Depending upon the watershed conditions, the Authority issues four types of messages:

1. Watershed Conditions Bulletins;
2. High Water Safety Bulletins;
3. Flood Advisory Messages and;
4. Flood Warning Messages and Flood Termination Messages.

Types of Flood Messages

The Authority may issue flood bulletins or flood messages.

Upon initiating a Flood Message, Authority staff relay Flood Messages to:

1. The Officer in Charge of Communication, WRPS Headquarters;
2. Watershed Radio & Television Stations and;
3. Provincial Officials.

Authority staff will clearly distinguish as to the category of the message (i.e. “Advisory” or “Warning”) in the preamble of the message.

Watershed Conditions Bulletin

Prior to Spring Breakup

Prior to Spring Breakup, the Authority will issue a letter or bulletin describing watershed conditions and giving the risk of flooding during the Spring Breakup period. This Watershed Conditions Bulletin will be sent out by fax and letter to:

1. Municipal Administrators or Clerks;
2. Radio, television and newspapers whose audiences are within the watershed.

High Water Safety Bulletin

Informing the Public of High Flow Conditions

The intent of this bulletin is to make watershed residents and municipalities aware of large changes in river flows that make the river unsafe for recreational purposes. These flow conditions are not expected to cause major flooding; otherwise a flood advisory or flood warning message will be issued.

This bulletin will be faxed to the Municipal Flood Coordinators directly by the Authority and issued to the media by the Authority. A copy will be faxed to WRPS for their information.

Flood Advisory Messages

“Flood Advisory” Messages are sent through the Flood Warning Fan Out System. An “Advisory” message indicates that a possibility of flooding exist, and provides for an early notification of the municipal officials involved.

Flood Warning (Action) Messages

“Flood Warning (Action)” messages are also sent through the Flood Warning Fan Out System. These messages indicate that a flood is in progress, and as such will specify the known details of the flooding event, such as flood height and estimated time of arrival at key downstream locations. Flood Warning (**Action**) messages require action on behalf of municipal officials in the areas where the flood warning applies.

Termination Messages

“Termination” messages are sent through the Flood Warning Fan Out System. This message indicates the “Flood Advisory” or “Flood Warning” has been terminated and river levels are returning to normal.

Role of WRPS Headquarters Flood Warning (Action) Message

Upon receipt of a “Flood Warning (**Action**)” message from the Authority, the WRPS will immediately send the “Flood Warning (**Action**)” message to:

1. All Police Services in the Watershed;
2. Waterloo Regional Area Municipalities;
3. Provincial Communications Centres and;
4. Cambridge Central Ambulance Communications Centre.

Upon receiving a “Flood Warning (**Action**)” Message, the WRPS will warn all households and businesses within the threatened areas, in accordance with the contents of the message.

Flood Advisory Message

On receipt of a “Flood Advisory” Message from the Authority, the WRPS will immediately send the “Flood Advisory” Message to:

1. All Police Services in the Watershed
2. Waterloo Regional Area Municipalities – Flood Coordinators.

The WRPS will not warn the general public or businesses on receipt of a “Flood Advisory” message.

High Water Safety Bulletin

High water Safety Bulletins will be faxed directly to the Municipal Flood Coordinators by the Authority and issued to the media by the Authority.

Termination Message

Termination messages are handled in the same manner as the “Flood Advisory” Messages.

Role of Municipal Flood Coordinators

Upon receipt of a Flood Message “Advisory” or “Warning” from the WRPS the Cambridge Flood Coordinator should:

1. Enact the Municipal Fan Out System to warn Municipal Officials, affected citizens, businesses and the general public in the floodplain;
2. Coordinate a flood watch and municipal emergency flood response;
3. Assess the flood situation and liaise with the Authority Flood Coordinators.

Role of the Media

Radio and Television stations provide an immediate vehicle for warning the public of pending flood situations. Flood Messages will be faxed to all electronic media and posted in the “Newsroom” section of the GRCA website. Flood Messages will also be e-mailed to ALL watershed media.

Cambridge Flood Emergency Procedures

1. When a Flood Advisory or Warning for Cambridge has been received from the Municipal Flood Coordinator by the Commissioner of Transportation and Public Works or designate he/she shall activate the Flood Warning System within the Public Works Operations and all Transportation and Public Works Department personnel shall be placed on a standby basis.
2. When a Flood Alert or Warning for Cambridge has been received by the Commissioner of Transportation and Public Works or Designate he/she will liaise with the Municipal Flood Coordinator to determine if and when the ECG shall be notified of the situation and whether or not to assemble at a designated EOC.
3. The Commissioner of Transportation and Public Works or designate and the Flood Coordinator will establish and maintain a communication and liaison link with the Grand River Conservation Authority (Authority) regarding river levels and keep the appropriate ECG members informed of such levels.
4. The PIO and the Flood Coordinator shall meet with the convened members of the ECG to establish a public information and media strategy, as required in the circumstances, to keep the public informed of the flood situation.
5. The Director of Public Works shall advise local suppliers as listed herein, to be on standby for the supply and use of equipment and materials.
6. The Roads Manager will dispatch signs, barricades, and ropes to key intersections for the purpose of diverting traffic away from the areas of probable flooding.
7. The temporary bridge flood walls will be installed as required.
8. The Director of Public Works, upon direction from the ECG, will instruct the Public Works Managers to assist the Waterloo Regional Police Service in an orderly evacuation of people from the flood areas. Grand River Transit may be called upon to assist with the evacuation.
9. After a Termination Message is issued by the Authority and the flood water begins to recede the Director of Public Works shall instruct the Manager of Operations to carry out pumping operations and assist the Waterloo Regional Police Service with the return of evacuees to their homes and businesses as required.

PART VIII

Emergency Response Plan Maintenance and Revision

1. The City of Cambridge Emergency Response Plan (Plan) will be maintained and distributed by the Community Emergency Management Coordinator (CEMC) to the public via the City of Cambridge public website.
2. The Plan will be reviewed annually and, where necessary, revised by the ECG. The review and recommended revisions will be coordinated by the CEMC.
3. The Plan shall be revised only by By-law of Council; however, revisions to the appendices and minor administrative or housekeeping changes may be made by the CEMC in consultation with the City Clerk.
4. It is the responsibility of each person, agency, service or department identified within Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or appendices.
5. The Commissioner of each City of Cambridge Department shall designate a staff member to be responsible for creating and maintaining a current confidential contact list for all personnel within their department and of internal and external resources required for use in conjunction with this Plan. The list of internal and external resources required for use in conjunction with this Plan shall be forwarded to the CEMC semi-annually for review.
6. The Administrative Assistant to the Fire Chief is responsible for maintaining a current confidential contact list for all members of the ECG and Support Agencies.

Exercising of the Emergency Response Plan

1. At least one exercise will be organised and conducted annually by the CEMC in order to test the overall effectiveness of the Plan. Recommendations arising from the annual exercise shall be considered by the CEMC and ECG for revisions to the Plan.

Department and Support Agency Emergency Procedures

1. Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfill its own internal responsibilities under this Plan during an emergency.
2. Each Department and Support Agency shall designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis.

PART IX

Emergency Operations Centre (EOC) Plan

Primary & Secondary EOCs

1. Cambridge City Hall is designated as the primary EOC. Cambridge City Hall is located at 50 Dickson Street.
2. Cambridge Fire Station #1 is designated as the secondary EOC. Cambridge Fire Station #1 is located at 1625 Bishop Street North.
3. In the event of implementation of the Plan for a declared or undeclared emergency, the ECG will be notified to assemble at the designated EOC.
4. The Cambridge EOC will generally consist of and/or provide for:
 - a) Meeting rooms equipped with maps, communications systems and other facilities and/or equipment for the use of the ECG and Support Agencies to fulfill their duties and responsibilities during an emergency;
 - b) A Media Conference Area which can be used for public media conferences to disseminate information to the public during an emergency;
 - c) A means of storing or providing food and refreshments for personnel working in the EOC for prolonged periods of time;
 - d) A designated rest area for use by personnel working in the EOC for prolonged periods of time;
 - e) The rest area for the Primary EOC is the Council Boardroom and;
 - f) The rest area for the Secondary EOC is the Dormitory.

EOC Set up

Primary EOC

A. Upon arrival at Primary EOC by ECG Members

1. ECG members will be met by on site security personnel and advised of the location of the ECG meeting room (normally on 2nd floor - Young Room).
2. ECG members should check the operation of their cell phones, PDAs, laptops and other communication devices within the EOC and advise the CEMC of any problems or concerns.
3. Upon arrival at the EOC, ECG members are to prepare for a formal initial meeting to be called to order by the ECG Chair and the establishment of the business cycle.

B. Telecommunications

1. The Information Technology (IT) Department shall ensure that the Voice Over Internet Protocol (VOIP) telephones are in working order.
2. If VOIP is not working, the red analogue telephones shall be distributed throughout the Primary EOC for use by the ECG Members.
3. The Manager of IT shall ensure that, as needed, wireless internet access is provided for ECG Members.
4. The Manager of IT shall ensure that the Smart Board is set up and operational for use by ECG Members.
5. The Manager of IT shall ensure that WebEOC software programme is set up and operational for use by ECG Members.

C. ECG Supplies

1. Upon implementation of the Plan the Primary EOC Duty Officer (Corporate Property Manager) shall ensure that the storage boxes containing administrative and office supplies for use by the ECG Members are delivered to the ECG meeting room.

D. Primary EOC Infrastructure

Upon implementation of the Plan the Primary EOC Duty Officer (Corporate Property Manager) shall ensure that:

1. Security is established and maintained within the EOC (i.e. call in additional security staff);
2. The EOC is accessible (snow shovelled etc);
3. EOC emergency backup generator is operational and ready for use.
4. The Media Conference Area (normally the Bowman Room) is set up and operational.

Secondary EOC

A. Upon arrival at Secondary EOC by ECG Members

1. ECG members will be met by fire department personnel and advised of the location of the ECG meeting room (normally in Boardroom "A").
2. ECG members should check the operation of their cell phones, PDAs, laptops and other communication devices within the EOC and advise the CEMC of any problems or concerns.

3. Upon arrival at the EOC, ECG members are to prepare for a formal initial meeting to be called to order by the ECG Chair and the establishment of the business cycle.

B. Telecommunications/Information Technology

1. Fire department personnel shall ensure that the land line telephones are in working order.
2. If land line telephones are not working the analog telephones shall be distributed throughout the Secondary EOC for use by the ECG Members.
3. The CEMC shall ensure that the Smart Board is set up and operational for use by ECG Members.
4. The CEMC shall ensure that WebEOC software programme is set up and operational for use by ECG Members.
5. Upon implementation of the Plan the Secondary EOC Duty Officer (Administrative Coordinator) shall ensure that administrative and office supplies for use by the ECG Members are delivered to the ECG meeting room.

C. Secondary EOC Infrastructure

Upon implementation of the Plan at the Secondary EOC, the CEMC shall ensure that:

1. The building is secure (i.e. call in additional security staff);
2. The Secondary EOC is accessible (snow shovelled etc);
3. Secondary EOC emergency backup generator is operational and ready for use and;
4. The Media Conference Area (normally the Apparatus Floor) is set up and operational

Part X

Appendices and Additional Resources

Links to other emergency response plans

Region of Waterloo Emergency Response Plan

<http://www.wrem.ca/en/emergencyplans/resources/REGIONALERP09.pdf>

Region of Waterloo Pandemic Influenza Plan

<http://www.waterlooregionpandemic.ca/en/planning/planning.shtml>

Appendix A Emergency Management Actions Checklist

CAO

- Appoint Scribe (WebEOC) _____
- Appoint EOC Duty Officer _____
- Establish communication with ESM (Emergency Site Manager)
- Establish Business Cycle of ECG
- Call for assistance (EMO, OFM etc) See page XX

Declaration of Emergency

- Declare Emergency Yes No If Yes see page XX
- Emergency Declared – Use template in Plan on page XX
- Notify City Council
- Notify Regional Chair
- Request to Activate Region of Waterloo Emergency Plan Yes No
- See page 3 for Activation Levels

Termination of Emergency

- Emergency Terminated – Use template in Plan on page XX
- Notify City Council
- Notify Regional Chair

Emergency Control Group

- Log of decisions/actions (WebEOC Software programme)
- Appoint Emergency Site Manager _____
- Establish Media Conference Area Yes No
- Establish Red Cross Registry and Inquiry System at Reception & Evacuation Centres
 Yes No
- Prepare Media Releases

Appendix B Primary EOC External Agency Office Assignment

<u>Position</u>	<u>Location</u>
WRPS	Office # 2XX
Union Gas	Office #2XX
ECG Meeting Room	Young Room – 2nd Floor
Social Services	Secord Room – 2nd Floor
St. John Ambulance	Secord Room – 2nd Floor
Red Cross	Secord Room – 2nd Floor
Ministry Natural Resources	Office #2XX
Fire Department	Offices #2XX
Grand River Conservation Authority (GRCA)	Office #2XX
Emergency Medical Services (EMS)	Office #2XX
Public Health	Office #2XX
Cambridge & North Dumfries Hydro	Office #2XX

Appendix C Emergency Terminology Acronyms

ARES	Amateur Radio Emergency Services (Ham Radio)
CARC	Cambridge Amateur Radio Club (“Ham Radio Club”)
CISM	Critical Incident Stress Management
ECG	Emergency Control Group
EMO	Emergency Management Ontario
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
ESM	Emergency Site Manager
HUSAR	Heavy Urban Search And Rescue
IC	Incident Commander
ODRAP	Ontario Disaster Relief Assistance Program
OFM	Office of the Fire Marshal
OIC	Officer in Charge
PEOC	Provincial Emergency Operations Centre
PIO	Public Information Officer
REACT	Waterloo Region Radio Emergency Associated Communications Team – REACT (Volunteer Emergency Management Group)
SSERP	Social Services Emergency Response Plan

Appendix D Checklist in Consideration of a Declaration of Emergency

(Note: All references in this document refer to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9, as amended 2006)



** This checklist is for use by municipal heads of council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice - it is merely a reference tool.*

An emergency is defined under the Emergency Management and Civil Protection Act as “a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise” [Section 1, definition of an emergency].

Under the *Emergency Management and Civil Protection Act*, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality must notify Emergency Management Ontario (on behalf of the Minister of Community Safety and Correctional Services) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to **xxxxxxx**. When declaring an emergency, notify the Provincial Emergency Operations Centre at **xxxxxxx**.

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- Is the situation an extraordinary event requiring extraordinary measures?**
[Section 4 (1) permits a head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law” during an emergency.]
- Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]
- Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, and sewage treatment/containment, supply of goods or medical care)?**
[Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]

- ❑ **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the Police Services Act provides for the creation of special policing arrangements during an emergency.]
- ❑ **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an “emergency” is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]
- ❑ **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

- ❑ **Might legal action be taken against municipal employees or councillors related to their actions during the current crisis?** [Section 11 (1) states that “no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty.” Section 11 (3), however, states “subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality....”]
- ❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered “workers” under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- ❑ **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) permits the head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan.” Section 13 (3) empowers a municipal council to “make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency.”]

- ❑ **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the “council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency.”]
- ❑ **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]
- ❑ **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Emergency Control Group, can greatly facilitate multi-agency and multi-government response.]
- ❑ **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]
- ❑ **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.]
- ❑ **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario has three Level 3 CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.]
- ❑ **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the Workplace Insurance and Safety Act related to

volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the Emergency Management and Civil Protection Act may provide municipal councillors and employees with certain protections against personal liability.]

- ❑ **Will your municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial:

- ❑ **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]
- ❑ **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- ❑ **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost...."]



Appendix E Declaration of Emergency

I, _____ as Head of Council for the City of Cambridge
(Mayor or Elected Head of Council)
hereby declare an emergency in accordance with the Emergency Management and Civil Protection Act
RSO 1990, s.4.(1) due to the emergency described herein:

for the geographical area within the City of Cambridge described as:

Signed: _____

Title: _____

Dated: _____ at _____ (time)

in the City of Cambridge, Ontario.

Note: Fax to EMO Duty Office at **XXXXXX**
Notify Provincial EOC at **XXXXXX**



Appendix F Termination of a Declared Emergency

I, _____ as Head of Council for the City of Cambridge
(Mayor or Elected Head of Council)
hereby declare the emergency described herein as terminated in accordance with
the Emergency Management and Civil Protection Act RSO 1990, s.4.(2):

Signed: _____

Title: _____

Dated: _____ at _____ (time)

in the City of Cambridge, Ontario.

Note: Fax to EMO Duty Office at **XXXXXX**
Notify Provincial EOC at **XXXXXX**

Appendix G Rotating Schedule for Acting Mayor

ACTING MAYOR

MUNICIPALITY

FOR THE PERIOD OF

CITY CAMBRIDGE

December 2010 – February 2011

Councillor Cowsill

March 2011 – May 2011

Councillor Ermeta

June 2011 – August 2011

Councillor Kiefer

September 2011 – November 2011

Councillor Monteiro

December 2011 – February 2012

Councillor Price

March 2012 – May 2012

Councillor Reid

June 2012 – August 2012

Councillor Tucci

September 2012 – November 2012

Councillor Wolf

December 2012 – February 2013

Councillor Cowsill

March 2013 – May 2013

Councillor Ermeta

June 2013 – August 2013

Councillor Kiefer

September 2013 – November 2013

Councillor Monteiro

December 2013 – February 2014

Councillor Price

March 2014 – May 2014

Councillor Reid

June 2014 – August 2014

Councillor Tucci

September 2014 – November 2014

Councillor Wolf