



# Emergency Response Plan

By-Law 2024-110

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# 1. Introduction

The City of Cambridge Emergency Response Plan (ERP) establishes a framework for responding to a number of risks the City faces. Developed with key officials, agencies and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

The ERP document describes the framework of how the City of Cambridge will respond to, recover from and mitigate the impact of an emergency. It describes the legal authorities, concept of operations and functional roles and responsibilities.

## 1.1 Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies and City departments.

The Emergency Management and Civil Protection Act defines an emergency as:

“A situation or 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.”

## 1.2 Purpose

The purpose of the City of Cambridge ERP 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. Protect the environment;
- c. Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the City of Cambridge; and
- d. Quickly and efficiently enable the recovery and restoration of normal services.

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City of Cambridge to protect the health, safety, and welfare of the residents of Cambridge during any emergency by:

- a. Identifying the governance structure for emergency response within the City of Cambridge;
- b. Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
- c. Identifying standard response goals for emergency response operations and decision making; and
- d. Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

### **1.3 Aim**

As per the Emergency Management and Civil Protection Act (EMPCA), the City of Cambridge has formulated an ERP which is adopted by Council by By-law 2024-110.

The aim of the City's ERP is to:

- a. Protect and preserve public safety and property;
- b. Protect the environment;
- c. Restore essential services as quickly as possible;
- d. Create disaster resilient communities; and
- e. Promote public confidence in the City's ability to manage a major emergency or disaster.

### **1.4 Public Access to the ERP**

The City of Cambridge ERP is available on the City of Cambridge Emergency Management website. The public may also request to access the plan through the City of Cambridge Fire Department.

Supporting Plans do not form part of the ERP as they may be confidential and provide more detailed relevant information that may require frequent updating, be of a technical nature, or contain sensitive or personal information which could pose a security threat or violate privacy legislation if released.

## 1.5 Hazard Identification and Risk Assessment (HIRA)

The Emergency Management Program has identified realistic hazards that may occur in Cambridge and assessed them in terms of probability, frequency of occurrence, and magnitude of consequence or impact. Results of the HIRA assist with the development of training and exercise scenarios and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

As a result of the HIRA process, risks in the City of Cambridge listed below represent major incidents involving multiple locations or having a significant impact on City facilities, infrastructure, operations, or the public.

- Floods
- Cyber attacks
- Tornadoes
- Winter Weather (snowstorms, blizzards, and ice storms)
- Pandemic/Epidemics
- Transportation accidents involving hazardous materials
- Air or rail crashes
- Chemical incidents (hazardous material spills, and explosions)
- Electric power blackouts
- Building or structural collapse
- Large scale uncontrollable fires
- A breakdown in the flow of essential services/supplies, or any combination thereof.

## 1.6 Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency are:

- *The Emergency Management and Civil Protection Act*, R. S. O. 1990, c.E.9, as amended (the “Act”);

- Ontario Regulation 380/04; and
- The City of Cambridge Emergency Management Program By-law 2024-110.

The Act requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law. An emergency management program must consist of:

- An emergency plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Minister of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an ERP which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC).

The City of Cambridge Emergency Management Program By-Law approves the enactment of the City of Cambridge ERP and other requirements for the City's Emergency Management Program.

The Senior Official for the purposes of the City's Emergency Management Program Committee is the City Manager, or designated alternate.



### **1.6.1 Council Approval**

Where significant portions of the City of Cambridge ERP are revised, Council is required to adopt the plan by by-law. Minor revisions may be made by the Emergency Management Program Committee (EMPC) as needed.

### **1.6.2 Emergency Management Program Committee**

The Emergency Management Program Committee (EMPC) as required by the Emergency Management and Civil Protection Act consists of representatives from City departments and agencies, or designated alternates. The CEMC and City Manager co-chair the EMPC.

This committee reviews the emergency management program and plan annually, ensure training is provided to employees on their functions and recommend changes to the program as considered appropriate and refer recommendations to Council for further review and approval.

### **1.6.3 Municipal Emergency Control Group (ECG)**

The municipality is required to have a Municipal ECG that is responsible for directing the municipal response during an emergency, including the implementation of the municipal emergency plan. In the event of an emergency, the EOC Directors listed in By-law 2024-110, act as the Municipal Emergency Control Group as defined by Ontario Regulation 380/04 to oversee the City's emergency response.

### **1.6.4 Community Emergency Management Coordinator**

The Assistant Deputy Fire Chief is appointed as the Community Emergency Management Coordinator (CEMC) through By-law 2024-110.

### **1.6.5 Emergency Information Officer**

The Director of Corporate Communications (or designate) is appointed as the Emergency Information Officer (EIO) through By-law 2024-110.

### **1.6.6 Department and Support Agency Emergency Procedures**

Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines outlining how it will fulfill its own internal responsibilities under this Plan during an emergency.



Each Department and Support Agency shall designate a member of its staff to review, revise and maintain its own emergency response procedures or guidelines on a periodic basis.

## **2. Declaration and Termination of an Emergency**

### **2.1 Prior to Declaration**

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

### **2.2 Declaration of a Local Emergency**

The City of Cambridge Mayor or Acting Mayor, as Head of the Council (HOC), is responsible for declaring that an emergency exists within the boundaries of the City of Cambridge. In declaring an emergency, the HOC 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 EOCMT. An official declaration of an emergency is not required for the ERP to be implemented.

Emergency Management Ontario (Treasury Board Secretariat) has developed a checklist for assessing whether a situation warrants the declaration of an emergency.

The EOCMT will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in Cambridge, the Mayor shall notify:

- a. The Treasury Board Secretariat by phone call, email or fax, through the Provincial Emergency Operations Centre (PEOC);
- b. Members of Cambridge City Council; and
- c. The Regional Chair of the Regional Municipality of Waterloo.

The following may also be notified of a declaration of emergency:

- a. Local Member(s) of Provincial Parliament (MPPs);
- b. Local Member(s) of Federal Parliament (MPs);
- c. Local media; and

- d. The public.

### **2.3 Termination of a Local Emergency**

When it has been determined by the EOCMT that the emergency should be terminated, the City of Cambridge Mayor and/or Council will make an official termination of declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time.

The EOC Director will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

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

- a. The Treasury Board Secretariat by phone call, email or fax, through the Provincial Emergency Operations Centre (PEOC);
- b. Members of Cambridge City Council; and
- c. The Regional Chair of the Regional Municipality of Waterloo.

The following may also be notified of a termination of emergency:

- a. Local Member(s) of Provincial Parliament (MPPs);
- b. Local Member(s) of Federal Parliament (MPs);
- c. Local media; and
- d. The public.

### **2.4 Region of Waterloo Emergency Declaration**

The Regional Chair or Acting Regional Chair, as HOC, in consultation with the Region of Waterloo Emergency Control Group may declare that an emergency exists for the Region of Waterloo.

The local area municipal declaration is the responsibility of the local municipal HOC, the Regional Chair does not declare an emergency on behalf of any local area municipality.

## **3. Concept of Operations**

First responders and City departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for

additional support from within the City. The City may elect to call upon neighbouring municipalities and/or the Region of Waterloo to provide assistance. The City may also call upon the Provincial government to provide supplemental financial and / or physical resources necessary to deal with the overall impacts of the public emergency.

The City's ERP adopts the principles of an existing Incident Management System (IMS). The Incident Management System can be used in any size or type of emergency to manage response personnel, facilities and equipment. Incident Management System principles include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities and comprehensive resource management. The basic functional modules of the Incident Management System (Command, Operations, Planning, Logistics and Finance & Administration) can be expanded or contracted to meet requirements as an event progresses.

There are multiple response parts to any emergency situation within the City of Cambridge which are as follows:

### **3.1 Site Response**

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control.

### **3.2 Corporate Response**

The Emergency Operations Centre (EOC) is a physical location where the leadership of the City of Cambridge can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate emergency response efforts.

### **3.3 City of Cambridge IMS Policy Group**

The IMS Policy Group listed in the plan is referred to the City of Cambridge IMS Policy Group. If there are references to the Region of Waterloo IMS Policy Group, it would be listed as Region of Waterloo Policy Group.

The IMS Policy Group is comprised of the Head of Council (HOC) in their assigned role and authority during an emergency, or the Mayor and members of Council sitting as City Council at any regular or special meeting called during an emergency situation.

### **3.3.1 Head of Council (HOC):**

The Mayor or Acting Mayor is the HOC during and emergency. The HOC would have all the powers set out in the Act and ERP for purposes of an emergency situation and/or declared emergency.

The City of Cambridge IMS Policy Group may be established to receive information or reports during an emergency situation, and to provide any necessary policy direction to the EOCMT. The Act and ERP have assigned responsibility for management of emergency situations, so the City of Cambridge IMS Policy Group does not have responsibility for emergency management during an emergency situation, but the City of Cambridge HOC does have power under the Act to declare or terminate a declaration of emergency.

### **3.3.2 Councillors Role**

It is important for Councillors to understand and support the coordinated and timely management of emergency information. The HOC and Councillors act as the IMS Policy Group during the City of Cambridge EOC activation. The IMS Policy Group may be established to receive information or reports during an emergency situation, and to provide any necessary policy direction to the EOCMT.

The main responsibilities of Councillors are to:

- Assist relaying approved information to area residents;
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the community;
- Liaise back through Mayor concerns from within Wards; and
- Follow leadership and requests of the Mayor.

Once the Local Municipality and/or the Region of Waterloo ERPs are implemented, the IMS Policy Group Chair (or alternate) may provide and receive updates from the Region of Waterloo Policy Group Chair.

### **3.4 City of Cambridge Emergency Control Group (ECG)**

The City of Cambridge ECG is responsible for directing the municipal response during an emergency, including the implementation of the City of Cambridge ERP.

### **3.4.1 Local Municipal ECG versus Region of Waterloo ECG**

The Local Municipal Emergency Control Group remains in the Local Municipality to manage local consequences of the emergency, the local municipality ECG collaborates with the Region of Waterloo ECG to ensure a controlled and coordinated response by the Region of Waterloo services and community agencies as needed.

### **3.4.2 Request to Join the Region ECG**

The City of Cambridge ECG may request to have a municipal employee and/or the Mayor (or alternate) to be part of the Region of Waterloo ECG under the Region of Waterloo Emergency Response Plan section 3.1.1.

## **3.5 Emergency Operations Centre Management Team (EOCMT)**

The Emergency Operations Centre Management Team (EOCMT) provides for the overall management and coordination of site support activities and consequence management and is responsible for:

- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing support to the Incident Commander and site personnel;
- Collecting situational awareness information and prioritizing, evaluating, summarizing it, as well as disseminating and displaying it;
- Establishing priorities based on all the information gathered and developing EOC Incident Action Plans;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day activities of the community outside of the emergency area.

The EOCMT is comprised of:

- EOC Director
- EOC Chief
- IMS Policy Group Representative
- Liaison Officer
- Risk Management/Legal Officer
- Emergency Information Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Admin Section Chief

### 3.6 Escalation of Emergencies in Waterloo Region

Each Municipality within Waterloo Region 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.

<b>Response Level</b>	<b>Actions</b>	<b>Criteria</b>	<b>Examples</b>
<b>Level 1: Routine monitoring of small-scale emergency</b>	Key members of Local Municipal Emergency Control Group (ECG) notified  Local ECG monitors  Notification of affected Community  Emergency Management Coordinators (CEMC) in Waterloo Region	Incident contained within one Local Municipality  First Response Protocol (FRP) and/or Curbside may be activated  Minor impact to citizens and environment  Contained within inner perimeter  Minor impact on resources	Apartment fire with displacements, contained hazmat, boil water advisory, active threat from person(s), helicopter crash, <b>localized flooding</b>

Response Level	Actions	Criteria	Examples
<p><b>Level 2:</b>  <b>Local Municipal notification or activation (includes ROW RECG notification to be on standby)</b></p>	<p>Local ECG <b>notified and on standby</b>, key members of Local ECG may convene</p> <p>Notification of all CEMCs in Waterloo Region</p> <p>Region of Waterloo ECG may be notified and on standby</p> <p>PEOC may be notified</p>	<p>Incident contained within one Local Municipality</p> <p>First Response Protocol (FRP) and/or Curbside may be activated</p> <p>Significant impact to citizens, property and environment beyond the outer perimeter</p> <p>Significant media attention</p> <p>Significant demand on resources</p> <p>May affect multiple buildings</p>	<p>Chemical spill, multiple fire locations, multiple suspects/active threat on the move, city/township wide boil water advisory, isolated communicable disease outbreak</p>
<p><b>Level 3: Full activation local ECG (includes ROW RECG notification and possible activation)</b></p>	<p>Local ECG convened</p> <p>Notification of all CEMCs in Waterloo Region</p> <p>Region of Waterloo ECG notified and on standby</p> <p>May require Local Municipal emergency declaration</p> <p>PEOC notified</p>	<p>Incident contained within one Local Municipality</p> <p>Major impact to citizens, property and/or environment beyond the outer perimeter</p> <p>Major media and/or public interest</p> <p>Major demand on resources</p> <p>Multiple buildings/incidents</p> <p>Reception centre activation triggers Level 3 response</p>	<p>Ice storm, tornado, chemical spill, commercial airliner crash, train derailment, large propane explosion, pipeline leakage, potable water emergency, epidemic, terrorism, large scale flood</p>



Response Level	Actions	Criteria	Examples
<b>Level 4: Region of Waterloo emergency (ROW RECG activation)</b>	<p>Region of Waterloo ECG convened.</p> <p>Notification of all CEMCs in Waterloo Region</p> <p>Local ECGs may continue to be in operation.</p> <p>May require Region of Waterloo and/or Local Municipal emergency declaration</p> <p>PEOC notified</p>	<p>Exceeds Local Municipal resources and capabilities</p> <p>May affect two or more Local Municipalities</p> <p>Major impact to citizens, property and/or environment</p> <p>Major media and/or public interest</p> <p>Multiple sites/incidents</p> <p>The emergency affects or threatens Region of Waterloo facilities or services</p> <p>Reception centre activation triggers Level 4 response</p>	<p>Level 3 examples that</p> <ul style="list-style-type: none"> <li>• Impact more than one Local Municipality; or</li> <li>• Is contained within one Municipality but has major Region wide impact; or</li> <li>• Impacts Region of Waterloo services/facilities</li> </ul>

## **4. Requests for Assistance**

It is possible to request assistance from the Region of Waterloo, other levels of government, or external partner agencies with specialized knowledge or expertise, may be required by the City of Cambridge to help successfully respond to an emergency.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance or provide information and advice to the EOCMT.

### **4.1 Requesting Region of Waterloo Support**

The City of Cambridge may request further assistance from the Region of Waterloo by contacting the Regional Chair (or designate) or the Region of Waterloo CAO (or Chair of Region ECG). Where required due to time restrictions, such requests can be made through the Region of Waterloo on-call CEMC who will submit the request to the appropriate Region of Waterloo designate.

Several Region of Waterloo representatives may be requested to attend the City of Cambridge EOC:

- Region of Waterloo Commissioner of Community Services (CSD)
- Waterloo Regional Police Services representative
- Region of Waterloo Public Health representative
- Region of Waterloo Paramedic Services representative
- Region of Waterloo CEMC

On request through the Region of Waterloo, several volunteer-based organizations such as the Canadian Red Cross and St. John Ambulance may provide resources on a cost recovery basis as per Memorandum of Understanding (MOU). The Region of Waterloo Community Services Department has signed these MOUs on behalf of the Region of Waterloo.

### **4.2 Requesting Provincial Assistance**

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made through the Provincial Emergency Operations Centre (PEOC). Emergency Management Ontario (Treasury Board Secretariat) may send a Field Sector Officer to provide provincial liaison and advice on provincial matters.

### **4.3 Requesting Federal Assistance**

The federal government has developed the Federal Emergency Response Plan (FERP) to harmonize emergency response efforts by the federal and provincial/territorial governments, non-governmental organizations and the private sector. Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre who in turn liaises with the Federal Government Operations Centre.

### **4.4 Mutual Aid/Assistance Agreements**

Large-scale incidents involving multiple victims can quickly overwhelm the City of Cambridge. Many City departments have mutual aid agreements in place to effectively obtain resources. Further, the Emergency Management and Civil Protection Act (EMCPA) authorizes Municipalities to enter into agreements wherein each party may provide assistance, in the form of personnel, services, equipment and material, if called upon to do so by a requesting Municipality in times of emergency.

### **4.5 Support Agency Composition**

When requested by the EOCMT, support agencies work in support of the EOC and site 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
- Grandbridge
- Cambridge Memorial Hospital (CMH)
- Canadian Red Cross
- Public Health Agency of Canada
- Grand River Conservation Authority (GRCA)
- CN and CP Railway Police
- Radio Emergency Associated Communications Team (REACT)

- Society for the Prevention of Cruelty to Animals (Cambridge SPCA)
- Waterloo Region District School Board
- Waterloo Region Catholic District School Board
- Amateur Radio Emergency Services – CARC (Cambridge Amateur Radio Club)
- Mennonite Disaster Services
- Samaritan Purse
- Salvation Army
- St John Ambulance
- Provincial and Federal Ministries as required, i.e. MOECC, MTO, MNR
- Representatives from any other service organization or agency deemed necessary by the EOCMT

## **5. Implementation**

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.

When an emergency exists or appears imminent, but has not yet been declared, City of Cambridge employees may take such action(s) under this ERP as may be necessary to protect the lives and property of the inhabitants of the City of Cambridge. It authorizes employees of the City of Cambridge to respond to an emergency in accordance with the emergency plan where an emergency exists but has not yet been declared to exist.

Any of the Emergency Management Program Committee (EMPC) members outlined in section 5.1 have the authority to activate the City of Cambridge EOC when they feel the activation of the EOC is necessary. They may receive an initial warning of a potential emergency and/or arrives first at the scene of an emergency, and they feel the circumstances requires the support of the EOC activation.

EMPC members will contact City of Cambridge Emergency Management or City of Cambridge CEMC alternates to activate the EOC and have personnel assemble at the appropriate EOC location.

### **5.1 City of Cambridge EOC Notification System - (Fan Out)**

Any of the following listed below have the authority to implement the Plan:

- Cambridge Fire Chief (or alternate)
- Cambridge City Manager (or alternate)
- Cambridge Mayor (HOC) (or alternate)
- Cambridge Deputy City Manager, Corporate Services (or alternate)
- Cambridge Deputy City Manager, Corporate Enterprise (or alternate)
- Cambridge Deputy City Manager, Community Development (or alternate)
- Cambridge Deputy City Manager, Infrastructure Services (or alternate),
- Director Legal Services/City Solicitor (or alternate)
- Cambridge Director of Corporate Communication – Emergency Information Officer (EIO) (or alternate)
- Cambridge Community Emergency Management Coordinator (CEMC) (or alternates)

### **5.2 City of Cambridge Emergency Operations Centre (EOC) Activation**

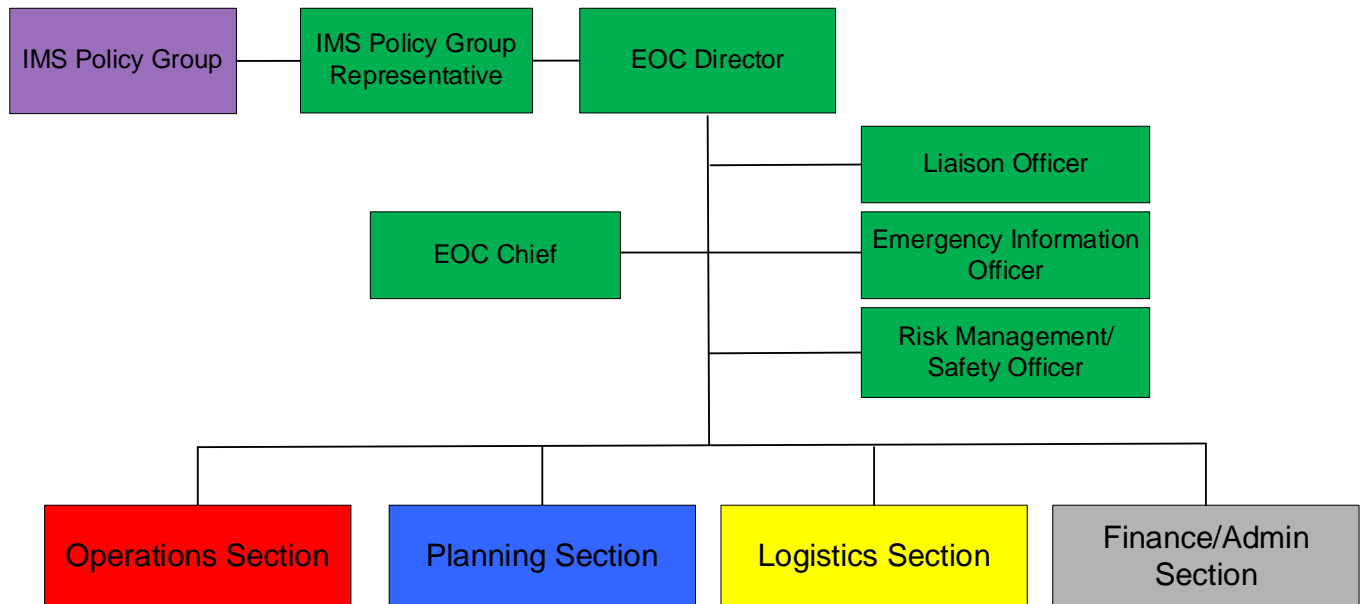
There is a primary and alternate location designated as the EOC. In the event of implementation of the Plan for a declared or undeclared emergency, EOC personnel will be notified to assemble at one of the designated locations or attend a virtual EOC option.

The Cambridge CEMC (or alternates) may notify the Region of Waterloo on-call CEMC when the Cambridge EOC is activated.

## **6. Incident Management System**

The City's ERP adopts the principles of the Incident Management System (IMS). Based on five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities, and

equipment. Principles of the Incident Management System include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, and comprehensive resource management.



### 6.1 Incident Commander (Site)

The Incident Commander at site 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 EOCMT at the emergency site(s), if required;
- 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 EOCMT for the flow of information regarding the management of the emergency site;

- f. Maintain a record of events, decisions made and actions taken as Incident Commander;
- g. Participate in a debriefing with EOCMT regarding the emergency, if required; and
- h. Assist the CEMC in creating an after-action report on the emergency.

## **6.2 Response Goals**

The following response goals are applied to all emergency situations. In order of priority, they are:

1. Provide for the health and safety of all responders.
2. Save lives.
3. Reduce suffering.
4. Protect public health.
5. Protect critical infrastructure.
6. Protect property.
7. Protect the environment.
8. Reduce economic and social losses.

## **6.3 Incident Management System Functions**

### **6.3.1 IMS Policy Group**

Responsibilities of the IMS Policy Group include:

- Providing overall policy direction.
- Changing/amending bylaws or policies.
- Requesting Region of Waterloo and/or Municipal level assistance.
- Declaration of an emergency.
- Termination of a declared emergency.
- Acting as an official spokesperson.



- Ensuring members of Council are notified of the emergency.
- Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports.

### **6.3.2 EOC Management Team (EOCMT)**

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

The EOC Management Team consists of the following positions:

- EOC Director
- EOC Policy Group Rep
- EOC Chief
- Emergency Information Officer
- Safety Officer/Risk Management Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

### **6.3.3 EOC Director**

- Overall authority and responsibility for the activities of the EOC.
- Sets out priorities and objectives in conjunction with the EOCMT members for each operational period and ensures they are carried out.

- Liaises with the Policy Group (HOC) through Policy Group Representative and advise whether or not a declaration and termination of an emergency is recommended.
- Designates the geographical boundaries of the emergency area.
- Authorizes the extraordinary expenditure of municipal funds during the emergency.
- Confirms the adequacy of the expenditure limits as identified in the purchasing by-law.
- Approves emergency information releases.
- Establishes procedures to be taken for the safety or evacuation of persons in an emergency area in partnership with other agencies as needed.
- Determines what sections are needed, assigns section chiefs as appropriate and ensures they are staffing their sections as required.
  - a. Operations Section Chief
  - b. Planning Section Chief
  - c. Logistics Section Chief
  - d. Finance Section Chief
- Determines which management staff positions are required and ensures they are filled as soon as possible.
  - a. Emergency Information Officer
  - b. Liaison Officer
  - c. Safety Officer/Risk Management & Legal Officer

#### **6.3.4 Command Scribe Support**

- Reports to the EOC Director.
- Responsible for updating the EOC Director's position log.
- Answering calls for the EOC Director.

- Manages emails on behalf of the EOC Director.
- Arrange and assign EOC scribes to high demand EOC positions as required.
- When attending the EOC Management Team Meetings, take notes on decisions throughout the meeting for the decisions/direction's notes.

### **6.3.5 IMS Policy Group Representative**

- In coordination with the Information Officer, assist the EOC Director in ensuring the proper procedures are in place for communicating with the Policy Group.
- Provide approved updates, media releases and helpful messaging sheets and/or FAQ sheets (frequently asked questions and answers) to ensure consistent and accurate information is being shared with the public to the Policy Group.
- Act as liaison for the IMS Policy Group in the EOC.

### **6.3.6 EOC Chief (CEMC or alternate)**

- Ensures EOC is properly set up, appropriately staffed and operational.
- Support and assist EOC Staff as it relates to their roles in the EOC and the overall effectiveness of the EOC organization.
- Serve as advisor to the EOC Director and Section Chiefs and assist with the overall facilitation and function of the EOC ensuring compliance with existing emergency plans and procedures.
- Liaises with the neighbouring Municipal and Region of Waterloo CEMCs, Office of Fire Marshal and Emergency Management and other provincial and federal representatives as required.
- In conjunction with the EOC Director, facilitates a debriefing with the EOC personnel and other appropriate agencies or organizations and prepares an After-Action Report on the emergency.

### **6.3.7 Emergency Information Officer (EIO)**

- Establishes and maintains media contacts.

- Prepares news releases, coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials, providing messaging for use by Public Inquiry Centre, IMS Policy Group and EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with other Emergency Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

#### **6.3.8 EIO Support**

- Reports to the Emergency Information Officer.
- Supports the EIO with all media-related support required, including but not limited to social media monitoring, updating intranet, proofreading, public web edits, etc.

#### **6.3.9 Public Inquiry Centre Coordinator**

- Reports to the Emergency Information Officer.
- Manages the Public Inquiry Centre.
- Ensures there is tracking of inquiries/questions from the public are recorded at the Public Inquiry Centre.
- Disseminates approved emergency information and messages to the Public Inquiry Centre personnel for public inquiries.

#### **6.3.10 Risk Management/ Legal Officer and Safety Officer**

- Identifies liability and loss exposures to personnel and property, and the municipality.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City of Cambridge during the emergency.

- Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- Liaises and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

#### **6.3.11 Liaison Officer**

- Invites required or requested agencies and stakeholders to the EOC, as identified by the EOC Director and/or EOCMT and maintains contact when required.
- Provides input on strategic direction and advice to the EOCMT regarding emergency management issues.

#### **Operations Section**

The Operations Section maintains direct contact with the site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other EOCMT personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all EOC issued resources to the Incident Commander.

#### **6.3.12 Operations Chief**

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event.
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections.

- Maintains a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports.
- Conducts periodic Operations briefings for the EOC Director and EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains the EOC Director's approval of critical and extraordinary resources.
- Supervises the Operations Section.

### **6.3.13 Operations Branch Coordinators**

Branch Coordinators oversee the operations of a particular city department, division, section or outside agency. A Branch Coordinator will be responsible for coordinating the activities of their department/agency site personnel and dispatch centre (if one exists). Additional Branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

#### **a) Cambridge Fire Branch Coordinator**

- Establishes ongoing communications with Fire Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Arranges and coordinates fire suppression, as well as hazardous materials support operations.
- Coordinates fire branch activities with fire site personnel and fire dispatch centre.
- Liaises with the Waterloo Regional Fire Coordinator about the emergency.
- Liaises with the Office of the Fire Marshal and Emergency Management (OFMEM) for any additional fire service assistance or resources required.
- Acquires and coordinates all fire mutual aid resources, as necessary.

- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- Assists in the alerting of persons endangered by the emergency.
- Implements the objectives of the EOC Action Plan assigned to the Fire Branch.
- Completes and maintains Branch Status Reports throughout the emergency.
- Maintains status of unassigned fire and HAZMAT resources.
- Provides routine status reports to the Operations Section Chief.

**b) Cambridge Infrastructure Operations Branch Coordinator**

- Coordinates Infrastructure Operations Branch activities including Parks, Forestry, Horticulture, Cemeteries, Roads and PMO/Asset Management site personnel with Environmental Services Branch and Region of Waterloo Community Services Branch.
- Coordinates parks, forestry, cemeteries, roads, fleet, asset management maintenance operations during the emergency.
- Liaises with Cambridge Horticulture/Forestry Services.
- In conjunction with the Region of Waterloo Community Services Branch, set-up suitable Reception Centres, as required.
- Ensures personnel are notified to open and assist with the operations in Reception Centres.
- In conjunction with the Region of Waterloo Community Services Branch and the SPCA, coordinates animal control operations at Reception Centres, as required.
- Provides routine status reports to the Operations Section Chief.



**c) Cambridge Recreation & Culture Branch Coordinator**

- Coordinates Recreation Services Branch activities with Cambridge Parks & Recreation site personnel and Region of Waterloo Community Services Branch.
- Coordinates recreation programs and operations during the emergency.
- Liaises with Cambridge Infrastructure Operations Services.
- In conjunction with the Region of Waterloo Community Services Branch, set-up suitable Reception Centres, as required.
- Ensures personnel are notified to open and assist with the operations in Reception Centres.
- In conjunction with the Region of Waterloo Community Services Branch and the SPCA, coordinates animal control operations at Reception Centres, as required.
- Provides routine status reports to the Operations Section Chief.

**d) Cambridge Environmental Services Branch Coordinator**

- Establishes ongoing communications with Environmental Services Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Coordinates Environmental Services (ES) Branch activities with environmental services site personnel.
- Places all required ES employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on critical infrastructure and environmental service matters including recovery and rehabilitation of city services, fleet, water, wastewater, environmental operations and levels-of-service.
- Liaises with the Region of Waterloo Commissioner of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to critical infrastructure and ES matters as required.

- Assists other municipal departments and external organizations and agencies as required.
- Provides equipment in support of emergency site.
- Liaises with utilities and agencies to discontinue, maintain, or restore any service or utility to consumers as required or determined by the EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Liaises with Ministry of the Environment and other relevant agencies and departments with respect to environment contamination.
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Coordinates waste management issues including collection, processing and disposal.
- Coordinates debris removal services as required.
- Arranges, 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.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for roads, bridges, water, wastewater and storm water and facilities programs.
- Implements the City of Cambridge Water Distribution Emergency Response Protocol, as required.
- Through coordination with the Region of Waterloo Water Supply operations, ensures adequate emergency water supply/pressure for effective fire suppression operations.

- Arranges for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health.
- Ensures the clearing of blocked passageways in coordination with the site Incident Commander, either inside or outside the emergency perimeter.
- Coordinates the removal of rubble for emergency response.

**e) Cambridge Building Branch Coordinator**

- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Takes action to ensure the protection of the public including, but not limited to:
  - Upon a completion of an application, issues required building/demolition permits to property owners;
  - Prohibiting the use or occupancy of a building;
  - Order a building to be renovated, repaired, or demolished to remove an unsafe condition; and
  - Take measures necessary to terminate the danger where a building is involved.
- Provides technical expertise regarding the construction of buildings, as required.
- Provides advice and assistance relating to the enforcement of municipal by-laws and property standards which may include:
  - Enforces by-laws by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained).
  - Responds to citizen complaints and conducts proactive investigations.

- Contacts local utility companies for building demolition needs.
- Provides routine status reports to the Operations Section Chief.

**f) Cambridge Engineering Branch Coordinator**

- Provides advice and assists with traffic engineering.
- Provides advice and assists with design and engineering matters related to roads, bridges, drainage and sediment/erosion control, water, wastewater, and storm water.
- Surveys all other infrastructure systems, such as roads, bridges, sewer and water systems within the area.
- Connect with Asset Management for bridge matters.
- Provides advice and assists with construction and commissioning.
- Provides advice and assists with infrastructure planning.

**g) Waterloo Region Police Branch Coordinator**

- Ensures all necessary emergency services are notified as required.
- When legally required to do so, ensures an investigation is conducted and further ensures all other investigative agencies are notified and assist as needed.
- Ensures a communication link is established between the RECG and the Police On-Scene Command Post.
- Provides the RECG with advice on public safety matters.
- Ensures persons endangered by the emergency are alerted and provides coordination of evacuation procedures, including traffic control on evacuation routes.
- Liaise with the Director of Parks & Recreation regarding the site(s) selected for reception centre(s) and the approximate time of arrival of the first evacuees.
- Where time and circumstances permit, liaise and consult with the Region of Waterloo Commissioner of CSD to ensure the initial

designation of reception centres has occurred and meet the needs of the evacuees.

- Ensures a police presence is provided at the EOC, reception centres, holding areas and other facilities, as required.
- When required, assist the Incident Commander (IC) in fulfilling his/her responsibilities.
- Provides routine status reports to the Operations Section Chief.

#### **h) Region of Waterloo Paramedic Branch Coordinator**

- When required, assist the Incident Commander (IC) in fulfilling his/her responsibilities.
- In conjunction with the IC, assesses the need and the initial request for (special) emergency resources at the emergency site, e.g., multi-patient units, support units, air ambulances, etc., and any other medical resources required.
- Liaise with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) Dispatch.
- Notifies and requests assistance of the Ontario Ministry of Health and Long-Term Care, Emergency Health Services Branch through the Cambridge CCAC.
- Liaise with neighbouring Paramedic Services regarding areas of mutual concern which may include coverage issues, distribution of patients to area hospitals and any other issues needed in pre-hospital care.
- In conjunction with the IC, assess 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.

- Liaise with the Director of Transit Services in providing buses for low acuity patients.
- Liaise with the Commissioner of Public Health and Emergency Services (PHE)/Medical Officer of Health (MOH) regarding the evacuation of persons requiring ambulance or other stretcher transportation and assist with the organization.
- Provides routine status reports to the Operations Section Chief.

**i) Region of Waterloo Public Health Branch Coordinator**

- As a member of the RECG, acts as a coordinating link with the LHIN (Home and Community Care Waterloo Wellington) for all health services at the EOC, as appropriate.
- Liaise with the Provincial Ministry of Health and Long-Term Care (MOHLTC), Public Health Ontario (PHO), and the Local Health Integration Network (LHIN) as needed.
- Liaise and coordinate with community health care partners as needed, as part of the Public Health emergency response (e.g., physicians, hospitals, etc.).
- Provides advice and recommendations to the public on matters which affect the health of the community (e.g., boil water advisory, preventive measures for infectious disease outbreaks).
- Coordinates the health response to public health emergencies or emergencies with public health impacts (e.g., infectious disease outbreaks, contamination of the drinking water, etc.), according to Ministry of Health and Long-Term Care direction, the Ontario Public Health Standards, the Health Protection and Promotion Act, and/or other relevant legislation (e.g., Safe Drinking Water Act). The Public Health response would be aligned with the Region of Waterloo emergency response.
- Liaise with the Commissioner of Transportation and Environmental Services (TES) to ensure the safety of drinking water and appropriate sanitation services.
- Liaise with the Director of Recreation and Culture/Director of Infrastructure Services Operations and provide support specific to

reception/evacuation centres, or other temporary lodging sites, in the areas of:

- environmental health consultation (food, water safety, sanitation and infection control practices)
- participation in intake of clients at a reception/evacuation centre;
- infectious disease case management and surveillance; and
- infectious disease outbreak control
- Provides routine status reports to the Operations Section Chief.

**j) Region of Waterloo Community Services Branch Coordinator**

- Implements the Emergency Social Services (ESS) Plan that is aimed at providing services to those people displaced as a result of an emergency or disaster.
- Ensures reception centres are established, operated, staffed and closed, with the assistance of Public Health and Emergency Services (PHE) and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres.
- Liaise with Local Health Integration Network (LHIN) to determine the number and location of medically fragile persons and provide specialized support as needed.
- Liaise with Victim Services to provide psychosocial resources, as required, to support evacuees, staff, volunteers.
- Liaise with Cambridge Infrastructure Operations Branch with respect to determining the location of the reception centre when using a City of Cambridge facility.
- Ensures that property representative(s) is/are notified when a public or private facility(s) is/are required as reception centre(s).
- Determines whether additional reception centres need to be opened.
- Liaise with the Chief of Police with respect to the establishment of reception centres and other areas of mutual concern.



- Liaise with the Commissioner of PHE/Medical Officer of Health on areas of mutual concern regarding operations in reception centres when requested by reception centre personnel including:
  - Food safety and water quality
  - General sanitation and health hazards
  - Infection prevention and control
  - Accommodation standards for emergency lodging
  - Assessment of the health risks of the affected community
- Liaise with Grand River Transit (GRT) for the provision of transportation of evacuees to and from reception centre.
- Provides routine status reports to the Operations Section Chief.

#### **6.3.14 Planning Section**

- Collects, processes, evaluates and displays situation information.
- Develops EOC Incident Actions Plans in coordination with other functions.
- Tracks the status of EOC issued resources.
- Maintains all EOC documentation.
- Conducts advance planning activities and makes recommendations for action.
- Obtains technical experts for the EOC, as required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

#### **6.3.15 Logistics Section**

- Provides/acquires requested resources including personnel, facilities, equipment and supplies.

- Arranges access to technological and telecommunication resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

### **6.3.16 Finance and Administration Section**

- Monitors the expenditure process, and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and/or contracts.
- Oversees the purchasing processes.

## **7. Emergency Response Plan Supporting Documents**

This section outlines supporting documents and/or plans to help support the emergency response and recovery issues. The following list does not cover all available documents; some may be added as needed i.e. hazard specific plans.

### **7.1 Emergency Notification Procedure**

The Emergency Notification Procedure outlines the procedure to notify EOC personnel to place them on alert or request that they respond to the EOC. The procedure includes the confidential contact information for EOC personnel.

### **7.2 EOC User Manual**

The EOC User Manual provides further information regarding the EOC facility including staffing, physical layout, equipment, and resources available in the centre, as well as procedural material.

### **7.3 Cambridge Emergency Information Plan**

This document outlines the coordination of communications from city departments, agencies, and boards to media outlets, city employees, businesses and residents to deliver information before an impending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual

information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with City staff are also outlined.

If required, in the event of a major emergency requiring a response from other levels of government, Region of Waterloo, or other municipalities, communications from the City of Cambridge will be coordinated with these entities.

#### **7.4 Cambridge Flood Support Plan**

The Cambridge Flood Support Plan outlines the procedures for responding to a flood emergency within the City of Cambridge.

#### **7.5 Cambridge EOC and IMS Standard Operating Guidelines**

This document outlines the procedures involved in activation and operation of the EOC facility. This includes details on the facility setup, guiding principles, managing information and resources, and roles and responsibilities for functions within the Incident Management System. As a supplement to the City of Cambridge Emergency Plan, it provides information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

#### **7.6 Cambridge Recovery Plan**

One of the last responsibilities that the EOCMT 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.

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.

#### **7.7 Regional Emergency Social Services Plan: Support Beyond the FRP**

Region of Waterloo Community Services Department (ROW CSD) partners with Canadian Red Cross Disaster Management (CRC) to provide short term

emergency social services (ESS). This response includes both city staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

### **7.8 Community Pandemic Influenza Preparedness Plan (CPIPP)**

This document describes how the Region of Waterloo Public Health, in collaboration with community stakeholders, will respond to an influenza pandemic.

## **8. Compensation for Losses**

The Municipal Disaster Recovery Assistance (MDRA) program will help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads and public buildings, as a result of a natural disaster.

The Disaster Recovery Assistance for Ontarians (DRAO) program provides assistance to individuals, small businesses, farmers and not-for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

For further information, visit the website of the Ministry of Municipal Affairs and Housing.

## **9. Emergency Response Plan Review, Maintenance, Training and Exercises**

The City of Cambridge ERP will be maintained and distributed by the Community Emergency Management Coordinator (CEMC) to the public via the City of Cambridge public website.

### **9.1 Plan Review and Maintenance**

The Plan will be reviewed annually by the Emergency Management Program Committee. The review and recommended revisions will be coordinated by the CEMC.

The Plan shall be revised only by By-law; however, revisions to the appendices and minor administrative or housekeeping changes may be made by the CEMC and EMPC in consultation with the City Clerk.

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 supporting plans.

The CEMC is responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each Department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis.

## **9.2 Training**

Responding personnel are expected to maintain competency with respect to their roles and responsibilities. Training is provided throughout the year to personnel.

## **9.3 Exercising of the Emergency Response Plan**

At least one exercise will be organized and conducted annually by the CEMC and EMPC in order to test the overall effectiveness of the Plan. Recommendations arising from the annual exercise shall be considered by the CEMC and Emergency Management Program Committee for revisions to the Plan.

## **9.4 Plan Distribution**

Copies of the Plan may be provided to EOC personnel, partner organizations and agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Cambridge.

## **9.5 Revision History**

<b>Rev. No.</b>	<b>Revised by</b>	<b>Revision Date</b>
1	Gina Cliffe	November 7, 2017
2	CEMC/Alternate CEMC	March 2021
3	CEMC/Alternate CEMC	August 2022
4	CEMC/Alternate CEMC	September 2024

## 10. Definitions and Abbreviations

### 10.1 Definitions

**Command Post:** The physical location of the tactical level, on-scene incident command and management organization.

**Contamination:** The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

**Coroner:** Responsible for inquiry and determination of circumstances and cause of all violent, sudden, or unusual deaths related to accidents.

**Critical Infrastructure:** Critical infrastructure is the interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in the organization.

**Damage Assessment:** The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as water and sanitation systems, communications networks, utilities, and other infrastructure networks resulting from a man-made or natural disaster.

**Disaster:** A term which is used by the provincial and federal government to describe a major emergency which is governed by those levels of government.

**Disaster Recovery Assistance for Ontarians (DRAO):** A provincial financial assistance program intended to alleviate the hardship suffered by individuals, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged in a sudden and unexpected natural emergency, such as a severe windstorm, tornado, flood, forest fire or ice storm.

**Emergency:** "Emergency" means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

**Emergency Area:** The area in which the emergency exists.

**Emergency Management Program:** A program that is based on a hazard identification and risk assessment process and leads to a comprehensive program that includes the four core components of mitigation/prevention, preparedness, response and recovery. The program will consist of a risk analysis, a current emergency response plan based on that analysis, the operation of an Emergency Management Program Committee, an Emergency Operations Centre, a formalized training and exercise program, a Community Emergency Information Plan, a Community Public Awareness Program, and will be reviewed annually.

**Emergency Information Officer (EIO):** The Emergency Information Officer coordinates the internal and external dissemination of information.

**Emergency Management Ontario (Provincial):** is a branch within the Treasury Board Secretariat with overall provincial emergency management responsibility. Emergency Management Ontario is responsible for the coordination, promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario and for the coordination of these programs with the federal government.

**Emergency Management Program Committee:** Mandatory committee which advises council on the development and implementation of the emergency management program and conducts an annual review of the emergency management program.

**Emergency Operations Centre:** A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to the emergency.

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

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**First Responders:** Emergency response personnel who are normally the first to respond to any emergency. They include e.g. the Fire department, the Police Service and Paramedic Services.

**Flood:** A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal water, unusual or rapid accumulation or runoff of surface waters, or mudslides, mudflows caused by accumulation of water.

**Hazard Identification Risk Assessment (HIRA):** Identification of hazards or risks to public safety, public health, the environment, property, critical infrastructure and economic stability from natural, human-caused and technological sources/activities and evaluation of the importance of the activity to the continued operation of the community. The vulnerability of the community to each activity should also be evaluated.

**Head of Council (Local Municipality):** The Head of Council is the Mayor of Council. In the event that the Head of Council is unavailable, the powers and duties of the Head of Council granted under the Act or the Emergency Response Plan shall be exercised by the Acting Mayor.

**Head of Council (Regional):** The Head of Council is the Regional Chair of Council. In the event that the Head of Council is unavailable, the powers and duties of the Head of Council granted under the Act or the Emergency Response Plan shall be exercised by the Acting Chair as per By-law 19-001.

**Incident Commander:** The person at the incident site from the lead agency who coordinates and manages the response to the emergency.

**Incident Management System (IMS):** A standardized system that defines the basic command structure, and roles and responsibilities required for the effective management of an emergency incident or situation.

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

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

**Memorandum of understanding (MOU):** A formal agreement between two or more parties.



**Municipal Emergency Response Plan:** An Emergency Response Plan prepared by one of the Local Municipalities.

**Mutual Aid Agreements:** An agreement developed between two or more emergency services (usually fire services) to render aid to the parties of the agreement. These types of agreements can include private sector emergency services when appropriate.

**Mutual Assistance Agreement:** An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types of agreements could include neighbouring, cities, regions, provinces or nations.

**Operational Period:** The period of time scheduled for execution of a given set of operational actions as specified in the action plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Outer Perimeter:** The geographic area surrounding the inner perimeter. This area will serve as a co-ordination and assembly point for essential emergency personnel. Access to the outer perimeter is restricted to essential emergency personnel as determined by the Incident Commander.

**Paramedic:** Emergency medical technician with extensive training in advanced life support and emergency medicine – permitted to administer intravenous fluids and drugs to arrest a life-threatening condition.

**Provincial Emergency Operations Centre (PEOC):** The designated facility established to manage the response to and recovery from the emergency or disaster for the Province of Ontario.

**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.

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

**Media Information Centre:** The location from which the media may gather for updated media releases and press conferences. This location will be determined by the Emergency Information Officer (EIO).

**Resource Management:** Those actions taken by an organization to identify sources and obtain resources needed to support emergency response activities; coordinate the supply, allocation, distribution, and delivery of resources so they arrive where and when they are most needed; and maintain accountability for the resources used.

**Response:** In emergency management applications, activities designed to address the immediate and short-term effects of the emergency.

**Temporary Morgue:** A facility that is reorganized from its original purpose to serve for a limited time as a laboratory where deceased persons and their effects undergo processing. This includes medical examination, identification, engineering, and inventorying to support an accident investigation and determine cause(s) of death.

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

## 10.2 Abbreviations

Abbreviation	Description
AAR	After Action Report
CACC	Central Ambulance Communication Centre
CARC	Cambridge Armature Radio Club
CAO	Chief Administrative Officer
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
CMH	Cambridge Memorial Hospital

<b>Abbreviation</b>	<b>Description</b>
<b>CMT</b>	Crisis Management Team
<b>CP</b>	Canadian Pacific Railway
<b>CPIPP</b>	Community Pandemic Influenza Preparedness Plan
<b>CSD</b>	Community Services Department
<b>DRAO</b>	Disaster Recovery Assistance for Ontarians
<b>ECG</b>	Emergency Control Group
<b>EIO</b>	Emergency Information Officer
<b>EMCPA</b>	Emergency Management and Civil Protection Act
<b>EMPC</b>	Emergency Management Program Committee
<b>EMO</b>	Emergency Management Ontario
<b>REMO</b>	Region of Waterloo Emergency Management Office
<b>EOC</b>	Emergency Operations Centre
<b>EOCMT</b>	Emergency Operations Centre Management Team
<b>ERP</b>	Emergency Response Plan
<b>ESS</b>	Emergency Social Services
<b>FERP</b>	Federal Emergency Response Plan
<b>FRP</b>	First Response Protocol
<b>GIS</b>	Geographic Information System

<b>Abbreviation</b>	<b>Description</b>
<b>GRCA</b>	Grand River Conservation Authority
<b>GRT</b>	Grand River Transit
<b>HAZMAT</b>	Hazardous Materials
<b>HIRA</b>	Hazard Identification and Risk Assessment
<b>HOC</b>	Head of Council
<b>IAP</b>	Incident Action Plans (IAP)
<b>IC</b>	Incident Commander
<b>IMS</b>	Incident Management System
<b>KW</b>	Kitchener-Waterloo
<b>MDRA</b>	Municipal Disaster Recovery Assistance
<b>MECG</b>	Municipal Emergency Control Group
<b>MOECC</b>	Ministry of Environment and Climate Change
<b>MOH</b>	Medical Officer of Health
<b>MOHLTC</b>	Ministry of Health and Long-Term Care
<b>MOU</b>	Memorandum of Understanding
<b>MNRF</b>	Ministry of Natural Resources and Forestry
<b>MP</b>	Local Members of Federal Parliament
<b>MPP</b>	Local Members of Provincial Parliament

<b>Abbreviation</b>	<b>Description</b>
<b>MTO</b>	Ministry of Transportation
<b>OPP</b>	Ontario Provincial Police
<b>PEOC</b>	Provincial Emergency Operations Centre
<b>PHE</b>	Public Health and Emergency Services
<b>PHO</b>	Public Health Ontario
<b>PSV</b>	Paramedic Services
<b>RCSD</b>	Region Community Services Department
<b>REACT</b>	Radio Emergency Associated Communications Team
<b>REAL</b>	Regional Emergency Alerting List
<b>RECG</b>	Regional Emergency Control Group
<b>ROW</b>	Region of Waterloo
<b>SFCC</b>	Region's Service First Call Centre
<b>SPCA</b>	Society for the Prevention of Cruelty of Animals
<b>TBSEMO</b>	Treasury Board Secretariat as Emergency Management Ontario
<b>WRPS</b>	Waterloo Regional Police Services