

BY-LAW NUMBER 2026 -  
OF THE

CORPORATION OF THE CITY OF KITCHENER

(Being a by-law to establish the City of Kitchener's  
Emergency Management Program)

WHEREAS the Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9, as amended, requires municipalities to develop and implement an emergency management program;

NOW THEREFORE the Council of the Corporation of the City of Kitchener enacts as follows:

1. THAT an Emergency Management Program be developed and implemented in accordance with the standards published by Emergency Management Ontario in compliance with the Emergency Management and Civil Protection Act.
2. THAT the Emergency Management Plan (EMP) attached hereto as Schedule "A" of this By-law is hereby adopted.
3. THAT the Manager, Emergency Management and Business Continuity is hereby appointed as the Community Emergency Management Coordinator (CEMC) for the Corporation of the City of Kitchener.
4. THAT the CEMC and Alternate CEMCs co-chair the Community Emergency Management Program Committee (CEMPC).
5. THAT the CEMPC will cause the emergency management program to be reviewed annually, ensure training to employees on their functions and to recommend changes to the program as considered appropriate.
6. THAT the Chief Administrative Officer (CAO), General Manager/Deputy Chief Administrative Officer (DCAO) of Community Services, General Manager of Infrastructure Services, General Manager Corporate Services, General Manager, Development Services and the Chief Financial Officer, Financial Services are hereby appointed collectively as the Municipal Emergency Control Group and are assigned roles as part of the Emergency Operations Centre Management Team (EOCMT).

7. THAT the Head of Council or designated alternate shall be empowered to declare an emergency.
8. THAT certain appointed officials or their designated alternates, as provided in the EMP are empowered to cause an emergency notification to be issued to members of the Municipal Emergency Control Group and to respond to an emergency in accordance with the EMP where an emergency exists but has not yet been declared to exist.
9. THAT the Director of Corporate Communications (or designate) is hereby appointed as the Emergency Information Officer for the Corporation of the City of Kitchener.
10. THAT any reference in the EMP to Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP, is solely for the assistance of the users of the EMP and they do not form part of the EMP. Any revisions to said Supporting Documents do not require an amending by-law.
11. THAT By-law 2024-039 is hereby repealed.
12. THAT this By-Law shall come into full force and effect on the date of passing thereof.

PASSED at the Council Chambers in the City of Kitchener this \_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk



**City of Kitchener**  
**Emergency Management Plan**  
March 2026  
Schedule 'A' to Bylaw No. 2026-\_\_\_

# CITY OF KITCHENER EMERGENCY MANAGEMENT PLAN

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*Cover Page picture provided by Mike Bolger, City of Kitchener*

## **1. Introduction**

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

The Emergency Management Plan document describes the framework of how the City of Kitchener 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 Purpose**

The purpose of the City of Kitchener Emergency Management 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 Kitchener; and
- c) 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 Kitchener to protect the health, safety, and welfare of the residents of Kitchener during any emergency by:

- a) Identifying the governance structure for emergency response within the City of Kitchener;
- 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.

### **1.2 Aim**

As per the Emergency Management and Civil Protection Act (EMPCA), the City of Kitchener has formulated an Emergency Management Plan (EMP) which is adopted by Council by By-law 2026-XX

### **1.3 Public Access to the EMP**

The City of Kitchener Emergency Management Plan is available on the City of Kitchener website ([www.kitchener.ca](http://www.kitchener.ca)) and through the Community Emergency Management Coordinator (CEMC).

Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified

in Section 8 of the EMP do not form part of the EMP. These Supporting Documents may contain confidential information; 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. Any reference to such Supporting Documents is solely for the assistance of the users of the EMP.

#### **1.4 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.

#### **1.5 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
- The City of Kitchener Emergency Management Program By-law 2026-XX

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 Ministry of Emergency Preparedness and Response.

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

- Development of an emergency management plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Center (EOC) with appropriate

- communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC).

The City of Kitchener Emergency Management Program By-law 2026-XX approves the enactment of the City of Kitchener Emergency Management Plan and other requirements for the City's Emergency Management Program.

## **1.6 Council Approval**

Any amendments to the City of Kitchener Emergency Management Plan shall be made by By-law and passed by Council. As noted in section 1.3 above, Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP do not form part of the EMP.

## **1.7 Emergency Management Program Committee**

The Community Emergency Management Program Committee (CEMPC) as required by the Emergency Management and Civil Protection Act consists of representatives from City departments and agencies, or designated alternates. The CEMC (or Primary Alternate CEMC) chairs the CEMPC.

This committee reviews the Emergency Response Program and Plan annually, ensures training is provided to employees on their functions and recommends changes to the program as considered appropriate and refers recommendations to Council for further review and approval.

## **1.8 Municipal Emergency Control Group**

In the event of an emergency, the positions in Section 6 of Bylaw 2026-xx may perform roles in an Incident Management Team (IMT) or the Emergency Operations Centre Management Team (EOCMT) and serve collectively as the municipal Emergency Control Group (ECG) as defined by Ontario Regulation 380/04 to oversee the City's emergency response.

## **1.9 Community Emergency Management Coordinator**

The Manager, Emergency Management and Business Continuity is appointed as the Community Emergency Management Coordinator (CEMC).

## **1.10 Emergency Information Officer**

The Director of Corporate Communications (or designate) is appointed as the Emergency Information Officer (EIO).

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

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.

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. Hazard Identification and Risk Assessment (HIRA)**

The Emergency Management Program has identified realistic hazards that may occur in Kitchener 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 to the City of Kitchener listed below represent major incidents involving multiple locations or having a significant impact on city facilities, infrastructure, operations, or the public.

- 1. Fire / Explosion**
- 2. Cyber Attack**
- 3. Tornado**
- 4. Road and Highway Incident**
- 5. Oil or Natural Gas Release**
- 6. Rail / Light Rail Incident**
- 7. Infectious Disease**
- 8. Flood**
- 9. Winter Weather**
- 10. Aviation Incident**

## **3. Concept of Operations**

First responders and City of Kitchener departments manage incidents and emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support and resources. The city may, in an emergency, 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 impact of the emergency.

The City of Kitchener Emergency Management Plan adopts the principles of the Incident Management System (IMS). The Incident Management System is used in any size or type of incident or emergency to manage response personnel, facilities and equipment. Incident Management System principles include the use of common terminology, modular organization, integrated communications, unity of command, incident action planning, manageable span-of-control, pre-designated facilities and comprehensive resource management. The basic functional components of the Incident Management System (Command, Operations, Planning, Logistics and Finance) can be expanded or contracted to meet requirements as an event progresses. For additional details on the use of the Incident Management System, please refer to Section 7.

### **3.1 Site Response**

First responders at the emergency site (or sites) provide tactical responses, working together to mitigate the threat, its impact on the community and to bring the emergency under control. Most emergencies are managed at the site, at the direction of the Incident Commander. The Incident Commander establishes response objectives, strategies and tasks directed from the Incident Command Post (ICP). In larger emergencies, onsite responders may require additional support, coordination, and resources provided by an Emergency Operations Centre (EOC).

### **3.2 Corporate Incident Response**

Some incidents do not have a definable emergency site, do not constitute an immediate threat and/or can be managed by a smaller number of city staff with minimal resources. This includes incidents that could be considered “business disruptions” within the city’s Business Continuity Plans or within this plan under other supporting documents (See Section 8.0). For incidents that do not have an emergency site and do not require EOC activation, an Incident Management Team (IMT) may be initiated.

### **3.3 Corporate Emergency Response**

The Emergency Operations Center (EOC) is the physical location where City of Kitchener leadership will gather to support an emergency site response and to manage the consequences of an emergency impacting the city.

An EOC is a pre-designated facility that when activated, provides policy direction, site support, consequence management and business continuity for the city. The EOC Director (under the Incident Management System) leads all activities within the EOC to support the site(s) and any other required non-site support activities.

### **3.4 Policy Group**

When an IMT or EOC is activated by the City of Kitchener, it will establish a Policy Group comprised of a minimum of the Head of Council (Mayor). The Policy Group may also include members of City Council and/or the Chief Administrative Officer (CAO). The Policy Group is established to receive information reports and to provide policy direction to an Incident Management Team or Emergency Operations Centre Management Team (EOCMT).

The Policy Group does not have responsibility for management of the incident or emergency itself. Ownership of the incident or emergency response lies with the Incident Management Team or the EOC Management Team.

#### **3.4.1 Head of Council**

The Mayor (or Acting Mayor) is the Head of Council and carries the authority of the Act and through By-Law the authority of this Emergency Management Plan. The mayor is responsible for the following:

- Serving as a member of the IMT or EOC Policy Group

- Providing overall leadership to the community
- Ensuring City Council members are informed of an incident or emergency
- Sharing information and concerns received from City Councillors with the CAO
- Representing the City of Kitchener with other levels of government
- Serving as primary media spokesperson for the city during an emergency
- Determining if an emergency is to be declared, in any part of the City of Kitchener
- Making the Declaration of Emergency and signing the emergency declaration
- Terminating an Emergency Declaration once it is no longer required
- Advising City Council members of any declaration and termination of an emergency
- Receiving situation reports and information updates from the CAO, IMT or EOC Director and providing support and policy direction

### **3.4.2 Members of City Council**

Members of City Council support the coordinated and timely dissemination of emergency information at the direction of the Mayor. They receive information by way of situation reports during an incident or emergency to provide policy direction to the IMT or EOC Management Team. City Councillors are responsible for the following:

- Adopting, by by-law, the City of Kitchener Emergency Management Program, and approving any amendments or annual updates to the Emergency Management Plan
- Receiving education on emergency management and the Incident Management System provided by the city (at Council's discretion)
- Reinforcing emergency preparedness messages from the Mayor to their constituents and reassuring community members
- Referring questions from the public to the Corporate Contact Centre, or Corporate Communications, at the direction of the Mayor, in an emergency
- When receiving calls from constituents, Councillors may compile issues and concerns to share with the Mayor, that will be forwarded to the IMT or EOC Management Team
- Forwarding to Corporate Communications/Emergency Information Officer any requests for responses or interviews from the media
- When the EOC is activated, refraining from releasing information on non-City of Kitchener websites or social media, unless approved for release by the IMT/EOC Director or Emergency Information Officer (EIO)

### **3.4.3 Expanded Policy Group**

The Policy Group may be expanded to include the Chief Administrative Office (CAO), Deputy CAO/General Manager of Community Services or any other member of the Emergency Control Group as required. Together they support an Incident Management Team or EOC Management Team with policy direction and executive oversight during any incident or emergency response.

### 3.4.4 Emergency Control Group

The members of the Emergency Control Group (ECG) are appointed in By-law 2026-XX (Section 6). Together their role is to provide administrative oversight of the annual Emergency Management Program workplan and ensure compliance with the Act and Ontario Regulation 380/04.

### 3.5 IMT/EOC Command and Sections

When an IMT or EOC is activated, it is staffed based upon roles assigned in alignment with the Incident Management System (IMS). ECG Members and other City Staff are assigned roles within IMS in one of six functional areas as follows:

1. Command
2. Command Staff
3. Operations Section
4. Planning Section
5. Logistics Section
6. Finance Section

The primary responsibilities of each of these functions are as follows:

- a. **Command:** Provides overall coordination, leadership and policy implementation within the IMT/EOC and includes the Director and Deputy Director.
- b. **Command Staff:** Advises Command and the General Staff and includes the Risk Management Officer, Liaison Officer, Health/Safety/Equity Officer, and Emergency Information Officer.
- c. **Operations Section:** Coordinates all jurisdictional operations in support of the emergency site, non-site impacts within the community and implementation of the Incident Action Plan.
- d. **Planning Section:** Collects, evaluates, and disseminates information; develops the Incident Action Plan and Situation Reporting in conjunction with other functions; and maintains all incident documentation.
- e. **Logistics Section:** Supplies operational technology, provides facilities, services, personnel, equipment, and materials.
- f. **Finance Section:** Tracks financial activities, procures resources and provides other administrative support as needed.

### 3.6 Regional EOC

If the Regional Municipality of Waterloo (Regional) Emergency Management Plan is implemented, the Mayor (or designate) and Chief Administrative Officer (or designate) of the City of Kitchener may become a member(s) of the Regional Emergency Control Group (RECG) for the purpose of sharing information (across multiple regional municipalities).

The City of Kitchener EOC would remain in place to manage the local emergency, while the RECG ensures a controlled and coordinated response for all Regional services and community agencies of which the Region has a current Memorandum of

Understandings (MOU).

#### **4. 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 residents of the City of Kitchener.

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

##### **4.1 City of Kitchener EOC Notification System - (Fan Out)**

Any of the following City of Kitchener officials listed below (or in their absence a designated alternate) have the authority to activate the EOC and thereby implement the Emergency Management Plan:

- Chief Administrative Officer (CAO)
- Mayor or Alternate (Head of Council)
- General Manager, Community Services / Deputy Chief Administrative Officer (DCAO)
- General Manager, Infrastructure Services
- General Manager, Development Services
- General Manager, Corporate Services
- Chief Financial Officer (CFO)
- Fire Chief or Deputy Fire Chief
- Director of Corporate Communication – Emergency Information Officer (EIO)
- Community Emergency Management Coordinator (CEMC)

Any of these members will contact the Community Emergency Management Coordinator or the Corporate Contact Centre (CCC) to activate the EOC and have personnel assembled at the appropriate EOC location.

##### **4.2 City of Kitchener Emergency Operations Centre (EOC)**

The EOC can be activated physically at either the designated primary or alternate location. It can also be activated virtually in Microsoft Teams. Upon notification that an EOC is being activated, instruction will be provided regarding whether staff are to respond to a physical location or virtual.

The Region of Waterloo CEMC may be notified by the Kitchener CEMC when the Kitchener EOC is activated. The Kitchener EOCMT may request the Region of Waterloo CEMC or designate to attend EOC.

##### **4.3 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.

<b>Response Level</b>	<b>Actions</b>	<b>Criteria</b>	<b>Examples</b>
<b>Normal Operations</b>	Normal response by operating departments and responders.	Routine operations	Small car accident, isolated flooding, small power outage, house fire
<b>Level 1: Local ECG monitoring level</b>	Key members of Local Emergency Control Group (ECG) <b>notified</b> . Local ECG monitors. Notification of all Community Emergency Management Coordinators (CEMC) in Waterloo Region.	Incident contained within one Local Municipality. First Response Protocol (FRP) 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>Level 2: Partial notification/ activation local ECG</b>	Local ECG <b>notified and on standby</b> . Key members of Local ECG may convene. Notification of all CEMCs in Waterloo Region. Regional ECG may be notified and put on standby. Provincial Emergency Operations Centre (PEOC) may be notified	Incident contained within one Local Municipality. First Response Protocol (FRP) may be activated. Significant impact to citizens, property and environment. Beyond the outer perimeter. Significant media attention. Significant demand on resources. May affect multiple buildings	Chemical spill. Multiple fire locations. Multiple suspects / active threat on the move. City / Township wide boil water advisory. Isolated communicable disease outbreak

<p><b>Level 3:</b> <b>Full activation local ECG</b></p>	<p>Local ECG <b>convened.</b> Notification of all CEMCs in Waterloo Region. Regional ECG notified and on standby. May require Local emergency declaration. PEOC notified</p>	<p>Incident contained within one Local Municipality. Possible activation reception / evacuation centre(s). Major impact to citizens, property and/or environment beyond the outer perimeter. Major media and / or public interest. Major demand on resources. Multiple buildings / incidents.</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>
<p><b>Level 4:</b> <b>Regional emergency</b></p>	<p>Regional ECG <b>convened.</b> Notification of all CEMCs in Waterloo Region. Local ECGs may continue to be in operation. May require Regional and/or Local emergency declaration. PEOC notified.</p>	<p>Exceeds Local Municipal resources and capabilities May affect two or more Local Municipalities Possible activation reception/evacuation centre(s) Major impact to citizens, property and/or environment Major media and/or public interest Multiple sites/incidents The emergency affects or threatens Regional facilities or services</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 Regional services</li> </ul>

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

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

### **5.1 Declaration of an Emergency**

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 Kitchener. 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 EOCMT.

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 Kitchener the Mayor shall notify:

- The Minister of Emergency Preparedness and Response by email and fax, through the Provincial Emergency Operations Centre (PEOC);
- Members of Kitchener City Council; and
- The Regional Chair of the Regional Municipality of Waterloo.

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

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

### **5.2 Termination of an Emergency**

When it has been determined by the EOCMT that the emergency should be terminated, the 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 Commander will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency in Kitchener the Mayor shall notify:

- The Minister of Emergency Preparedness and Response by fax, through the Provincial Emergency Operations Centre (PEOC);
- Members of Kitchener City Council; and
- The Regional Chairman of the Regional Municipality of Waterloo.

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

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

## **6. Requests for Assistance**

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

Depending on the nature of the emergency (declared/undeclared) 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 through the Liaison Officer.

### **6.1 Requesting Region of Waterloo Support**

When the resources of the City of Kitchener are at capacity or there is a need for support from regional departments the designated member of the Local Municipal MCEG may request further assistance from the Region of Waterloo by contacting the (acting) Regional Chair or (acting) Regional CAO (Chair RECG). Where required due to time restrictions, such requests can be made through the Regional CEMC who will submit the request to the appropriate Regional designate.

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 Regional Community Services Department has signed these MOUs on behalf of the Region.

### **6.2 Requesting Provincial Assistance**

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to Office of the Fire Marshal and Emergency Management through the Provincial Emergency Operations Centre.

### **6.3 Requesting Federal Assistance**

Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre (PEOC) who in turn liaises with the Federal Government Operations Centre.

### **6.4 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
- Enbridge Gas
- Enova Power
- Grand River Hospital (GRH)
- St. Mary's Hospital (SMH)
- The Canadian Red Cross
- Grand River Conservation Authority (GRCA)
- GEXR (GWR) and CP Railway Police
- Radio Emergency Associated Communications Team (REACT)
- Kitchener Humane Society
- Waterloo Region District School Board
- Waterloo Region Catholic District School Board
- Waterloo Regional Police
- Ontario Provincial Police
- Kitchener-Waterloo Amateur Radio Emergency Services (KWARC)
- Provincial and Federal Ministries as required, i.e. MOECC, MTO, MNRF
- Representatives from any City of Kitchener department or any other service organization or agency deemed necessary by the EOCMT.

*Support Agency representatives may be invited to attend EOCMT or site meetings as required.*

## **7. Incident Management System**

The City's Emergency Management Plan 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 incident or emergency to manage response personnel, facilities, and equipment.

Principles of the Incident Management System include:

- Use of common terminology,
- Modular organization,
- Integrated communications,
- Unified command structure,
- Action planning,
- Manageable span of control, and
- Comprehensive resource management.

### **7.1 Incident Commander (Site)**

The Incident Commander at site is responsible for and/or has the authority to:

- Establish a site incident command structure for complex incidents for:
  - Information sharing
  - Setting response objectives and strategies

- Assigning response task assignments
- Prioritizing resources
- Establish a site unified command structure for simple incidents that can be managed in collaboration between first response agency senior officers
- Designate an emergency site media coordinator
- Implement the strategy established by the EOCMT at the emergency site(s), if required
- Ensure that responding agencies make available the human and material resources that are required at the emergency site
- Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site
- Maintain a record of events, decisions made and actions taken as Incident Commander
- Participate in a debriefing with EOCMT regarding the emergency, if required
- Assist the CEMC in creating an after-action report on the emergency

## **7.2 Standardized Response Goals**

The following standardized response goals are applied to all incidents or emergency situations. They serve to guide decision making and assist with the creation and prioritization of incident specific response objectives as part of the incident action planning process.

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

## **7.3 Incident Management Team (IMT)**

The primary responsibility of the IMT is to provide for the overall incident management, coordination of resources and consequence management in response to a continuity of operations or business continuity incident. It is the responsibility of the IMT to ensure that incident objectives are established, and that planning and response activities are coordinated.

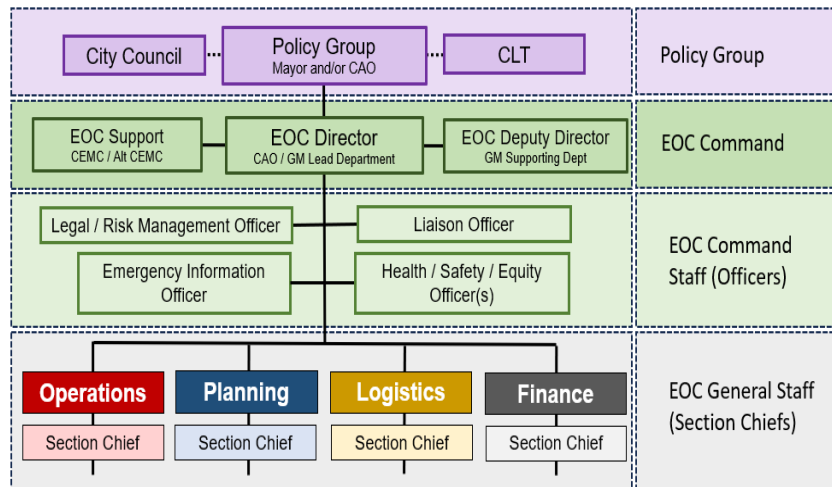
## **7.4 EOC Management Team (EOCMT)**

The primary responsibility of EOCMT is to provide for the overall incident 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.

## 7.5 IMT or EOC Management Team

When an IMT/EOC is activated and staffed in alignment with the Incident Management System, the function leads become members of the IMT or EOC Management Team as follows:

- Policy Group
- IMT / EOC Commander (Director, Deputy Director and Support)
- Command Staff (Officers)
  - Emergency Information
  - Liaison
  - Legal/Risk Management
  - Health / Safety / Equity
- General Staff (Section Chiefs)
  - Operations
  - Planning
  - Logistics
  - Finance



## 7.6 Incident Management System Functions – Policy and Command Staff

The responsibilities of the IMS functions as applied to either a continuity of operations incident or to an emergency are as described in the following sections below.

### 7.6.1 Policy Group

As described in Section 3.4, when an IMT/EOC is activated by the City of Kitchener, it will establish a Policy Group comprised of a minimum of the Head of Council (Mayor). Others may be included in the Policy Group as appropriate. Responsibilities of the Policy Group include:

- Providing overall policy direction
- Changing/amending by-laws or policies
- Requesting Regional and/or Area 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

### **7.6.2 IMT/EOC Command**

Responsibilities of IMT/EOC Command (Director and Deputy Director) include:

- Exercises overall authority and responsibility for the activities of the IMT/EOC.
- Sets out priorities and objectives in conjunction with the IMT/EOCMT members for each operational period and ensures they are carried out.
- Liaises with the Policy Group and advises whether a declaration and/or 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.
- Determines what IMS functions are needed, assigns section chiefs as appropriate and ensures they are staffing their sections as required.

### **7.6.3 Emergency Information Officer**

Responsibilities of the Emergency Information Officer include:

- Establishes and maintains media contacts.
- Opens and coordinates a Media Information Centre as needed.
- Prepares news releases; coordinates interviews, news conferences, and/or media briefings.
- Develops public information materials, providing messaging for use by Corporate Contact Centre (CCC) 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.

The EIO may delegate the Public Inquiry role to a Public Inquiry Coordinator position as required. The responsibilities of the coordinator may include the following:

- Ensures tracking and recording of inquiries/questions from the public at the Public Inquiry Centre.
- Disseminates approved emergency information and messages to the Public Inquiry Center personnel for public inquiries.

#### **7.6.4 Legal/Risk Management Officer**

Responsibilities of the Risk Management/Safety Officer include:

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

#### **7.6.5 Health/Safety Officer/Equity**

Responsibilities of the Health/Safety/Equity Officer include:

- 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.

Provide advice and guidance on decisions and their impact on marginalized and racialized groups.

#### **7.6.6 Liaison Officer**

Responsibilities of the Liaison Officer include:

- Invites (required or requested) agencies and stakeholders to the IMT/EOC, as identified by IMT/EOC Command and maintains contact when required.
- Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues (when staffed by the CEMC or Alternate).
- Liaises with the neighbouring Municipal and Regional CEMCs, Office of Fire Marshal and Emergency Management and other provincial and federal representatives as required.
- In conjunction with EOC Command, facilitates debriefing with the EOC personnel and other appropriate agencies or organizations and prepares an After-Action Report on the emergency.

### **7.7 Incident Management System Functions – General Staff**

The General Staff includes four primary functions or “sections” as listed below and are led by a “Section Chief. The responsibilities of the IMS functions under the General Staff apply to either a continuity of operations incident, an emergency or both are described in the following sections.

- Operations Section
- Planning Section

- Logistics Section
- Finance Section

### **7.7.1 Operations Section**

The Operations Section maintains direct contact with the incident 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 (Situation Unit) and other IMT/EOCMT personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all IMT/EOC issued resources to the Incident Commander.

The Operations Section Chief is assigned at the time of the incident and usually in alignment with the lead agency of jurisdiction over the response / recovery. The Section Chief assignment can change over the lifespan of an incident, as the incident needs change. The authority required to lead the Operations Section may transition as an incident stabilizes and transition again for demobilization and recovery.

### **7.7.2 Operations Section Chief Responsibilities**

- Ensures coordination of the Operations function including supervision of the various Branches required to support a business disruption or emergency event.
- Assigns operational objectives and tasks identified in the Incident Action Plan and ensures they are carried out effectively.
- Establishes the appropriate span of control within the Operations Section, continuously monitoring the effectiveness and modifying branches, divisions, and other elements accordingly.
- Coordinates information received from any activated Department Incident Management Teams or Operations Centres (DOC) in the operational area.
- Consults with Planning Section Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communications link between Incident Commanders at the site(s) and the IMT/EOC for the purpose of coordinating the overall response, resource requests and event status information.
- Ensures the Planning Section is provided with Branch Status Reports in accordance with the Operations Cycle as established by IMT/EOC Command.
- Conducts periodic Operations briefings for the IMT/EOC Command and IMT/EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains IMT/EOC Command approval of critical and extraordinary resources.

### **7.7.3 Operations Section – Branch Coordinators**

Branch Coordinators oversee the operations of a particular city department,

division, function or outside agency. They are responsible for coordinating the activities of their department/organization site personnel and dispatch centre (if applicable). Additional Branch staff may be assigned based upon the needs of the incident or emergency event and the support required. Branch Coordinators and their overall responsibilities are described in the following sections.

### **Fire Branch Coordinator (Community Services)**

- 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 Region 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 people endangered by the emergency.
- Implements the objectives of the Incident 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 status reports to the Operations Section Chief.

### **Community Programs and Services Branch Coordinator (Community Services)**

- Coordinates Community Recreation Services Branch activities with Kitchener Community Services site personnel and Regional Community Services Branch.
- Provides routine status reports to the Operations Section Chief.
- In conjunction with the Regional Community Services Branch, set-up suitable Reception/Evacuation Centres, as required.
- Ensures personnel are notified to open and assist with the operations in Reception/Evacuation Centres, as required.
- In conjunction with the Regional Community Services Branch and the Kitchener Humane Society, coordinates animal control operations at Reception/Evacuation Centres, as required.
- Provides routine status reports to the Operations Section Chief.

### **Sanitary and Stormwater Utilities Branch Coordinator (Infrastructure Services)**

- Establishes ongoing communications with Infrastructure Services Site Commander.
- Provides a site Incident Commander as designated by the IMT/EOCMT.
- Coordinates **Sanitary and Stormwater Utilities** Branch activities with site personnel.
- Places all required **Sanitary and Stormwater Utilities** employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the IMT/EOCMT with information and advice on engineering, critical infrastructure and infrastructure service matters including recovery and rehabilitation of city services, water, wastewater, environmental operations and levels-of-service.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Surveys all other infrastructure systems, such as sewer and water systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Provides equipment in support of an emergency site.
- Liaises with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the IMT/EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- Provides routine status reports to the Operations Section Chief.
- Liaises with Ministry of Environment and Climate Change and other relevant agencies and departments with respect to environmental contamination.
- Coordinates asset management for water, wastewater and storm water and facilities programs.
- Implements the City of Kitchener 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 Region of Waterloo Medical Officer of Health.

### **Roads and Traffic Branch Coordinator (Infrastructure Services)**

- Establishes ongoing communications with Infrastructure Services Site Commander.
- Provides a site Incident Commander as designated by the IMT/EOCMT.

- Coordinates Roads and Traffic Branch activities with roads and traffic site personnel.
- Places any required Roads and Traffic employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on transportation, engineering, critical infrastructure and infrastructure service matters including recovery and rehabilitation of city services, fleet, and roads and traffic levels-of-service.
- Liaises with the Waterloo Region Commissioner of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to transportation, engineering, critical infrastructure and all other infrastructure service matters as required.
- e service matters as required.
- Provides assistance to 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 engineering 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.
- Supports traffic control operations as required.
- Surveys all infrastructure systems, such as roads, bridges, and all other transportation systems within the area.
- 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.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for roads, bridges, and other transportation and roads programs.
- Ensures the clearing of blocked passageways in coordination with the site Incident Commander, either inside or outside the emergency perimeter.
- Coordinates the removal of debris for emergency response.

### **Gas and Water Utilities Branch (Infrastructure Services)**

- Implements the City of Kitchener 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.
- Establishes ongoing communications with Kitchener Utilities (Gas/Water) Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Coordinates Utilities Branch activities with site personnel.

- Places all required Utilities employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on critical infrastructure and gas/water distribution matters including recovery and rehabilitation of city services and levels-of-service.
- Liaises with the senior gas and water utility officials from neighbouring communities to ensure a coordinated response to engineering, critical infrastructure and utilities matters as required.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Provides equipment in support of emergency site.
- Coordinates to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the IMT/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 environmental contamination.
- Surveys all other infrastructure systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for water and gas programs.
- Arranges for the provision of emergency potable water supplies in co-ordination with the Medical Officer of Health.

### **Building Branch Coordinator (Development Services)**

- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Inspects and takes appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.
- Takes action to ensure the protection of the public including, but not limited to:
  - Upon a complete application, issue 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.

### **Regional Police Branch Coordinator (Waterloo Region Police Services)**

- Ensures necessary emergency services are notified as required.
- Ensures an investigation is conducted and further ensure all other investigative agencies are notified and provide assistance as needed when legally required to do so.
- Ensures communication is established between the RECG and the Police On-Scene Command Post.
- Provides the RECG with advice on public safety matters.
- Ensures people endangered by the emergency are alerted and provides coordination of evacuation procedures, including traffic control on evacuation routes.
- Liaise with the Region of Waterloo Commissioner of Community Services (CSD) 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, assists the Incident Commander (IC) in fulfilling their responsibilities.
- Provides routine status reports to the Operations Section Chief.

### **Paramedic Branch Coordinator (Region of Waterloo Emergency Medical Services)**

- When required, assists the Incident Commander (IC) in fulfilling their 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 Local Health Integration Network (LHIN)/Community Care Access Centre (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.

### **Public Health Branch Coordinator (Region of Waterloo Public Health)**

- As a member of the RECG, acts as a coordinating link with the LHIN for all health services at the EOC, as appropriate.
- Liaise with the Provincial Ministry of Health, 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 Regional emergency response.
- Liaise with the Region of Waterloo Commissioner of Transportation and Environmental Services (TES) to ensure the safety of drinking water and appropriate sanitation services.
- Liaise with the Region of Waterloo Commissioner of Community Services (CSD) 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.

### **Community Services Branch Coordinator (Region of Waterloo Emergency Social Services)**

- 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 Kitchener Community Services Branch with respect to determining the location of the reception centre when using a City of Kitchener 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.

#### **7.7.4 Planning Section**

The Planning Section is responsible for all incident documentation, gathering current situation information from the Operations Section and making the incident visual through displays, status boards or incident maps. It is also responsible for tracking resources (as required), conducting advanced planning and planning for resource demobilization and incident recovery.

The Planning Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

#### **7.7.5 Planning Section Chief Responsibilities**

- Oversees collection, processing, evaluation and display of incident information.
- Develops IMT/EOC Incident Actions Plans in coordination with other functions.
- Tracks the status of IMT/EOC issued resources.
- Manages documentation created within the IMT/EOC.
- Conducts advance planning activities and makes recommendations for action.
- Obtains technical specialist / subject experts for the IMT/EOC, as

- required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

### **7.7.6 Planning Section – Unit Coordinators**

Unit Coordinators oversee specific functions in support of the Planning Section Chief responsibilities as directed by IMT/EOC Command. Planning Section Unit Coordinators are staffed as required and are listed below.

- Situation Unit Coordinator
- Documentation Unit Coordinator
- Resource Unit Coordinator
- Advanced Planning Unity Coordinator (which can transition into):
  - Demobilization Unit Coordinator
  - Recovery Unit Coordinator

### **7.7.7 Logistics Section**

The Logistics Section is responsible for supporting the functionality of the IMT/EOC. It is also responsible for provision of resources required by the Operations Section and ensuring the tracking of resources with Planning Section and payment of resources through the Finance Section.

The Logistics Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

### **7.7.8 Logistics Section Chief Responsibilities**

- Provides/acquires requested resources including personnel, facilities, equipment and supplies.
- Arranges for access to technological and telecommunications 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.

### **7.7.9 Logistics Section – Unit Coordinators**

Unit Coordinators oversee specific functions in support of the Logistics Section Chief responsibilities as directed by IMT/EOC Command. Logistics Section Unit Coordinators are staffed as required and are listed below.

- Technology Unit

- Facilities Unit
- Human Resources Unit
- Supply Unit
- Transportation Unit

#### **7.7.10 Finance Section**

The Finance Section is responsible for cost tracking for the IMT/EOC. It is also responsible for provision of resources required by the Operations Section and ensuring the tracking of resources with Planning Section and payment of resources through the Finance Section.

The Finance Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

#### **7.7.11 Finance Section Chief Responsibilities**

- 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 in support of Operations.
- Oversees the purchasing processes.

#### **7.7.12 Finance Section – Unit Coordinators**

Unit Coordinators oversee specific functions in support of the Finance Section Chief responsibilities as directed by IMT/EOC Command. Finance Section Unit Coordinators are staffed as required and are listed below.

- Procurement Unit
- Time Unit
- Cost Unit
- Compensation and Claims Unit

### **8. Emergency Management Plan Supporting Documents**

This section outlines supporting documents and/or plans to help support emergency response and recovery. The reference to these documents is solely for the convenience of the users and these documents are confidential / not for public access under the provisions of the Act or By-law. The following list does not cover all available documents; some may be added as needed i.e. hazard specific plans.

#### **8.1 Emergency Notification Procedure**

The Emergency Notification Procedure outlines the process for City of Kitchener Corporate Contact Centre (CCC) personnel to place an IMT/EOCMT on alert or request that they respond to the EOC. The procedure also includes confidential

contact information for EOC personnel.

## **8.2 Emergency Information Plan**

This document coordinates 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, or other municipalities, communications from the City of Kitchener will be coordinated with these entities.

## **8.3 Emergency Operations Center (EOC) and IMS Standard Operating Guidelines**

This document outlines the procedures involved in activation and operation of both the primary and alternate EOC facilities. 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 Kitchener Emergency Plan, it provides information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

## **8.4 Emergency 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 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.

## **8.5 Regional Level 2 ESS Emergency Social Services Plan**

The aim of the Regional Level 2 Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Kitchener during any emergency once they are outside of immediate danger as a result of an emergency or disaster. 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.

## **8.6 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.

## **9. 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.

## **10. Emergency Management Plan Review and Maintenance**

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

The Plan will be reviewed annually and, where necessary, revisions recommended to Council by the Community Emergency Management Program Committee (CEMPC). The review and recommended revisions will be coordinated by the CEMC. Any amendments to the City of Kitchener Emergency Management Plan shall be made by By-law and passed by Council.

As noted in section 1.3 of the EMP, Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP do not form part of the EMP. Any reference to such Supporting Documents is solely for the assistance of the users of the EMP. Any revisions to the Supporting Documents may be made by the generator of the document and the CEMC and do not require an amending By-law.

It is the responsibility of each person, agency, service or department identified within the Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or Supporting Documents.

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

Each Department and Support Agency involved with this Plan should prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency.

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.

**10.1 Exercising of the Emergency Management Plan**

At least one exercise will be organized 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 the Community Emergency Management Program Committee for revisions to the Plan.

**10.2 Plan Distribution**

Copies of the Emergency Management Plan will 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 Kitchener.

**10.3 Revision History**

<b>Rev. No.</b>	<b>Revised by</b>	<b>Details</b>	<b>Revision Date</b>
2024-001	CEMPC	Housekeeping amendments	September, 2023
2025-001	CEMPC	Housekeeping amendments	February, 2023
2026-001	CEMPC	Housekeeping amendments and revisions of Sections 3 and 9	March, 2026

**10.4 Abbreviations**

- AAR** After Action Report
- CACC** Central Ambulance Communication Centre
- CAO** Chief Administrative Officer
- CCAC** Community Care Access Centre
- CCC** City of Kitchener Corporate Contact Centre
- CEMC** Community Emergency Management Coordinator
- CMT** Crisis Management Team
- CP** Canadian Pacific Railway
- CPIPP** Community Pandemic Influenza Preparedness Plan
- CSD** Community Services Department
- DRAO** Disaster Recovery Assistance for Ontarians
- ECG** Emergency Control Group
- EIO** Emergency Information Officer
- EMCPA** Emergency Management and Civil Protection Act

<b>EMPC</b>	Emergency Management Program Committee
<b>EMO</b>	Emergency Management Office (Region of Waterloo)
<b>EOC</b>	Emergency Operations Centre
<b>EOCMT</b>	Emergency Operations Centre Management Team
<b>EMP</b>	Emergency Management 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>GRCA</b>	Grand River Conservation Authority
<b>GRH</b>	Grand River Hospital
<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 KU</b>	Incident Management System Kitchener Utilities
<b>KWARC</b>	Kitchener-Waterloo Amateur Radio Club
<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>MTO</b>	Ministry of Transportation
<b>OFMEM</b>	Office of the Fire Marshal and Emergency Management
<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>SMH</b>	St Mary's Hospital
<b>WRPS</b>	Waterloo Regional Police Services

