



# Agenda

## Finance & Administration Committee

Chair: Deputy Mayor Abdallah

Tuesday, January 7, 2025

Following the Planning & Development Committee Meeting

(This meeting is live streamed on the [City's YouTube page](#) or it can be viewed on YourTV Community Channel 12)

1. **Call to Order**
2. **Disclosure of Pecuniary Interest & General Nature Thereof**
3. **Approval/Amendment of Meeting Agenda**
4. **Approval of Minutes**
  - Finance & Administration Committee – December 3, 2024
5. **Business Arising from Minutes**
6. **Delegations/Presentations**
  - a. 2023 City of Pembroke Audited Financial Statements – Rod Sinclair, Baker Tilly
7. **New Business**
  - a. 2023 Audited Financial Statements - Treasurer/Deputy Clerk Lochtie
  - b. PFD Monthly Report – December 2024 – Chief Selle
  - c. Review of Just in Time Agreement with Red Cross – Chief Selle
  - d. Emergency Plan Update By-law 2023-75 - Chief Selle
8. **Adjournment**

# Draft Finance and Administration Committee Meeting Minutes

Council Chambers  
Pembroke, Ontario  
December 3, 2024  
7:39 p.m.

## 1. Call to Order

### Present:

Deputy Mayor Abdallah, Chair  
Mayor Gervais  
Councillor Jacyno  
Councillor Kuehl  
Councillor Lafreniere  
Councillor Plummer  
Councillor Purcell

### Also Present:

Dave Unrau, Chief Administrative Officer  
Victoria Charbonneau, Municipal Clerk  
Chief Scott Selle, Pembroke Fire Department  
A. Lohtie, Treasurer/Deputy Clerk

Deputy Mayor Abdallah called the meeting to order at 7:39 p.m.

## 2. Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures of pecuniary interest declared.

## 3. Approval/Amendment of Meeting Agenda

### Motion:

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the agenda of the Finance & Administration Committee meeting of December 3, 2024, be approved as circulated.

**Carried**

## 4. Approval of Minutes

- Finance and Administration Committee – November 5, 2024

### Motion:

Moved by Councillor Jacyno

Seconded by Councillor Gervais

That the minutes of the Finance and Administration Committee meeting of November 5, 2024, be approved as circulated.

**Carried**

## 5. Business Arising from Minutes

There was no business arising from the minutes.

**6. New Business**

## a. PFD Monthly Report 2024

Chief Selle presented the information report.

## b. 2025 O.P.P. Billing

Treasurer/Deputy Clerk Lochtie presented the information report. A discussion was held and the following points were raised:

- It was noted that the Province is provided relief from initial costs for OPP including an adjustment \$772, 028
- The City is now looking at revised levy increase of 1.25%
- There are costs associated with the court security and prisoner transportation because Pembroke hosts the site of a courthouse
- Stated that City receives a grant to help offset that is typically around 65%
- Potential exploration of conversations with the County to have this discussed and neighbours and the province and whether or not these costs can be offset from the county as the courthouse serves the entire county.
- Thanks extended to MPP John Yakabuski, Warden Emon (who also serves as Chair of Eastern Ontario Wardens Caucus, and the unified effort amongst municipalities across the Province of Ontario in this matter.
- It was also noted that the Association of Municipalities of Ontario (AMO) is actively to lobbying the government to continue conversations with the province on a municipal framework to address and strategize OPP costs.

Note– due to new information presented by the province the resolution originally provided in the December 3 Finance and Administration and Council package will not be required as there was action taken by the Province. Therefore, the proposed resolution is not needed.

## c. 2024 Annual Accessibility Status Report

Clerk Charbonneau presented the report.

**Motion:**

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the Finance and Administration Committee approve the City of Pembroke Annual Accessibility Status report.

**Carried**

## d. Alternative Voting Methods – Municipal and School Board Election 2026

Clerk Charbonneau presented the report. A discussion was held and the following points were raised:

- The methods of voting as presented in the report are consistent with methods successfully utilized in the 2021 election
- The report is being brought forward ahead of the required deadline of May 2025 so the City of Pembroke can participate in a joint Request for Proposal for election services with other partner municipalities in Renfrew County.
- Location of voting places and potential to increase number of areas

**Motion:**

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the City of Pembroke Finance and Administration Committee direct staff to do the following:

1. Bring forward a by-law for the December 17, 2024 council meeting to support the use of internet and paper ballot voting for the voting methods for the 2026 municipal and school board election, as well as the use of optical scanning vote tabulators for in-person paper ballot polling station voting; and
2. That staff initiate and maintain an election reserve in the City of Pembroke's 2025 budget; and
3. Furthermore, that staff continue to work with other interested Renfrew County municipalities to prepare a Request for Proposal for the purpose of sourcing a suitable voting systems provider.

**Carried**

e. Electronic Agenda Management Stoneshare

Clerk Charbonneau presented the report. A discussion was held and the following points were raised:

- Efficiencies gained for council, the public and staff in moving to an electronic agenda platform

**Motion:**

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the Finance and Administration Committee approve the use of the Modernization Reserve in the amount of \$10,176 to fund the one-time cost of implementing an electronic agenda management solution.

**Carried****7. Adjournment****Motion:**

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Finance and Administration Committee meeting of December 3, 2024, adjourn at 8:07 p.m.

**Carried**



# Committee Report

**To:** Deputy Mayor Brian Abdallah  
Finance and Administration Committee

**From:** Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**Date:** 2025-01-07

**Subject :** *2023 Audited Financial Statements*

**Recommendation:**

THAT the Finance and Administration Committee accept the draft Consolidated Financial Statements for the year ended December 31, 2023 as final, as presented.

**CAO Review :**

I concur with this recommendation.

David Unrau, P.Eng., PMP

**Financial Comment:**

Under Section 294 of the *Municipal Act, 2001* a municipality is required to prepare annual financial statements in accordance with generally accepted accounting principals.

Angela Lochtie  
Treasurer/Deputy Clerk

**Background:**

The City's auditor, Rod Sinclair, CPA, CA from Baker Tilly REO LLP is with us tonight to review the City's 2023 audited financial statements (enclosed).

**Discussion:**

Like other municipalities in Ontario, the 2023 Audited Financial Statements were delayed in 2024 due to reporting changes required to capture the City's Asset Retirement Obligations.

**Alternatives Considered:**

Not applicable.



**Strategic Plan Impact:**

This report provides assurance that the City's financial position presented by Management is free from material error.

**Attachments:**

Draft 2023 Consolidated Financial Statements.

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**CORPORATION OF THE  
CITY OF PEMBROKE**

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**Consolidated Financial Statements**  
For the Year Ended December 31, 2023

Draft

## MANAGEMENT REPORT

### MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of the **Corporation of the City of Pembroke (the City)** are the responsibility of the City's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of the consolidated financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

City management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Council meets with management and the external auditors to review the consolidated financial statements and discuss any significant reporting or internal control matters prior to approval of the consolidated financial statements.

The consolidated financial statements have been audited by Baker Tilly REO LLP, Chartered Professional Accountants, an independent external auditor appointed by the City. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's consolidated financial statements.

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Chief Administrative Officer

December XX, 2024  
Pembroke, Ontario

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Treasurer

December XX, 2024  
Pembroke, Ontario



# **CORPORATION OF THE CITY OF PEMBROKE**

## **Consolidated Financial Statements**

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- (a) PEMBROKE PUBLIC LIBRARY BOARD
- (b) PEMBROKE BUSINESS IMPROVEMENT AREA

## INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of the  
**CORPORATION OF THE CITY OF PEMBROKE**

### **Opinion**

We have audited the consolidated financial statements of the **CORPORATION OF THE CITY OF PEMBROKE** (the City) which comprise the consolidated statement of financial position as at December 31, 2023 and the consolidated statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the **CORPORATION OF THE CITY OF PEMBROKE** as at December 31, 2023 and the results of its consolidated operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

### **Auditor's Responsibility for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our

opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
  
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants

Pembroke, Ontario  
December XX, 2024

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Statement of Financial Position**  
As At December 31, 2023

	<b>2023</b>	<b>2022</b>
<b>FINANCIAL ASSETS</b>		
Cash (Note 3)	\$ 21,447,794	\$ 25,082,865
Investments (Note 4)	11,615,003	11,220,075
Taxes receivable	1,671,036	1,062,679
Water and sewer receivables	711,523	490,432
Accounts receivable	4,725,834	4,300,202
Inventories for resale	67,920	68,500
Investment in municipal electric utilities (Note 5)	14,038,939	13,864,216
	<b>\$ 54,278,049</b>	<b>\$ 56,088,969</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 11,144,923	\$ 7,822,861
Deferred revenue – general	616,415	811,965
Deferred revenue - obligatory (Schedule 3)	1,501,382	2,190,003
Long term liabilities (Note 6)	12,820,775	14,093,865
Employee benefits and post-employment liabilities (Note 7)	1,829,026	1,777,715
Asset retirement obligations (Note 9)	2,173,609	-
Landfill closure and post-closure liabilities (Note 2)	-	625,500
	<b>30,086,130</b>	<b>27,321,909</b>
<b>NET FINANCIAL ASSETS</b>	<b>24,191,919</b>	<b>28,767,060</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets - net (Schedule 4)	147,381,258	132,524,270
Prepaid expenses	588,589	524,412
	<b>147,969,847</b>	<b>133,048,682</b>
<b>ACCUMULATED SURPLUS (Schedule 5)</b>	<b>\$ 172,161,766</b>	<b>\$ 161,815,742</b>

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Statement of Operations**  
For the Year Ended December 31, 2023

	<b>2023</b>	<b>2023</b>	<b>2022</b>
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	(Note 16)		
<b>REVENUES</b>			
Taxation and payments in lieu	\$ 24,959,117	\$ 24,970,437	\$ 23,974,100
User charges	12,968,380	14,684,478	13,344,536
Government transfers	9,754,950	6,755,553	5,595,402
Investment income	984,035	1,902,521	1,320,088
Penalties and interest	150,000	187,998	119,206
Deferred revenue earned - Schedule 3	-	1,919,013	584,337
Investment in municipal electric utilities	-	174,723	425,464
(Loss) on disposal/sale of tangible capital assets	13,000	(115,886)	(297,763)
Other	481,846	341,667	513,831
	49,311,328	50,820,504	45,579,201
<b>EXPENSES</b>			
General government	2,918,549	3,073,042	2,755,000
Protection to persons and property	8,575,605	9,094,539	8,837,059
Transportation services	3,749,499	6,700,562	5,970,131
Environmental services	8,254,123	11,857,111	11,070,524
Health services	1,547,982	1,832,289	1,670,298
Social and family services	2,708,815	2,452,316	2,397,897
Recreation and cultural services	4,619,295	5,183,607	4,469,174
Planning and development	944,438	910,114	1,020,326
	33,318,306	41,103,580	38,190,409
<b>ANNUAL SURPLUS</b>	15,993,022	9,716,924	7,388,792
<b>ACCUMULATED SURPLUS</b> , beginning of year	161,815,742	161,815,742	154,426,950
Adjustment to opening accumulated surplus (Note 2)	-	629,100	-
<b>ACCUMULATED SURPLUS</b> , end of year	\$ 177,808,764	\$ 172,161,766	\$ 161,815,742

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Statement of Change in Net Financial Assets**  
For the Year Ended December 31, 2023

	<b>2023</b>	<b>2023</b>	<b>2022</b>
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	(Note 16)		
<b>ANNUAL SURPLUS</b>	\$ 15,993,022	\$ 9,716,924	\$ 7,388,792
Amortization of tangible capital assets	-	6,796,307	6,226,573
Acquisition of tangible capital assets	(39,400,000)	(21,928,210)	(13,893,984)
Loss on sale of tangible capital assets	-	115,886	297,763
Proceeds on sale of tangible capital assets	13,000	159,030	163,721
Adjustment to opening asset retirement obligation	-	629,100	-
Change in prepaid expenses	-	(64,178)	(45,145)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	<b>(23,393,978)</b>	<b>(4,575,141)</b>	<b>137,720</b>
<b>NET FINANCIAL ASSETS, beginning of year</b>	<b>28,767,060</b>	<b>28,767,060</b>	<b>28,629,340</b>
<b>NET FINANCIAL ASSETS, end of year</b>	<b>\$ 5,373,082</b>	<b>\$ 24,191,919</b>	<b>\$ 28,767,060</b>

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Statement of Cash Flows**  
For the Year Ended December 31, 2023

	<b>2023</b>	<b>2022</b>
<b>CASH FROM (USED IN) OPERATING ACTIVITIES</b>		
Annual surplus	\$ 9,716,924	\$ 7,388,792
Adjustments for item not affecting cash		
Amortization of tangible capital assets	6,796,307	6,226,573
Loss on disposal of tangible capital assets	115,886	297,763
Changes in non-cash working capital		
Taxes receivable	(608,357)	320,837
Water and sewer receivables	(221,091)	(102,344)
Accounts receivable	(425,632)	(2,083,457)
Inventories for resale	580	(22,704)
Prepaid expenses	(64,177)	(45,145)
Accounts payable and accrued liabilities	3,322,061	2,230,945
Deferred revenue - general	(195,550)	753,293
Deferred revenue - obligatory	(688,621)	569,628
Employee benefits and post-employment liabilities	51,311	21,979
Asset retirement obligations	1,548,109	-
Landfill closure and post closure liabilities	-	185,602
Adjustment to opening asset retirement obligation	629,100	-
	<b>19,976,850</b>	<b>15,741,762</b>
<b>CASH FROM (USED IN) FINANCING ACTIVITIES</b>		
Payments on long term liabilities	(1,273,090)	(1,443,311)
<b>CASH FROM (USED IN) INVESTING ACTIVITIES</b>		
Investments	(394,928)	(10,287,891)
Investment in municipal electric utilities	(174,723)	(192,177)
	<b>(569,651)</b>	<b>(10,480,068)</b>
<b>CASH FROM (USED IN) CAPITAL ACTIVITIES</b>		
Proceeds from sale of tangible capital assets	159,030	163,721
Purchase of tangible capital assets	(21,928,210)	(13,893,984)
	<b>(21,769,180)</b>	<b>(13,730,263)</b>
<b>(DECREASE) INCREASE IN CASH</b>	<b>(3,635,071)</b>	<b>(9,911,880)</b>
<b>CASH, beginning of year</b>	<b>25,082,865</b>	<b>34,994,745</b>
<b>CASH, end of year</b>	<b>\$ 21,447,794</b>	<b>\$ 25,082,865</b>

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Continuity of Reserves**  
For the Year Ended December 31, 2023

**SCHEDULE 1**

	BALANCE		REVENUES				TRANSFERS				BALANCE
	Beginning of Year	Interest Earned	From Operations	Other	Total	To Operations	To Capital	Other	Total	End of Year	
<b>Reserves</b>											
Contingencies	\$ 390,179	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 390,179	\$ 390,179	\$ -	
Protection services	730,808	-	242,660	-	242,660	2,420	55,000	-	57,420	916,048	
Transportation services	293,527	-	346,004	-	346,004	-	292,678	-	292,678	346,853	
Waterworks	2,276,667	-	92,086	-	92,086	-	-	-	-	2,368,753	
Pollution control projects	2,112,142	-	-	-	-	-	95,000	-	95,000	2,017,142	
Working funds	671,938	-	149,248	-	149,248	219,771	-	-	219,771	601,415	
Waste Management	4,457,337	63,608	177,228	-	240,836	143,393	-	-	143,393	4,554,780	
Other current purposes	922,778	-	-	-	-	15,000	90,000	-	105,000	817,778	
Other capital purposes	1,214,714	-	1,248,282	482,169	1,730,450	235,175	-	-	235,175	2,709,990	
	13,070,090	63,608	2,255,508	482,169	2,801,285	615,759	532,678	390,179	1,538,616	14,332,759	
<b>Reserve funds (Schedule 2)</b>	10,447,327	549,409	1,344,013	-	1,893,422	390,807	1,088,241	-	1,479,048	10,861,703	
<b>Total reserves and reserve funds</b>	\$ 23,517,417	\$ 613,017	\$ 3,599,521	\$ 482,169	\$ 4,694,707	\$ 1,006,566	\$ 1,620,919	\$ 390,179	\$ 3,017,664	\$ 25,194,461	

See accompanying notes and schedules.



**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Statement of Continuity of Reserve Funds**  
For the Year Ended December 31, 2023

**SCHEDULE 2**

	BALANCE		REVENUES				TRANSFERS				BALANCE
	Beginning of Year	Interest on Investments	From Operations	Other	Total	To Operations	To Capital	Other	Total	End of Year	
<b>Reserve Funds</b>											
COVID-19 Safe Restart	\$ 196,595	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107,864	\$ -	\$ 107,864	\$ 88,731	
Sick leave, disability	456,865	24,865	15,869	-	40,734	-	-	-	-	497,599	
Parking revenues	110,770	6,029	15,000	-	21,029	-	26,000	-	-	105,799	
Waterworks	6,180,910	336,394	719,947	-	1,056,341	83,798	354,217	-	438,015	6,799,236	
Airport capital and contingencies	155,887	-	67,575	-	67,575	-	-	-	-	223,462	
Pollution control	1,087,165	59,169	100,000	-	159,169	110,539	213,840	-	324,379	921,955	
Other current purposes	2,191	119	-	-	119	-	-	-	-	2,310	
Other capital purposes	2,256,944	122,833	425,622	-	548,455	196,470	386,318	-	582,788	2,222,611	
	\$ 10,447,327	\$ 549,409	\$ 1,344,013	\$ -	\$ 1,893,422	\$ 390,807	\$ 1,088,239	\$ -	\$ 1,479,046	\$10,861,703	

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Deferred Revenue - Obligatory**  
For the Year Ended December 31, 2023

**SCHEDULE 3**

	BALANCE		REVENUES				TRANSFERS				BALANCE
	Beginning of Year	Interest on Investments	Other	From Operations	Government Transfers	Total	To Operations	To Capital	Other	Total	End of Year
Development charges	\$ 336,775	\$ 18,329	\$ 71,145	\$ -	\$ -	\$ 89,474	\$ -	\$ 102,800	\$ -	\$ 102,800	\$ 323,449
Cash in lieu of parkland	53,538	2,914	2,450	-	-	5,364	-	-	-	-	58,902
Gasoline Tax - Province	145,909	7,941	-	-	118,783	126,724	116,000	-	-	116,000	156,633
Gasoline Tax - Federal	1,653,781	90,006	-	-	918,824	1,008,830	-	1,700,213	-	1,700,213	962,398
	\$2,190,003	\$ 119,190	\$ 73,595	\$ -	\$ 1,037,607	\$ 1,230,392	\$ 116,000	\$ 1,803,013	\$ -	\$ 1,919,013	\$1,501,382

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Tangible Capital Assets**  
For the Year Ended December 31, 2023

**SCHEDULE 4**

**BY ASSET CLASS**

	GENERAL						INFRASTRUCTURE					TOTALS	
	Land	Land Improvements	Buildings & Improvements	Vehicles	Equipment	Cultural and Historical	Land	Plants & Facilities	Roads	Underground Networks and Other	Assets Under Construction	2023	2022
<b>Cost</b>													
<b>Balance</b> , beginning of year	\$2,764,419	\$5,932,126	\$27,199,071	\$3,160,600	\$6,119,529	\$ 122,638	\$ 983,401	\$47,660,717	\$81,753,138	\$68,935,238	\$8,566,330	\$253,197,207	\$241,691,612
Add: additions during year	1,787,340	371,569	582,478	17,553	964,287	-	-	1,403,985	2,401,607	3,670,767	11,624,729	22,824,315	13,893,984
Less: disposals during year	(2)	(46,181)	-	(177,323)	(828,511)	(1)	-	-	(1,304,976)	(422,627)	(896,105)	(3,675,726)	(2,388,389)
<b>Balance</b> , end of year	4,551,757	6,257,514	27,781,549	3,000,830	6,255,305	122,637	983,401	49,064,702	82,849,769	72,183,378	19,294,954	272,345,796	253,197,207
<b>Accumulated Amortization</b>													
<b>Balance</b> , beginning of year	-	4,129,321	12,272,627	1,484,296	3,978,752	-	-	29,354,504	47,117,459	22,335,978	-	120,672,937	116,373,269
Add: amortization during the year	123,327	171,074	596,785	210,014	356,217	-	-	1,520,987	2,199,404	1,618,499	-	6,796,307	6,226,573
Less: reduction on disposals	-	(29,290)	-	(283,033)	(646,508)	-	-	-	(1,130,717)	(415,158)	-	(2,504,706)	(1,926,905)
<b>Balance</b> , end of year	123,327	4,271,105	12,869,412	1,411,277	3,688,461	-	-	30,875,491	48,186,146	23,539,319	-	124,964,538	120,672,937
<b>Net book value of tangible</b>	<b>\$4,428,430</b>	<b>\$1,986,409</b>	<b>\$14,912,137</b>	<b>\$1,589,553</b>	<b>\$2,566,843</b>	<b>\$ 122,637</b>	<b>\$ 983,401</b>	<b>\$18,189,211</b>	<b>\$34,663,623</b>	<b>\$48,644,059</b>	<b>\$19,294,954</b>	<b>\$147,381,258</b>	<b>\$132,524,270</b>

**BY FUNCTIONAL CLASSIFICATION**

	Planning and Development	General Government	Police	Fire	Roads	Other Transportation	Water Supply	Storm Sewer	Sanitary Sewer	Recreation	Waste Disposal	2023	2022
<b>Cost</b>													
<b>Balance</b> , beginning of year	\$ -	\$ 4,351,930	\$ 6,815,275	\$ 7,406,392	\$ 92,205,386	\$ 6,362,632	\$ 42,902,696	\$ 13,874,233	\$ 55,960,224	\$ 17,381,595	\$ 5,936,844	\$253,197,207	\$241,691,612
Add: additions during year	-	345,033	-	24,421	9,513,423	69,221	1,074,008	834,281	7,494,344	1,216,522	2,253,062	22,824,315	13,893,984
Less: disposals during year	-	(478,465)	-	(34,725)	(1,813,687)	(63,208)	(139,006)	(130)	(592,894)	(367,740)	(185,871)	(3,675,726)	(2,388,389)
<b>Balance</b> , end of year	-	4,218,498	6,815,275	7,396,088	99,905,122	6,368,645	43,837,698	14,708,384	62,861,674	18,230,377	8,004,035	272,345,796	253,197,207
<b>Accumulated Amortization</b>													
<b>Balance</b> , beginning of year	-	1,540,444	1,763,362	1,538,341	51,046,909	1,624,565	20,984,312	4,437,779	22,976,069	12,240,549	2,520,607	120,672,937	116,373,269
Add: amortization during the year	-	123,272	220,436	281,757	2,748,516	155,074	820,278	230,530	1,481,436	454,068	280,941	6,796,307	6,226,573
Less: reduction on disposals	-	(478,463)	-	(34,725)	(1,559,146)	(46,316)	(135,032)	(130)	(117,261)	(27,550)	(106,083)	(2,504,706)	(1,926,905)
<b>Balance</b> , end of year	-	1,185,253	1,983,798	1,785,373	52,236,279	1,733,323	21,669,558	4,668,179	24,340,244	12,667,067	2,695,466	124,964,538	120,672,937
<b>Net book value of tangible capital assets</b>	<b>\$ -</b>	<b>\$ 3,033,245</b>	<b>\$ 4,831,477</b>	<b>\$ 5,610,715</b>	<b>\$ 47,668,843</b>	<b>\$ 4,635,322</b>	<b>\$ 22,168,140</b>	<b>\$ 10,040,205</b>	<b>\$ 38,521,430</b>	<b>\$ 5,563,310</b>	<b>\$ 5,308,569</b>	<b>\$147,381,258</b>	<b>\$132,524,270</b>

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Accumulated Surplus**  
For the Year Ended December 31, 2023

**SCHEDULE 5**

	<b>2023</b>	<b>2022</b>
<b>RESERVE FUNDS - Schedule 2</b>		
COVID-19 Safe Restart	\$ 88,730	\$ 196,595
Sick leave, disability	497,599	456,865
Parking revenues	105,799	110,770
Water purification	6,799,236	6,180,910
Airport capital and contingencies	223,462	155,887
Pollution control	921,955	1,087,165
Other current purposes	2,310	2,191
Other capital purposes	2,222,611	2,256,944
<b>Total</b>	<b>10,861,702</b>	<b>10,447,327</b>
<b>RESERVES - Schedule 1</b>		
Contingencies	-	390,179
Protection services	916,048	730,808
Transportation services	346,853	293,527
Waterworks	2,368,753	2,276,667
Pollution control projects	2,017,142	2,112,142
Working funds	601,415	671,938
Waste management	4,554,780	4,457,337
Other current purposes	817,778	922,778
Other capital purposes	2,709,990	1,214,714
<b>Total</b>	<b>14,332,759</b>	<b>13,070,090</b>
<b>Total - reserves and reserve funds</b>	<b>25,194,461</b>	<b>23,517,417</b>
<b>SURPLUSES</b>		
Invested in tangible capital assets	136,257,314	125,756,439
General revenue fund	722,633	1,124,998
Landfill operations board	(48,946)	(44,113)
Equity in municipal electric utilities	14,038,939	13,864,216
Unfunded		
• Employment benefits and post-employment liabilities	(1,829,026)	(1,777,715)
• Asset retirement obligations	(2,173,609)	(625,500)
<b>Total surpluses</b>	<b>146,967,305</b>	<b>138,298,325</b>
<b>ACCUMULATED SURPLUS</b>	<b>\$ 172,161,766</b>	<b>\$ 161,815,742</b>

See accompanying notes and schedules.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Segmented Disclosure**  
For the Year Ended December 31, 2023

**SCHEDULE 6**

	General Government	Protection to Persons & Property	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation & Cultural Services	Planning & Development	2023	2022
<b>Operations</b>										
<b>Revenue</b>										
Taxation and payments in lieu	\$23,203,545	\$ -	\$ -	\$ 1,563,416	\$ -	\$ -	\$ -	\$ 203,476	\$24,970,437	\$23,974,100
User charges	182,293	268,809	558,120	12,516,581	-	-	1,101,966	56,709	14,684,478	13,344,536
Government transfers	1,612,785	457,064	2,218,765	1,842,132	-	-	619,179	5,628	6,755,553	5,595,402
Investment income	1,788,166	-	6,045	108,310	-	-	-	-	1,902,521	1,320,088
Penalties and interest	187,998	-	-	-	-	-	-	-	187,998	119,206
Deferred revenue earned – Schedule 3	-	-	1,899,003	20,000	-	-	-	-	1,919,003	584,337
Investment in municipal electric utilities	174,723	-	-	-	-	-	-	-	174,723	425,464
Gain on disposal of tangible capital assets	39,528	(16,892)	(150,760)	12,238	-	-	-	-	(115,886)	(297,763)
Other	17,463	52,854	7,118	241,380	-	-	22,771	81	341,667	513,831
	27,206,501	761,835	4,538,291	16,304,057	-	-	1,743,916	265,894	50,820,494	45,579,201
<b>Expenses</b>										
Salaries, wages and employee benefits	1,909,170	3,229,785	1,514,414	3,702,579	-	-	3,072,581	468,459	13,896,988	12,997,965
Interest on long term liabilities	-	222,397	70,879	166,424	-	65,283	-	-	524,983	581,796
Materials	789,880	622,563	1,744,089	2,776,895	-	-	1,266,691	314,642	7,514,760	6,046,787
Contracted services	243,845	4,403,317	539,558	2,308,424	-	-	385,211	50,317	7,930,672	8,145,518
Rents and financial expenses	-	18,030	-	-	-	-	-	5,700	23,730	24,570
External transfers	119,586	6,237	-	-	1,832,289	2,387,033	-	70,996	4,416,141	4,167,200
Amortization	123,322	502,194	2,903,540	2,813,184	-	-	454,066	-	6,796,306	6,226,573
Inter-functional adjustments	(112,761)	90,016	(71,918)	89,605	-	-	5,058	-	-	-
	3,073,042	9,094,539	6,700,562	11,857,111	1,832,289	2,452,316	5,183,607	910,114	41,103,580	38,190,409
<b>Net revenues (expenses)</b>	<b>\$24,133,459</b>	<b>\$ (8,332,704)</b>	<b>\$ (2,162,271)</b>	<b>\$ 4,446,946</b>	<b>\$(1,832,289)</b>	<b>\$(2,452,316)</b>	<b>\$(3,493,691)</b>	<b>\$ (644,220)</b>	<b>\$ 9,716,914</b>	<b>\$ 7,388,792</b>

15. See accompanying notes.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Consolidated Schedule of Segmented Disclosure**  
For the Year Ended December 31, 2023

**SCHEDULE 6 PRIOR PERIOD COMPARATIVES**

	Protection to General Government	Transpor- Persons & Property	Environ- ment Services	mental Services	Social and Health Services	Recreation Family Services	Planning & & Cultural Services	Develop- ment	2022
<b>Operations</b>									
<b>Revenue</b>									
Taxation and payments in lieu	\$22,221,813	\$ -	\$ -	\$ 1,556,069	\$ -	\$ -	\$ -	\$ 196,218	\$23,974,100
User charges	199,814	226,195	223,234	11,645,614	-	-	1,001,346	48,333	13,344,536
Government transfers	1,610,792	431,458	1,981,462	950,936	-	-	547,749	73,005	5,595,402
Investment income	1,253,760	-	4,356	61,972	-	-	-	-	1,320,088
Penalties and interest	119,206	-	-	-	-	-	-	-	119,206
Deferred revenue earned – Schedule 3	-	-	241,687	338,900	-	-	-	3,750	584,337
Investment in municipal electric utilities	425,464	-	-	-	-	-	-	-	425,464
Gain on disposal of tangible capital assets	(167,316)	850	(67,016)	(65,131)	-	-	850	-	(297,763)
Other	7,710	60,333	6,241	403,925	-	-	32,811	2,811	513,831
	25,671,243	718,836	2,389,964	14,892,285	-	-	1,582,756	324,117	45,579,201
<b>Expenses</b>									
Salaries, wages and employee benefits	1,954,121	2,997,999	1,779,737	3,224,104	-	-	2,661,744	380,260	12,997,965
Interest on long term liabilities	-	231,812	74,491	193,372	-	82,121	-	-	581,796
Materials	535,978	507,390	1,316,600	2,171,117	-	-	1,115,580	400,122	6,046,787
Contracted services	244,390	4,522,518	550,291	2,308,424	-	-	256,362	143,501	8,145,518
Rents and financial expenses	-	18,670	-	-	-	-	-	5,900	24,570
External transfers	84,346	6,237	-	-	1,670,298	2,315,776	-	90,543	4,167,200
Amortization	127,993	485,350	2,586,950	2,813,184	-	-	428,790	-	6,226,573
Inter-functional adjustments	(191,828)	67,083	(337,938)	455,985	-	-	6,698	-	-
	2,755,000	8,837,059	5,970,131	11,070,524	1,670,298	2,397,897	4,469,174	1,020,326	38,190,409
<b>Net revenues (expenses)</b>	<b>\$22,916,243</b>	<b>\$ (8,118,223)</b>	<b>\$(3,480,167)</b>	<b>\$ 3,821,761</b>	<b>\$(1,670,298)</b>	<b>\$(2,397,897)</b>	<b>\$(2,886,418)</b>	<b>\$ (696,209)</b>	<b>\$ 7,388,792</b>

16. See accompanying notes.

# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

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The **CITY OF PEMBROKE** is an incorporated municipality in the Province of Ontario. Its operations are guided by the provisions of provincial statutes such as the Municipal Act, Municipal Affairs Act and related legislation.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the Corporation of the City of Pembroke (the City) are the representations of management prepared in accordance with local government accounting standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

#### REPORTING ENTITY

(a) The consolidated financial statements reflect the assets, liabilities, revenues and expenditures of the City and include the activities of all committees of Council and the following boards which are under the control of Council:

- Pembroke Public Library Board
- Pembroke Business Improvement Area

The municipality is also a member of two non-controlled joint local boards which are accounted for using the proportionate consolidation method whereby the municipality's proportionate share of revenues, expenditures, assets and liabilities are included in the accounts after elimination of the proportionate share of inter-entity transactions and balances:

	<b>Proportionate Share</b>
• Ottawa Valley Waste Management Board	27.96%
• Pembroke and Area Airport Commission	20.187%

The City accounts for its ownership interest in municipal electric utilities by the modified equity method. Under the modified equity basis, the electric utilities accounting policies are not adjusted to conform to those of the City, and inter-organizational transactions and balances are not eliminated.

#### (b) Accounting for School Board Transactions

The taxation, other revenues, expenditures, assets and liabilities with respect to the operations of the school boards are not reflected in these financial statements.

1. **SUMMARY OF ACCOUNTING POLICIES** (cont'd)

**BASIS OF ACCOUNTING**

(a) **Accrual Basis of Accounting**

The consolidated financial statements have been prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which transactions or events occurred that gave rise to the revenues; expenditures are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

(b) **Revenue Recognition**

Property tax billings are prepared by the Municipality based on an assessment roll prepared by the Municipal Property Assessment Corporation ("MPAC"), an agency of the Ontario government. Any supplementary billing adjustments made necessary by assessment appeals submitted by the ratepayers and changes to assessed value reflecting new construction are recognized in the year they are determined.

User charges and fees are recognized as revenue in the year the goods and services are provided.

Investment income is recognized as it is earned. Investment income earned on federal gas tax reserve funds is recorded as deferred revenue and included in Municipal revenues in the year that they are applied to qualifying capital expenditures.

Developer contributions are recognized when legal title of the tangible capital assets has been transferred to the City.

Government transfers are recognized as revenue in the year in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligible criteria have been met, and reasonable estimates of the amounts can be made.

(c) **Cash**

Cash is defined as cash on hand, cash on deposit and short-term deposits with a maturity date of less than 90 days, net of cheques outstanding at the reporting date.

(d) **Inventories for Resale**

Inventories for resale are valued at the lower of cost and net realizable value with cost determined on a first-in, first-out basis.

(e) **Non-Financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the Change in Net Financial Assets for the year.



# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

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### 1. SUMMARY OF ACCOUNTING POLICIES (cont'd)

#### (e) Non-Financial Assets (cont'd)

##### Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

<u>Assets</u>	<u>Useful Life-Years</u>
Land (including landfill)	15
Land improvements	10-50
Buildings and improvements	10-50
Vehicles	5-25
Equipment	5-45
Plants and facilities	20-80
Roads	15-40
Underground and other networks	35-100

Annual amortization is prorated by month in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is in service.

The City has a capitalization threshold so that individual tangible capital assets of lesser value are expensed, unless they are pooled because, collectively, they have significant value, or for operational reasons.

Certain assets have been assigned a nominal value of one Canadian dollar because of the difficulty of determining a tenable valuation. The most significant such assets are the City's road allowances and most City lands.

##### Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue. Similarly, transfers of assets to third parties are recorded as an expense equal to the net book value of the asset as of the date of transfer.

##### Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

**1. SUMMARY OF ACCOUNTING POLICIES (cont'd)**

**(f) Pension and Employee Benefits**

The City expenses its contributions to the Ontario Municipal Employees Retirement System (“OMERS”), a multi-employer public sector pension fund, when contributions are due.

Employee benefits include vacation entitlement, sick leave benefits and certain post-employment benefits. Vacation entitlements and sick leave benefits are accrued as entitlements are earned. Other post-employment benefits are subject to actuarial valuations and are accrued in accordance with the projected benefit method, prorated on service and management’s best estimate of salary escalation and retirement ages of employees. Any actuarial gains and losses related to past service of employees are amortized over the expected average remaining service life of the employee groups.

**(g) Financial instruments**

Financial instruments are classified into three categories: fair value, amortized cost or cost. The following chart shows the measurement method for each type of financial instrument:

<u>Financial Instrument</u>	<u>Measurement</u>
Cash	Amortized cost
Investments	Fair value
Accounts receivable	Amortized cost
Loans receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long term liabilities	Amortized cost

For financial assets and financial liabilities measured at amortized cost, interest is to be recorded using the effective interest rate (EIR) method. The EIR is the rate that discounts the estimated future cash payments or receipts over the expected life of the financial instrument or, where appropriate, a shorter period.

**(h) Deferred Revenue - Obligatory**

Revenue restricted by legislation, regulation or agreement and not available for general municipal purposes is reported as deferred revenue - obligatory on the consolidated statement of financial position. The revenue is reported on the consolidated statement of operations in the year in which it is used for the specified purpose.

**(i) Use of Estimates**

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts in the financial statements and accompanying notes. Due to the inherent uncertainty in making estimates, actual results could differ from these estimates. Management makes accounting estimates when determining the estimated useful life of the City’s tangible capital assets, its allowance for doubtful accounts, the carrying value of its inventory for resale, the accrued liabilities for employee benefits and asset retirement obligations. Actual results could differ from those estimates.

# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

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### 1. SUMMARY OF ACCOUNTING POLICIES (cont'd)

#### (j) Investments

Investments are measured at amortized cost. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss. Investment premiums and discounts are amortized over the term of the respective investments.

#### (k) Contaminated Sites Liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.

#### (l) Asset Retirement Obligations

An asset retirement obligation (ARO) is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability for closure of operational sites and post-closure care relating to landfill sites has been recognized based on estimated future expenses. The liability is discounted using a present value calculation and adjusted annually for accretion expense. Under the prospective method, the discount rate and assumptions used on initial recognition are those as of the date of the legal obligation. Assumptions used in the subsequent calculations are revised yearly.

The liability for the removal of asbestos in several of the buildings owned by the City has been recognized based on estimated discounted future expenses. The liability for the decommissioning of fuel storage tanks has been recognized based on estimated discounted future expenses. Under the prospective method, the assumptions used on initial recognition are those as of the date of the legal obligation. Assumptions used in the subsequent calculations are revised yearly.

The tangible capital assets affected by the obligations are amortized in accordance with the accounting policies outlined in note 1(e). The liability associated with settlement of the obligations are amortized in accordance with the estimated useful life of the related assets where a reasonable estimation can be made.

### 2. CHANGE IN ACCOUNTING POLICY

#### PS 3280 Asset Retirement Obligations

Effective January 1, 2023 the City adopted the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement, and disclosure of a liability for asset retirement obligations under PS 3280 Asset Retirement Obligations. The new standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in buildings by public sector entities.

## **CORPORATION OF THE CITY OF PEMBROKE**

### **Notes to the Consolidated Financial Statements**

For the Year Ended December 31, 2023

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#### **2. CHANGE IN ACCOUNTING POLICY (cont'd)**

Under the new standard, a liability for an asset retirement obligation is recognized as the best estimate of the amount required to retire a tangible capital asset when certain criteria are met as described in Note 1.

Pursuant to the recommendations of PS 3280, the change was applied prospectively using the prospective method and prior periods have not been restated. In accordance with the new accounting standard, the Ottawa Valley Waste Management Board recalculated their asset retirement obligation on January 1, 2023 on a prospective basis resulting in an adjustment of \$629,100 to opening accumulated surplus and the removal of landfill closure and post closure liabilities of \$625,500 with the difference of \$3,600 adjusted through general surplus.

#### **PS 3450 Financial Instruments and PS 2601 Foreign Currency Translation**

On January 1, 2023, the City adopted PS 3450 – Financial Instruments and PS 2601 – Foreign Currency Translation. The standards were adopted prospectively from the date of adoption. The new standards provide requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions. These new standards did not have a material impact on the City.

#### **PS 1201 Financial Statement Presentation**

PS 1201 Financial Statement Presentation replaces PS 1200 Financial Statement Presentation. This establishes general reporting principles and standards for the disclosure of information in government financial statements. The standard introduces the Consolidated Statement of Remeasurement Gains and Losses separate from the Consolidated Statement of Operations.

#### **PS 3041 Portfolio Investments**

PS 3041 Portfolio Investments replaces PS 3040 Portfolio Investments. The standard provides revised guidance on accounting for, and presentation and disclosure of, portfolio investments to conform to PS 3450 Financial Instruments. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030 Temporary Investments no longer applies.

## CORPORATION OF THE CITY OF PEMBROKE

### Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

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#### 3. CASH

Cash of \$1,711,078 (2022 - \$2,382,601) has been restricted to support reserve funds, reserves and deferred revenue-obligatory.

#### 4. INVESTMENTS

	2023	2022
Cash on deposit	\$ -	\$ 1,794
Guaranteed investment certificates	10,652,006	10,254,729
Fixed income securities	957,513	948,265
Mutual funds	5,484	15,287
	<hr/> \$11,615,003	<hr/> \$11,220,075

Guaranteed investment certificates and have effective interest rates of 3.74% to 4.06% with maturity dates from May 6, 2024 to May 6, 2027. Fixed income securities have effective interest rates of 2.29% to 6.25% with maturity dates from June 3, 2024 to March 5, 2040.

Investments are held by the City of Pembroke - \$10,652,006 (2022 - \$10,254,729), Ottawa Valley Waste Management Board - \$918,694 (2022 - \$871,372) and Pembroke and Area Airport Commission - \$44,303 (2022 - \$93,974). Fair market value of investments at December 31, 2023 is \$11,663,472 (2022 - \$11,200,099).

Guaranteed investment certificates of \$10,652,006 (2022 - \$10,254,729) have been restricted to support reserve funds, reserves and deferred revenue-obligatory.

#### 5. INVESTMENT IN MUNICIPAL ELECTRIC UTILITIES

In November 1998, the *Energy Competition Act, 1998* (Bill 35) was enacted to restructure the Ontario electricity industry and introduce competition in the electricity market. As a result of changes set out in the *Act*, the City acquired shares and debt of Ottawa River Power Corporation and Ottawa River Energy Solutions Inc. which are the successors to Pembroke Hydro Electric Commission, Beachburg Hydro System, Township of Killaloe, Hagarty & Richards Hydro Electric Commission and the Town of Mississippi Mills Public Utilities Commission.

**CORPORATION OF THE CITY OF PEMBROKE****Notes to the Consolidated Financial Statements**

For the Year Ended December 31, 2023

**5. INVESTMENT IN MUNICIPAL ELECTRIC UTILITIES (cont'd)**

The City's investment is comprised of the following:

			2023	2022
	Ottawa River Power Corporation	Ottawa River Energy Solutions Inc.	Total	Total
3.49% promissory note, due May 1, 2032	\$ 4,364,000	\$ -	\$ 4,364,000	\$ 4,364,000
78.38% share of equity as at December 31, 2022.	7,997,759	1,677,180	9,674,939	9,500,216
	\$12,361,759	\$ 1,677,180	\$14,038,939	\$13,864,216

During the year the City of Pembroke received promissory note interest of \$152,304 (2022 - \$152,304) from Ottawa River Power Corporation and \$Nil (2022 - \$2,819) from Ottawa River Energy Solutions Inc. and dividend payments of \$167,998 (2022 - \$112,211) from Ottawa River Power Corporation.

Additional information in regard to the City's investment in municipal electrical utilities is presented below. The City owns 78.38% of the issued shares of both corporations.

**OTTAWA RIVER POWER CORPORATION**

	2023	2022
<b>Financial Position</b>		
Current assets	\$ 9,810,144	\$ 8,561,381
Property, plant and equipment	17,046,441	16,024,988
Other non-current assets	601,468	755,284
Regulatory assets	375,550	81,754
<b>Total assets</b>	<b>27,833,603</b>	<b>25,423,407</b>
Current liabilities	6,764,639	4,223,354
Long term liabilities	9,498,314	9,291,978
Regulatory liabilities	1,366,824	1,768,615
<b>Total liabilities</b>	<b>17,629,777</b>	<b>15,283,947</b>
<b>Net assets</b>	<b>\$ 10,203,826</b>	<b>\$ 10,139,460</b>

## CORPORATION OF THE CITY OF PEMBROKE

### Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

#### 5. INVESTMENT IN MUNICIPAL ELECTRIC UTILITIES (cont'd)

	2023	2022
<b>Financial Activities</b>		
Service revenues (net of cost of sales)	\$ 6,869,532	\$ 5,767,499
Operating expenses	(5,728,632)	(5,409,333)
Amount in lieu of income taxes	(115,876)	(198,113)
Net income before under noted items	1,025,024	160,053
Net movement in regulatory balances	(695,587)	385,930
Actuarial gain (loss) on post-employment benefits	(17,367)	73,277
Total income and other comprehensive income	\$ 312,070	\$ 619,260

Ottawa River Power Corporation provides electricity and services to the City of Pembroke. Electrical energy is sold to the City at the same prices and terms as other electricity customers consuming equivalent amounts of electricity. A summary of amounts charged by the Corporation to the City are as follows:

	2023	2022
Electrical energy	\$ 825,727	\$ 740,010
Merchandising	47,070	45,978
	\$ 872,797	\$ 785,988

#### OTTAWA RIVER ENERGY SOLUTIONS INC.

	2023	2022
<b>Financial Position</b>		
Current assets	\$ 1,083,316	\$ 863,099
Equipment	1,413,991	1,418,280
Total assets	2,497,307	2,281,379
Current liabilities	161,556	160,849
Future income tax liability	195,945	139,276
Total liabilities	357,501	300,125
Net assets	\$ 2,139,806	\$ 1,981,254

## CORPORATION OF THE CITY OF PEMBROKE

### Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

#### 5. INVESTMENT IN MUNICIPAL ELECTRIC UTILITIES (cont'd)

##### Financial Activities

Revenues	\$ 1,274,423	\$ 1,180,038
Expenses	(1,058,614)	(1,057,106)
Amount in lieu of income taxes	(57,257)	(32,392)
Net revenue for the year	\$ 158,552	\$ 90,540

Ottawa River Energy Solutions Inc. provides fibre services to the City of Pembroke. Included in corporate revenues is fibre revenue of \$54,250 (2022 - \$51,240) from the City.

#### 6. LONG TERM LIABILITIES

The balance of long-term liabilities reported on the Consolidated Statement of Financial Position is made up of the following:

	2023	2022
City of Pembroke share of debentures, maturing in 2026, bearing interest at 1.34% per annum, issued by the Corporation of the Township of Laurentian Valley for capital costs of the Ottawa Valley Waste Management Board	60,404	79,549
Serial debentures payable, maturing in 2026, payable in semi-annual instalments of \$390,101 plus interest at 4.74% per annum	2,340,606	3,120,808
Serial debentures payable, maturing in 2042, payable in semi-annual instalments of \$69,022 plus interest at 3.66% per annum	2,622,819	2,760,863
Serial debentures payable, maturing in 2045, payable in semi-annual instalments of \$80,664 plus interest at 3.44% per annum	3,468,536	3,629,863
Serial debentures payable, maturing in 2048, payable in semi-annual instalments of \$85,569 plus interest at 3.7% per annum	4,278,447	4,449,584
City of Pembroke share of debentures issued by Corporation of the Township of Laurentian Valley for capital costs of the Pembroke and Area Airport Commission, interest at 2.47% per annum, maturing in 2040, repayable in semi-annual instalments of \$1,539 plus interest	49,963	53,198
	\$ 12,820,775	\$ 14,093,865



**CORPORATION OF THE CITY OF PEMBROKE**  
**Notes to the Consolidated Financial Statements**  
For the Year Ended December 31, 2023

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6. **LONG TERM LIABILITIES (cont'd)**

Principal payments are due on long term liabilities as follows:

2024	\$ 1,273,503
2025	1,273,769
2026	1,274,037
2027	473,548
2028	473,548
Thereafter	<u>8,052,370</u>
	<u>\$ 12,820,775</u>

The long-term liabilities issued in the name of the municipality have been approved by by-law. The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs.

Total interest charges for City long term liabilities reported in the Consolidated Statement of Operations are \$524,983 (2022 - \$581,796).

7. **EMPLOYEE BENEFITS AND POST EMPLOYMENT LIABILITIES**

	<b>2023</b>	<b>2022</b>
Post-employment benefits	\$ 1,331,427	\$ 1,320,851
Sick leave	497,599	456,864
	<u>\$ 1,829,026</u>	<u>\$ 1,777,715</u>

(a) **SICK LEAVE BENEFITS**

Under certain sick leave benefit plans, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the municipality's employment. No payments were made to employees who left the municipality's employment during the current year. Reserves in the amount of \$497,599 (2022 - \$456,865) have been established to provide for these liabilities and are reported on the Consolidated Statement of Financial Position.

(b) **POST-EMPLOYMENT BENEFITS**

The Municipality has defined benefit plans providing various post-retirement extended health and dental benefits.

The liability and expense for post-retirement extended health and dental benefits were determined by an actuarial valuation performed as at December 31, 2023.

# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

### 7. EMPLOYEE BENEFITS AND POST EMPLOYMENT LIABILITIES (cont'd)

Information about the City's benefit plan is as follows:

#### Accrued benefit liability

	2023	2022
Accrued benefit liability, beginning of year	\$ 1,320,851	\$ 1,310,694
Current service cost	84,446	82,920
Interest	24,500	24,339
Benefits paid during the year	(99,900)	(98,700)
Amortization of experience (gain) loss	1,531	1,598
Accrued benefit liability, end of year	\$ 1,331,428	\$ 1,320,851

#### Reconciliation of accrued benefit obligation

	2023	2022
Accrued benefit obligation, beginning of year	\$ 1,339,226	\$ 1,330,667
Benefits accrued during year	84,446	82,920
Benefits paid during year	(99,900)	(98,700)
Interest on accrued benefit obligation during year	24,500	24,339
Experience gain	(195,791)	-
Accrued benefit obligation, end of year	\$ 1,152,481	\$ 1,339,226
Discount rate	4.25 %	1.84%
Assumed health care trend rate	10.0 %	10.0%
Assumed dental trend rate	4.0 %	4.0%

#### (c) WORKPLACE SAFETY & INSURANCE BOARD (WSIB)

As a Schedule 2 employer, the Municipality funds its obligations to the WSIB on a "pay as you go" basis. The future benefit costs recorded at the year end are based on calculations prepared by the WSIB. No independent actuarial valuation is considered necessary.

### 8. CONTAMINATED SITES LIABILITY

The City has adopted PS3260 Liability for Contaminated Sites. The City has not identified any financial liabilities as at December 31, 2023 (2022 - \$Nil) as a result of this standard.

9. **ASSET RETIREMENT OBLIGATIONS**

On January 1, 2023, the City adopted Canadian public sector accounting standard PS 3280 Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing accounting standard PS 3270 Solid Waste Landfill Closure and Post-Closure Liability. The standard was adopted on the prospective basis at the date of adoption. Under the prospective method of adoption, the assumptions used to estimate the City's asset retirement obligations are applied as of the date of the legal obligation.

The City removed the accrued landfill obligation that had been recognized to date and recognized an asset retirement obligation upon adoption of PS 3280 on January 1, 2023. The liability represents the required closure and post-closure care costs for the landfill site owned by the City. On January 1, 2023, the City recognized an additional asset retirement obligation relating to several buildings owned by the City that contain asbestos and underground fuel tanks.

The City's asset retirement obligations (AROs) consist of several obligations as follows:

(a) **LANDFILL**

The Ottawa Valley Waste Management Board has assumed liability for closure and post closure costs of a landfill site. These financial statements recognize a liability for the City of Pembroke's estimated proportionate share of these costs to the extent that the site has been used to date. Usage is measured as cumulative capacity used versus total estimated capacity available. Since costs are expected to be incurred in the future, they have been discounted at 4.54% which is the Board's average long-term borrowing rate, net of 3.9% inflation. The existing landfill site is expected to reach capacity in the year 2036. The years of post-closure care is estimated at 32. The Board has designated investments of \$3,285,745 (2022 - \$3,134,430) for settling closure and post-closure liabilities.

(b) **ASBESTOS AND OTHER OBLIGATIONS**

The City owns several buildings that are known to have asbestos and underground fuel storage tanks, which represents a health hazard upon demolition/decommission and there is a legal obligation to remove it. The City recognized an obligation relating to the removal and post-removal care of the asbestos and decommissioning of fuel storage tanks as estimated at January 1, 2023. These costs were not discounted due to uncertainty surrounding the expected timing of cash outflows. The transition and recognition of AROs involved an accompanying increase to the building capital assets and no adjustment of prior year balances.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Notes to the Consolidated Financial Statements**  
For the Year Ended December 31, 2023

9. **ASSET RETIREMENT OBLIGATIONS (cont'd)**

	<b>Landfill</b>	<b>Asbestos and Other removal</b>	<b>Total</b>
Balance, January 1, 2023	\$ 1,787,340	\$ 288,460	\$ 2,075,800
Accretion expense	85,005	12,804	97,809
Balance, December 31, 2023	\$ 1,872,345	\$ 301,264	\$ 2,173,609

10. **EXPENDITURES BY OBJECT**

The Consolidated Statement of Operations presents the consolidated expenditures by function. The following classifies those same expenditures by object.

	<b>2023</b>	<b>2022</b>
Salaries, wages and employee benefits	\$ 13,896,988	\$ 12,997,965
Interest on long term liabilities	524,983	581,796
Transfers to external organizations	4,416,141	4,167,200
Materials, contracted services, rents and financial expenses	15,469,161	14,216,875
Amortization	6,796,307	6,226,573
	\$ 41,103,580	\$ 38,190,409

11. **PENSION AGREEMENT**

The Corporation of the City of Pembroke, on behalf of its eligible employees, is a participant in the Ontario Municipal Employees Retirement System (OMERS). OMERS is a defined benefit pension plan, fully funded by equal contributions from participating employers and employees, and by the investment earnings of the OMERS Fund. OMERS pensions are calculated using a defined benefit formula, taking into account length of service and average annual wage, that is designed to integrate with the pension payable from the Canada Pension Plan.

Because OMERS is a multi-employer pension plan, The Corporation of the City of Pembroke does not recognize any share of the pension plan deficit of \$7.6 billion (2022 – deficit of \$6.1 billion) based on the total fair market value of the plan’s assets, as this is a joint responsibility of all Ontario municipalities and their employees.

The amount contributed to OMERS for 2023 was \$871,074 (2022 - \$799,902) for current service and is included as an expenditure on the Consolidated Statement of Operations. At December 31, 2023 there is no liability for past service under this agreement.

**CORPORATION OF THE CITY OF PEMBROKE**  
**Notes to the Consolidated Financial Statements**  
For the Year Ended December 31, 2023

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**12. FINANCIAL INSTRUMENTS**

The Municipality's financial instruments consist of cash, investments, taxes receivable, water and sewer receivables, accounts receivable, accounts payable and accrued liabilities and long-term liabilities. The fair value of these financial instruments is approximately equal to their carrying value.

It is management's opinion that the Municipality is not exposed to significant interest or currency risks arising from these financial instruments. The City is subject to credit risk with respect to taxes receivable, water and sewer receivables and accounts receivable. Credit risk arises from the possibility that taxpayers and entities to which the City provides services may experience financial difficulty and be unable to fulfill their obligations. It is management's opinion that the large number and diversity of taxpayers and users minimizes the credit risk.

**13. CONTRACTUAL OBLIGATIONS AND COMMITMENTS**

The City has a contract with the Ontario Provincial Police (OPP) for policing services. The contract cost for 2023 was \$4,309,299. The contract expires December 31, 2027.

The City has a contract for the collection and transportation of garbage, recyclable material, source separated organics and yard waste effective April 1, 2015 and expiring March 28, 2025. The cost for 2023 was \$1,184,339.

The City is committed to construction contracts with remaining estimated costs to completion of \$2,308,060 plus HST as at December 31, 2023.

**14. CONTINGENT LIABILITIES**

The nature of municipal activities is such that there may be litigation pending or in prospect at any time. Management believes that the City has valid defences and appropriate insurance coverages in place. In the event any claims are successful, management believes that such claims are not expected to have a material effect on the City's financial position. Any adjustments, arising from these matters, will be recorded in future years.

# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

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### 15. JOINT LOCAL BOARDS

The City is a member of two joint local boards as follows:

#### **Pembroke and Area Airport Commission**

The Pembroke and Area Airport Commission was established in 1968 under the *Municipal Act* and on June 25, 1992 was continued as a body corporation by special legislation of the Province of Ontario. The Commission's primary function is the management of the Pembroke and Area Airport.

The City's proportionate share of contributions to the Commission is 20.187% (2022 – 20.266%). The only transactions the City had with the Commission during the year was the annual municipal levy of \$20,822 (2022 - \$129,544).

Summary financial information for the year ended December 31, 2023 and the City's proportionate share are as follows:

	<b>Total</b>	<b>City's Share</b>
Net financial assets	\$ 837,886	\$ 169,144
Non-financial assets	4,242,583	856,450
Accumulated surplus	5,080,469	1,025,594
Revenue	2,092,610	422,435
Expenses	(1,796,590)	(362,678)
Excess of expenses over revenue	\$ 296,020	\$ 59,757

# CORPORATION OF THE CITY OF PEMBROKE

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2023

### 15. JOINT LOCAL BOARDS (cont'd)

#### Ottawa Valley Waste Management Board

The Ottawa Valley Waste Management Board is a joint local board which was formed to direct the operation of the Ottawa Valley Waste Recovery Centre.

The City's proportionate share of contributions to the Board is 27.96% (2022 – 27.80%). The City had the following transactions with the Board:

	<b>2023</b>	<b>2022</b>
Tipping fees	\$ 653,316	\$ 647,080

These transactions are in the normal course of operations and measured at their exchange amount.

Summary financial information for the year ended December 31, 2023 and the City's proportionate share are as follows:

	<b>Total</b>	<b>City's Share</b>
Net financial assets	\$ 1,323,662	\$ 370,096
Non-financial assets	18,657,811	5,216,724
Accumulated surplus	19,981,473	5,586,820
Revenue	6,451,355	1,803,799
Expenses	(6,704,310)	(1,874,525)
Excess (deficit) of revenue over expenses	\$ (252,055)	\$ (70,726)

### 16. BUDGET FIGURES

The operating budget approved by City Council for 2023 is reflected on the Consolidated Statement of Operations. The budgets established for capital investments in tangible capital assets are on a project-oriented basis, the costs of which may be carried out over one or more years and, therefore, may not be comparable with current year's actual expenditure amounts. As well, the City does not in some cases include tangible capital asset amounts in the annual budget as they do not require immediate funding. Budget figures have been reclassified for the purposes of these financial statements to comply with PSAB reporting requirements and are unaudited.

# **CORPORATION OF THE CITY OF PEMBROKE**

## **Notes to the Consolidated Financial Statements**

For the Year Ended December 31, 2023

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### **17. SEGMENTED DISCLOSURES**

The City of Pembroke provides a range of services to its ratepayers. For each segment as reported in Schedule 6, revenues and expenses represent amounts that are directly attributable to the segment. Amounts not directly attributable to a segment are reported in general government. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

The activities that are included in each functional line of services are as follows:

- General government consists of the Mayor and Council, the Chief Administrative Officer and administrative services which include the Treasurer and Clerk.
- Protection to persons and property consists of Fire, Police, By-law Enforcement, Animal Control and Building Departments
- Transportation services include engineering, storm sewer, road, and sidewalk construction and maintenance, street lighting and winter control as well as the City's share of the Pembroke and Area Airport Commission.
- Environmental services consist of waterworks and sanitary operations, wastewater treatment, solid waste disposal and recycling and the City's share of the Ottawa Valley Waste Management Board.
- Health services include paramedic and health services. Mandated health services promote and maintain health programs that optimize the health of residents. Paramedic services deliver timely and effective care for pre-hospital emergency care, along with medically required inter-hospital transportation.
- Social and family services include social assistance, long-term care and childcare services. Social assistance services determine, issue and monitor clients' eligibility for financial, social and employment assistance. Long-term care services provide secure and supervised health services for seniors who can no longer live at home. Childcare services provide subsidized childcare spaces and provide funding for wage subsidy, pay equity, and special needs.
- Recreation and culture services is comprised primarily of parks services and the operations of recreational facilities and the Pembroke Public Library.
- Planning and development consists of planning and zoning and economic development which includes the Pembroke Business Improvement Area.

### **18. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.





# PEMBROKE FIRE DEPARTMENT

200 International Drive Pembroke, Ontario K8A 6W5

Telephone: (613) 735-6821 ext. 1201 • Fax: (613) 732-7673 • [www.pembroke.ca](http://www.pembroke.ca)

*“Protection, Prevention and Education for over 160 years”*

## **December 2024 Monthly Report (November 27, 2024 – December 19, 2024)**

### **Prevention and Public Education Activities**

Platoons continue to work through their assigned inspection list.

Fire drills were conducted at Med-Eng and KI.

PFD and the Building Department were heavily involved with the opening of the warming center earlier this month.

Staff training was conducted at Marianhill for 32 staff members.

Public safety messaging on Pembroke’s Pure Country focused on holiday safety, namely escape planning, smoke alarms and carbon monoxide detection.

Our partnership with Renfrew County Fire Departments continued as we provided holiday fire safety messaging in the Eganville Leader.

In partnership with the Fire Marshal’s Public Fire Safety Council and MyFM, we recorded the 12 Days of Holiday Fire Safety with MyFM and released daily messaging on our social media pages reflecting each day’s message. We also used the platform to relay special weather statements and warnings and started promoting winter safety tips to promote preparedness for severe winter storms. Emphasis on winter preparedness and safe driving tips will continue once the 12 Days campaign has wrapped up.

### **Vulnerable Occupancy Inspections and Drills**

A Vulnerable Occupancy inspection and fire drill was conducted at Marianhill.

The Vulnerable Occupancy Fire Drill was conducted at the Pembroke Regional Hospital.

### **Emergency Management**

The After-Action Review and Exercise follow-up meeting was held at the end of November.

The final Program Committee meeting was held in December as well.

### **EOC/Training Room**

The EOC/training room hosted in-house training sessions and Departmental meetings.

The room also hosted an additional 5 meetings and training sessions in December.



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## Pembroke Professional Firefighters Association (Lo. 488)

In December, the Association provided hotdogs and hot chocolate for the Santa Claus Parade participants and staffed the table at the Pembroke Mall for the Kiwanis Toy Drive.

The Association also filled 5 Christmas Angels for the Christmas Angel Program.

## Career Firefighter Training

This month’s training focused on:

- **Suppression:** Fire Suppression Techniques; Ground Ladders; Personal Protective Equipment; Building Construction; Basement Fires; Ventilation and Positive Pressure Attacks; Forcible Entry; NFPA 1700 Guide for Structural Fire Fighting
- **Rescue:** Search and Rescue; Firefighter Survival Techniques; Water/Ice Rescue
- **SCBA:** Donning and Doffing
- **Driver:** Boat Operations
- **Prevention:** Preplanning and Plan Reviews; Ontario Fire Code & Inspection Orders
- **Administration:** Policies, SOPs and Procedures; Health, Wellness & Safety; Human Resources; Leadership in the Fire Service; Diversity in the Workplace; Corporate Leadership & Communications

Volunteer training for this month:

- Personal Protective Equipment
- Structural Search
- Victim Removal
- Firefighter Survival
- Water/Ice Rescue

## Recreational Open-Air Burning

Year/Month	Number of new permits	Number of Inspections	Renewals	Dollars collected	Total Number of Permits to date	Total dollars collected
2023	68	68	24	\$8,000	92	\$8,000
January 2024	0	1	0	0	0	0
February 2024	5	4	0	\$500	5	\$500
March 2024	9	14	2	\$1000	16	\$1500
April 2024	20	21	2	\$2,100	38	\$3,600
May 2024	31	33	4	\$3,300	73	\$6,900
June 2024	23	28	4	\$2,500	100	\$9,400



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Year/Month	Number of new permits	Number of Inspections	Renewals	Dollars collected	Total Number of Permits to date	Total dollars collected
July 2024	13	13	1	\$1,350	114	\$10,750
August 2024	11	7	4	\$1,300	129	\$12,050
September 2024	3	4	22	\$1,400	154	\$13,450
October 2024	7	7	16	\$1,500	177	\$14,950
November 2024	5	5	5	\$750	182	\$15,700
December 2024	2	2	2	\$300	186	\$16,000

## Smoke Alarm Program

Year/Month	Number of Inspections	Number Tested	Alarms Missing	Alarms not Working	Batteries Replaced	Alarms Installed
2023	84	178	4	9	2	9
January 2024	21	44	0	2	3	8
February 2024	3	8	0	0	0	0
March 2024	13	34	1	1	1	3
April 2024	12	30	2	3	0	6
May 2024	19	43	4	4	2	9
June 2024	17	75	1	2	0	5
July 2024	19	46	4	1	0	6
August 2024	16	33	2	8	3	12
September 2024	8	23	0	0	0	0
October 2024	27	56	3	3	7	13
November 2024	10	19	0	7	0	6
December 2024	6	8	0	2	0	2

## Inspections & Consultations

Type of Inspection or Consultation	# Completed
Assembly	40
Health Care and Long-Term Care Facility	18



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Type of Inspection or Consultation	# Completed
Residential	44
Mercantile and/or Business	3
Industrial	9
Hotel or Motel	2
Recreational Burn Permit Site Inspections	2
Total number of inspections or consultations completed this month	118
Total number of violations found since the last report	11
Total number of outstanding violations repaired since the last report	29
Total number of Fire Safety Plans reviewed and/or approved	3

## Incidents

Type of Incident	# attended
Fires/Explosions	1
Over Pressure Rupture/Explosion	0
Pre-Fire Conditions/ No Fire	3
Open- Air Burning	0
False Fire Calls	2
Public Hazards	6
Carbon Monoxide	1
Rescue	2
Medical	1
Other Responses	3
<b>Total Responses</b>	18
Estimated Dollar Loss	\$4,000



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## False Alarms

Year/Month	Letter of Warning	Fine Issued	Fines Paid	Fines Cancelled	Fines Outstanding
2018	42	20	16	0	4
2019	23	9	12	0	1
2020	21	6	5	0	2
2021	29	8	8	2	0
2022	16	12	8	0	4
2023	20	6	5	0	1
January 2024	4	0	0	0	1
February 2024	5	0	0	0	1
March 2024	2	0	0	0	1
April 2024	3	0	0	0	1
May 2024	0	0	0	0	1
June 2024	2	1	0	0	2
July 2024	4	1	0	0	3
August 2024	2	0	1	0	2
September 2024	6	2	1	0	3
October 2024	0	0	2	0	1
November 2024	9	3	0	0	1
December 2024	0	0	1	0	0

Respectfully yours,

Scott Selle,  
Fire Chief



# Committee Report

**To:** Deputy Mayor Brian Abdallah  
Finance and Administration Committee

**From:** Scott Selle, Fire Chief  
Pembroke Fire Department

**Date:** 2025-01-07

**Subject :** **Review of Just in Time Agreement with Red Cross**

**Recommendation:**

That the City of Pembroke Finance and Administration Committee approve the Just in Time (JIT) agreement with the Canadian Red Cross Society to be implemented during emergencies in the City of Pembroke.

**CAO Review :**

The JIT agreement will be another tool for the CEMC and the Emergency Management Team to use during an emergency. Defining and agreeing upon standard terms and items will expedite the response and serve the residents and businesses of City of Pembroke.

David Unrau, P.Eng., PMP

**Financial Comment:**

If required, funding for any costs associated with this agreement would be provided by the City's Emergency Management reserve.

Angela Lochtie  
Treasurer/Deputy Clerk



## **Background:**

In November of 2023, Committee agreed to put in place a Just in Time agreement with Red Cross for use during emergencies, specifically emergencies that affect and require evacuation or sheltering for large numbers of people. One of the requirements from Red Cross is that this pre-populated agreement be reviewed and accepted annually.

## **Discussion:**

In early 2023, the Emergency Management Coordinator for the Red Cross recommended that the City review and update any agreements we had with Red Cross.

On August 15, 2023, a representative from Red Cross attended a meeting with CAO Unrau and the CEMC to discuss what options are available to the City. During this meeting, it was recommended that the City of Pembroke consider a Just in Time agreement with the Red Cross. On August 16, 2023, copies of the 2 types of agreements were sent to the Emergency Management Program Committee for review. At the September 2023 meeting of the Emergency Management Program Committee, approval was given to move forward in discussions with the Red Cross in developing a Just In Time agreement.

On October 23, 2023, staff met with Red Cross to develop the document and presented the agreement to Committee in November.

The Just in Time agreement is a pre-populated agreement outlining the services Red Cross would provide during an emergency that impacts a large portion of the population. The Just in Time agreement allows the municipality to choose a number of assistance options from the Red Cross. As the agreement can be filled in ahead of time with the services the City would like to request, all that is required is a signature at the onset of the emergency by the Head of Council. Once complete, the agreement is then delivered to the Red Cross.

Upon commencement of an emergency and the signing of the agreement, the Red Cross would provide the City with a projected budget. The City would be required to provide an advance to Red Cross of funds at the onset of the agreement. This advance would be applied to the overall costs of the response. The advance is dependent on the budget developed by Red Cross and may only be applied if the budget forecast is high. If the advance is not fully utilized, the remaining portion is returned to the City.

As part of the agreement, the Red Cross will provide weekly reports on number of families and individuals registered, assistance provided, number of volunteers involved, and materials used. A full report would be provided at the end of the operation, outlining the final numbers of the above-mentioned items along with any other relevant data, lessons learned and suggestions for future operations.

Schedule "A" of the Agreement, outlines services that may be delivered by Red Cross during an emergency. Services can be requested dependent on the emergency and not all services may be required each time the agreement is enacted.



Schedule “B” breaks down direct costs that may be associated with an emergency response. Indirect costs are also addressed here and are applied at a percentage rate of the overall cost.

If the Committee agrees to keep this agreement, it will stay as an appendix to the City’s Emergency Plan.

The Just In Time agreement would be reviewed annually and approved by Council again in January 2026.

Entering an MOU with Red Cross is also an option but it was not recommended at this time. Everything that an MOU offers can be found in a Just In Time agreement with the exception of the annual fee tied to the MOU. The fees for the MOU are population based.

The emergencies covered under a Just in Time Agreement would begin at their Level 2 type of emergency. Generally, the level 2 emergency begins once 25 people have been adversely affected. Below this number, affected individuals are assisted through the Red Cross’ Personal Disaster Assistance (PDA) program. Once the number goes above 25, the Head of Council could then sign the pre-populated Just In Time agreement and activate Red Cross resources.

**Alternatives Considered:**

1. Enter a Memorandum of Understanding with Red Cross.
2. Withdraw the JIT and only contact Red Cross for support during an emergency.

**Strategic Plan Impact:**

This meets the Vision of the Strategic Plan and develops and maintains critical partnerships.

**Attachments:**

Sample Just in Time Agreement

Respectfully submitted,

Scott Selle, Fire Chief



# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



**THE CANADIAN RED CROSS SOCIETY**  
400 Cooper Street, Suite 8000, Ottawa, Ontario, K2P 2H8  
("CRCS")

AND

**INSERT NAME OF PARTNER**  
**INSERT PARTNER ADDRESS**  
("Partner")

<b>Response Description:</b>	<i>[insert brief description of response – who/where/what?]</i>
<b>Response Start Date:</b>	<i>[insert date]</i>
<b>Anticipated Response End Date:</b>	<i>[insert anticipated end date]</i>
<b>Eligible Costing Date</b>	<i>[insert date from which CRC will cost recover – it may be the same as the Response Start Date or different]</i>
<b>Assistance to be Provided:</b>	<i>[Describe the services in a few sentences, as further set out in Schedule "A".]</i>
<b>CRCS Contacts:</b>	Operational Contact: <i>[please insert name, job title if applicable, and contact info (phone or email) for each contact in this row and the next]</i>  Contractual Notice Contact:
<b>Partner Contacts:</b>	Operational Contact:  Contractual Notice Contact:
<b>Reimbursement and Invoicing:</b>	CRCS will be reimbursed for its costs in providing the Assistance from the Eligible Costing Date indicated above in accordance with <b>Schedule "B"</b> within thirty (30) days of receiving an invoice consistent with the template attached at <b>Schedule "C"</b> .  <b>Advance.</b> The Partner will provide to CRCS within [#] business days following the signing of this Agreement a payment of <b>AMT</b> CAD (the " <b>Advance</b> "). The delivery of the Assistance by CRCS is conditional upon the receipt of the Advance.  CRCS will invoice the Partner for its Eligible Costs in providing the Assistance. Such invoices shall be applied against the Advance or cash forecast.

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



<b>Reporting:</b>	<i>[Insert a few sentences about any operational reporting requirements including frequency i.e. CRCS will report [weekly, monthly, quarterly, etc]</i>
<b>Schedules to Agreement:</b>	<b>Schedule "A": Emergency Response Assistance</b> <ul style="list-style-type: none"><li>• <b>Annex "1":</b> Disaster Response Individual and Family Assistance Standards</li></ul> <b>Schedule "B": Reimbursement and Invoicing</b> <ul style="list-style-type: none"><li>• <b>Annex "2":</b> Estimated Budget</li></ul> <b>Schedule "C": Form of Invoice and/or Financial Report</b> <b>Schedule "D": Terms and Conditions Applicable to this Agreement</b>

SAMPLE DRAFT

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



--SIGNATURE PAGE FOLLOWS--

The Parties acknowledge that they have read, understand and accept this Agreement, including the Schedules attached hereto, and each have caused it to be signed by its duly authorized representative:

For the Partner:

For the Canadian Red Cross Society:

\_\_\_\_\_

\_\_\_\_\_

Name (print): \_\_\_\_\_

Name (print): \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

SAMPLE DRAFT

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## SCHEDULE "A": EMERGENCY RESPONSE ASSISTANCE

The CRCS is able to provide the emergency response assistance set out below (the "**Assistance**") in accordance with the Disaster Response Individual and Family Assistance Standards attached at Annex "1".

The specific Assistance to be provided will be determined by CRCS and the Partner in coordination, with consideration given to the capacity of CRCS and needs of the Partner, in order to promote efficiency and avoid duplication. CRCS will determine the appropriate method of service delivery for the requested Assistance.

The Partner requires the services as indicated in the checked boxes below:

### **Emergency Relief Services:**

#### **Site Management and Relief Services**

The Management and Support to Evacuation and Isolation Sites service exists to provide for the immediate, basic needs of people affected following a large-scale event or public health emergency.

The areas of service delivery associated with Management and Support to Evacuation and Isolation Sites is as follows:

#### **Registration**

Registration aims to facilitate family reunification, communication with Emergency-Affected Persons and the fast and accurate provision of direct assistance. Information collected via registration will be shared with the Partner pursuant and subject to the terms of this Agreement. Provision of Registration will be provided using CRCS forms and/or an electronic management registration system and/or other tools or systems as required.

Service delivery may include:

- In-person, Paper Based or digital Registration: Registration of individuals by CRCS field personnel using CRCS forms and/or electronic management registration system and/or other tools or systems as required.

#### **Reception and Information**

Reception refers to providing a place for people impacted by an emergency to go, where they can receive information and Assistance, and to managing access to and from the facility. Information refers to providing individuals with information about Assistance, other assistance available to them, whether from CRCS or other agencies, and information about the emergency situation.

Service delivery may include:

- Referral: Referring clients to other organizations or government programs that can assist them.
- Stand-alone Assistance: Providing Reception and Information as a stand-alone service within a government-led reception centre or shelter.
- Reception Centre: Establishing, staffing, and/or managing a reception centre at an Emergency Site.
- Call Centre: Establishing a call centre to provide information.
- Outreach: Conducting direct outreach to provide information.

#### **Family Reunification**

Family Reunification assists in reuniting families by collecting information and answering inquiries

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



regarding the condition and whereabouts of missing persons.

Service delivery may include:

- Phone: Providing access or means to access phone service.

Persons may request that their information not be shared with others, including through Family Reunification (Restricted Files), for example due to concerns about abusive relationships. Such requests will be respected.

## Lodging

This service aims to ensure that individuals are provided with safe, temporary lodging away from an area affected by an Emergency. It also seeks to support individuals' return to their homes.

Assistance may include:

- Commercial Lodging: Coordinating commercial lodging (e.g. hotel, motel, etc.).
- Group Lodging/Congregate Shelter: Establishing, staffing, and/or managing a Group Lodging/Congregate Shelter facility.
- Billeting/ Friends and Family: Support individuals to stay with their family or friends who can offer accommodation.

## Food

This service aims to provide feeding for those who cannot feed themselves, or those without food or food preparation facilities, as well as for personnel and other response workers. CRCS tries to ensure, to the best of its ability and in the circumstances, that food meets the nutrition needs of at-risk groups. Food should also respect the culture of the affected persons.

Service delivery may include:

- Commercial Feeding: Arranging for food via stores, groceries, and/or restaurants.
- Feeding Station: Coordination to establish Feeding Stations at Reception Centers or Group Lodging/Congregate Shelters.
- Cooperation with Partners: Coordinating food services via cooperation with partners.

## Clothing

Clothing service is designed to provide clothing to persons in need to prevent harm from exposure and to meet clothing needs until normal sources of supply become available.

Assistance may include:

- Provision of Clothing: Coordinating clothing via agreements with commercial suppliers.
- Detergent/Laundry: Providing for detergent and laundry, to enable individuals to do their own laundry or for laundry to be cleaned by a third party.
- Cooperation with Partners: Arranging clothing distribution via cooperation with partners.

## Transportation

Emergencies may require or result in the evacuation of individuals from their homes, for short or long periods of time. Emergency-Affected Persons may lose access to their regular means of transport due to the Emergency, and may require assistance to pay for unplanned transport expenses. Transportation service aims to provide assistance to facilitate mobility for Emergency-Affected Persons.

Assistance may include:

- Provision of Means: Providing means to either acquire fuel, bus, train or subway tickets or cab fare.
- Direct Provision: Providing transport through contracted companies, such as chartered buses.

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## □ Personal Services

Personal services provide immediate personal assistance to people dealing with physical, social, or emotional problems created by or aggravated by an Emergency. This service also provides assistance to meet the functional requirements of clients such as children, dependent adults, and mobility-impaired adults.

Assistance may include:

- Personal and Hygiene Products: Providing hygiene kits or the means to acquire hygiene products.
- Baby supplies: Providing the means to acquire baby supplies such as diapers and ointment.
- Prescriptions: Providing the means to renew necessary medical prescriptions.
- Special Mobility Aids: Providing means to acquire special mobility aids necessary for healthy living.
- Personal Services and Health Care: Providing the means to fulfill basic support and medical aid requirements, including to acquire eyeglasses, hearing aids, or dentures or referral to professional health services.

## □ Safety and Wellbeing

Safety and Well-Being (SWB) considers, in the provision of the Services, an understanding of safe and supportive environments in all aspects of service delivery; assigning the highest priority to creating opportunity for beneficiaries to benefit from activities that address their well-being. In major emergencies SWB may be delivered by designated SWB Personnel, but there is also an increasing effort within CRCS to ensure that all Personnel are oriented to the foundational concepts of SWB in service provision.

Assistance may include:

- Protection: Creation and maintenance of safe environments for impacted populations.
- Accountability: Beneficiary accountability through feedback mechanisms.
- Community Engagement: Promotion or coordination of networks addressing safety, protection, and wellbeing; promotion of community resilience in support of populations of focus, including non-clinical wellness checks

## □ Referrals:

Referrals are designed to help those who have been impacted by a disaster or emergency to access services and support from agencies outside of the CRC. Referrals can provide access to specialized assistance, support the recovery journey, and enhance event-affected individuals' self determination and coping mechanisms. They can also support sustainable connections to natural forms of social supports (those available within an event-affect individual's own network of family and friends) and other existing services in community.

This service may range from providing full site management and service delivery therein, to supporting with a select number of services, to simply providing CRC personnel as subject matter experts for planning or surge support.

Types of sites that CRC personnel may deploy to in providing the service include the following:

- Reception Centre
- Emergency Lodging site (Congregate Shelter or Commercial Lodging)
- A temporary designated site (e.g., Recovery Centre) via outreach

*\*Please note that services listed within this document are not exhaustive and additional services may be offered by the Canadian Red Cross to support emergency management on a case-by-case basis provided all parties agree they*

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



are appropriate and will be funded.

## Supply Chain and Logistics Services:

### Supply of Emergency Goods and Services

- **Augmentation of Supply Chain:** the CRC can augment the supply chain and logistical capacity in community, working to contribute to resolve the priority needs identified in assessment and planning. Through a combination of prepositioning goods, and just-in-time purchasing, CRC can facilitate delivery of emergency logistical services including:
  - Delivery of CRC standard relief items, such as branded blankets, cots, hygiene kits, and property restoration kits
  - Purchase and delivery of commercial goods
  - Contracting of third-party services

Supply Chain services may be rendered with or without CRC personnel present in community. Where CRC has been invited into community, personnel shall manage any goods and services provisioned for relief efforts.

If CRC is not present to physically receive goods and services, they will work with a community liaison to ensure distribution processes are fair and transparent.

## Mental Health and Psychological Support Service:

### □ Mental Health and Psychological Support Services:

Canadian Red Cross mental health and psychosocial support (MHPSS) service supports the wellbeing of the people and communities affected by emergencies. Red Cross Mental Health and Psychosocial Support helps people deal with and recover from difficult experiences and work alongside the broader community through partnerships, networking and coordination building on what local people, groups, agencies are already doing to help themselves.

The service is scalable and adaptable to context. Supports and activities provided by the service depends on the unique capacities and needs of the affected communities, the specific response, the role of CRC, available funding, and the presence of other agencies. These supports are provided in a way that upholds dignity and ensures access, participation and safety for people who are impacted by an emergency crisis.

Activities include:

- Providing individualized mental health and psychosocial support to those affected by the crisis through psychological first aid, community referrals for basic needs and specialized referrals for clinical mental health services.
- Providing a safe and supportive environment for people impacted by ensuring minimum standards of care are met wherever people interact with the Red Cross. This may include safe spaces where populations with different needs can access services, share their experiences, and connect with others (e.g.: women, elderly, etc.)
- Promoting engagement and mobilization by encouraging community members and organizations to come together to support each other, share information and resources, and participate in activities that promote their well-being and help cope with the crisis. This can include support to develop a shared referral list of services, support to sectoral coordination among psychosocial support organizations, and developing partnerships to address unmet needs throughout the recovery process. Other activities include support organizing community events, and providing opportunities for peer support and social connection.
- Supporting capacity strengthening by equipping individuals, communities, and organizations with skills and knowledge to better understand and address mental health and psychosocial support needs in emergencies. This includes evidence-based trainings and approaches like Psychological First Aid

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



which is a way to provide basic emotional and practical help to those affected by crises or disaster.

SAMPLE DRAFT



# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## SCHEDULE "B": REIMBURSEMENT AND INVOICING

### **Advance**

Within [x] business days following the final signature of this Agreement, the Partner shall pay to CRCS an initial lump sum payment of \$XXX CAD (the "Advance"). Invoices shall be first applied against the Advance.

Should the CRCS's overall costs incurred be less than the Advance amount, CRCS will return to the Partner any remaining amounts no later than 90 days following final reconciliation.

### **Reimbursement**

The Partner agrees to reimburse the CRCS for its direct operational and programmatic costs incurred in providing the Assistance as well as a provision for indirect costs as set out in this Schedule "B" and the Estimated Budget.

### **Direct Costs**

The CRCS will charge for reasonable and actual direct costs incurred to provide the Assistance as set out in this Schedule.

All Eligible Costs shall be: directly attributable to the Assistance; reasonable; and actually incurred. Eligible Costs may include, but are not limited to:

- a) Wage and benefits for Personnel providing operational support to the Response; Travel expenses for staff and volunteers (Personnel) including but not limited to mileage and incidentals;
- b) Personnel meals: Per diem amount for Personnel meals while deployed. Only applicable if food is not supplied by community for workers at site, or if meals provided do not accommodate for allergies or dietary requirements;
- c) Shipping or transport of CRCS material assets, where applicable and mutually agreed upon by the parties;
- d) Sub-contractors (i.e. professional services); or
- e) Direct aid for impacted individuals, including hotel lodging, damages or other related costs;
- f) Project equipment and inventory;
- g) Reasonable costs associated with the demobilization of operations / winddown of assistance.

Where applicable, the CRCS may acquire assets and inventory in order to provide the Assistance. The Parties understand and agree that CRCS owns all tangible real and/or personal assets and inventory for use following expiration or termination of this Agreement and shall not be obligated to return such assets and inventory to the Partner. The assets and inventory will be used exclusively by the CRCS for the purpose of continuing charitable and humanitarian activities.

### **Indirect Costs**

The CRCS will also apply a X% indirect costing rate against the invoices in order for the CRCS to recover indirect costs incurred that support the organization's work but cannot be individually and directly attributable to the Assistance. In all financial statements, the indirect costing rate shall be reported as a flat fee. The CRCS has no obligation to provide further substantiating document or information to the Partner

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



for this indirect costing rate.

## Invoicing / Reporting

CRC will invoice the Partner in the form set out at **Schedule "C"** and the Partner shall submit payment within thirty (30) days of receipt of same. For further clarity, the Parties understand and agree that invoices and financial reports do not include further detail than what is shown in Schedule "C".

## Late Payment

Interest of 12% per annum will be charged on all unpaid invoices, or unpaid balances, after the 30-day period. Without limiting the rights to terminate the Agreement as set forth in Section 10 of Schedule "D", in the event of non-payment of an invoice by the Partner within the delay provided for in this clause, CRCS reserves the right to suspend any Services set out in this Agreement, without penalty, until full payment of such outstanding invoice.

In the event of a dispute between the Parties regarding an invoice, the Partner shall pay all undisputed portions of the invoice within thirty (30) days of receipt of same. Any such partial payment shall not constitute a waiver by the CRCS of such payment or any other rights. If the Partner is disputing any portion of an invoice, it shall notify CRCS within fifteen (15) days of receipt of an invoice.

## Estimated Budget

Recognizing that emergency response situations evolve rapidly, the Budget at **Annex "2"** is the estimated budget for the provision of Assistance based on currently known information. CRCS will continue to communicate with the Partner and update the budget as necessary throughout the response, such new approved budgets to form part of this Agreement.


Estimated Budget attached as excel (**Annex "2"**)

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## SCHEDULE "C": FORM OF INVOICE AND FINANCIAL REPORT

### INVOICE TEMPLATE



**Bill to Customer:**

**Ship to:**

## Invoice

Invoice # CRC-F-123456  
 Date Mar 28, 2023  
 Customer reference  
 Our reference  
 Payment Net 0 Days  
 Customer account

Remit payment to  
 CRC  
 Canadian Red Cross/Croix-Rouge Canadienne  
 (1-844-731-1304)  
 FINANCE, Receivable/Receivables  
 P.O. Box 39  
 Saint John, NB E2L 3X3  
 CAN

**Amount**

Description	Quantity	Unit price	Amount
<b>CRC Costs:</b>			
Personnel Cost	1	0.00	0.00 €
Personnel Travel	1	0.00	0.00 €
Other Costs	1	0.00	0.00 €
<b>Beneficiary Costs:</b>			
Reception Centre	1	0.00	0.00 €
Transportation	1	0.00	0.00 €
Lodging	1	0.00	0.00 €
Meals	1	0.00	0.00 €
Personal Services	1	0.00	0.00 €
Other Costs	1	0.00	0.00 €
Indirect Costing Fee	1	0.00	0.00 €
<b>Sales subtotal amount</b>			0.00

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## FINANCIAL REPORT TEMPLATE

The Canadian Red Cross Society

Response Report

<b>Location</b>	
<b>Project Name</b>	
<b>Date of Activation</b>	
<b>Duration</b>	
<b>Date Updated</b>	

Category	Description	Budget	Actual Cost	Variance	Narrative
<b>CRC Costs</b>		\$ -	\$ -	\$ -	
Personnel Cost	Direct support staff cost inclusive of salaries, overtime, benefits, paid leaves, health clearance cost, and any additional costs.			\$ -	
Personnel Travel	Transportation, lodging, per diems, etc.			\$ -	
Other Costs	Program supplies, cell phones, licensing fees, etc.			\$ -	
<b>Beneficiary Costs</b>		\$ -	\$ -	\$ -	
Reception Centre	Rental fees, security services, professional cleaning services, etc.			\$ -	
Transportation	Flights, ground transportation, etc.			\$ -	
Lodging	Room charges, security services, professional cleaning services, etc.			\$ -	
Meals	Meals and snacks provided to beneficiaries.			\$ -	
Personal Services	Clothing, laundry, hygiene products, baby products, incidentals, etc.			\$ -	
Other Costs	Response specific.			\$ -	
<b>Indirect Costing Fee</b>	<b>20%</b>	\$ -	\$ -	\$ -	
<b>Total</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## SCHEDULE "D": TERMS AND CONDITIONS

### Terms and Conditions Applicable to the Assistance

1. **Term.** The Term of this Agreement is from the earlier of the Response Start Date or the Eligible Costing Date and will continue until the Anticipated Response End Date, or until the Partner has provided the CRCS with thirty (30) days' written notice of termination, whichever is earlier.
2. **Responsibilities of CRCS.** CRCS agrees to provide or cause to be provided the Assistance honestly and in good faith, exercising reasonable skill, care and diligence in the circumstances, in accordance with applicable laws and the terms of this Agreement.
3. **Responsibilities of the Partner.** During the Term, the Partner will:
  - a. Where applicable, work with CRCS to facilitate onsite orientation training at any location where the Assistance is being provided, which shall include training with respect to health and safety practices, emergency procedures, and any other applicable standards, processes, or procedures; and
  - b. Provide additional information to CRCS with respect to the roles and responsibilities of CRCS relative to other parties, such as health authorities and other organizations and other local authorities, which may be providing other Assistance to support the provision of humanitarian relief.
4. **The safety of CRCS staff, volunteers and representatives ("Personnel") is paramount.** CRCS may immediately withdraw, reduce or limit its provision of Assistance if it is unable to provide the Assistance without compromising the health or safety of any of its Personnel. If such risks to CRCS' Personnel are not remediated within a reasonable period of time after being brought to the attention of the Partner, as determined by CRCS in its sole discretion, CRCS may terminate this Agreement with immediate effect and without any further cure period.
5. **Auxiliary to Partner.** The Parties recognize that CRCS is an independent humanitarian organization that abides by the Fundamental Principles of the International Red Cross and Red Crescent Movement. The CRCS is recognized as an auxiliary to public authorities in providing protection and assistance to emergency-affected persons. The Parties recognize that CRCS has the sole authority to ensure, based on its own evaluation methods, that provision of the Assistance aligns with CRCS's mandate humanitarian mission.
6. **Complaints and Incidents.** The Partner will notify CRCS of any serious complaints related to CRCS personnel or the Assistance, or any incidents, including security incidents, involving CRCS personnel or emergency impacted individuals.
7. **Public statements and media communications.** Subject to obligations in Section 8, each Party shall make best efforts to notify the other Party prior to making any public statement relating to this Agreement, the Assistance or the other Party. To the extent applicable, CRCS will identify all personnel and equipment with the CRCS emblem on the service delivery site.
8. **Logo Use.** The Partner shall not use the logo, name or emblem of CRCS without CRCS's prior review and written approval. The emblem of the CRCS is a red cross on a white background, a recognized sign internationally as a symbol of protection and neutrality, while the logo of the CRCS consists of the emblem and the phrase "Canadian Red Cross/Croix Rouge Canadienne."
9. **Assistance Provided by Fundraising Revenues.** Nothing in this Agreement will prevent CRCS from providing additional Assistance to individuals impacted by an emergency at its own initiative and from its own fundraising revenues. Any allocation of fundraising revenues shall be and remain in CRCS's sole and absolute discretion.
10. **Termination for Cause.** Either Party may terminate this Agreement immediately upon written notice to the other Party, without penalty, if the other Party:
  - a. Is in breach of this Agreement and such breach has not been cured within ten (10) calendar days after receiving written notice thereof; or
  - b. Does anything that, in the reasonable opinion of the terminating Party, brings or is reasonably likely to bring the terminating Party name or reputation into disrepute.

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



11. **Obligations on Termination.** Upon termination of this Agreement for any reason each Party shall promptly, at the other Party's request, return to the requesting Party or destroy (at the requesting Party's option) any Confidential Information then in such Party's custody or control in any medium or form.
12. **Record Keeping and Audit.** The CRCS shall keep proper accounts and records of the cost to the CRCS of the Assistance and of all expenditures or commitments made by the CRCS under this Agreement including the related invoices or receipts for a period of seven (7) years following termination of this Agreement. The CRCS shall make available to the Partner such records for audit upon reasonable advance notice, at the Partner's expense.
13. **Confidentiality.** For the purposes of this Agreement, "Confidential Information" means the terms of this Agreement and any information that is disclosed by one Party (the "Disclosing Party") to the other Party (the "Receiving Party") in connection with this Agreement that is identified as confidential or proprietary at the time of disclosure or that, under the circumstances, right to be treated as confidential or proprietary, whether such information is communicated in written form, orally, visually, demonstratively, technically, or by any other form or media. Confidential Information does not include information that:
- (a) was lawfully in the Receiving Party's possession before receipt from the Disclosing Party; (b) is or becomes available to the public through no fault of the Receiving Party; (c) is lawfully disclosed to the Receiving Party by a third party without restriction on disclosure; or
  - (d) is independently developed by the Receiving Party without the use of any Confidential Information of the Disclosing Party, provided the Receiving Party can document such independent development. Notwithstanding the foregoing exceptions, Confidential Information includes all personal information and personal health information. Each Party agrees to hold such Confidential Information in strict confidence, using the same measures that it uses to protect its own confidential information, but in any event using not less than reasonable care, and to use such Confidential Information only for the benefit of the Disclosing Party. Each Party further agrees not to disclose to any third party or use, and will
- cause its Representatives not to disclose or use, the Disclosing Party's Confidential Information for any purpose except as specifically permitted by this Agreement.
14. **Personal Information.** With respect to any personal information or personal health information (collectively, "Personal Information") obtained in connection with this Agreement, the Parties shall act in accordance with their respective privacy policies and all applicable privacy laws. To the extent the Parties have differing obligations under applicable privacy legislation, each Party shall take reasonable steps to facilitate the other Party's compliance with the applicable law. Without limiting the generality of the foregoing, for so long as either Party processes Personal Information, that Party must use and maintain adequate physical, organizational and technological security measures to protect such Personal Information against loss, theft and unauthorized access, disclosure, copying, use, or modification and ensure the information is used solely for the purposes of facilitating Assistance to Emergency Impacted Individuals unless otherwise permitted by law.
- a. If a request for disclosure of Personal Information of Emergency-Affected People is made by the Partner for the purposes of facilitating humanitarian assistance, the CRCS will take reasonable steps to facilitate such request provided that it is consistent with CRCS's privacy obligations to the individuals.
15. **Notice.** Contractual notices shall be given in writing by personal delivery, by postage prepaid registered mail, or by email to the Contractual Notice Contacts, or at such subsequent address given by such Party to the other Party by Notice in writing from time to time.
16. **Force Majeure.** Neither Party shall be liable for any failure or delay in the performance of its obligations under this Agreement (except for the obligation to make any payments under this Agreement) which is attributed to or caused by circumstances beyond its reasonable control, including acts of God or public enemies, acts of civil or military authority, labour unrest such as strikes, slowdowns, picketing or boycotts, fires, riots, wars, embargoes, epidemics, pandemics, floods, earthquakes, explosions, or

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



elements of nature (each, a “**Force Majeure Event**”). Upon the occurrence of a Force Majeure Event, the Party so affected shall give written notice to the other Party of such Force Majeure Event, with detailed particulars concerning any resulting disruptions to its performance and the steps it is taking to minimize the disruptions. The Party so affected shall take all reasonable steps to minimize both the effects and duration of such Force Majeure Event and any disruption in its performance under this Agreement.

17. **Limitation of Liability.** In no event will CRCS be liable to the Partner for any special, incidental, indirect, direct, consequential, or punitive damages of any nature whatsoever, including damages for loss of profits, loss of data, business interruption or loss of information, or any other loss, arising from or relating to this Agreement, regardless of the claim, demand, suit, action or proceeding (“**Claims**”) and regardless of whether CRCS has been advised of the possibility of such damages or such damages were foreseeable. If circumstances arise where the Partner is entitled to recover damages relating to this Agreement, the aggregate liability of CRCS, if any, will in no event exceed the value of this Agreement.
18. **Indemnity.** Each Party shall indemnify, defend and hold harmless the other Party and its employees, agents and subcontractors against all liabilities, costs and expenses, including legal fees, in respect of third-party claims where and to the extent that the claim is attributable to:
  - a. The indemnifying Party’s breach of this Agreement;
  - b. The indemnifying Party’s willful or negligent act or omission in connection with this Agreement, or that of its employees, agents, subcontractors or others for whom the indemnifying Party is in law reasonably responsible; or
  - c. A third-party intellectual property right that is alleged to be infringed by any documents, data, software or other material supplied by the indemnifying Party.
  - d. The indemnified Party shall promptly notify the indemnifying Party of any claim covered by this section; shall allow the indemnifying Party to conduct and control, at the indemnifying Party’s sole cost and expense,

the defence of such claim and any related settlement negotiations; shall afford all reasonable assistance to the indemnifying Party (at the indemnifying Party’s sole cost and expense); and shall make no admission prejudicial to the defence of such claim.

**19. Electronic Signatures.** Each Party agrees that this Agreement and any other documents to be delivered in connection with this Agreement may be electronically signed, and that any electronic signatures appearing on this Agreement or such other documents are the same as handwritten signatures for the purposes of validity, enforceability, and admissibility.

**20. General Provisions.** This Agreement constitutes the entire agreement between the Parties pertaining to the subject matter hereof and may be amended only by the written agreement of the Parties. This Agreement does not provide for a joint venture, partnership, agency, franchise, dealership, distributorship or employment relationship between the Parties or any other relationship other than independent contractors, and neither Party shall represent otherwise. Neither Party may assign, transfer or delegate any of its rights or obligations hereunder except with the prior written consent of the other Party. The division of this Agreement into Sections and other subdivisions and the insertion of headings shall not affect, nor be utilized in the interpretation of, this Agreement. The Parties acknowledge that they have requested that this Agreement and all instruments relating thereto be in the English language. Les parties aux présentes reconnaissent qu’elles ont exigé que la présente convention et tout document afférent soient rédigés en langue anglaise. Any provision of this Agreement which is, or becomes, illegal, invalid or unenforceable shall be severed to the extent of such illegality, invalidity or unenforceability and shall not affect or impair the remaining provisions. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and all of which together shall be deemed to be one and the same instrument. This Agreement shall be interpreted in accordance and governed by, the laws of the Province of Ontario and the federal laws of Canada applicable therein, excluding conflict of law provisions. The Parties hereby attorn to the non-exclusive jurisdiction of the courts of Ontario.

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## ANNEX “1”: DISASTER RESPONSE INDIVIDUAL AND FAMILY ASSISTANCE STANDARDS

**Service Options and Maximum Amounts Authorized – for up to 72 hours**  
(Note: any extension of services requires supervisor approval)

<u>Groceries</u>		<u>Restaurant Meals</u>		<u>Infant Formula</u>	<u>Non-Winter Clothing</u>		<u>Winter Clothing</u>		<u>Laundromat and Supplies</u>	<u>Commercial Laundry</u>	
1st person in household	Each additional person	Adult (\$65 Daily)	Child (\$40 Daily)	per infant	Adult	Child	Adult	Child	Per Household	Adult	Child
\$25 Daily \$100 Weekly	\$15 Daily \$50 Weekly	\$15 Breakfast \$20 Lunch \$30 Dinner	\$10 Breakfast \$10 Lunch \$20 Dinner	\$20 per 72 hours \$50 Weekly	\$150	\$120	\$240	\$210	\$45	\$80	\$60
<ul style="list-style-type: none"> <li>CRC may provide the means to acquire infant formula for each infant per household.</li> <li>Food may be provided up to 3 days including per day/per meal.</li> <li>Restaurant values include a 15% tip.</li> <li>A child is under the age of 12; an infant is up to 12 months.</li> </ul>					<ul style="list-style-type: none"> <li>Winter clothing may be issued from November 1st to March 31st (if weather in the geography is below 5°C or with supervisor approval may be extended).</li> <li>CRC may provide the means to either wash clothes or utilize commercial laundry services (wash and fold).</li> <li>Laundromat and supplies include the cost of using a laundromat, detergent, and cleaning agents.</li> </ul>						
<u>Hygiene Kits</u>		<u>Hygiene Products</u>		<u>Blanket/Plush Toy</u>	<u>Infant Products</u>	<u>Incontinent Aids</u>		<u>Prescriptions</u>	<u>Medical Aids</u>		
Per person	Adult	Child	Per person	\$75 per infant	\$55 per person		Approval required	Approval required			
	\$16	\$6									
<ul style="list-style-type: none"> <li>Personal hygiene kits are distributed whenever possible. If not available, the CRC may provide the means to acquire hygiene supplies through a one-time purchase.</li> <li>Blankets and plush toys are distributed as available/required.</li> <li>Infant products include items such as diapers, wipes, bottles, rash cream, soothers, blankets, burb cloths and bibs.</li> <li>Based on the needs assessment, CRC may pay for one refill of essential medications and/or replacements/repair of essential medical aids (i.e., eyeglasses, dentures, hearing aids etc.).</li> <li>Validation of the medication and/or medical aid being essential, the cost to replace and the exhaustion of all personal (such as insurance) and community supports is required prior to requesting supervisory approval.</li> <li>Supervisory approval is required for all prescription and medical aids. Note that this may require further review</li> </ul>											



## JUST IN TIME EMERGENCY RESPONSE AGREEMENT



and approval by EM leadership due to the quantity and/or cost.

Hotel / motel	Campground	Billeting – Friends / family	Infant / Toddler Supports	Local Transportation (i.e., taxi/bus fare/pass/gas*)
\$210/night; or \$400 w/approval	\$70 per night	\$40 per night	\$100 - Play yard \$50 - Stroller	\$75 per household

SAMPLE DRAFT

# JUST IN TIME EMERGENCY RESPONSE AGREEMENT



## ANNEX "2": BUDGET

The Canadian Red Cross Society  
Response Budget



<b>Location</b>	
<b>Project Name</b>	
<b>Date of Activation</b>	
<b>Duration</b>	
<b>Date Updated</b>	

<b>Category</b>	<b>Description</b>	<b>Budget</b>
<b>CRC Costs</b>		\$ -
Personnel Cost	Direct support staff cost inclusive of salaries, overtime, benefits, paid leaves, health clearance cost, and any additional costs.	
Personnel Travel	Transportation, lodging, per diems, etc.	
Other Costs	Program supplies, cell phones, licensing fees, etc.	
<b>Beneficiary Costs</b>		\$ -
Reception Centre	Rental fees, security services, professional cleaning services, etc.	
Transportation	Flights, ground transportation, etc.	
Lodging	Room charges, security services, professional cleaning services, etc.	
Meals	Meals and snacks provided to beneficiaries.	
Personal Services	Clothing, laundry, hygiene products, baby products, incidentals, etc.	
Other Costs	Response specific.	
<b>Indirect Costing Fee</b>	<b>XX%</b>	\$ -
<b>Total Budget</b>		<b>\$ -</b>



# Committee Report

**To:** Deputy Mayor Brian Abdallah  
Finance and Administration Committee

**From:** Scott Selle, Fire Chief  
Pembroke Fire Department

**Date:** 2025-01-07

**Subject :** **Emergency Plan, Update By-law 2023-75**

**Recommendation:**

That the City of Pembroke Finance and Administration Committee approve the update of By-law 2023-75, a by-law to Authorize and Adopt the City of Pembroke’s Emergency Management Program and Emergency Plan, to reflect the updated Emergency Plan as outlined in Schedule “A”.

**CAO Review :**

I have reviewed and recommend the new plan to Committee. The CEMC and the Emergency Management Program Committee have done a lot of work to update the plan and this is the next step in the progression.

David Unrau, P.Eng., PMP

**Financial Comment:**

There is no financial impact associated with this report.

Angela Lochtie  
Treasurer/Deputy Clerk



## **Background:**

As the role of Emergency Management within the municipality intensifies and expands, it has been noted that there were gaps in our Emergency Plan. These gaps have been identified by the Municipal Emergency Control Group through our exercises and training sessions.

The Emergency Management Civil Protection Act (EMCPA) requires each municipality to develop an Emergency Plan. The Community Emergency Management Coordinator (CEMC) and the Emergency Management Program Committee (EMPC) are required to review and update this plan annually as a minimum. Although the CEMC is granted limited authority to make minor changes to the Plan, any significant changes to the body of the Plan must be presented to Council for approval.

## **Discussion:**

The EMPC has approved the new Plan and is recommending the Plan to Council for approval.

The updated plan now has a table of contents for quick reference and defines Purpose and Scope. The Plan also introduces a “Concept of Operations” with 4 levels of readiness, builds on previous plans by narrowing and defining the triggers that would activate the plan and the Emergency Operation Center (EOC), and streamlines the notification process.

The Plan also streamlines tasks and meetings in the EOC during an emergency, stressing the importance of Operational Periods and Planning Cycles and lays out a specific agenda to be followed during Planning Meetings.

The updated Plan further incorporates the Incident Management System, used by our neighbouring municipalities and the Province, by defining each members roles during emergencies. These roles and responsibilities been updated to modernize the Plan.

Lastly, emergency notification methods and systems are outlined as well as the maintenance and review of the Plan.

The Emergency Management Program Committee endorses the recommendation to update/amend By-law 2023-75.

## **Alternatives Considered:**

1. Continue to use the old Plan and review in 2025.

## **Strategic Plan Impact:**

This updated Plan meets the Vision of the Strategic Plan.



**Attachments:**

The City of Pembroke Emergency Response Plan

Respectfully submitted,

Scott Selle, Fire Chief  
Pembroke Fire Department



# **CITY OF PEMBROKE EMERGENCY RESPONSE PLAN**

December 18, 2024



# City of Pembroke

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# 1. Introduction

## Definition of an Emergency

The *Emergency Management and Civil Protection Act (EMCPA)* defines an emergency as:

“An 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.”

Emergencies can affect the health, welfare and property, as well as the environment and economic health of the City of Pembroke.

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, nature of the affected infrastructure and buildings, and demographics. The City of Pembroke Emergency Response Plan is intended to provide a framework for the prompt coordinated response of government, private and volunteer resources, when an emergency overwhelms the City of Pembroke’s scope of normal operations.

In order to protect residents, businesses and visitors, the City of Pembroke requires a coordinated emergency response by a number of agencies under the direction of the Municipal Emergency Control Group (MECG).

Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Pembroke with important emergency response information related to:

- Arrangements, services and equipment; and
- Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Pembroke Emergency Response Plan may be viewed at City Hall. For more information, please contact:

Chief, Scott Selle, Community Emergency Management Coordinator  
Fire Department  
City of Pembroke  
613-735-6821 Ext.1214



## 2. Purpose

The purpose of this plan is to ensure a controlled, coordinated and effective response is quickly undertaken at the outset of an emergency. The plan provides for extraordinary arrangements, measures and resources to minimize the impacts on the health, safety, welfare of the residents, businesses and visitors of the City of Pembroke, as well as the environment and the economy, when faced with an emergency.

## 3. Scope

This Emergency Response Plan applies to large scale emergencies that occur within the City of Pembroke. It enables a centralized, controlled and coordinated response to emergencies in the City of Pembroke, and meets the legislated requirements of the *Emergency Management and Civil Protection Act*.

An emergency may last a few hours to several days or longer. Possible events that can occur within the City of Pembroke include, but are not limited to:

- Severe Weather and other Environmental Emergencies
- Critical Infrastructure Failures
- Fires/Explosions
- Hazardous Materials
- Transportation Emergencies
- Health-related Emergencies

This Plan does not replace existing operating procedures or guidelines used by agencies responding to an emergency.

For further details, please contact the Community Emergency Management Coordinator.



## 4. Authority

The *Emergency Management and Civil Protection Act (EMCPA)* is the legal authority for all municipal emergency response plans in Ontario.

The EMCPA states that:

“Every municipality shall formulate an emergency response plan governing the provision of necessary service during an emergency and the procedure under the manner in which the employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.” S. 3(1)

Ontario Regulation 380/04 sets in place the standards for municipal emergency management programs. These standards describe minimum provisions that must be met to constitute an essential level program.

As enabled by the *Emergency Management and Civil Protection Act* this emergency response plan and its' elements have been:

- Issued under the authority of The Corporation of the City of Pembroke By-law 2023-75; and
- Filed with Emergency Management Ontario.

## 5. Concept of Operations

The City of Pembroke operates under four (4) levels of readiness for emergency management response. These levels are:

Normal Operations	Regular daily activities such as training, exercises, public education, review of plans and procedures, and maintaining equipment to ensure a constant level of readiness should the need arise.
Enhanced Operations	A high probability of an emergency, members of the Municipal Emergency Control Group (MECG) are kept informed of the situation and any developments. Select member of the MECG may convene to address the situation.
Activated	An emergency is imminent or occurring and requires the City's Emergency Response Plan to be activated. Members of the MECG will be required to attend the Emergency Operations Center (EOC) in order to coordinate the appropriate response activities.
Recovery	Activities are underway to transition from Enhanced or Activated back to Normal Operations. Select members of the MECG may convene; all members will be kept informed of the situation.



## **6. Activation of Plan**

The City's Emergency Response Plan may be activated in whole or in part by any member of the Municipal Emergency Control Group (MECG). The MECG may act under the Emergency Response Plan when an emergency exists but has not yet been declared to exist. This also extends to all municipal employees, as they may take such action(s) under this Emergency Response Plan as may be required to protect lives and property in the City of Pembroke. See Annex H for checklist in Consideration of a Declaration of an Emergency

The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of managing an emergency, by maintaining services to the community and supporting the emergency site.

The following may be event triggers which drive the activation of the Plan:

- The event requires the coordination of multiple agencies
- The event requires centralized decision making to mitigate impact
- The event requires coordinated communication and messaging
- The event requires a coordinated approach with other levels of government
- The event is outside the scope of normal operations
- The event requires information gathering and analysis from multiple sources
- The event is pre-planned and requires active management to ensure public safety

### **6.1 Municipal Emergency Control Group (MECG) Notification Procedures**

When notification of a real or potential emergency is received, moving from Normal Operations status to Enhanced or Activated, the CAO shall be contacted immediately. After consultation between the CAO and the lead agency, the CAO shall decide whether to initiate the notification of the MECG. Any member of the MECG may request initiation of the notification procedure by contacting the CAO.

If activation of the MECG is approved, the Mayor and the Community Emergency Management Coordinator (CEMC) shall be notified immediately. The CEMC shall then notify all members of the MECG. Notification calls must provide all pertinent details regarding the event and must include the time of the initial MECG meeting and the Emergency Operations Center (EOC) location of as part of the notification procedure. The Notification Procedure and a sample script are included in Appendix A.



The contact phone numbers and addresses of the MECG members (and their alternates) are contained in Annex A.

If deemed appropriate, the individual MECG members may initiate their own internal notification procedures of their staff and volunteer organizations.

The date and time MECG members were contacted must be recorded.

## **6.2 Requests for Assistance**

Assistance may be requested from the County of Renfrew at any time. If assistance is required, the CEMC shall contact the County's CEMC with the specifics of the request for assistance. The request shall not be deemed to be a request that the county assume authority and control of the emergency.

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance will be made by contacting the PEOC Duty Officer. This contact is the responsibility of the CEMC. The PEOC will evaluate the City's request and determine the availability of resources.

Any requests for Federal assistance shall be made to the PEOC through the same channels as described above.

The Emergency Call Out/Resource List, including contact numbers for requesting assistance, is attached as Annex A.

## **7. Declaration, Termination and Notification of a State of Emergency**

### **7.1 Declaration of an Emergency**

The Mayor or Acting Mayor of the City of Pembroke, as the Head of Council, is responsible for declaring an emergency. This decision is made in consultation with other members of the Municipal Emergency Control Group (MECG).

Upon declaring an emergency, the Mayor will notify:

- The Municipal Emergency Control Group (MECG).
- Emergency Management Ontario.
- City Council.



- County Warden, as appropriate.
- Public.
- Neighbouring community officials, as required.
- Local Member of the Provincial Parliament (MPP).
- Local Member of Parliament (MP).
- Media.

Upon the declaration of an emergency, a formal written Declaration of Emergency shall be submitted to Emergency Management Ontario, through the Provincial Emergency Operations Centre, by the CEMC.

## **7.2 Termination of an Emergency**

A declared municipal emergency may be terminated at any time by:

- Head of Council; or
- City Council; or
- Premier of Ontario.

When terminating an emergency, the Mayor will notify:

- The Municipal Emergency Control Group (MECG).
- Emergency Management Ontario.
- City Council.
- County Warden, as appropriate.
- Public.
- Neighbouring community officials, as required.
- Local Member of the Provincial Parliament (MPP).
- Local Member of Parliament (MP).
- Media.

Upon the termination of an emergency, a formal written Termination of a Declared Emergency shall be submitted to Emergency Management Ontario, through the Provincial Emergency Operations Centre, by the CEMC.

## **8. Municipal Emergency Control Group (MECG)**

The emergency response will be directed and controlled by the Municipal Emergency Control Group (MECG). The MECG shall be made up of officials from the City of Pembroke and the local OPP detachment. The purpose of the MECG is to support field operations by obtaining and providing resources, maintaining up to date information,



coordinating activities, providing information to the public, and bringing decision makers together to coordinate the response to an emergency. The MECG consists of the following officials:

- Mayor of the City of Pembroke
- Chief Administrative Officer (EOC Director)
- Community Emergency Management Coordinator (CEMC)
- Upper Ottawa Valley OPP Detachment Commander
- Fire Chief
- Director of Operations
- Director of Parks & Recreation
- Director of Building, Planning, and By-law Enforcement
- Treasurer
- Emergency Information Officer
- Clerk
- System Administrator/Information Technology

All members of the MECG are required to have designated alternates to respond if the primary member is unavailable. All responsibilities of the primary member extend to the alternate when acting in such a capacity.

Additional personnel may be called into the EOC to offer expertise and direction to the MECG. Organizations to consider may include, but are not limited to:

- Medical Officer of Health
- Chief Building Official
- Human Resources Coordinator
- Manager of Operations
- Roads and Fleet Supervisor
- Utilities Supervisor
- President of Ottawa River Power Corporation
- Emergency Medical Services Director
- County of Renfrew Director of Social Services
- Red Cross
- Emergency Management Ontario

The MECG may function with only a limited number of persons depending upon the emergency. While the MECG may not require the presence of all the people listed as members of the control group, all members of the MECG must be notified.





## 9. Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) is the location the Municipal Emergency Control Group (MECG) reports to and provides overall direction and support for the response. The location of the City of Pembroke’s primary and alternate Emergency Operations Centers are listed in Annex C.

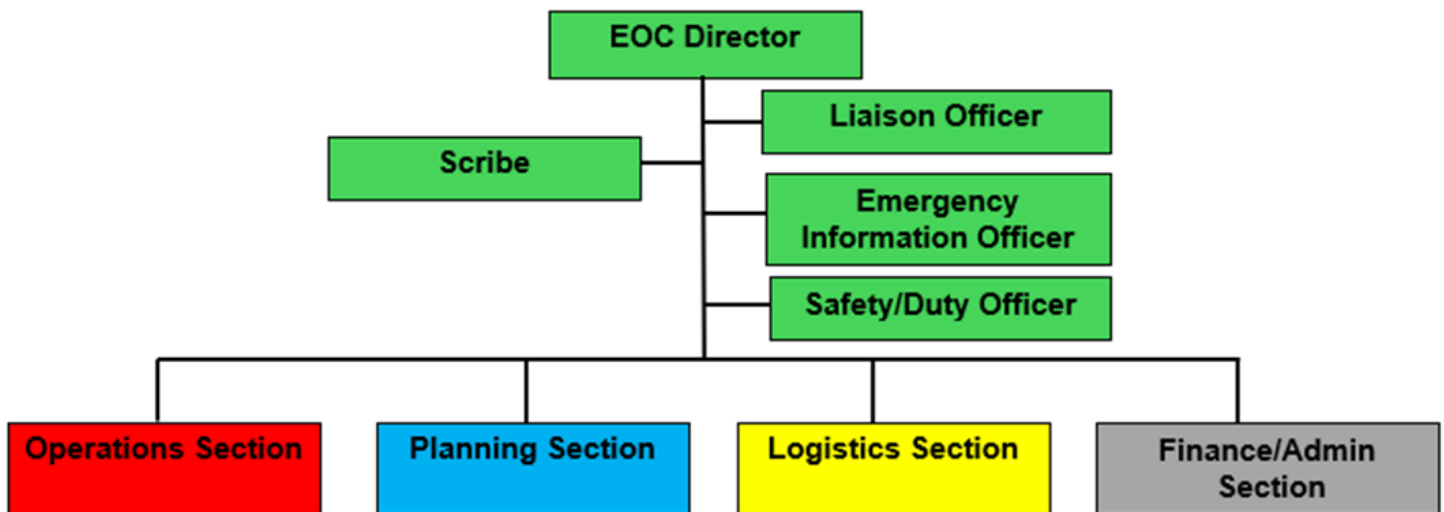
### 9.1 Functions of the Emergency Operation Center

Function	Role
<b>EOC Command</b>	Responsible for the overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk assessment and management procedures.
<b>Operations</b>	Responsible for coordinating all operations in support of emergency response through implementation of Incident Action Plans
<b>Planning</b>	Responsible for collecting, evaluating, disseminating information; developing the Incident Action Plan and maintaining all EOC documentation
<b>Logistics</b>	Responsible for providing facilities, services, personnel, equipment and materials
<b>Finance/Administration</b>	Responsible for financial activities and other administrative aspects.

## 9.2 Emergency Operations Center Organizational Structure



### City of Pembroke IMS Organizational Chart



## 9.3 EOC Procedures

The CEMC, with the assistance of other members of the EOC Staff, will ensure the EOC is operational as soon as possible, after the notification of the MCEG.

Upon arrival at the EOC, MCEG members shall:

- Sign in with the Safety/Duty Officer
- Set up and check all communication devices
- Open personal log, gather all IMS forms as outlined in Appendix Q
- Contact their own department/agency and obtain a status report
- Participate in the initial briefing
- Participate in planning the initial response/decision making process
- Communicate the decisions to department/agency staff
- Continue to participate in Operation Periods/Planning Cycles

Upon leaving the EOC, each MECG member shall:

- Sign out with the Safety/Duty Officer, providing location and contact information while gone
- Fully brief any replacement or relief

Once the initial response is established, the Operations Section puts the initial decisions and plans in place. The MECG functions most efficiently when operating within specific periods or cycles.

### 9.4 Operation Period/Planning Cycles

Emergency management is cyclical in nature. The Operation Period and Planning Cycles are how the MECG manages emergency operations. The Operation Period and Planning Cycles include regular meetings to share information, discuss actions to be taken and/or issues to be resolved. Meetings are brief, free of interruptions, and must be disciplined to be effective.





The EOC Director shall determine the frequency of Operations/Planning meetings and chair all meetings. The Operation Period and Planning Cycle should reflect the pace of the emergency to effectively reach the objectives of supporting the emergency site and coordinating the overall response.

To keep meetings as brief as possible, the order of reporting shall begin with an Operational briefing (Operations Section), followed by Planning, Logistics, Finance, EOC Command staff and end with the approval of the Incident Action Plan for the next operational period.

The agenda of the meetings should consistently include:

1. Current status of each Section.
2. List of first priority issues.
3. Determination of decisions or actions for first priority issues.
4. List of second priority issues.
5. Determination of decisions or actions for second priority issues.
6. Discussion of emerging issues for future planning.
7. Determination of Key Messages for Emergency Information Officer.
8. Time of next operational period/planning cycle meeting.

Once meeting is complete, the Section Chiefs will disseminate the Incident Action Plan (IAP) or update to the staff and agencies reporting to them. During the time between meetings, the current IAP is implemented, while the Planning Section prepares the next IAP to be approved.

The Safety/Duty Officer shall maintain status boards and maps which will be prominently displayed and kept up to date as well as keeping detailed notes. Planning Cycles and Operational Periods are described in Annex Q.

## **10. Roles and Responsibilities of MCEG**

The roles outlined in this plan will be filled appropriately as determined by the emergency. Not all roles may be filled in small scale emergencies. During small emergencies, all responsibilities will remain with the EOC Director, Command Staff, or Section Chief as appropriate until delegated.

All members report to the EOC Director.



The members of the Municipal Emergency Control Group (MECG) will be responsible for the following actions or decisions required to support an effective emergency response:

- Implementing the City of Pembroke Emergency Plan in whole or in part to respond to an impending, potential or existing emergency
- Coordination and direction of community resources used to mitigate the effects of an emergency
- Ensuring the composition of the MECG is in line with the IMS structure used within the Province of Ontario and is appropriate to mitigate the effects of a given emergency, by determining which, if any ad-hoc members are required
- Coordinating and directing the functions of their assigned Section under the IMS structure
- Collaborate with other Section Chiefs to ensure services and actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law
- Advising the Mayor as to whether the declaration or termination of an emergency is recommended
- Advising the Mayor on the need to designate all or part of the city as an emergency area
- Advising the Mayor regarding request for assistance from the Province and the Federal Government
- Activating an Emergency Site Manager (ESM)
- Ensuring the provision of essential resources and services to support the ESM and the emergency response, as required
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger
- Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing businesses
- Arranging for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs
- Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies not under community control, as considered necessary
- Determining if volunteers are required and if appeals for volunteers are warranted
- Ensuring that pertinent information regarding the emergency is collected, developed, and communicated the media and public



- Participating in interviews, press conferences, and public information sessions as required
- Determining the need to establish advisory sub-committees/working groups, as required, to work on specific problem areas related to the emergency
- Authorizing expenditures during the emergency; providing for cost accounting and facilitating cost recovery
- Notifying the service, agency or group under their direction, of the termination of the emergency
- Each member shall ensure a scribe is available to assist in documentation and production of required log.
- Maintaining a log outlining decisions made, and actions taken, related to the emergency, and submitting a summary of the log to the EOC Director and the CEMC within one week of the termination of the emergency
- Participating in the operational debriefing of the emergency, upon termination

Standard IMS Organizational Structure is outlined in Annex V.

### **10.1 Emergency Site Manager (ESM)**

The EOC relationship with the Emergency Site Manager is to offer support with equipment, staff and other resources, as required. The nature of the emergency shall dictate the City Department taking the lead role and may influence the filling of Section Chief roles.

The Emergency Site Manager shall communicate the aim and priorities of the emergency, needs and resources through the Operations Section Chief. The ESM shall also appoint a scribe as soon as practically possible. It is essential that the ESM maintain a log of all actions taken.

The Emergency Site Manager shall implement the IMS structure at the emergency scene. The senior representative for each responding agency at the site will consult with the Emergency Site Manager and work within the IMS structure to offer a coordinated and effective response. Operational Periods and Planning Meetings, mirroring those held within the EOC, will be held at the site and chaired by the Emergency Site Manager to establish the aim and priorities of the emergency.

The EOC will also ensure that the municipal services are maintained to the rest of the community.



## **10.2 Mayor**

The Mayor, as Head of Council, is responsible for:

- Providing overall leadership in responding to an emergency
- Declaring an emergency
- Terminating an emergency
- Request assistance from neighbouring municipalities and/or from senior levels of government, when required
- Contact Member of Parliament and Member of Provincial Parliament regarding declaration and termination of emergency
- Notifying Emergency Management Ontario of the declaration of emergency and termination of the emergency
- Ensuring the members of Council are advised of the declaration and termination of the emergency and are kept informed of the emergency
- Approving, in conjunction with EOC Director, all key messages, major announcements, and media releases
- Maintain a personal log
- Participating in post-emergency debriefing sessions

## **10.3 Chief Administrative Office / EOC Director**

The Chief Administrative Officer shall be referred to as the EOC Director for the City of Pembroke during emergencies and is responsible for:

- Activating the emergency notification system and the EOC if required
- Report to EOC and assume role of EOC Director
- Chairing the MCEG
- Ensuring liaison with the Upper Ottawa Valley OPP Detachment Commander regarding security arrangements for the EOC
- Coordinating all operations within the Emergency Operations Center, including initiating, maintaining and chairing the Operation Periods/Planning Cycle meetings; See Annex J for 6 Components of a MCEG Meeting
- Assigning Section Chiefs to fill the roles outlined in the IMS Organization Chart, as appropriate to the emergency
- Assigning staff to fill the roles of Command Staff within the IMS Organizational Chart, as appropriate to the emergency
- Advising the Mayor on policies and procedures, as appropriate



- Approving, in conjunction with the Mayor, all key messages, major announcements, and media releases; in the absence of the Mayor, approving all such messaging
- Ensuring that a communication link is established between the MECG and the Emergency Site Manager (ESM)
- Calling out additional city staff to provide assistance, as required
- Ensuring all essential services of the City of Pembroke are maintained and that business continuity is minimally disrupted
- Maintain a master record of all major decisions, expenditures, actions and instructions issued; and
- Maintain a personal log
- Participating in post-emergency debriefing sessions

## **10.4 Command Staff**

### **10.4.1 Liaison Officer: Community Emergency Management Coordinator (CEMC)**

The Community Emergency Management Coordinator (CEMC) shall fill the role of Liaison Officer. The City of Pembroke Fire Chief is currently the primary CEMC under this plan. The Liaison Officer is the collector of information from all external agencies and collates vital internal information between operation periods and planning cycles. The Liaison Officer is responsible for:

- Activating the notification process of MECG members, as directed
- Opening and preparing the Emergency Operations Center
- Report to EOC and assume role of Liaison Officer, working under the EOC Director
- Advise the Mayor regarding declaration of an emergency and notify Emergency Management Ontario of the declaration of emergency and termination of the emergency
- Participate in Operational Period/Planning Cycle meetings
- Liaising with EMO, it's representative and the Provincial Emergency Operations Centre (PEOC)
- Responsible for the operational implementation of the Emergency Plan
- Advise the EOC Director between operational periods
- Ensures security is in place for the EOC
- Initial registration of MECG members
- Providing information, advice and assistance to Section Chiefs of the MECG on emergency management principles and the implementation of the Emergency Response Plan



- Supervising the telecommunications personnel (e.g. ARES)
- All communications and coordination between the EOC and external support agencies (e.g. St. John Ambulance, Canadian Red Cross)
- Ensuring that the Planning Cycles and Operational Periods are met by the MECG, and related documentation is maintained and kept for future reference
- Addressing any action items that may result from the activation of the Emergency Response Plan and keep MECG informed of implementation needs
- Assist Emergency Information Officer with development of key messaging
- Monitors for Emergency Alerts
- Maintaining the records and logs for the purpose of the debriefs and post-emergency reporting that will be prepared
- Maintain a personal log
- Participating in post-emergency debriefing sessions

#### **10.4.2 Safety/Duty Officer: Clerk/Director of Building, Planning, and By-law Enforcement**

The Clerk and the Director of Building, Planning, and By-law Enforcement of the City of Pembroke shall act as alternate CEMCs if required. They shall report to the EOC Director and function in the role as Safety/Duty Officer within the Command Staff. The Safety/Duty Officer's responsibilities include:

- Assisting the EOC Director, as required
- Registration of MECG members and maintaining member list, including location/contact numbers of members off site
- Participate in Operational Period/Planning Cycle meetings
- Providing direction to the EOC in relation to their Health and Safety, including monitoring health status of members and ensuring appropriate rest cycles and replacement
- Ensuring health and safety is maintained at the emergency site
- Ensuring that all members of the MECG have necessary plans, resources, supplies, maps, and equipment
- Ensuring all important decisions made and actions taken by the MECG are recorded
- Ensuring that maps and status boards are kept up to date
- Notifying the required support and advisory staff of the emergency, and the location of the Emergency Operations Center (EOC), as required

- Initiating the opening, operation and staffing of switchboard at the community offices, as the situation dictates, and ensuring operators are informed of MCEG members' telephone numbers in the EOC
- Arranging for printing of material, as required
- Coordinating the provision of clerical staff to assist in the Emergency Operations Center, as required
- Upon direction by the Mayor, ensuring that all council are advised of the declaration and termination of declaration of the emergency
- Upon direction by the Mayor, arranging special meetings of council, as required, and advising members of council of the time, date, and location of the meetings
- Participating in post-emergency debriefing sessions
- Maintain a personal log.

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

The Emergency Information Officer is the direct link between the EOC, the media and the public. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the information provided to the public for possible inaccuracies. The Mayor and EOC Director, shall approve the release of all incident related information.

The EIO will report directly to the EOC Director and work as a member of the Command Staff during an emergency. Responsibilities include:

- Working with the Command Staff to develop key messaging for public and media
- Participate in Operational Period/Planning Cycle meetings
- Determine communication requirements and in conjunction with IT, establish and supervise the EOC communications network
- Activate a means of providing the public with information during an emergency through:
  - Utilization of all types of media
  - By means of information centers
  - Public Inquiry Telephone Line 613-735-6821 ext. 1999
- In conjunction with IT, set up and staff public inquiry line(s)
- Gather, process and disseminate information from various emergency services
- Consult with EOC Director on the need for news briefings and conferences, the granting of media interviews, and status of media monitoring

- Recommend responses to media misinformation or rumour
- Establish and maintain linkages with provincial, county and industry media officials, as appropriate
- Arrange for media facilities and coordinate interviews and press conferences under the direction of the EOC Director
- Prepare self-help information for rapid distribution
- Keep the public informed of all relevant, approved information
- Keep the EOC Director, Section Chiefs and emergency site personnel updated on relevant information, especially any other information received from the public, media or other EIOs
- Provide public relations support at the emergency site(s) if required
- Monitor media coverage of the emergency
- Update City's social media outlets
- Assume the responsibility of supervising citizen inquiries
- Participating in post-emergency debriefing sessions
- Maintain a personal log.

## **10.5 Operations Section Chief**

The Operations Section Chief is responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Responsibilities of the Operations Section Chief shall include, but are not limited to:

- In consultation with EOC Director, Command Staff and other Section Chiefs, establish tactical objectives
- Implement the Incident Action Plan
- Participate in Operational Period/Planning Cycle meetings
- Coordinates and delegates tasks to the Operations Section and the Emergency Site Manager as necessary
- Responsible for all activities focused on reduction of the immediate hazard and to safeguard human life and property
- Establishes situational control
- Restores normal operations
- Coordinates logistical needs of ESM and communicates to Planning Section
- Participates in post-emergency debriefing sessions
- Maintain a personal log



This role under the IMS Structure may be filled by any member of the MECG and is dependant on the emergency. Below are some possible candidates to fill the role of Operations Section Chief.

### **10.5.1 Upper Ottawa Valley OPP Detachment Commander**

The Upper Ottawa Valley OPP Detachment Commander is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Ensures security is in place for the EOC
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Establishes a site command post with communications to the EOC
- Depending on the nature of the emergency, assign the Site Manager and inform the MECG
- Establishing an ongoing communications link with the senior police official(s) at the scene of the emergency
- Establishing the inner perimeter within the emergency area
- Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- Providing traffic control staff to facilitate the movement of emergency vehicles
- Alerting persons endangered by the emergency and coordinating evacuation procedures
- Ensuring the protection of life and property and the provision of law and order
- Providing police service in EOC, evacuee centres, morgues, and other facilities, as required
- Notifying the coroner of fatalities
- Ensuring liaison with other community, provincial and federal police agencies, as required
- Participates in post-emergency debriefing sessions
- Maintain a personal log.



### **10.5.2 Fire Chief**

The Fire Chief is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Notifying necessary emergency and community services, as required
- Establishes a site command post with communications to the EOC
- Participate in Operational Period/Planning Cycle meetings
- Depending on the nature of the emergency, assign the Site Manager and inform the MECG
- Establish required perimeters within the emergency area
- In conjunction with OPP and other Emergency Services, establish the outer perimeter of the emergency to restrict access to all but essential emergency personnel
- Alert persons endangered by the emergency and coordinating evacuation procedures
- Ensuring the protection of life and property
- Provide the MECG with information and advice on firefighting and rescue matters
- Establish an ongoing communications link with the senior fire official(s) at the scene of the emergency
- Inform the Mutual Aid Fire Coordinator if requesting additional resources through the Province
- Initiate mutual aid arrangements for the provision of additional firefighters and equipment, if needed
- Determine if additional or special equipment is needed and recommending possible sources of supply, e.g., breathing apparatus, protective clothing
- Provide assistance to other community departments and agencies and being prepared to take charge of or contribute to non-fire fighting operations, if necessary, e.g., rescue, first aid, casualty collection, evacuation
- Assist with the coordination and acquisition, distribution and scheduling of various modes of transportation for the purposes of transporting persons and/or supplies, as required
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

### **10.5.3 Director of Operations**

The Director of Operations shall act as alternate CEMC if required and is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role assigned, working as or under Section Chief, and is accountable to the EOC Director
- Notifying necessary emergency and community services, as required
- Establishes a site command post with communications to the EOC
- Participate in Operational Period/Planning Cycle meetings
- Depending on the nature of the emergency, assign the Site Manager and inform the MCEG
- Providing the MCEG with information and advice on engineering and Operation Department matters
- Establishing an ongoing communications link with the senior Operations Department official(s) at the scene of the emergency
- Ensuring liaison with the public works representative from the neighbouring community(s) to ensure a coordinated response
- Ensuring provision of engineering assistance
- Ensuring construction, maintenance and repair of city roads
- Ensuring the maintenance of sanitary sewage and water systems
- Providing equipment for emergency pumping operations
- Ensuring liaison with the Fire Chief concerning emergency water supplies for fire fighting purposes
- Consult with Logistics Section to provide emergency potable water, supplies and sanitation facilities
- Discontinuing any Operations Department service to any resident, as required, and restoring these services when appropriate
- Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Providing Operations Department vehicles and equipment as required by any other emergency services
- Provide direction on flood control, conservation and environmental matters and preventative action
- Assist with the organization and registration of volunteers during an emergency, as required



- Assist with the coordination and acquisition, distribution and scheduling of various modes of transportation for the purposes of transporting persons and/or supplies, as required
- Participates in post-emergency debriefing sessions
- Maintain a personal log.

## **10.6 Planning Section**

The Planning Chief is primarily responsible for the maintenance of the ongoing incident action plan. The Planning Section Chief, with the assistance of the Safety/Duty Officer, has the responsibility to collect, collate and retain for secure storage a complete set of incident documentation including EOC attendance records, logbook records, master event log, incident action plans, all IMS forms, any documents received from internal/external partners, emails, photos, videos, maps, etc.

The Planning Section Chief is also responsible for:

- Coordinates the work of the Planning Section and is accountable to the EOC Director
- Collects, evaluates, validates, and disseminates incident situation information and intelligence
- Participate in Operational Period/Planning Cycle meetings
- Prepares status reports
- Displays situation information
- Responsible for all incident documentation
- Develops and documents Incident Action Plans
- Coordinates technical experts
- Participates in post-emergency debriefing sessions
- Maintain a personal log

This role under the IMS Structure may be filled by any member of the MCEG and is dependant on the emergency. Once the lead agency/Emergency Site Manager has been appointed, the Planning Section may fall under the scope of one of the positions outlined under 10.4 Operations Section Chief.

## **10.7 Logistics Section Chief**

The Logistics Section Chief coordinates units responsible for services and is accountable to the EOC Director. The Logistics Section Chief is responsible for all support requirements needed to facilitate effective and efficient incident management



and ensures the provision of facilities, transportation, supplies, equipment maintenance, fuel and food services. Other responsibilities:

- Participate in Operational Period/Planning Cycle meetings
- Participates in post-emergency debriefing sessions
- Maintain a personal log

This role under the IMS Structure may be filled by any member of the MECG and is dependant on the emergency. Once the lead agency/Emergency Site Manager has been appointed and the Operations Section Chief and the Planning Section Chief roles filled as dictated by the emergency, the Logistics Section Chief position should be filled by the Director of Parks and Recreation.

### **10.7.1 Director of Parks & Recreation**

The Director of Parks and Recreation's responsibilities may include:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role of Logistics Section Chief
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Provide the Section Chiefs of the MECG with information and advice on City facilities and recreation matters
- Providing resources/equipment for emergency as needed
- Ensuring liaison with the CEMC and Red Cross regarding the establishment and operation of evacuation and reception centres
- Coordinate/Collaborate with other Section Chiefs of MECG and any positions requiring assistance
- Lead volunteer coordination and organization, in conjunction with Red Cross
- Lead coordination and organization of sand bagging operations
- Coordinate and develop a basic recreation program, which would target various groups in the Evacuee Centers (children, youth, adults, seniors). Identify resources that would be necessary for this program
- Prepare and coordinate City facilities for emergency usage if needed
- Participates in post-emergency debriefing sessions
- Maintain a personal log.





## **10.8 Financial/Administrative Section Chief**

The Finance and Administration Section shall be under the control of the Treasurer as Chief and shall coordinate with all Sections, primarily Planning, in the EOC and is accountable to the EOC Director. The Finance and Administration Chief shall track all costs associated with the emergency. They shall also be responsible for all WSIB claims, direct response costs, procurement, and:

- Participate in Operational Period/Planning Cycle meetings
- Participates in post-emergency debriefing sessions
- Maintain a personal log

### **10.8.1 Treasurer**

The Treasurer's responsibilities include:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role of Finance/Admin Section Chief or other role as assigned
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Responsible for the financial and administrative aspects of an incident including tracking personnel time sheets
- Provide financial and administrative expertise at the site
- Provide information and advice on financial matters as they relate to the emergency
- Liaise with the Treasurers/Directors of Finance of neighbouring communities
- Ensure records of expenses are maintained for future claim purposes
- Ensure prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency
- Coordinated with Logistics for provision of equipment and supplies not owned by City of Pembroke, if required
- Maintain and update list of vendors (including 24-hour contact numbers) who may be required to provide supplies and equipment
- Participates in post-emergency debriefing sessions
- Maintain a personal log.



### **10.8.2 System Administrator/Information Technology**

The System Administrator reports primarily to the Finance and Administration Chief but may report to other Section Chiefs or Command Staff members as the emergency requires. The System Administrator is responsible for:

- Activating the emergency notification system through the Chief Administrative Officer
- Report to EOC and assume role under IMS structure as assigned
- Notifying necessary emergency and community services, as required
- Participate in Operational Period/Planning Cycle meetings
- Determine communication requirements and in conjunction with the EIO, establish and supervise the EOC communications network
- In conjunction with the EIO, set up and staff public inquiry line(s)
- Assist EIO in set up of media facilities, interviews and press conferences under the direction of the EOC Director
- Providing information and advice on IT matters as they relate to the emergency to the EOC Director and Section Chiefs of the MCEG
- Initiating the necessary action to ensure that the City of Pembroke's telephone system functions as effectively as possible
- Alerting the EOC Director of an emergency or threat of an emergency that may involve the City's IT resources
- Ensuring the information technology needs of the EOC are met (telecommunications, smart board, facsimiles, computers, printers, networks, TV satellite communications, etc.)
- Develop Continuity of Operations Plan by identifying, prioritizing and re-establishing departmental services that have been damaged, reduced or suspended due to the emergency
- Participates in post-emergency debriefing sessions
- Maintain a personal log

### **10.9 Scribe**

The Scribe reports to the EOC Director and is responsible for:

- Coordinating with the Safety/Duty Officer to provide an accurate chronological written record of the incident
- Participate in Operational Period/Planning Cycle meetings
- Recording minutes during Operation Period/Planning Cycle meetings
- Flagging items for follow-up and/or reminder to the EOC Director or other Section Chiefs within the EOC



- Managing documents and any information turned over to the EOC Director
- Coordinating with Safety/Duty Officer and Planning Section Chief to manage any documents and any information turned over to Section Chiefs within the EOC
- Numbering pages and using the 24-hour clock
- Leading, coordinating and assisting scribes of Section Chiefs

It is highly recommended all Section Chiefs staff the position of scribe within their specific sections.

## **11. EOC Support/External Agencies**

With the assistance of the Liaison Officer, the EOC Director or Section Chiefs may call on the expertise of the following organizations: (this is not a comprehensive list of consultants that may be required during an emergency)

### **11.1 Red Cross**

In November of 2023, Council approved a report outlining a Just in Time Agreement with the Canadian Red Cross.

The Just in Time agreement is prepared ahead of time and would be signed at the onset of the emergency by the Head of Council and delivered to the Red Cross. The Just In Time agreement allows the municipality to choose a number of assistance options from the Red Cross.

Services can be requested dependent on the emergency and not all services may be required each time the agreement is enacted.

In January of subsequent years, the Just in Time agreement shall be reviewed and approved by Council.

The emergencies covered under a Just in Time Agreement would begin at their Level 2 (25 people affected) type of emergency. Below this number, affected individuals are assisted through the Red Cross' Personal Disaster Assistance (PDA) program. Contact the CEMC to activate the PDA program.

Once the number goes above 25, the Head of Council in consultation with the EOC Director, shall sign the pre-populated Just in Time agreement and activate Red Cross resources.

Upon activation, the Red Cross shall work directly with the Logistics Section Chief during an emergency. Responsibilities are to include:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer
- Activation of local Red Cross Emergency Response Plan upon notification
- Assume responsibility for operations of Evacuation Centers, done through coordination and collaboration with the Logistics Section Chief
- Assist Logistics Section Chief with preparation for Operational Period/Planning Cycle meetings
- Direct all requests for funds and expenditures to EOC Director and Finance Administration Section for approval
- Provide registration and inquiry services, if required
- Assume responsibility of Evacuation Center Manager
- Notify Evacuation Center Manager(s)
- Notify appropriate school board representatives(s)
- Provide assistance to Evacuation Center Manager(s) as required, especially provision of required goods and services
- Liaise with the Medical Officer of Health, about the health and well-being of evacuees situated in Evacuation Centers
- Appoint personnel to fill vacancies in Evacuation Centers that cannot be filled by volunteer services
- Liaise with Section Chiefs of MECG in order to keep the MECG informed of activities in the centers
- Stay informed of the status of the emergency and decisions made by EOC
- Liaise with the manager(s) to ensure continuity in operations and the information process – contact on an hourly basis
- Establish communications with Emergency Evacuation Center(s)
- Liaise with OPP regarding Evacuation Center security
- Determine what vehicles are available for the possible transport of supplies and materials
- Liaise with County of Renfrew Social Services to ensure the provision of assistance to any person or persons in need of food, shelter or clothing
- Participates in post-emergency debriefing sessions
- Maintain a personal log

## **11.2 Medical Officer of Health**

The Medical Officer of Health is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and assuming the role assigned
- Advising on all emergency health services
- Communicating with the Ontario Ministry of Health and the Ministry of Long-Term Care
- Establishing an ongoing communications link with the senior health official(s) at the scene of the emergency
- Providing advice on any matters, which may adversely affect public health
- Establishing an ongoing communications link with and coordinate all activities of Public Health Inspectors and Public Health Nurses, as dictated by the emergency and as directed by the appropriate Section Chief
- Providing authoritative instructions on health and safety matters to the public through coordination and collaboration with the EIO
- Assisting in coordination of response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and the Ministry of Long-Term Care policies
- Assisting Logistics Section in coordination of care of bed-ridden citizens and other individuals requiring assistance at home and in evacuee centres during an emergency
- Assisting Logistics Section with voluntary and private agencies, as required, for augmenting and coordinating public health resources
- Assisting Planning Section and Operation Section in all efforts to prevent and control the spread of disease during an emergency
- Notifying the Planning/Logistics Sections of the need for potable water supplies and sanitation facilities
- Assisting Logistics Section, Red Cross and Social Services Representative with health services in evacuee centres
- Participates in post-emergency debriefing sessions
- Maintain a personal log



### **11.3 County of Renfrew Director of Social Services**

The County of Renfrew Director of Social Services will perform the following responsibilities and duties:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and report to Logistics Section Chief
- Assist and provide direction for social services in the Reception Centre and the Evacuee Centres
- Providing information and advice to the EOC on social service matters of evacuees
- Advise on assistance available from external organizations, the Ministry of Children, Community and Social Services
- Assist Logistics Section with development and implementation of basic recreation program that would target various groups in the Evacuee Centres (children, youth, adults, seniors).
- Identify resources that would be necessary for this program
- Provide a list of childcare providers
- Direct all requests for social services' related expenditures to EOC Director and Finance Administration Section for approval
- Liaise with Red Cross and Health Services, through Logistics
- Maintain a personal log
- Participates in post-emergency debriefing sessions

### **11.4 Emergency Medical Services (EMS)**

The County of Renfrew Paramedic Service Director is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer assume role assigned, working under Section Chief
- Providing the MCEG with information and advice on treatment and transport of casualties
- Ensuring emergency medical services at the emergency site
- Provide support to Emergency Site Manager
- Establishing an ongoing communications link with the senior EMS official at the scene of the emergency
- Obtaining EMS from other municipalities for support, if required
- Ensuring triage at the site



- Advising the MCEG if other means of transportation is required for large scale response
- Liaise with the receiving hospitals
- Liaise with the Medical Officer of Health
- Participate in post-emergency debriefing sessions
- Maintain a personal log.

### **11.5 Utility Representative – Ottawa River Power Corporation**

The Utility Representative of Ottawa River Power Corporation is responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer assume role assigned, working under Section Chief
- Providing the Section Chiefs with information and advice on Ottawa River Power Corporation matters
- Monitoring the status of power outages and customers without services
- Providing updates on power outages, as required
- Liaise with the Emergency Site Manager
- Provide assistance and advice on temporary power measures
- Participate in post-emergency debriefing sessions
- Maintain a personal log.

### **11.6 Telecommunications (ARES) Coordinator, Emergency Communications Plan**

Upon implementation of the Emergency Response Plan, it will be important to ensure that communications are established between the emergency site and the EOC. In addition, communications may be required at various locations including evacuation centers, hospitals, and other key responding agencies.

This function shall fall within the scope of the ARES Coordinator. The Telecommunications Coordinator is a pre-designated Amateur Radio Emergency Services (ARES) operator and will report to the Liaison Officer under the EOC Command Structure. Section Chiefs and the System Administrator may provide assistance if required. The Emergency Telecommunications Coordinator is part of the initial Emergency Notification Procedure who in turn will call upon his or her contacts for further communications support, as required.

The Emergency Telecommunications Office is located adjacent to the EOC. It will be equipped by ARES with portable hand radios, battery back-up, two-way radio with the necessary channels to communicate with police, fire, EMS and the Emergency



Management Ontario. All messages are to be written on the Amateur Radio Message Forms and logged.

The Telecommunications Coordinator is also responsible for:

- Upon notification, reporting to the EOC
- Sign in with the Safety/Duty Officer and report to Liaison Officer
- Activating the emergency notification system of the local amateur radio operators' group
- Coordinate with System Administrator on initiating the necessary action to ensure the telephone system at the community offices function
- Ensuring that the EOC is properly equipped and staffed with ARES personnel
- Collect, evaluate, and validate all information received and sent through ARES system
- Disseminate received information to Liaison Officer and as directed
- Address, through coordination with the System Administrator, any problems which may arise
- Maintaining an inventory of community and private sector communications equipment and facilities within the community, which could be used to augment existing communications systems
- Arranging to acquire additional communications resources during an emergency.
- Participate in post-emergency debriefing sessions
- Maintain a personal log

## **12. Emergency Information and Notification**

The MECG will inform the public as soon as practically possible of the emergency that is occurring or imminent and advise the public of appropriate actions and/or issue public warning messages.

Emergency information will be conveyed through local and social media. Warnings, notices and any other approved information prepared for release will also be posted on the City of Pembroke website.

In extreme circumstances, the City may consider the use of alternate forms of message delivery. Means of message delivery may include:





- Use of public alerting systems
- Door to door contact
- Emergency information lines

## **12.1 Alert Ready**

Alert Ready is designed to deliver critical, geographically specific alerts through cellular networks and over the television and radio. The Alert Ready system is developed in partnership with all levels of emergency management, Environment and Climate Change Canada, and the broadcast industry.

To trigger an Alert, the CEMC shall provide the following information to the PEOC:

- What is happening (the nature of the threat)
- Where it is happening (as precisely as is appropriate for the situation)
- What are the recommended actions to be taken by the public (evacuate, move to basement, close all doors and windows, etc.)

Alerts will then be distributed through the means described above.

## **13. Plan Maintenance and Review**

### **13.1 Plan Review**

The Emergency Response Plan for the City of Pembroke shall be reviewed annually, and where necessary, revised with input from the Emergency Management Program Committee and other partner agencies.

### **13.2 Plan Maintenance**

The City's Emergency Response Plan shall be updated on an as needed basis. These updates will usually occur as the result of After Action Reports at the conclusion of emergencies or exercises. Those with roles in the plan will be notified of any and all changes and provided with an updated plan.

Each time the plan is substantially amended, it will be brought forward to Committee for approval. Upon approval from Committee, the plan will be presented to Council for approval. Minor editorial revisions and updates to maintain the currency of the plan may be made without submittance of the plan to City Council for approval.