



REGIONAL MUNICIPALITY OF PEEL
EMERGENCY MANAGEMENT PROGRAM COMMITTEE
AGENDA

Meeting #: EMPC-1/2020
Date: Thursday, November 5, 2020
Time: 9:30 AM - 11:00 AM
Location: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

Members: G. Carlson, A. Groves (Chair), N. Iannicca, J. Innis, S. McFadden, K. Ras, P. Saito, R. Santos (Vice-Chair), I. Sinclair

Due to the efforts to contain the spread of COVID-19 there will be limited public access to the Council Chambers, by pre-registration only. Please email regional.clerk@peelregion.ca to pre-register. The meeting will be live streamed on <http://www.peelregion.ca/>.

1. CALL TO ORDER
2. DECLARATIONS OF CONFLICTS OF INTEREST
3. APPROVAL OF AGENDA
4. DELEGATIONS
5. REPORTS
 - 5.1. Review of the Region's Pandemic Experience
(For information) **(As requested at the May 14, 2020 Regional Council meeting)**
Presentation by Andrew Cooper, Manager, Regional Emergency Management
 - 5.2. 2019 Regional Fire Coordinator's Report
(For information)
 - 5.3. Status Update on the 2020 Office of the Fire Marshal and Emergency Management
Compliance Requirements
(For information)

5.4. 9-1-1 Annual Update - 2019
(For information)

5.5. Terms of Reference for the 9-1-1 Advisory Committee

6. COMMUNICATIONS

7. OTHER BUSINESS

8. IN CAMERA

9. NEXT MEETING

Thursday, May 6, 2021

1:30 p.m. – 3:00 p.m.

Council Chamber, 5th Floor

Regional Administrative Headquarters

10 Peel Centre Drive, Suite A

Brampton, Ontario

10. ADJOURNMENT

For Information

REPORT TITLE: **Review of the Region's Pandemic Experience**

FROM: Kathryn Lockyer, Interim Commissioner of Corporate Services

OBJECTIVE

To provide a summary of the Regional Emergency Operations Centre (REOC) activities undertaken in support of the Region's COVID-19 response for the time period of late January 2020 to September 2020 and to provide an overview of key lessons learned thus far.

This report has been prepared from the perspective of the Regional Emergency Operations Centre and does not speak to specific Public Health response actions or of detailed financial implications.

REPORT HIGHLIGHTS

- The REOC was activated to coordinate the Region's COVID-19 planning, response and recovery efforts.
 - The Regional response has drawn upon each department and division and a broad range of external partners and stakeholders.
 - The scale, duration, complexity and dynamic nature of this response surpasses all previous Regional responses to significant events and emergencies.
 - The REOC will remain active for the foreseeable future to support planning and response actions through the second wave along with planning and implementation of recovery plans.
 - Key findings from the Region's COVID-19 response will inform planned updates to the Region of Peel Emergency Plan.
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DISCUSSION

1. Background

On January 25, 2020, Public Health activated a team (the Public Health Emergency Operations Centre) implementing the Incident Management System (IMS) to prepare for the Coronavirus reported in Wuhan, China. Staff from Regional Emergency Management (REM) and Marketing and Communications was asked to support the Public Health Emergency Operations Centre as of January 29, 2020 as the effects of Coronavirus (COVID-19) began to present themselves. At that time, Public Health was the Regional lead in coordinating the response given the nature of the event.

From the end of January to the first week of March, response and planning efforts focused on case and contact management, public and health sector messaging and preparing guidance material for internal and external stakeholders. REM established a group of

Review of the Region's Pandemic Experience

external emergency management stakeholders to provide situational awareness and share information including, Public Health guidance and to facilitate information requests. This group comprised of emergency management staff from each of the local municipalities and Peel Regional Police and would later be expanded into the Emergency Management Task Force.

REM provides advice and support to the Public Health Emergency Operation Centre (EOC). It also serves as the conduit to the Provincial Emergency Operations Centre (PEOC) and emergency management programs at other municipalities, including York, Durham, Halton, Niagara, Hamilton and Toronto. In addition, REM along with other departments support federal and provincial initiatives such as those for individuals who had concluded their quarantine at Canadian Forces Base Trenton and were returning or travelling through Peel Region.

During the first week of March a steady rise in COVID-19 cases and consequences such as school closures and border closures resulted in the Executive Leadership Team directing that the REOC be fully activated to coordinate the corporate response to COVID-19.

In the following days, senior levels of government implemented many federal and provincial measures, including the suspension of school and childcare operations, self-isolation for anyone who had travelled internationally and initial physical distancing and gathering guidelines. On March 18, 2020, the Regional Chair issued a Declaration of Emergency due to the effects of COVID-19 on the community and Regional services. The Region's declaration followed the provincially declared emergency on March 17, 2020. The Town of Caledon and the Cities of Brampton and Mississauga also issued Declarations of Emergency. The Region's Declaration of Emergency remains in effect at the time this report was prepared. Appendix IV provides a high-level summary of the timeline associated with this event.

2. REOC Activation and Initial Response

The full REOC structure was implemented with all IMS positions filled (Appendix I). Additional roles were also created within the IMS structure to support the response including:

- Deputy Emergency Information Officer
- Public Health Liaison Officer
- Health System Liaison Officer
- Risk and Audit Advisor
- Privacy Advisor
- Legal Advisor

The Regional Policy Group was activated and continues to provide strategic guidance, support and decision approval to the REOC. The Regional Policy Group is comprised of individuals in the following roles:

- Chief Administrative Officer
- Commissioner of Corporate Services
- Commissioner of Digital and Information Services
- Commissioner of Finance and Chief Financial Officer
- Commissioner of Health Services
- Commissioner of Human Services
- Commissioner of Public Works

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The REOC identified the following four objectives to guide the response:

- Protect
 - Protect Regional employees and residents from COVID-19, particularly our most vulnerable community members
 - Promote the safety and well-being of Regional employees during the COVID-19 pandemic
- Support
 - Support the Public Health response to COVID-19, including directives from the Medical Officer of Health
 - Enable critical work across Regional services
 - Support the broader health system response to the COVID-19 pandemic
- Coordinate and Communicate
 - Provide trusted and timely communications to Regional employees, Council and community members
 - Coordinate the COVID-19 response with local municipalities and community stakeholders
- Deliver
 - Ensure the delivery of essential services
 - Adapt to rapidly changing service needs and impacts
 - Ensure accountability and implementation of risk management practices
 - Implement business recovery planning

Several departmental and divisional emergency operations centres (EOC) were activated to coordinate response elements specific to those areas of service. These EOCs were linked to the REOC and the previously established Public Health EOC and worked closely with one another to address issues, concerns and provide mutual support. Through this approach, a rapid assessment of resourcing needs and availability was regularly conducted, which resulted in the ability to ensure there was no duplication, appropriately allocate resources, and share information. Further discussion is contained in Appendix III.

3. Coordination and Communications Efforts

a) Virtual Regional Emergency Operations Centre

Many of the Provincial Orders issued as part of the Provincial Declaration of Emergency influenced the actions of the REOC and the way the REOC functioned. Under the *Emergency Management and Civil Protection Act*, each municipality must designate and equip a physical Emergency Operations Centre. There is currently no legislative requirement for a municipality to have the capability to operate a virtual Emergency Operations Centre.

Due to physical distancing and maximum gathering requirements stemming from Provincial Orders, the REOC utilized new technologies to coordinate and conduct its activities. Technology facilitated the timing and coordination of meetings with stakeholders and other entities, which is critical to a successful response.

The technology available and in use by the REOC has been largely sufficient to meet current needs. However, there is opportunity to investigate and possibly implement dedicated emergency operations centre software that would enable greater virtual

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coordination of activities with Regional services and programs, as well as external stakeholders such as local municipal partners and Peel Regional Police.

REM continues to monitor any changes to the *Emergency Management and Civil Protection Act* for future planning needs and areas of improvement based on COVID-19 experiences.

b) Formation of Task Forces & Working Groups

Given the breadth of internal and external stakeholders involved in both the Regional and municipal responses, the REOC convened and led task forces and working groups to exchange information. A summary of the Task Forces and Working Groups is contained in Appendix II.

c) Support to Executive Teams

Members of the REOC Command and staff supported regularly scheduled Mayors and CAOs conference calls that also included the Medical Officer of Health, Regional Chair, and senior leadership representatives of Trillium Health Partners and William Osler Health Centre. This group was convened to discuss and coordinate broad strategic actions and identify potential issues and challenges throughout the COVID-19 response. Where appropriate and necessary, additional stakeholders participated in the discussions, including representatives from Ontario Health. Support for this group is ongoing.

Representatives of the REOC also participated on the Headwaters Health Care Centre emergency table, Ontario Health Tables and other stakeholder groups, as needed. While a number of these groups have concluded, some remain active and are regularly joined by REOC members.

d) Information Needs

Throughout the pandemic, the Region has experienced a significant demand to share timely information related to all aspects of the COVID-19 response. Over and above case counts and daily changes, internal and external stakeholders sought direction, guidance and best practices from both the REOC and Public Health, often on urgent timelines.

Since the activation of the REOC, communications have been a significant ongoing effort. A comprehensive communications strategy is in place with ongoing messaging to the public, stakeholders, Regional employees and members of Regional Council. Coordination of information sources, fact-checking, plain language use and translation into top languages was also undertaken. Guidance from the REOC to Regional employees continues to be issued at least bi-weekly. A dedicated COVID-19 resource site has been established and is maintained daily for both the public and staff. Information and data dashboards, guidance materials, videos and social media messages have been created.

In the rapidly changing environment in the early days of the pandemic, the REOC quickly established clarity on Peel Public Health, provincial, federal and international sources to inform communications.

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Whenever possible, Regional and local municipal Councils became a part of messaging efforts, as well as status reports and information from other levels of government and key stakeholders, such as policing/ enforcement leads.

Through several of the established task forces, the REOC has streamlined information sharing with internal and external stakeholders. A survey of emergency partners was conducted to seek their feedback. The survey confirmed:

- ongoing information sharing was essential to the response efforts and success,
- continued availability and collaboration with spokespeople and up-to-date information was required, and
- strong collaboration between the Region and the municipal partners should continue.

e) Social Responsibility

Many community agencies and stakeholders who had not previously been part of the response to significant events or emergencies now had a role in the broader COVID-19 response. Through the establishment of the Community Response Table, many of these stakeholders were able to identify their needs to the Region. Where possible, supports were provided in the form of guidance, collaboration and in some cases, funding or the provision of non-medical personal protective equipment.

4. Protective and Supporting Measures

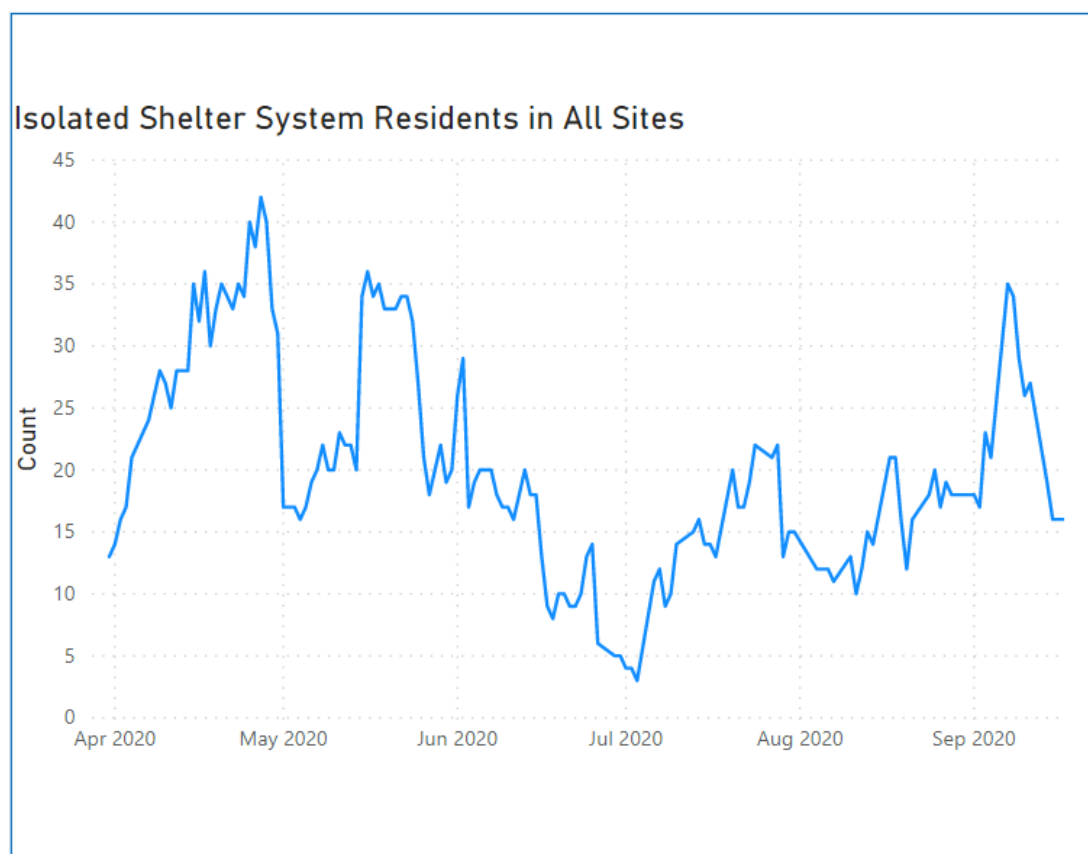
The following examples are only a handful of the many activities, decisions, actions and issues that were addressed by the REOC and Regional Policy Group during the ongoing response phase.

a) Isolation and Recovery Supports for Homeless Individuals

The REOC supported Human Services staff with the establishment of both isolation and recovery sites for the Region's homeless population to care for those waiting for results or with COVID-19 and mitigate the risk of viral spread to residents using shelters. This process included Regional programs and municipal partners working together to identify, establish and evaluate sites.

The following graph provides a summary of the level of usage of the isolation site from April until mid-September. The facility remains in use.

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b) Emergency Child Care Centres

With the province-wide mandated closure of childcare centres, many frontline workers faced limited childcare options which limited their ability to work. As a result of provincial direction to create emergency childcare centres, staff in Human Services led an initiative to work with licensed childcare providers to open 14 emergency childcare sites across the Region and provide service to over 320 children. In this effort, the REOC's role was to support the supply of required PPE and work with municipal Fire and Emergency Services to coordinate fire inspections before each site became operational.

c) First Responder Supports

Efforts were also undertaken to address operational concerns of first response partners related to the locations of COVID-19 positive individuals while balancing the requirements of the *Personal Health Information Protection Act*. This issue was eventually escalated to the provincial government, who recognized both concerns and subsequently issued a Provincial Order to enable limited access to this information by first responder dispatchers. This order has since expired.

d) Employee Temporary Housing and Isolation Program

The Region established a Temporary Housing and Isolation Program to support employees from Paramedics Services, Long Term Care, Public Health and other departments who have to self-isolate and monitor their conditions while still working but are unable to do so in their own homes. While the use of this program has tapered off

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since the summer, during the height of COVID-19 consequences in long term care settings, several employees used these services.

e) Employee Physical and Mental Health Supports

Recognizing the significant impacts on employees' work and home life due to the stresses of COVID-19, Human Resources has implemented and leveraged a wide range of support mechanisms through both the Region's Employee and Family Assistance Program and in-house supports. These supports are readily available to all employees through several platforms and have been widely successful.

5. Service Delivery Measures

Many efforts were undertaken to ensure that key functions and services were sufficiently resourced throughout the response. In some cases, adjustments to services were a function of regulatory requirements issued by the Province. The following examples are some of the key service delivery measures that have been undertaken in the response so far.

a) Employee Redeployments

Numerous challenges have developed and been addressed over the course of the Region's COVID-19 response. Over and above the financial impacts to the Region, Regional staff have supported the ongoing response and recovery efforts. During the response to this event, there has been an ongoing need to redeploy employees to other divisions or departments for periods ranging from a few weeks to several months.

Every department and division has provided some level of support to both the response and recovery efforts. Individual programs have been halted or repurposed and, in many cases, individual employees have performed other duties for several months. At the peak period of redeployments, over 730 employees provided support to other departments, divisions and programs.

Business Continuity Plans (BCP) and processes were used to guide service adjustments, as needed, and redeployment activities. BCPs were continually updated and amended to identify the ongoing critical needs of the COVID-19 response. Redeployments were either formal (between departments) or informal (within departments) and ranged in duration from a few days to several months.

Several policies and procedures were introduced, reviewed and amended per Provincial Orders and public health guidance. Throughout the redeployment process, the health and wellbeing of Regional employees and residents remained a key factor in decision making.

b) Donations and Personal Protective Equipment Management

The REOC's Logistics section coordinated the procurement of additional PPE in close collaboration with key program areas. The Logistics section also managed material donations from the community, including much needed PPE supplies, along with substantial donations of personal care products and snacks for frontline workers.

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c) Recovery Planning

The recovery phase to COVID-19 is equally essential to the response phase and often runs concurrently. The Regional Policy Group struck the Demobilization and Recovery task force to develop an organization wide recovery plan. The Demobilization and Recovery Task Force is comparable in scope and complexity to the response activities of the REOC and has worked in close collaboration with the REOC.

The Task Force comprises leads from each Regional department and supporting members across many Regional divisions. As part of the regular planning sessions, best practices from Public Health, Human Resources, Facilities, Health and Safety, Technology, and Communications have been factored into the recovery plan.

A Remote Work First approach was established to ensure safety and physical distancing at Regional worksites. The reopening of some Regional facilities commenced on September 23, 2020 and adhered to federal, provincial and local public health guidance recommendations with respect to workplaces, public settings and other infection prevention and control measures. Some employees returned to the workplace as of September 2020. Worksites were physically adjusted, including a broad range of measures and protocols including, but not limited to, overall building occupancy, regular and deep cleaning protocols, screening, protocols should there be a workplace exposure, use and booking of workstations and measures for incidental visits.

6. Lessons Learned

There have been lessons learned throughout the response and recovery. There will be more learnings as we continue with the response and recovery and assess the outcomes of the efforts. Initial lessons learned have been identified throughout the response and learnings have been applied. These lessons can also be applied to future significant events. Appendix III contains a summary of key lessons learned to date.

7. Planned Next Steps

The REOC will remain active for the foreseeable future to coordinate ongoing planning response activities. The REOC will work collaboratively with the Regional Policy Group and Recovery Task Force to ensure efforts are aligned and appropriately resourced. Collaboration and information sharing with external stakeholders, including local municipal partners will continue.

The REOC will monitor and adjust priorities as necessary and appropriate should a resurgence of COVID-19 consequences materialize.

The Chief Administrative Officer and the Medical Officer of Health will continue to provide regular and as needed updates to Regional Council.

FINANCIAL IMPLICATIONS

Guidance has been provided to the REOC through the Finance and Administration Section Chief, the Advisor (Legal Services) and Advisor (Risk & Audit) related to possible financial implications around individual decisions and policy changes. Through the Chief Financial Officer, monitoring and reporting of financial considerations and status reports have been provided to Regional Council.

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CONCLUSION

The Regional response to COVID-19 has surpassed the scale and scope of all previous significant events or emergencies, with supports having been mobilized across every department and division since March. While many efforts have been undertaken to abate the further spread of COVID-19 within our community, these and other measures will need to be sustained for the foreseeable future to further manage the risk. In some instances, new measures and approaches may be needed which will be supported by the Regional Emergency Operations Centre, Regional Policy Group, Public Health and the Recovery Task Force.

APPENDICES

Appendix I - Current REOC IMS Structure
Appendix II – REOC Task Force and Working Group Summaries
Appendix III – Initial Lessons Learned
Appendix IV – Event Timeline to Stage III Reopening
Appendix V – Provincial Orders Status

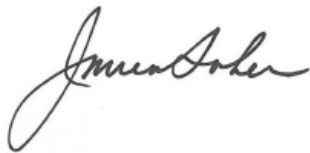
For further information regarding this report, please contact Andrew C. Cooper, Manager, Regional Emergency Management, Ext. 4437, andrew.cooper@peelregion.ca.

Authored By: Andrew C. Cooper, Manager, Regional Emergency Management

Reviewed and/or approved in workflow by:

Department Commissioner and Division Directors.

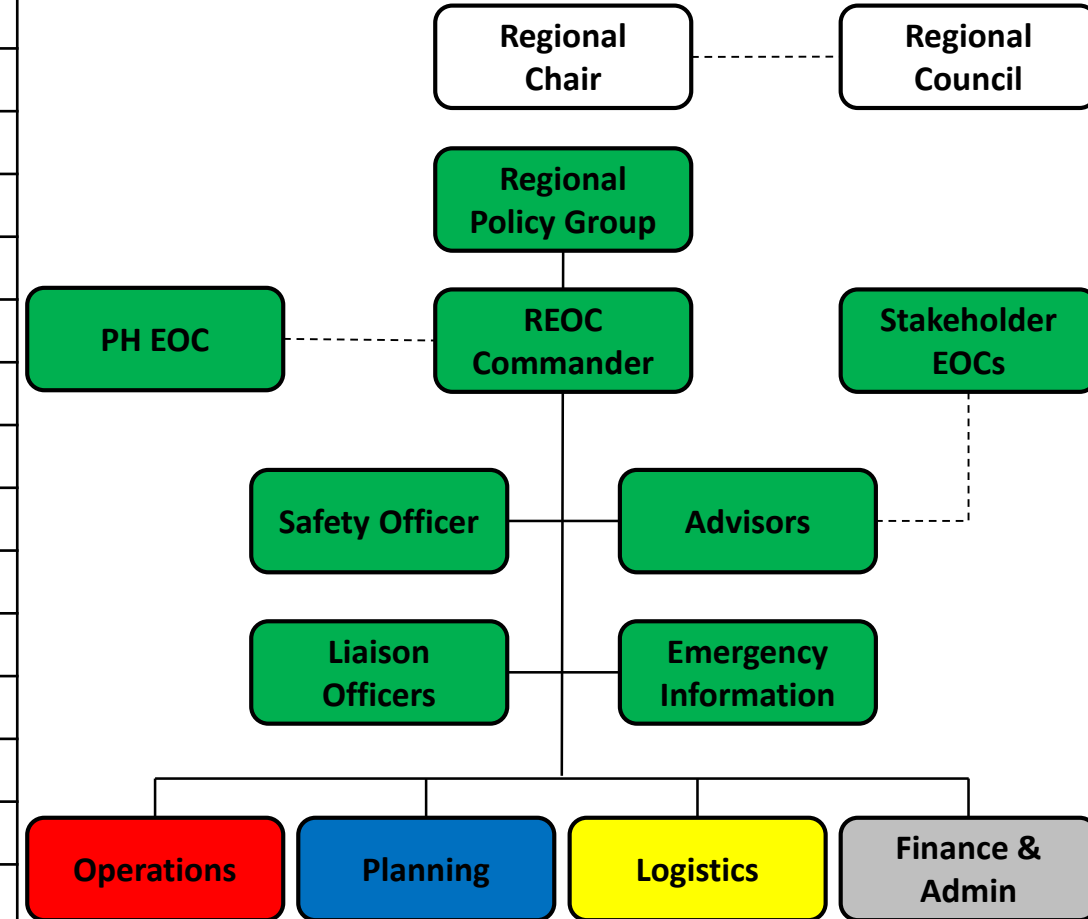
Final approval is by the Chief Administrative Officer.



J. Baker, Chief Administrative Officer

Current REOC IMS Structure

Position	Lead Individual	Back Up
REOC Commander	G. Caron	S. Martin-Heaton
Emergency Information Officer	B. Lee	L. Duarte
Safety Officer	A. Kanji	A. Dymon
Liaison Officer (Emergency Management)	A. Cooper	C. Jamieson
Liaison Officer (Public Health)	S. Kaptein	
Liaison Officer (Health Sector)	T. Ho	L. Estey Noad
Advisor (Risk & Audit)	J. Weinman	
Advisor (Legal) <i>as needed</i>	P. Caza	
Advisor (Privacy) <i>as needed</i>	A. Adams	B. Danko
Operations Section Chief - (Corporate Operations)	J. Sawchuk	M. Killeavy
Operations Section Chief - (COVID Health Operations)	Dr. K. Bingham	P. Sharma
Planning Section Chief - (Corporate)	S. Hollman	L. Trinidad
Planning Section Chief - (Testing & Assessments)	B. Laundry	L. Estey Noad
Logistics Section Chief	N. Rajani	L. Cocuzzi
Finance & Administration Section Chief	J. Pittini	S. Fantin
Scribes / Document Control	J. Jubril, K. Patel	
As of October 22 nd 2020		



Appendix II

Review of the Region's Pandemic Experience

Group Name	Objective	Members	REOC Lead
Communications Task Force	To provide connection with local Municipalities for all communication matters pertaining to the pandemic response. Works to identify gaps in information; provide opportunities to share and align messaging; address council, staff and resident concerns; proactively identify and address stakeholder communication needs.	Communications Leads from; <ul style="list-style-type: none"> • Region of Peel • Town of Caledon • City of Brampton • City of Mississauga As needed; <ul style="list-style-type: none"> • Peel Regional Police • GTAA 	Emergency Information Officer
Emergency Management Task Force	To ensure appropriate liaison activities between members with the intent of identifying gaps, needs and issues to be considered and addressed as appropriate by the REOC or the stakeholder organizations.	Emergency Management leads from; <ul style="list-style-type: none"> • City of Mississauga • City of Brampton • Town of Caledon • Human Services • Public Health • Peel Regional Police • Peel Regional Paramedics Services • Regional Fire Coordinator • Trillium Health Partners • William Osler Health Services • Community Response Table As needed <ul style="list-style-type: none"> • REOC Logistics Section Chief • Deputy Emergency Information Officer 	Liaison Officer (Emergency Management)
REOC Liaison Officer – Canadian Forces Regional Liaison Officer Touch Base <i>Concluded</i>	To provide situational awareness on the current status within the Region of Peel and within potential Canadian Forces resources	<ul style="list-style-type: none"> • Liaison Officer (Emergency Management) • Canadian Forces – Regional Liaison Officer (Halton / Peel) 	Liaison Officer (Emergency Management)

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Group Name	Objective	Members	REOC Lead
Headwaters Health Care Centre – Emergency Operations Centre <i>Concluded</i>	To ensure appropriate liaison activities between members with the intent of identifying gaps, needs and issues to be considered and addressed.	<ul style="list-style-type: none"> • Liaison Officer (Emergency Management) • Various Headwaters Health Care Centre partners • County of Dufferin 	Liaison Officer (Emergency Management)
Regional & Single Tier Municipalities – Emergency Management	General information exchange including situational awareness, best practices and policies.	Community Emergency Management Coordinators from; <ul style="list-style-type: none"> • Dufferin • Durham • Halton • Hamilton • London • Muskoka • Niagara • Ottawa • Peel • Peterborough • Sarnia • Toronto • Windsor • York 	Liaison Officer (Emergency Management)
Provincial Emergency Operations Centre – Ministry & Municipal Stakeholders Call <i>Concluded</i>	General situational awareness sharing by primarily Ministries, the GOC EOC and PEOC.	<ul style="list-style-type: none"> • Government of Canada – Emergency Operations Centre • Provincial Emergency Operations Centre • First Nations Communities • Municipalities • Provincial Ministries • Single Tier Municipalities, Regions, Districts, Counties etc. 	Liaison Officer (Emergency Management) or a designate

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Group Name	Objective	Members	REOC Lead
Temporary Isolation and Housing Program Task Force	<p>The task force has been asked to develop a model and recommendations for three objectives as follows:</p> <ul style="list-style-type: none"> • Respite accommodations for ROP staff with isolation concerns • Securing and supporting additional alternate care settings in the community including the potential expansion of LTC capacity <p>Supporting our three local hospitals - TPH, WOHS and HHCC - with COVID-19 Temporary Care venues, as needed</p>	<p>Health Services</p> <ul style="list-style-type: none"> • Strategic Policy and Performance • Seniors Services, Development • Health Planning and Performance, • Public Policy and Advocacy <p>Corporate Services</p> <ul style="list-style-type: none"> • Real Property and Asset Management • Real Property and Facility Acquisitions • Marketing & Communications <p>Finance</p> <ul style="list-style-type: none"> • Procurement 	Planning Section Chief
Municipal Human Resources Leads (external)	To ensure appropriate liaison activities between members and sharing information and approaches	<ul style="list-style-type: none"> • City of Mississauga • City of Brampton • Town of Caledon • Region of Peel 	Operations Section Chief
Toronto Regional HR Partners (external)	Sharing best practices and local decisions	Various municipalities (25+)	Operations Section Chief
Employee Recognition <i>Concluded</i>	To provide staff with food who are working at a Regional Facility	<p>Corporate Services</p> <ul style="list-style-type: none"> • Human Resources • Culture & Inclusion 	Operations Section Chief
Supplies Working Group	To review and explore supply levels and options	<p>Finance</p> <ul style="list-style-type: none"> • Procurement <p>Health Services</p> <ul style="list-style-type: none"> • Paramedics Services <p>Corporate Services</p> <ul style="list-style-type: none"> • Real Property Asset Management • Facility and Occupant Services 	Logistics Section Chief

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Group Name	Objective	Members	REOC Lead
Project Team Hub Working Group	To review and implement a donation hub for PPE/IPAC	Human Services <ul style="list-style-type: none"> • Strategic Initiatives Corporate Services <ul style="list-style-type: none"> • Facility and Occupancy Services • Health and Safety • Marketing and Communications 	Logistics Section Chief
Active Screening Planning Working Group <i>Concluded</i>	To review and implement active screening for ROP facilities	Corporate Services <ul style="list-style-type: none"> • Real Property Asset Management • Health and Safety • Office of Climate Change and Energy Management 	Logistics Section Chief
Mid-week PPE Discussion Group	To discuss PPE/IPAC challenges/supply chain leads	Local municipalities Corporate Services <ul style="list-style-type: none"> • Facility and Occupancy Services Human Services <ul style="list-style-type: none"> • Strategic Initiatives Health Services <ul style="list-style-type: none"> • Paramedics Services 	Logistics Section Chief
Finance Task Force	To ensure appropriate liaison activities with Finance and program areas to support REOC and Policy Group decisions and reporting with the intent of executing analysis, identifying risks and issues to be considered.	Finance <ul style="list-style-type: none"> • Business and Financial Planning • Financial Policy & Development Financing • Purchasing Management 	Finance & Administration Section Chief

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Group Name	Objective	Members	REOC Lead
Capital/Construction Task Force	To lead capital and construction project review and ensure appropriate liaison with stakeholders including Legal Services, Finance, Health & Safety, Procurement to ensure impacts of COVID-19 are addressed.	<p>Public Works</p> <ul style="list-style-type: none"> • Water & Wastewater • Transportation • Waste Management • Regional Planning and Growth Management <p>Corporate Services</p> <ul style="list-style-type: none"> • Real Property Asset Management • Workplace Health Safety & Wellness • Legal Services <p>Human Services</p> <ul style="list-style-type: none"> • Housing Development • Peel Housing Corporation <p>Finance</p> <ul style="list-style-type: none"> • Procurement • Treasury Services • Financial Support Unit 	Finance & Administration Section Chief

Appendix III

Review of the Region's Pandemic Experience

1. Event Tracking and Record Keeping

With previous significant events and emergencies, full tracking of actions, decisions, figures and resource usage have proven difficult. Given the much-expanded scale and duration of the Region's COVID response, ad-hoc solutions have been developed to address these same issues but are simply not as fulsome as existing software and enterprise solutions used in various Emergency Operations Centres in Ontario.

Solutions used by other jurisdictions are both scalable and customizable to the needs of the organization and, dependent on the licensing, can be extended to key stakeholders such as municipal and first responders so that information sharing, and situational awareness is enhanced. Generally, software and enterprise solutions of this nature leverage an organizations existing infrastructure such as document storage, finance, payroll and GIS systems.

As these solutions are customizable, there is an opportunity to develop event specific modules and dashboards to further promote situational awareness across an organization. As an example, customizable dashboards for Personal Protective Equipment resources and availability could be developed.

With software of this nature, there is normally an archiving function to store and retain transactions, decisions, documents and event logs for future reference.

Thus, further investigation of emergency management software or enterprise solutions is recommended, particularly if both physical distancing, working remotely and limitations on gathering sizes are to remain in effect.

2. Increasing Response Capacity

Never has a single event drawn on the number of departments, divisions, programs and individuals as the COVID response thus far. While several individuals have previous experience supporting significant events and emergencies and a larger number have received training in the Incident Management System, there will always be a need to build further organizational capacity.

Traditional methods for delivering training have been based on classroom style training to between 15 to 25 individuals with group tasks and tabletop exercises being interspersed in the day and a half of training. Exercises have generally been no more than a day in duration and normally take the route of tabletop exercises or discussions.

Currently, a small number of Regional staff have been approved facilitate the Incident Management System curriculum developed by the Office of the Fire Marshall and Emergency Management. That curriculum only provides a medium to high level overview of key IMS positions and functions. There is no provincially approved training available for specific IMS positions such as the Command and General staff, nor the supporting positions.

In addition to having to reevaluate and modify the traditional training approaches to meet physical distancing, safe gathering sizes and other mitigation measures, Regional Emergency Management will be looking to work with municipal partners to develop function

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and position specific IMS training in the absence of similar curriculum from the Office of the Fire Marshal and Emergency Management.

With respect to future exercises, Regional Emergency Management will be developing a multi-year exercise plan as part of the updates to the Region of Peel Emergency Plan which will be completed in early 2021 and brought to the Emergency Management Program Committee. This plan will address exercises of various levels ranging from departmental and divisional scale exercises to broader exercises spanning beyond regional and municipal stakeholders.

3. Corporate Business Continuity Planning

Formal expansion of Business Continuity Planning efforts across all departments and divisions is warranted and should be sustained at a corporate level indefinitely. Efforts to date have focused on the loss of workforce, loss of workplace or the loss of workplace infrastructure scenarios that occur individually within an individual department or division. These parameters have been exceeded since the middle of March and are not likely to reverse for the foreseeable future.

As most every municipal and regional government service in Ontario has implemented business continuity strategies based on their individual COVID experiences, there is an opportunity to survey the approaches used and best practices. Where appropriate, the strategies will be adopted and applicable approaches will be implemented into a Regional Business Continuity strategy.

Ideally, legislative changes will result in the requirement for municipalities to formalize and implement business continuity programs and provide robust provincial supports to ensure a common approach by regional, municipal and ministry organizations.

4. Information Sharing and Collaboration

With most events, information sharing and collaboration with other stakeholders is often identified as an improvement area for future events. The span of information needs that our stakeholders, internal and external, have identified and sought over the course of this response has continually evolved and expanded. Overall, both the REOC and Public Health have been able to effectively support these needs and expectations, however there will always be ways of improving our supports.

Ideally, future information sharing platforms will be organizationally seamless and available in real-time. These solutions maybe achieved through further leveraging of our existing technology platforms or through the implementation of new technologies such as emergency operations centre software.

With respect to collaboration, a tenant of the Incident Management System is to ensure interorganizational collaboration is achieved and maintained throughout all event phases. To the extent possible, REOC and Command Staff have worked diligently with our stakeholders to ensure alignment of activities and efforts. In some cases, the priorities of external stakeholders did not align to those of Public Health and the REOC and guidance was provided to the stakeholder to consume and operationalize on their own. These instances were few and were often addressed by key individuals agreeing to meet outside of normal business hours to provide support.

Appendix III

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Throughout the ongoing response, every effort will be made by the REOC and REOC Command and General Staff to ensure the collaboration and information sharing needs of internal and external stakeholders are met to the extent possible.

5. Continued use of the Regional Policy Group

The role and function of the Regional Policy Group has been a part of the Region of Peel Emergency Plan since December of 2015 but has been used sparingly with previous events. This is due to the smaller corporate scope and significantly shorter durations of previous events and absence of significant strategic implications. With these previous events, individual Regional Policy Group members were consulted as necessary and appropriate based on which departments were involved in the response.

The guidance and direction provided by the Regional Policy Group to the REOC and individual REOC Command and General staff has been invaluable and should be utilized with future events should the scale and complexity move beyond the scope of individual departments. To further reinforce this recommendation, through amendments to the Region of Peel Emergency Plan, guidance will be expanded to include general criteria for involving the full Regional Policy group.

In addition, training for Regional Policy Group members should be expanded to include those who may provide coverage to Regional Policy Group members during absences. This training will need to be updated and amended based on our COVID experiences and will likely be in place following the adoption of the updated Region of Peel Emergency Plan.

6. Integration of Departmental EOCs

Largely due to the scale of the response across all departments, several Department and Division level EOCs were initially established in addition to the REOC. For the most part, their actions and priorities aligned with those of the REOC, however there were occasions where inconsistent guidance and direction existed. While these variances were addressed, future REOC activations would benefit from reinforcing the relationship and reporting structure between the Regional Policy Group, REOC and EOCs at the department and division levels. As such, the revised Region of Peel Emergency Plan will provide guidance and direction should there be a need to concurrently activate the REOC and other EOCs.

In early September, the REOC was reorganized to both provide respite for individuals who had served in Command and General Staff roles for several months as well as position the REOC to support the implementation of recovery efforts, carry out previous logistics recommendations, provide REOC experience to expand response capacity and prepare for a potential second wave of COVID impacts.

As part of this reorganization and in an effort to further support and align with the Public Health COVID response, an additional Operations Section Chief (COVID Health Operations) was added to the REOC Command and General Staff with the specific function of providing situational awareness and guidance to the REOC related to the Public Health response. Thus far this move has proved beneficial in understand both the current and expected affects of COVID and informed both ongoing response and recovery actions.

Appendix III

Review of the Region's Pandemic Experience

With future REOC activations of this scale and scope, a similar approach may be undertaken wherein departments and division level EOCs have lead representative tied to the REOC. For smaller events the use of departmental and divisional level EOCs should be avoided if possible.

7. Coordinated PPE and Procurement Strategy

Prior to the activation of the REOC, it was readily apparent that there was a shortage of available Personal Protective Equipment across North America and ultimately globally. Further, the procurement of PPE resources had been traditionally done at a divisional level and independent of the needs of other divisions. As such, efforts to coordinate the procurement of materials at a corporate level were undertaken in the first few days of the REOC activation and eventually this was expanded to take into consideration the needs of our municipal partners.

In late June and early July, a recommendation was approved by the Regional Policy Group to further streamline and coordinate both the procurement and storage of PPE materials. Since that time several efforts have commenced to implement a long term coordinated solution with a handful of key objectives being achieved at this point in time.

While the intent of this effort is to secure appropriate levels of PPE to support a 90 day supply and manage it's distribution effectively, following the conclusion of the COVID response, these solutions may be used to support the procurement and storage of other materials that may be used for future significant events or emergencies such as sand bags and booming equipment.

8. Legislative Improvements

Currently, the *Emergency Management and Civil Protection Act* outlines the processes for declaring and terminating both a Provincial and Municipal emergency in Ontario. Further, the Act is augmented by *Ontario Regulation 380/04* which details the technical and annual requirements for emergency management programs in Ontario.

Both, documents were written prior to the last pandemic experienced in Ontario (H1N1) and have requirements that do not currently align with measures such as physical distancing and limitations for gathering numbers. Further, while there is a requirement for Ministries to have Business Continuity plans, there is no requirement for municipalities to have Business Continuity plans. Lastly, valid concerns by both Public Health Units and First Responders associated with the sharing of COVID positive locations with selected individuals required a Provincial Order to resolve (*Ontario Regulation 120/20 - Access to COVID-19 status information by specified persons*), as current privacy legislation does not include provisions for the sharing of personal public health information during a pandemic.

Updates to the above legislation and other supporting acts, are both necessary and warranted at this time. Definitive guidance for municipalities on the procedures for declaring and terminating Emergencies along with the legislative requirement for municipalities to have business continuity programs (with fulsome provincial supports and detailed requirements) will help ensure further the alignment of municipal, regional and provincial contingency plans.

Appendix III

Review of the Region's Pandemic Experience

Lastly, as part of legislative updates, the requirement that all municipal and ministry emergency management plans be based on the Incident Management System should be included. This recommendation has been made following the review of several significant provincial and local events as well as part of a Provincial Auditor General's report issued in December of 2017. Specifically, the Auditor General recommended the following;

“To ensure that the Province is ready to respond to emergencies effectively, we recommend that the Ministry of Community Safety and Correctional Services through the Provincial Emergency Management Office (EMO):

- approve and mandate a standardized emergency response approach for the Province; and*
- work with ministries to develop a strategy for lengthy, large-scale emergency staffing requirements within EMO's and the ministries' emergency operations centres.”*

Appendix IV

Review of the Region's Pandemic Experience

Month	Key Events
<i>January</i>	<ul style="list-style-type: none"> • Public Health Emergency Operations Centre activated • First reported cases in Ontario • Ontario Health reporting measures implemented • Enhanced measures implemented by PHAC • World Health Organization declared that the outbreak of COVID-19 constitutes a Public Health Emergency of International Concern
<i>February</i>	<ul style="list-style-type: none"> • Federal Order: quarantine for 14 days if arriving on a flight from China • Federal Order: quarantine for 14 days if arriving on a flight from any country experiencing an outbreak of COVID 19 • Canadians repatriated from cruise ship to CFB Trenton for 14 days quarantine • Additional repatriations from mainland China to CFB Trenton for quarantine • Daily case counts increase but remain in low single digits • Cases from Egypt and Iran begin to appear in Ontario
<i>March</i>	<ul style="list-style-type: none"> • Several Provincially led response tables established • Daily case counts continue to increase • Screening sites identified and become operational • Public funded schools ordered closed • Directives for health care providers and health care entities issued • Initial gathering limits implemented (under 250 individuals) • Recommendation to close day care and March Break programs • Hospitals requested to implement pandemic plans • Premier Ford requests employers support virtual work arrangements • First death of an Ontario resident • Provincial Declaration of an Emergency made <ul style="list-style-type: none"> • Ontario Regulation limiting gathering to under 50 individuals issued • Closures of public facilities and other venues and services • Regional and Municipal Declarations of an Emergency made in Peel • Municipal Emergency Act enables electronic Council meetings • Peel Homeless Isolation Shelter becomes operational • Ontario Regulation for the redeployment of healthcare workers implemented • Frontline workers childcare locations announced • Closure of non-essential businesses • All international travelers must self-isolate for 14 days • First reported death of a resident of the Region of Peel from COVID-19 • Provincial collection of PPE inventories begins • Gathering limits reduced to 5 individuals • Schools to remain closed until May 1st

Appendix IV

Review of the Region's Pandemic Experience

Month	Key Events
<i>April</i>	<ul style="list-style-type: none"> • Class order issued to enforce self-isolation • Provincial modelling released • Further closure of businesses announced • Frontline worker childcare locations open in Peel • Active screening begins at Regional facilities • Regulation enabling first responder access to COVID-19 positive addresses comes into effect • Trillium Health Partners announces Temporary COVID Response Unit • Provincial expansion of testing locations and access • Provincial emergency orders extended • Federal Quarantine Act amended to allow for local enforcement • Provincial Declaration of an Emergency extended • Everyone entering Canada must quarantine for 14 days regardless of symptoms • Long-Term Care workers may only work at a single location by way of Provincial Order • List of essential workers expanded for emergency childcare access • Borders closed to foreign nationals • Federal resources offered to Ontario's long-term care homes including military assets • Canadian Forces, "Operation Laser" commences to provide COVID support in Canada • School closures extended until end of May • Premier Ford announces a Framework for Reopening the Province • Includes Stage I, Stage II and Stage III community definitions and guidelines • Further expansion of list of eligible workers for the Emergency Child Care programs • Recovery planning commences
<i>May</i>	<ul style="list-style-type: none"> • Limited businesses are permitted to reopening with conditions • Emergency Orders extended • Retail locations with street access permitted to open with curbside measures in place • Ontario Order enabling external management of long-term care location whose management is challenged with implementing containment measures • Additional seasonal services permitted to open for the long weekend • Independent Provincial commission announced to look at Ontario's long-term care system • Schools closed for the remainder of the school year • Hospitals appointed to manage select long term care locations

Appendix IV

Review of the Region's Pandemic Experience

Month	Key Events
	<ul style="list-style-type: none"> • Canadian Forces issue report following their deployment to select long term care locations • Province announces Ontario Regulation related to Pandemic Pay for eligible employees • Both the REOC and Regional Declaration of an Emergency pass the 60-day mark
<i>June</i>	<ul style="list-style-type: none"> • Emergency orders extended • Increases in the limits to social gatherings relaxed to 10 individuals • Limited business permitted to re-open in Stage II communities • Planned reopening of childcare services announced • Regional Isolation and Recovery sites are consolidated to a single location • Gradual resumption of visits to long term care, retirement and other residential care locations announced • Promotion of “social circles” begins with initial circles of no more than 10 individuals recommended • 24 public health regions enter Stage II status <ul style="list-style-type: none"> • Three public health regions, including Peel remain at Stage I • Late June, Peel enters into Stage II status • Frontline worker childcare locations conclude operations
<i>July</i>	<ul style="list-style-type: none"> • Operation Laser winds down with remaining Canadian Forces personnel • Reopening Ontario (A Flexible Response to COVID-19) Act 2020 announced and readings begin • Emergency Orders extended to align with the Reopening Ontario (A Flexible Response to COVID-19) Act • High risk activities are not permitted to resume • Gathering limits for Stage III locations further relaxed • Peel and two other locations remain as Stage II locations • Reopening Ontario (A Flexible Response to COVID-19) Act is enacted • Ontario’s Declaration of an Emergency is terminated • Peel and two other regions approved to enter Stage III • Both the REOC and Regional Declaration of an Emergency pass the 120-day mark
<i>August</i>	<ul style="list-style-type: none"> • Gathering limits for indoor physical recreation facilities further relaxed • Emergency pandemic orders are extended until mid to late September • Provincial guidelines for the safe reopening of school are issued • Municipal mask bylaws issued • REOC begins planning for the transition of resources in anticipation of a second wave of COVID consequences in the fall • Demobilization and Recovery planning continues with intent to reopen some

Appendix IV

Review of the Region's Pandemic Experience

Month	Key Events
	regional services to the public on September 23 rd , 2020
<i>September</i>	<ul style="list-style-type: none"> • Tabletop exercises with school boards and Peel Public Health unit take place • Provincial fall plan for COVID-19 Keeping Ontarians Safe: Preparing for Future Waves of COVID-19 is issued • Access Peel and Service Peel locations reopen • Additional testing and assessment sites briefly established in Peel • Provincial changes to testing and assessment criteria are implemented • Pharmacies begin providing access to testing for the public • Provincial reductions in gathering sizes are announced • Peel Public Health updates the COVID-19 dashboard to show school outbreaks • School boards provide daily dashboards of COVID-19 cases within each school, including those not deemed to be in outbreaks • Transition of REOC staff is completed • Daily screening for employees entering Regional workplaces commences • Both the REOC and Regional Declaration of an Emergency pass the 180-day mark • Recommendations for the reduction of family bubbles being to be announced
<i>October</i>	<ul style="list-style-type: none"> • Provincial requirement for mask to be worn in all indoor places, transit, office and workplace environments • Provincial recommendation to further reduce family bubbles to individual household member and their essential supports • Self-isolation period reduced from 14 days to 10 days • Peel, Toronto and Ottawa enter Modified Stage II status with reductions in gathering sizes for many sectors and settings along with other measures for a period of 28 days • Families recommended to reduce Thanksgiving dinners and gatherings to 10 people or less • Small numbers of COVID+ cases reported in school cohorts resulting in 10 days isolation for each cohort • York Region added to the Modified Stage II status for 28 days • Provincial Medical Officer of Health recommends against Halloween activities such as trick or treating in Modified Stage II communities. • Closure of the Canadian – US border to non-essential travelers extended until mid to late October • Canada extends ban on foreign travellers from entering the country until the end of October. • Canadians encouraged to use the COVID Alert App

Appendix V Review of the Region's Pandemic Experience

Provincial Orders Status

Revoked Provincial Orders (As of September 22, 2020)

Ontario Regulation	Order Description	Revoked Date
50/20	<u>Declaration of Emergency</u>	2020-07-23
51/20	<u>Closure of establishments</u>	2020-06-12
52/20	<u>Organized public events, certain gatherings</u>	2020-07-17
73/20	<u>Limitation periods</u>	2020-09-14
89/20	<u>Traffic management</u>	2020-07-23
104/20	<u>Closure of outdoor recreational amenities</u>	2020-07-17
106/20	<u>Extensions and renewals of order</u>	2020-07-17
107/20	<u>Corporations, co-operative corporations and condominium corporations</u>	2020-05-12
120/20	<u>Access to COVID-19 status information by specified persons</u>	2020-07-22
128/20	<u>Pick up and delivery of cannabis</u>	2020-07-23
139/20	<u>Child care fees</u>	2020-06-12
140/20	<u>Agreements between health service providers and retirement homes</u>	2020-07-23
142/20	<u>Closure of public lands for recreational camping</u>	2020-06-01
191/20	<u>Global adjustment for market participants and consumers</u>	2020-06-01
205/20	<u>Education sector</u>	2020-08-31

Provincial Orders Remaining in Effect (As of September 22, 2020)

Ontario Regulation	Order Description
74/20	<u>Work deployment for health service providers</u>
75/20	<u>Drinking water and sewage</u>
76/20	<u>Electronic service of documents</u>
77/20	<u>Work deployment for long-term care homes</u>
80/20	<u>Electricity price for RPP consumers</u>
82/20	<u>Rules for areas in stage 1</u>
95/20	<u>Streamlining requirements for long-term care homes</u>
98/20	<u>Prohibiting unfair pricing on necessary goods</u>
114/20	<u>Enforcement of order</u>
116/20	<u>Work deployment for boards of health</u>
118/20	<u>Work deployment measures in retirement homes</u>
121/20	<u>Service agencies providing services and supports to adults with developmental disabilities</u>
129/20	<u>Signatures in wills and powers of attorney</u>
132/20	<u>Use of force and firearms in policing services</u>
141/20	<u>Temporary health or residential facilities</u>

Appendix V
Review of the Region's Pandemic Experience

Ontario Regulation	Order Description
145/20	<u>Work deployment measures for service agencies providing violence against women residential services and crisis line services</u>
146/20	<u>Limiting work to a single long-term care home</u>
154/20	<u>Work deployment measures for district social services administration boards</u>
156/20	<u>Deployment of employees of service provider organizations</u>
157/20	<u>Work deployment measures for municipalities</u>
158/20	<u>Limiting work to a single retirement home</u>
163/20	<u>Work deployment measures for mental health and addictions agencies</u>
177/20	<u>Congregate care settings</u>
190/20	<u>Access to personal health information by means of the electronic health record</u>
192/20	<u>Certain persons enabled to issue medical certificates of death</u>
193/20	<u>Hospital credentialing processes</u>
195/20	<u>Treatment of temporary COVID-19 related payments to employees</u>
210/20	<u>Management of long-term care homes in outbreak</u>
240/20	<u>Management of retirement homes in outbreak</u>
241/20	<u>Special rules regarding temporary pandemic pay</u>
263/20	<u>Rules for areas in stage 2</u>
345/20	<u>Patios</u>
363/20	<u>Stages of reopening</u>
364/20	<u>Rules for areas in stage 3 - amended September 19th 2020</u>

REOC

Regional Emergency Operations Centre

COVID-19 Response



Welcome

We invite you to explore this interactive story map to learn about the Regional Emergency Operations Centre (REOC) response to COVID-19.

How to use this story map:

- To move through the story map, scroll down or use the navigation bar to jump to a specific section
- If available, a small circle located vertically in the bottom left or right of your screen can be used to navigate through a specific section, as seen below:



Navigation Circles

- A 'Quick Links' button is available on the navigation bar to access all documentation referenced in this story map

The REOC is the central command and control for emergency preparedness and emergency management within the Region of Peel. The REOC supports the Region of Peel and the local municipalities response to COVID-19 through four main objectives:

Protect	Support	Communicate & Coordinate	Deliver
<ul style="list-style-type: none">• Protect Regional employees and residents from COVID-19, particularly our most vulnerable community members• Promote the safety and well-being of Regional employees during the COVID-19 pandemic	<ul style="list-style-type: none">• Support the public health response to COVID-19, including directives from the MOH• Enable critical work across Regional Services• Support broader health system response to COVID-19 pandemic	<ul style="list-style-type: none">• Provide trusted and timely communication to regional employees, Council and community members• Coordinate the COVID-19 response with local municipalities and community stakeholders	<ul style="list-style-type: none">• Ensure delivery of essential services Adapt to rapidly changing service needs and impacts• Ensure accountability and implementation of risk management practices• Implement business recovery planning

Protect

The REOC strives to protect Regional staff and residents from COVID-19, particularly the most vulnerable members of our community.



Community Safety

- Increased homeless supports by providing an isolation and recovery site
- Developed a Community Response Table that helps 200 agencies that support vulnerable or at-risk citizens, municipal support task forces, and distributes government funding to local NGOs
- Enhanced protection for TransHelp Operators and Clients with implementation of COVID-19 safety guidelines
- Adjustments to in-person service delivery
- Implemented preventative measures at Peel Living sites - increasing signage and communication, closing common rooms, pre-screening, PPE, and wellness phone calls to senior residents



Employee Safety

- Promotion of COVID-19 safety guidelines, which include: physical distancing, hand hygiene, use of PPE, and self-isolation measures
- Implemented enhanced cleaning and active screening protocols at Regional facilities
- Implemented pre-screening protocols prior to delivering services
- Enabled and encouraged employees to work from home
- Developed inventory of safety hazards and control measures for potential interactions between the public and employees, including the issuance of PPE and training
- Closed or modified service hours for public facing facilities
- Modified workplace design to enable physical distancing

Support

REOC enables critical work across Regional services and supports the public health response to COVID-19.



Community and Employee Support

- Redeployment of employees to support COVID-19 response
 - External recruitment of long term care home staff
 - Coordinated inventory and procurement of essential supplies across all business areas
 - Distributed community donated PPE supplies to private long term care facilities
 - Coordinated emergency daycare for essential service employees in Peel
 - Deferred utility rate increases and provided relief from late payment fees for residents
-

Communicate & Co-ordinate

The REOC continuously coordinates the COVID-19 response with local municipalities and community stakeholders. It also provides trusted and timely communication to Regional staff, Council, and community members.



Trusted Communication

- Unified response for external inquiries to provide consistent message to Councillors and Mayors
- Enhanced internal communication through a COVID-19 Employee Portal, a central email for employee questions, and improved frequently asked questions page
- Provided frequent social media updates and reminders to the public
- Expanded section on external Region of Peel website with COVID-19 guidance, support, service impacts, and statistics
- Deployed a continuous improvement task force to manage and reduce call wait times at Service Peel
- Coordinated donations to accept and redistribute essential supplies
- Provided weekly COVID-19 response to Council
- Consistent communication with municipalities through the Inter-municipal Communication Task Force
- Established Emergency Managers Task Force, including local municipal emergency managers, paramedics, police, OPP, Regional Fire Coordinator, and hospitals
- Held weekly liaison with William Osler and Trillium Partners for PPE and local municipal essential supplies representatives

- Held daily inter-municipal HR Director meetings to share and coordinate policies

Deliver

The REOC ensures the delivery of essential services while adapting to rapidly changing service needs and impacts. It also ensures accountability and implementation of risk management practices and implements business recovery planning.



Ensures Delivery of Essential Services

- Activated the REOC, Public Health EOC, and Public Works EOC to ensure essential services remain available to citizens
- Performed Business Impact Assessments (BIAs) for all Regional services and received Business Continuity Plans (BCPs) for all departments
- Conducted corporate strategic priorities/projects review



Adaptation

- Adapted Regional services for vulnerable residents by enabling automatic Ontario Works payments and enabled Ontario Works caseworkers to work with clients remotely
- Worked with Mayors to allow off-peak delivery of goods
- Provided enhanced supports to frontline health care workers through the Surge and Isolation Housing Task Force
- Digitized several Regional processes, including a digital Development Services application process to enable closing service counter and electronic approval process for Accounts Payable
- Conducted virtual Council meetings
- Modified and updated HR policies to allow staff to better handle circumstances and provide extended supports
- Managed risks, budget, and compliance with Provincial Order through the Capital and Construction Task Force
- Implemented a high-risk Paramedics response teams for calls that may have aerosol generating procedures
- Adapted Regional Water Services by limiting service interruptions to emergency work, deferring water sample collection on private properties, and digitization of

submissions based on direction from the Ministry of Environment

- Increased remote staff access to the Region's public sector network through increase of bandwidth



Accountability

- Managed accountability to citizens through the Financial Task Force with a monthly financial report to Council
- Conducted continuous legal and privacy review of all Federal, Provincial, and local Ministry of Health (MOH) Orders
- Formally communicated to all vendors/contractors regarding safety and conformance with MOH and Provincial Orders

Recovery Plan

A blue header with the text 'Recovery Plan' in white. Below the header, a grey diagonal band contains a series of circular icons. The icons include a 'One' logo, a group of three people, a group of four people, and a group of five people, all in blue and white.

Recovery

- Documented weekly REOC lessons learned
 - Performed service level reviews for all activities
 - Established a Demobilization and Recovery Planning Task Force
-

Demobilization & Recovery

Reporting to the REOC Policy Group, the Demobilization & Recovery Task Force is comprised of leadership from across the organization. The mandate of the Task Force is to plan and execute the demobilization of COVID-19 response efforts and recovery for the Region of Peel.

The Task Force meets weekly to review the various recovery elements and prepare strategic recommendations to the Policy Group. The Task Force assigns responsibility for the execution of approved strategies and plans including communications and change management.



Delivering Valued Services and Community Supports



Creating Safe Environments and Healthy Workers



Redesigning for the New Normal of Regional Operations

Priority

Resumption of modified Regional services and the appropriate return from remote operations

Ensuring all workspaces and staff are ready to enable return and are safeguarded from risk

Rethinking how Regional services and operations are performed and how we work in the future

Focus

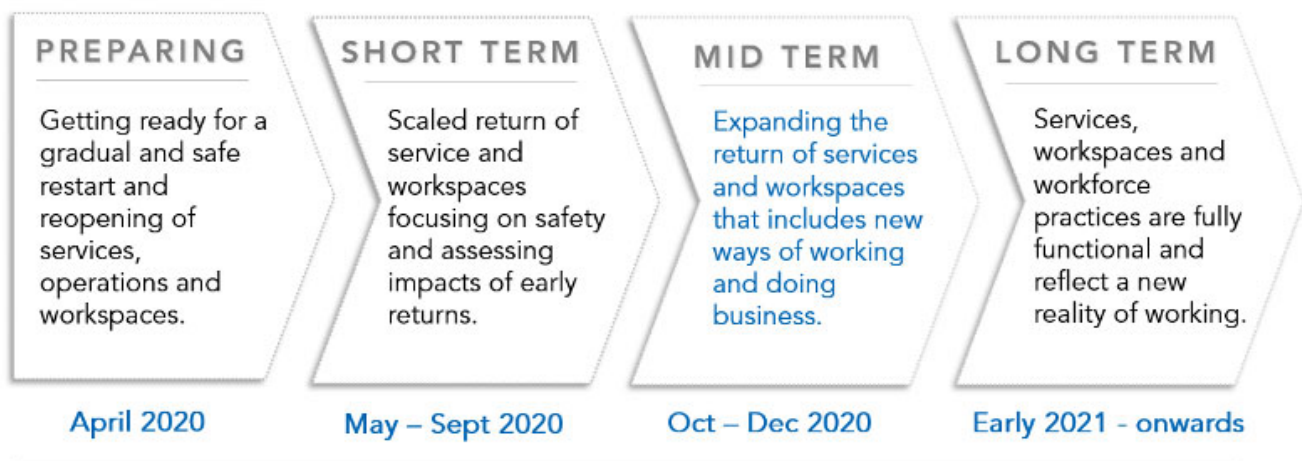
- Gradually restarting of services
- Scaled return from remote operations
- Continuing key community supports
- Adjusting infrastructure investments
- Managing financial and economic impacts

- Public Health guidelines
- Health, safety and wellness
- Workplace safeguards and equipment
- Workforce measures and supports
- Digital enablement

- Remote work capabilities
- Space needs and efficiencies
- Optimizing the workforce
- Service level refinements
- Emergency future proof
- Health and well-being

Framework

The Region's Demobilization and Recovery (D&R) Plan focuses on three pillars with efforts covering a series of key areas.



Recovery phases may go through cycles based on the trajectory of COVID cases

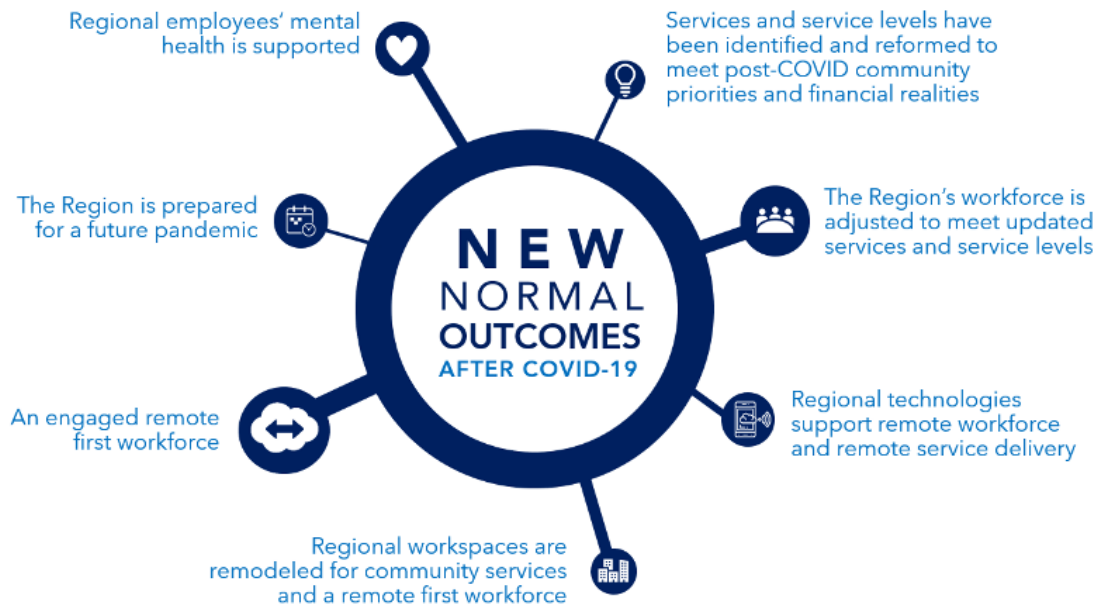


Recovery efforts must consider the different circumstances of services

D&R Utilizes a Phased Approach

The short-term phase has recently been completed and the Task Force is presently focused on the planning details and strategic decisions for the mid-term phase.

This, of course, is being balanced along with the status of our ongoing COVID-19 response efforts.



The New Normal

The D&R Plan is outcome based.



Additional Resources

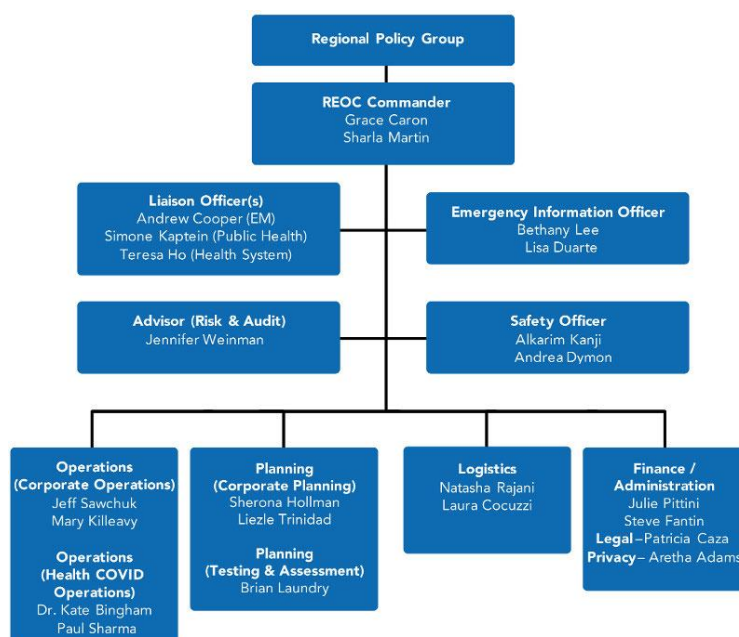
See below for additional details and resources related to Demobilization and Recovery:

- [June 25 Council Update on Region of Peel COVID-19 Demobilization and Recovery Plan and Appendix](#)
- [Short-term implementation summary](#)
- [Mid-term plan and status update](#)
- [Working at Regional worksites](#)

D&R portal for Regional employees

IMS Roles and Responsibilities

The Incident Management System (IMS) provides the structure of the REOC. The Command forms the core of the REOC and is supported by General Staff groups and other areas of the Region as required. Staff are rotated through positions at regular intervals.



Command

REOC Commander

Responsibilities: Overall management of the REOC, makes executive decisions, provides strategic guidance, information and resource management.

Emergency Information Officer (EIO)

Responsibilities: Develops and releases approved emergency information to the public, once approved by the Command.

Liaison Officer (LO)

Responsibilities: Primary contact for assisting stakeholders. Informs and advises on issues related to outside assistance and support, including stakeholder needs.

Public Health Liaison Response Activities

Isolation and Recovery Housing Programs

Health System Liaison Response Activities

Safety Officer (SO)

Responsibilities: Monitors safety conditions and develops safety measures to ensure health and safety of Regional staff and volunteer responders. Has the authority to suspend Regional response if it endangers the well-being of responders.

General Staff

These staff report to the Command and are activated as required by the IMS.

Operations Section Chief (OSC)

Responsibilities: Co-ordinates operational activities between the Command and General Staff. Assists with developing and implementing the Incident Action Plan (IAP) and organizing, assigning, and supervising resources to enact operational tasks.

Corporate Operations: Responsible for addressing corporate operational needs, maintaining Corporate workforce policies, assessing priority service areas, ensuring suitable measures are in place to support workforce mental wellbeing and safety, identifying redeployment needs and supporting the REOC Commander.

10 Principles for redeployment

Health COVID Operations: Responsible for overseeing Public Health operations related to case and contact management, developing health sector supports and guidance, implementation of Federal, Provincial and Local health regulations and providing COVID specific situational awareness to the REOC.

Planning Section Chief (PSC)

Responsibilities: Develops the IAPs. Primary focus is to maintain situational awareness and predict future hazards, risks, and the future course of events.

Corporate Planning: Responsible for the development of supporting corporate plans and efforts, such as redeployment plans. Also supports the Demobilization and Recovery Task Force with coordinated planning and implementation of recovery efforts. Maintains situational awareness related to departmental needs and issues and supports the REOC Commander.

Testing and Assessment: Responsible for the development of plans specifically related to COVID Testing and Assessment

efforts with the coordination and support of the REOC. Represents the Region on Ontario Health tables related to testing and assessment efforts and provides situational awareness information on the status of externally coordinated testing and assessment efforts within the Region of Peel.

Logistics Section Chief (LSC)

Responsibilities: Provides facilities, services, resources, and materials in support of the incident. Participates in development of the IAPs.

Finance and Administration Section Chief (FSC)

Responsibilities: Provides financial and administrative support, including all business processes, cost analysis, financial and administrative aspects, and ensures compliance with Regional policies and procedures.

Day-to-Day Operations

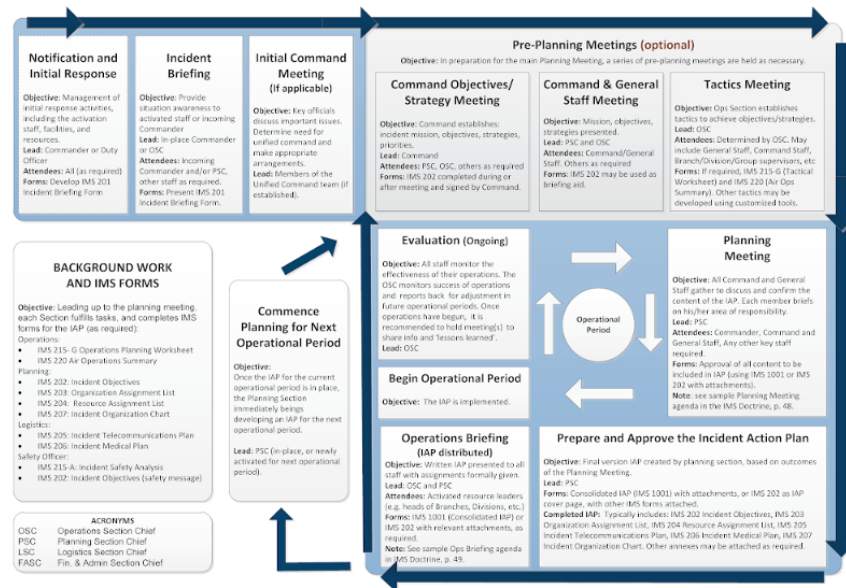
The REOC has wide ranging objectives that help keep the Region operating and delivering critical services, while supporting citizens and staff.

There are several tools and documents that assist with meeting these objectives by providing current service levels or supplementary information to better monitor the Region's operations and response.

Remote First

At this point in time, the REOC will remain virtual due to the nature and magnitude of the COVID-19 pandemic.

IMS Planning Cycle – General

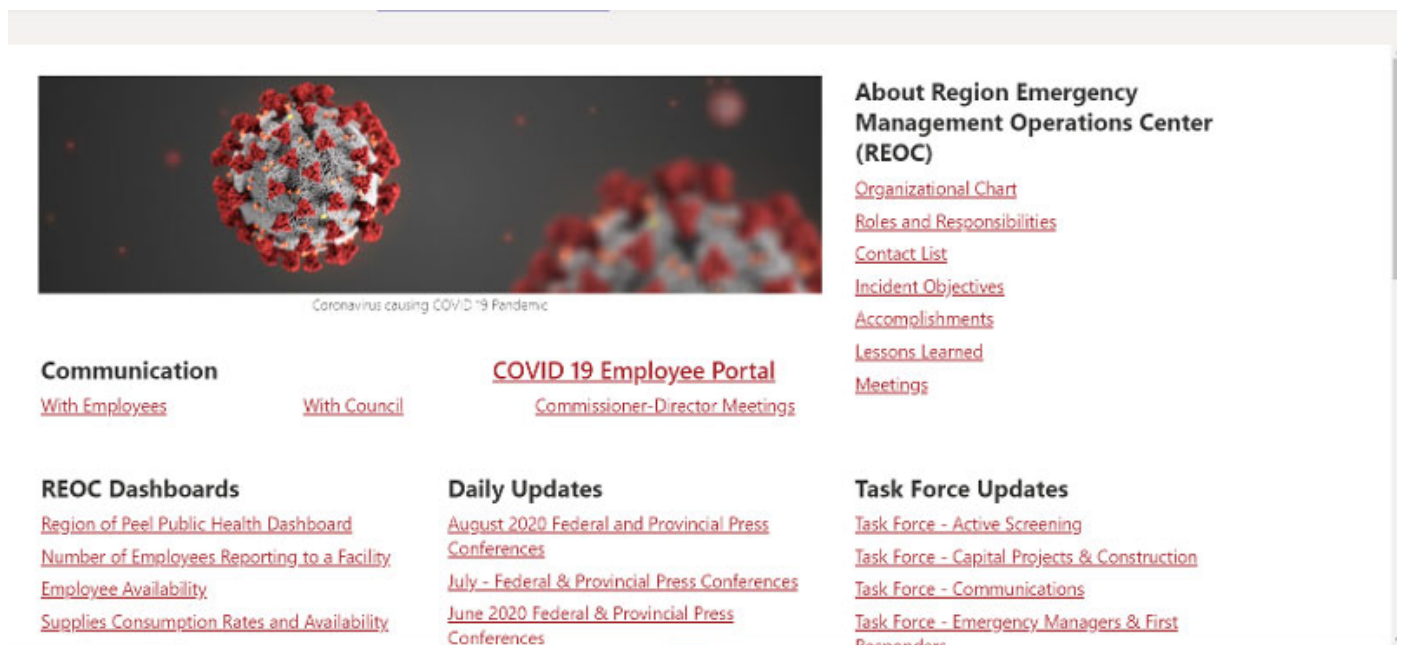


Emergency Management Approach

The Region of Peel's approach to emergency management uses the Incident Management System (IMS) model.

The IMS utilizes management by objectives and provides consistent focus on three main priorities:

1. Protection of life including responders
2. Protection of property and critical infrastructure
3. Protection of the environment

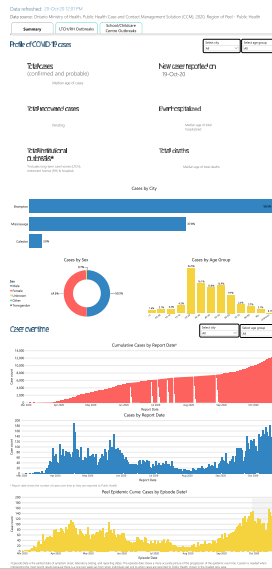


Consolidated Team Communications

The REOC Command and General Staff SharePoint site is a dedicated website that houses key documents including:

- REOC minutes
- Policy Group minutes
- Task Force summaries list
- Item tracking document

The site provides a centralised area for document collaboration and storage accessible on-site or remotely.



Microsoft Power BI

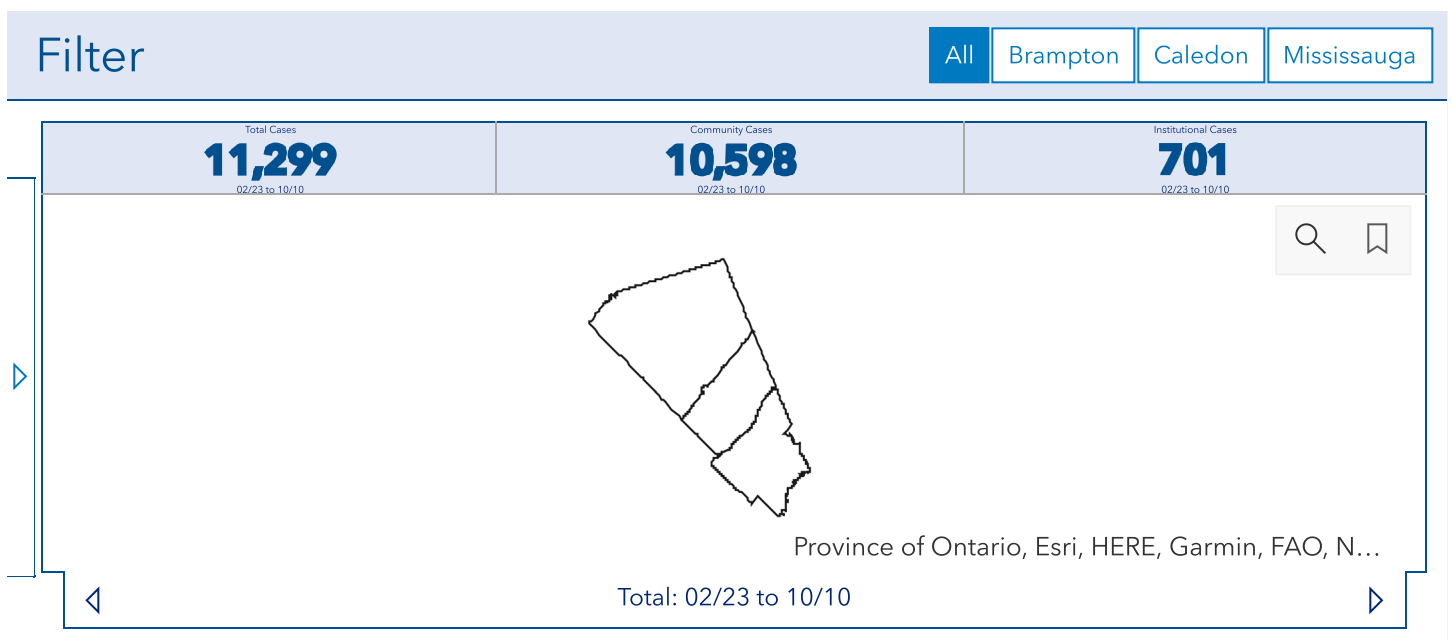
< 1 of 3 >

Daily Case Counts

Daily COVID-19 case counts are made available to the public through a [dashboard](#) maintained by Public Health.

The live dashboard can be used on the right.

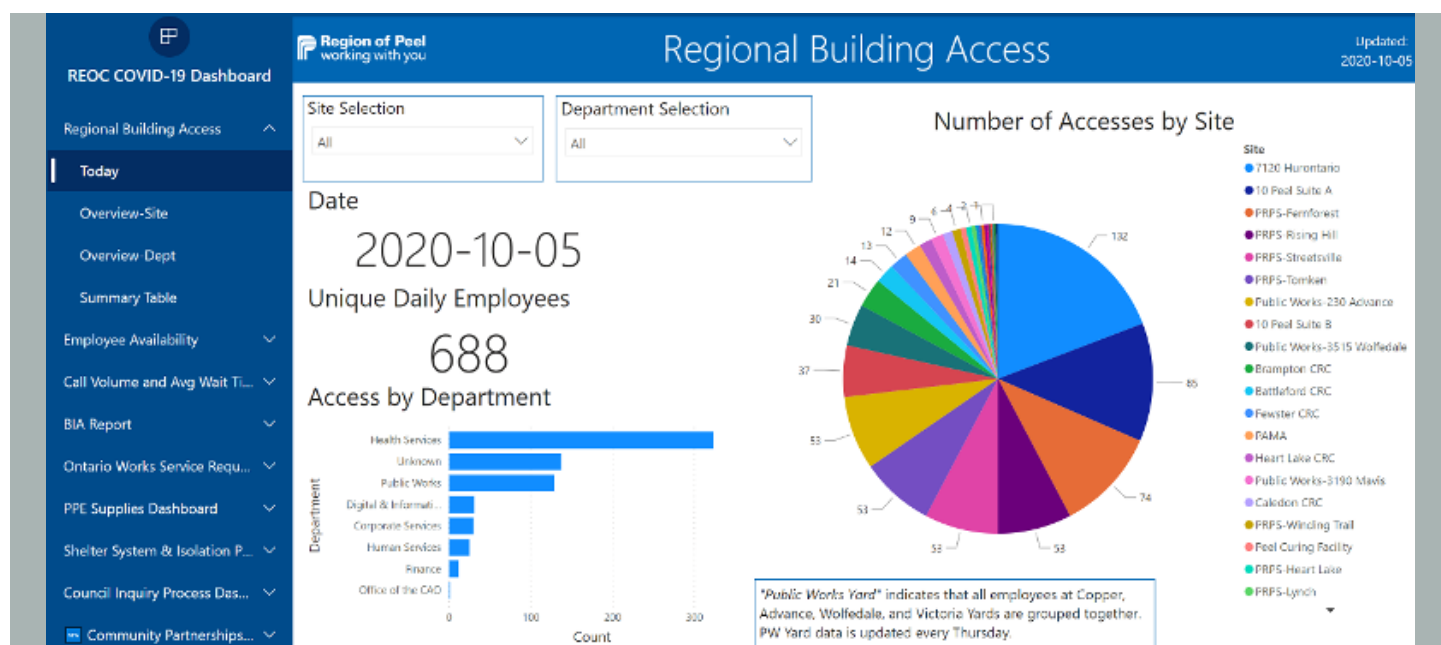
Ongoing and past outbreaks at long term care homes, retirement homes, schools, and child care centres are also available.



Local COVID-19 Case Mapping

COVID-19 cases are mapped by Public Health on a bi-weekly basis, providing a neighbourhood level incident rate.

The live dashboard can be used on the right.



Status and Workloads of Regional Services

The REOC COVID-19 Dashboard provides quick information on:

- Number of employees reporting to a facility
- Employee availability
- Supplies consumption rates and availability
- Call Centre volume and average wait times
- Ontario Works service desk
- Regional Clerks inquiries
- Shelter system & isolation program
- Emergency child care dashboard

Data is updated daily or weekly depending on operational requirements.

A screenshot of the dashboard is on the right.

Partners

The REOC has partnered with numerous community agencies.



Community Response Table

Supporting community agencies to respond to the needs of Peel's most vulnerable residents during COVID-19

The Region has formed a COVID-19 Regional Community Response Table (CRT) and is collaborating with local community partners, agencies and the not-for-profit sector.

COVID-19 social services funding

 COVID-19 Virtual Assistant

Community Response Table

The Community Response Table (CRT) was formed to support small community groups, such as food banks, outreach services, and immigration supports. The CRT has expanded to include large and small groups to support community relations.

These groups were supported with messaging, IPAC guidance, and in some cases received PPE for their operations.

The CRT is led by the Region with the support of the local municipalities.

Quick Links

Please visit the [REOC SharePoint site](#) to see the latest news and

updates from the REOC.

Portals

COVID-19 staff portal

COVID-19 public portal

D&R portal for Regional employees

Plans and Updates

- [Demobilization and Recovery \(D&R\) Plan](#)
- [Council Update on Region of Peel COVID-19 Demobilization and Recovery Plan and Appendix](#)
- [Short-term implementation summary](#)
- [Mid-term plan and status update](#)
- [Working at Regional worksites](#)
- [Isolation and recovery housing programs](#)
- [Health system liaison response activities](#)
- [10 Principles for redeployment](#)

Dashboards

- [Daily COVID-19 case counts](#)
- [REOC COVID-19 dashboard](#)
- [COVID-19 neighbourhood mapping dashboard](#)
- [Number of employees reporting to a facility](#)
- [Employee availability](#)
- [Supplies consumption rates and availability](#)
- [Call Centre volume and average wait times](#)
- [Ontario Works service desk](#)
- [Regional Clerks inquiries](#)
- [Shelter system & isolation program](#)
- [Emergency child care dashboard](#)

Task Forces

- [Demobilization & Recovery Task Force](#)
- [Community Response Table](#)
- [Task Force Census](#)

Powered by ArcGIS StoryMaps

For Information

REPORT TITLE: **2019 Regional Fire Coordinator's Report**

FROM: Kathryn Lockyer, Interim Commissioner of Corporate Services

OBJECTIVE

To inform of the annual Fire Coordinator's report from Bill Boyes, Fire Chief, City of Brampton Fire and Emergency Services, attached as Appendix I to the report of the Interim Commissioner of Corporate Services, titled "2019 Regional Fire Coordinator's Report".

REPORT HIGHLIGHTS

- The Fire Coordinator program assists in ensuring that the most efficient, effective and coordinated response is utilized to mitigate emergency situations.
 - The position of Regional Fire Coordinator rotates among the three Fire Chiefs of Brampton, Caledon, and Mississauga.
 - The Regional Fire Coordinator and Deputies have and continue to provide support to the Region's response to COVID-19.
 - Darryl Bailey, Fire Chief, Caledon Fire and Emergency Services, has assumed the role of the Regional Fire Coordinator for 2020.
-

DISCUSSION

1. Background

The role of the Regional Fire Coordinator rotates among the three local municipal Fire Chiefs. While one Chief is fulfilling the role of Regional Fire Coordinator, the other two are deemed to be Deputy Regional Fire Coordinators and can assist as necessary.

The role of the Regional Fire Coordinator includes:

- Coordinating local municipal fire plans;
- Ensuring that local municipal fire plans conform to the Regional Emergency Plan;
- Monitoring and maintaining both physical and human resources during an emergency event;
- Ensuring ongoing communication among local municipal fire services;
- Coordinating communication links with Regional services; and,
- Preparing an annual report on mutual aid activities.

2. 2019 Annual Fire Coordinator's Report Findings

Attached as Appendix I is the report of Chief Boyes, delivered as per the mandate of the Regional Fire Coordinator.

2019 Regional Fire Coordinator's Report

3. 2020 Fire Coordinator COVID-19 Support

As will be reflected in the 2020 Regional Fire Coordinator's Report, both the Regional Fire Coordinator and Deputy Regional Fire Coordinators have provided as needed support to the Regional Emergency Operations Centre throughout the COVID-19 response. This support includes but is not limited to coordinating inspections of both Emergency Daycare and Homeless Isolation / Recovery sites, guidance related to fire prevention issues of specific personal protective equipment (PPE) and assisting with the broad distribution of public messaging related to COVID-19 and individual mental health and wellbeing.

4. 2020 Regional Fire Coordinator

The role of the Regional Fire Coordinator for 2020 has been staffed by Chief Darryl Bailey (Caledon Fire and Emergency Services). Chief Bailey will serve in this role until December 31, 2020. Throughout 2020, both Chief Tim Beckett (Mississauga Fire & Emergency Services) and Chief Bill Boyes (Brampton Fire & Emergency Services) serve as Deputy Regional Fire Coordinators.

5. Future Regional Fire Coordinator Schedule

The role of the Regional Fire Coordinator rotates at the beginning of each year. For the years 2021 to 2023 the Regional Fire Coordinator's schedule is as follows;

- 2021 - Mississauga
- 2022 - Brampton
- 2023 - Caledon

APPENDICES

Appendix I - 2019 Annual Fire Coordinator's Report

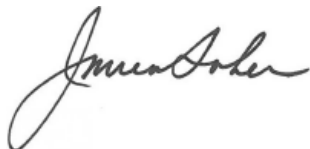
For further information regarding this report, please contact Andrew C Cooper, Manager Regional Emergency Management, Ext 4437, andrew.cooper@peelregion.ca.

Authored By: Andrew C Cooper, Manager, Regional Emergency Management

Reviewed and/or approved in workflow by:

Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.



J. Baker, Chief Administrative Officer

Appendix I
2019 Regional Fire Coordinator's Report

TO: Chair and Members of Regional Council

FROM: Bill Boyes
Brampton Fire & Emergency Services
2019 Regional Fire Coordinator

DATE: September 14, 2020

RE: **2019 Annual Fire Coordinators Report**

RECOMMENDATIONS:

That the report titled "2019 Annual Fire Coordinators Report" be received for information.

BACKGROUND:

The following resolution was adopted by Regional Council on December 15th 2005:

That the position of Regional Fire Coordinator be continued pursuant to the mandate of the Regional Corporation under the *Emergency Management Act* R.S.O. 1990 c E.9, as amended, and its power as natural person under the *Municipal Act*, 2001 to appoint such Officers and employees as it deems necessary.

The position of Regional Fire Coordinator rotates between the Fire Chiefs of the three municipalities located within the Region on an annual basis. Fire Chief Tim Beckett (City of Mississauga) was the Regional Fire Coordinator for 2018, and Fire Chief Bill Boyes (City of Brampton) was the Regional Fire Coordinator for 2019. Fire Chief Daryl Bailey (Town of Caledon) has assumed the position as of January 1, 2020. When the Fire Chiefs are not acting in the capacity of Regional Fire Coordinator, they are designated as alternate Fire Coordinators to act in the absence of the Fire Coordinator.

MUTUAL AID ACTIVITIES IN 2019

There were 23 formal mutual aid requests in 2019.
Mutual aid was provided by the following municipalities:

- Brampton – 7 incidents
- Caledon – 16 incidents
- Mississauga – 0 incidents

These resources included response to incidents with apparatus (aerial, tankers) for additional support or water supply and stand-bys at other stations in neighbouring municipalities in the event of large incidents.

OTHER ACTIVITIES

Conferences

The Fire Coordinators were in contact with the Ontario Fire Marshal's office and although they did not attend the 2019 Coordinators conference, the Fire Coordinators did follow up to ensure compliance with any new policies or procedures through an in-person meeting with the Ontario Fire Marshal's office regarding roles and responsibilities.

Committees/Meetings

All three Fire Chiefs are members of the Joint Fire Communications Centre (JFCC) Advisory Panel. This Committee met on several occasions in 2019. Some of the main topics discussed were the computer aided dispatch (CAD) replacement project, upgrade to the JFCC back-up centre, the CRTC approved network upgrade Next Generation 9-1-1 (NG9-1-1), transitioning all networks to Internet Protocol (IP) and the review of the EMS/TIFF-Allied Agency Notification technology platform which interfaces the provincial EMS CAD with the Joint Fire Communication Centre CAD.

Conclusion

The coordination of mutual aid requirements is managed well under the current structure. Individual resources are managed by the local municipal service. Request for assistance is made through request to the Joint Fire Communications Centre. Once approved by the responding agencies, resources are deployed and the various Fire Coordinator or alternate Coordinators are notified via email.

Sincerely,

Bill Boyes
Fire Chief
Brampton Fire and Emergency Services
2019 Regional Fire Coordinator

For Information

REPORT TITLE: **Status Update on the 2020 Office of the Fire Marshal and
Emergency Management Compliance Requirements**

FROM: Kathryn Lockyer, Interim Commissioner of Corporate Services

OBJECTIVE

To provide a status update of the Emergency Program activities undertaken towards achieving the legislative requirements for 2020 required under the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* and Ontario Regulation 380/04.

REPORT HIGHLIGHTS

- The *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* and related regulations require all municipalities to comply with 15 legislated requirements in their emergency management program.
 - The Office of the Fire Marshal and Emergency Management has provided guidance on certain requirements for municipalities as a result of the response to COVID-19.
 - All legislated requirements will be completed by mid-December.
-

DISCUSSION

1. Background

The Region is required, pursuant to the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* (the “Act”) and Ontario Regulation 380/04, to achieve the Essential Level Standard of an Emergency Management Program. To achieve this standard the municipality must comply with the 15 elements of the Act. Since 2003, the Region has successfully achieved the legislative requirements each year as verified by the Office of the Fire Marshal and Emergency Management.

Throughout 2020, Regional Emergency Management heavily supported the Regional response to COVID-19 through the Regional Emergency Operations Centre (REOC) which was activated on March 10, 2020 as well as the preceding weeks to the REOC activation.

Further, Regional Emergency Management supported each of our municipal partners with their respective responses as well as other stakeholders such as Peel Regional Police, Trillium Health Partners and Osler Health Services. Despite the commitment of resources, several of the required compliance elements were completed before or shortly following the activation of the REOC.

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

2. Current Status

At the time of this report's preparation, each municipality is expected to complete an Annual Compliance package for 2020 to be submitted to the Office of the Fire Marshal and Emergency Management. Should there be any change to this requirement, a report for information will be prepared for Regional Council.

Regional Emergency Management will be submitting the 2020 Annual Compliance package to the Office of the Fire Marshal and Emergency Management by early December 2020.

a) Legislative Requirements

- i) Municipalities must have a Community Emergency Management Coordinator**
(O.Reg.380/04, s.10 (1))

The Region of Peel Community Emergency Management Coordinator has been identified to the Office of the Fire Marshal and Emergency Management along with an Alternate Community Emergency Management Coordinator.

Andrew C Cooper, Manager, Regional Emergency Management is the Region's Community Emergency Management Coordinator and Cheryl Jamieson, Specialist, Emergency Management is the Region's Alternate Community Emergency Management Coordinator. Both individuals have been identified to the Office of the Fire Marshal and Emergency Management.

- ii) The Community Emergency Management Coordinator must complete the required training**
(O. Reg. 380/04, s.10(2))

Both the Community Emergency Management Coordinator and Alternate Community Emergency Management Coordinator have completed the required courses offered by the Office of the Fire Marshal and Emergency Management.

- iii) Municipalities must have a Community Emergency Management Program Committee**
(O. Reg. 380/04, s.11)

The Region's Community Emergency Management Program Committee is known as Emergency Management Program Committee. This committee is currently comprised of appointed members of Regional Council and Regional staff including the Executive Leadership Team. Specifically, the following individuals comprise the Region's Emergency Management Program Committee:

- Regional Chair Nando Iannicca (ex-officio)
- Councillor Annette Groves (Chair)
- Councillor George Carlson
- Councillor Ian Sinclair
- Councillor Jennifer Innis
- Councillor Karen Ras

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

- Councillor Pat Saito
- Councillor Rowena Santos (Vice-Chair)
- Councillor Sue McFadden
- Chief Administrative Officer
- Commissioner of Corporate Services
- Commissioner of Digital and Information Services
- Commissioner of Finance and Chief Financial Officer
- Commissioner of Health Services
- Commissioner of Human Services
- Commissioner of Public Works
- Manager of Regional Emergency Management

iv) Municipalities must have a current by-law adopting their Emergency Management Program
(the Act, s. 2)

Region of Peel By-Law 52-2008 empowers the Emergency Management Program.

v) Municipalities must have a current Community Risk Profile (Hazard Identification and Risk Assessment)
(the Act, s. 2)

Regional Emergency Management maintains a Hazard Identification and Risk Assessment that is based on various information sources including tracking of reported events to the Regional Emergency Management Duty Officer from 2013 onward. Up until the beginning of 2020, most reported events have been tied to weather and climate triggers such as thunderstorms, snowstorms and on occasion, more extreme weather such as freezing rain or weather capable of generating tornado events.

While pandemics have been included in previous Hazard Identification and Risk Assessments, the scale, duration and impacts related to COVID-19 far exceed the consequences identified following previous pandemics such as SARS and H1N1.

vi) Municipalities must have a current Emergency Response Plan and a copy must be submitted to the Office of the Fire Marshal and Emergency Management when revised
(the Act, s.3.1 (1), s.3.1(6), s. 6.2 (1))

Regional Emergency Management has provided the Office of the Fire Marshal and Emergency Management with the most current version of the Region of Peel Emergency Plan (the “Plan”) that was implemented in December of 2015.

A planned update to the Plan in early 2020 was paused with the activation of the REOC on March 10th, 2020. Work will resume this fall and into the early portion of 2021 to complete the updates to the Plan and incorporate any findings as a result of the Lessons Learned stemming from the COVID-19 response. Regional

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

Emergency Management will present the updated Plan at the May 2021 Emergency Management Program Committee meeting.

- vii) Municipalities must have a current By-Law adopting their emergency response plan**
(the Act, s. 3 (1))

The Plan was last revised in December 2015 and was implemented by Regional By-Law 78-2015.

- viii) Municipalities must have a designated Emergency Operations Centre (EOC)**
(O. Reg. 380/04, s.13 (1))

The Region has established a REOC located at 10 Peel Centre Dr, Suite B.

Throughout the Region's COVID-19 response and due to physical distancing requirements, the REOC has been operational through platforms like Microsoft Skype and Microsoft Teams.

- ix) Emergency Operations Centre must have appropriate communications systems**
(O. Reg. 380/04, s.13 (2))

The normal REOC is equipped with a combination of landlines, fax lines, and a wireless network as well as other technologies for leveraging GIS, Social Media, streaming (news) and Skype for Business.

During the COVID-19 response, the REOC leveraged many of the above technologies as well as new platforms like Microsoft Teams to coordinate and support many aspects of the Regional response. Employees assigned to the REOC also utilized other technologies and platforms that were implemented by external stakeholders.

- x) Municipalities must keep a current inventory of their Critical Infrastructure**
(the Act, s. 2.1 (3))

Critical Infrastructure within the Regional of Peel remains largely unchanged from 2019.

- xi) Municipalities must designate an employee to act as its Emergency Information Officer**
(O. Reg. 380/04, s. 14 (1))

The Director, Marketing and Communications, is the designated Emergency Information Officer for the Region of Peel.

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

xii) Municipalities must complete a Public Education and Awareness program (the Act, s. 2.1 (2c))

Limited in person Public Education and Awareness activity was undertaken in 2020 due to COVID-19 measures. Despite this, Regional Emergency Management participated in a handful of public meetings related to overland flooding and personal preparedness prior to COVID-19 measures being implemented.

Throughout the COVID-19 response many internal communications were issued to Regional employees through the REOC. This messaging was in form of email notices, intranet updates and monthly newsletters from the REOC.

xiii) Municipalities must conduct annual training sessions for the Community Control Group and supporting staff (the Act, s.2.1(2), O. Reg. 380/04, s.12 (3))

Training courses are regularly offered to Regional staff and external stakeholders who may be called upon to support a significant event or emergency. In early 2020, Regional Emergency Management hosted an in class IMS 200 training course. An additional 7 courses were initially planned for 2020, but these were cancelled due to the COVID-19 response.

Previous guidance from the Office of the Fire Marshal and Emergency Management identified that members of the Regional Policy Group are required to annually demonstrate an adequate level of training in each of the following areas.

- Knowledge of all of the components of the municipal Emergency Management Program, including, but not limited to the municipal HIRA and Critical Infrastructure list;
- Knowledge of their municipality's Municipal Emergency Plan, including their roles and responsibilities, and those of organizations which may have a role in response;
- Knowledge of the procedures used to activate and operate under the Municipal Emergency Plan;
- Knowledge of the notification procedures used to notify members of the Regional Policy Group when the Municipal Emergency Plan is activated; and,
- Knowledge of the location, communications infrastructure and technology in their municipal Emergency Operations Centre.

This guidance is found in Appendix I – Guidance Note: 2018-01-01.

Throughout the Regional response to COVID-19, Executive Leadership Team members of the Regional Policy Group also received training and further orientation to the above areas through regular meetings of the REOC and Regional Policy Group.

Guidance from the Assistant Deputy Minister and Chief, Emergency Management Ontario received on June 26, 2020 advised *“These training*

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

requirements do not require any formalized training in order to accomplish them, and the knowledge areas highlighted could be acquired as on-the-job training through the MEEG members' participation in their COVID-19 pandemic emergency response activities".

This guidance is found in Appendix II – Guidance Note: 2020-06-26.

xiv) Municipalities must conduct / participate an annual exercise (the Act, s.2.1(2), O. Reg. 380/04, s.12 (6))

In early August and with the approval of the Regional Policy Group, Regional Emergency Management had submitted an Exercise Exemption Request based on the Region's response to COVID-19 from January to the beginning of August.

On September 4, 2020, the Assistant Deputy Minister & Chief, Emergency Management Ontario provide guidance to "confirm an amendment to Ontario Regulation 380/04 under the *Emergency Management and Civil Protection Act* (EMCPA) which exempts the requirement for ministries and municipalities to conduct an annual emergency exercise in 2020". This guidance is found in Appendix III - Amendment to Ontario Regulation 380/04 under the EMCPA.

xv) Municipalities must conduct an Annual Review of the Emergency Management Program (O. Reg. 380/04, s.11 (6))

The May 2020 Emergency Management Program Committee was cancelled due to the COVID-19 response and both various Provincial Orders related to physical distancing and group sizes. An overview of the Regional Emergency Management Programs' efforts towards annual compliance was provided to the Committee on November 5, 2020.

CONCLUSION

Through the work of Regional Emergency Management, in collaboration with the Regional Policy Group, Regional departments, local municipalities and other stakeholders throughout 2020, the Region is positioned to remain compliant with the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c.E.9 and Ontario Regulation 380/04.

APPENDICES

Appendix I - Guidance Note: 2018-01-01

Appendix II - Guidance Note: 2020-06-26

Appendix III - Amendment to Ontario Regulation 380/04 under the *Emergency Management and Civil Protection Act* (EMCPA)

For further information regarding this report, please contact Andrew C Cooper - Manager Regional Emergency Management Ext 4437.

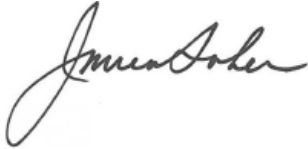
Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

Authored By: Andrew C Cooper - Manager Regional Emergency Management

Reviewed and/or approved in workflow by:

Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, appearing to read "J. Baker", is positioned above a horizontal line.

J. Baker, Chief Administrative Officer

Appendix I

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

Ministry of
Community Safety and
Correctional Services

Office of the
Fire Marshal and
Emergency Management

25 Morton Shulman Avenue
Toronto ON M3M 0B1
Tel: 647-329-1100
Fax: 647-329-1143

Ministère de la
Sécurité communautaire et
des Services correctionnels

Bureau du
commissaire des incendies et
de la gestion des situations d'urgence

25, avenue Morton Shulman
Toronto ON M3M 0B1
Tél. : 647-329-1100
Téléc. : 647-329-1143



February 6, 2018

GUIDANCE NOTE: 2018-01-01

Re: ONTARIO REGULATION 380/04 TRAINING REQUIREMENTS

This guidance note is issued under the provisions of Ontario Regulation 380/04 (O.Reg.380/04). It is the responsibility of every municipal emergency management program coordinator, and Municipal Emergency Control Group (MECG) to follow the Chief, Emergency Management Ontario's guidance as set out in subsection 10. (2) and subsection 12. (3) of O.Reg. 380/04. These training requirements are effective January 1, 2018.

Background

Training requirements are set out by the Office of the Fire Marshal and Emergency Management (OFMEM) for all municipalities responsible for an emergency management program in the province of Ontario under the Emergency Management and Civil Protection Act (EMCPA) and it's supporting Ontario Regulation 380/04:

- The emergency management program co-ordinator shall complete the training that is required by the Chief, Emergency Management Ontario. O. Reg. 380/04, s. 10 (2).
- The members of the municipal emergency control group shall complete the annual training that is required by the Chief, Emergency Management Ontario. O. Reg. 380/04, s.12 (3).

Guidance

Emergency Management Program Coordinators

Municipal emergency management program coordinators, as designated by their municipality under O Reg 380/04 s. 10 (1), will complete the following courses offered by the OFMEM, within one year of their appointment as emergency management program coordinator.

- EM 200 – Basic Emergency Management
- EM 300 – Community Emergency Management Coordinator Course
- IMS 100 – Introduction to Incident Management System (available online)
- IMS 200 – Basic Incident Management System

Emergency management program coordinators that have already completed this training will not be required to repeat it. Notwithstanding the fact that O. Reg. 380/04, s. 10 (2) speaks specifically to the emergency management program coordinator, it is recommended that those appointed as alternate emergency management program coordinators also complete this training.

The EM 240 – Note Taking course is also a valuable course which can assist in ensuring that proper and appropriate records are maintained during an emergency. Although this course is not required, it is strongly recommended for those who have a responsibility during a municipal emergency to maintain records on behalf of the municipality.

Details of OFMEM's training courses can be accessed by following the link to "Take Training" from our website www.ontario.ca/emo.

Municipal Emergency Control Group Members

In addition, all members of the MCEG, as designated under O Reg 380/04, s. 12, are required to annually demonstrate an adequate level of training in each of the following areas:

- Knowledge of all of the components of the municipal Emergency Management program, including, but not limited to the municipal HIRA and Critical Infrastructure list;
- Knowledge of their municipality's Municipal Emergency Plan, including their roles and responsibilities, and those of organizations which may have a role in response;
- Knowledge of the procedures used to activate and operate under the Municipal Emergency Plan;
- Knowledge of the notification procedures used to notify members of the MCEG when the Municipal Emergency Plan is activated; and
- Knowledge of the location, communications infrastructure and technology in their municipal Emergency Operations Centre.

The OFMEM encourages municipalities to strive to conduct training which goes beyond the requirements listed above. OFMEM Emergency Management Field Officers are highly experienced with the planning and delivery of appropriate MCEG training. This could include making suggestions for appropriate topics for this training, facilitating the sharing of training materials that may have been successfully used in other municipalities, or with the delivery of some of the training components.

In order to request this type of assistance, contact your assigned EM Field Officer directly, or contact AskOFMEM@ontario.ca for assistance.



Ross Nichols
Fire Marshal and Chief, Emergency Management

Ministry of the Solicitor General

Ministère du Solliciteur général



Office of the
Fire Marshal and
Emergency Management

Bureau du
commissaire des incendies et
de la gestion des situations d'urgence

25 Morton Shulman Avenue
Toronto ON M3M 0B1
Tel: 647-329-1100
Fax: 647-329-1143

25, avenue Morton Shulman
Toronto ON M3M 0B1
Tél. : 647-329-1100
Téléc. : 647-329-1143

June 26, 2020

GUIDANCE NOTE: 2020-06-26

Re: ONTARIO REGULATION 380/04 TRAINING REQUIREMENTS

This guidance note is issued under the provisions of Ontario Regulation 380/04 (O.Reg.380/04). It is the responsibility of every Municipal Emergency Management Program Coordinator, and Municipal Emergency Control Group (MECG) members to complete the annual training that is required by the Chief, Emergency Management Ontario's as provided for in section 10(2) and section 12(3) of O.Reg. 380/04.

This guidance note amends the timelines for Municipal Emergency Management Program Coordinators to complete the required training, considering COVID-19 and its impact on the availability of courses in 2020.

Background

Guidance Note 2018-01-01 details the training requirements for Municipal Emergency Management Program Coordinators, otherwise referred to as Community Emergency Management Coordinators (CEMCs), as well as for Municipal Emergency Control Group (MECG) members, as directed by the Chief, Emergency Management Ontario.

The provincial emergency related to the COVID-19 global pandemic has had a significant impact on the availability of the required courses for CEMCs, as well as the availability of both CEMCs and MECG members to complete the training.

Guidance

Emergency Management Program Coordinators

Because of the challenges presented by the COVID-19 pandemic emergency, any CEMC who has not yet completed the four courses required under Guidance Note 2018-01-01, will have until December 31, 2021 or one year from the date of appointment, whichever is later, to complete these required courses.

Municipal Emergency Control Group Members

Guidance Note 2018-01-01 details five knowledge areas in which MECG members must annually demonstrate an adequate level of training. These training requirements do not

Appendix II

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

require any formalized training in order to accomplish them, and the knowledge areas highlighted could be acquired as on-the-job training through the MCEG members' participation in their COVID-19 pandemic emergency response activities. Therefore, there is no amendment to this training requirement.

If you have any questions, you are encouraged to contact your assigned EMO Field Officer directly or contact AskOFMEM@ontario.ca for assistance.

Sincerely,



Teepu Khawja
Assistant Deputy Minister and Chief, Emergency Management Ontario

Ministry of the Solicitor General

Ministère du Solliciteur général



Office of the
Fire Marshal and
Emergency Management

Bureau du
commissaire des incendies et
de la gestion des situations d'urgence

25 Morton Shulman Avenue
Toronto ON M3M 0B1
Tel: 647-329-1200

25, rue Morton Shulman
Toronto ON M7A 1Y6
Tél.: 647-329-1200

MEMORANDUM TO: Ministry Emergency Management Coordinators (MEMC)
Community Emergency Management Coordinators (CEMC)

FROM: Teepu Khawja
Assistant Deputy Minister & Chief, Emergency Management
Ontario (EMO)

DATE: September 4, 2020

SUBJECT: Amendment to Ontario Regulation 380/04 under the
Emergency Management and Civil Protection Act (EMCPA)

I am writing today to confirm an amendment to Ontario Regulation 380/04 under the Emergency Management and Civil Protection Act (EMCPA) which exempts the requirement for ministries and municipalities to conduct an annual emergency exercise in 2020. This amendment takes into consideration the emergency response activities that you, your Ministry Action Groups and Municipal Emergency Control Groups have engaged in this year as a result of the COVID-19 pandemic.

We will continue working with you to ensure your programs meet the other EMCPA requirements for 2020. In the meantime, COVID-19 has provided a unique opportunity to examine current emergency plans and programs and take actions to enhance and improve them for the future. I would encourage each of you to conduct a formal After Action Review to consider the lessons learned from your response to the pandemic and use these lessons to evaluate, develop and evolve your emergency management programs, while continuing to ensure the safety of the people of Ontario.

Appendix III

Status Update on the 2020 Office of the Fire Marshal and Emergency Management Compliance Requirements

If you have any questions or concerns about this amendment, or if you require assistance in planning your After Action Review, please contact Chris Pittens at Chris.Pittens@ontario.ca (for municipalities) or Trevor Sinker at Trevor.Sinker@ontario.ca (for ministries).

Sincerely,



Teepu Khawja
Assistant Deputy Minister & Chief, Emergency Management Ontario
Office of the Fire Marshal and Emergency Management

For Information

REPORT TITLE: **9-1-1 Annual Update - 2019**

FROM: Sean Baird, Commissioner of Digital and Information Services

OBJECTIVE

The 9-1-1 Advisory Committee is accountable to provide annual updates on 9-1-1 activity in Peel.

REPORT HIGHLIGHTS

- The Regional 9-1-1 emergency number service represents a partnership among the Peel Regional Police, the City of Mississauga, the City of Brampton, the Town of Caledon, the Region of Peel and the Ministry of Health and Long-Term Care in providing emergency communications service to Peel residents.
 - In 2019, 9-1-1 Communicators received 569,256 calls for emergency services with 342,474 or 60 per cent being valid emergency calls.
 - 226,782 calls to 9-1-1 or 40 per cent were misuse of the services such as misdials, pocket calls, test calls, hang ups and short duration calls.
 - Efforts continue to build awareness about the proper use of 9-1-1 to reduce unnecessary demand on the system.
-

DISCUSSION

1. Background

Peel Regional 9-1-1 service was implemented in 1988 and a 9-1-1 Advisory Group was established to ensure collaboration and coordination of the 9-1-1 system which is a partnership among Peel Regional Police, the City of Mississauga, the City of Brampton, the Town of Caledon, the Region of Peel and the Ministry of Health and Long-Term Care in providing emergency communications to Peel residents through a dedicated telephone network.

2. 9-1-1 Performance

In 2019, 569,256 calls were received for 9-1-1 in Peel; 342,474 calls or 60 per cent were valid requests for emergency assistance, and 226,782 calls were classified as misdials, pocket calls, test calls, hang ups, and short duration calls.

Calls to 9-1-1 increased by 18 per cent in 2019 and have been trending up over the past five years. In addition, short duration calls are also up by 28 per cent and misuse are up 24 per cent.

9-1-1 Annual Update - 2019

9-1-1 Communicators answered 67 per cent of all calls in 10 seconds and 75 per cent in 20 seconds, which is below the National Emergency Number Association standard target of 90 per cent in 10 seconds, or 95 per cent in 20 seconds. Appendix I provides a 5-year comparison of call volumes and service levels.

Mobile technology is a contributing factor in increased call volumes with increased opportunity for inappropriate use of 9-1-1 with pocket dials and short duration calls.

Introduction of Amber Alerts did increase the call volumes and misuse of 9-1-1 calls in 2019; however, by December 2019, there was a noticeable decrease in the misuse of calls due to the wide support and growing understanding need of amber alerts.

In 2019 Peel Police hired 8 new call takers for 9-1-1 calls to address the increased call volumes and to improve response rates for residents. It is also important to note that in 2020 despite the pandemic another 20 call takers have been hired and are progressing through training and are either available for taking calls or will be by the end of December 2020. In addition, 11 new Dispatchers have been hired and trained in 2020. It is expected that this will provide much needed support to improve the overall service level and bring it much closer to the standard targets.

3. Raising Public Awareness and Community Engagement

It is not easy to know what to do when in a state of stress or in a panic situation. Throughout 2020, there will be continued efforts made and attention provided to increasing awareness' about the proper use of calling 9-1-1 and attention made to building awareness to reduce inappropriate calls to 9-1-1.

To assist further in educating Peel residents about the proper use of 9-1-1, the Region has developed online resources such as the 9-1-1 Emergency Service informational web page <http://www.peelregion.ca/emergency/emerg.htm>. Municipal partners, including the City of Brampton, City of Mississauga and Town of Caledon all feature 9-1-1 informational webpages, dedicated to providing residents with information around the proper use of the 9-1-1 service. Educational packages with digital links have been shared with local hospitals, schools, libraries and community centres.

Below are some of the 2019 events that included building awareness of 9-1-1:

- Crime Prevention Academy, February 27th, March 27th and October 16th
- Airport Division Open House, June 22nd, and 12 Division Open House September 7th
- Police Day, June 8th
- Neighbours Night, Frank McKechnie, June 25th
- Community Crime Awareness, Celebration Square, September 14th
- Pedestrian Safety Month, October Safety Home Program, Caledon, throughout the year

We continued to highlight the appropriate use of 9-1-1 during 9-1-1 Awareness Week, April 12 to April 18, 2020, and Emergency Preparedness Week, May 4 to May 8, in 2020 and periodically over the course of the year.

CONCLUSION

The 9-1-1 emergency number service is an essential component of the emergency communication network in the Region of Peel. The continued success of the 9-1-1 service reflects the combined dedicated efforts of all the public safety communication professionals within the Region.

APPENDICES

Appendix I - 5-year Comparison of Call Volumes and Service Levels

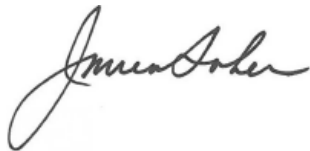
For further information regarding this report, please contact Karla Hale, Director, Community Connections, Ext. 4998 karla.hale@peelregion.ca

Authored By: Karla Hale, Director Community Connections

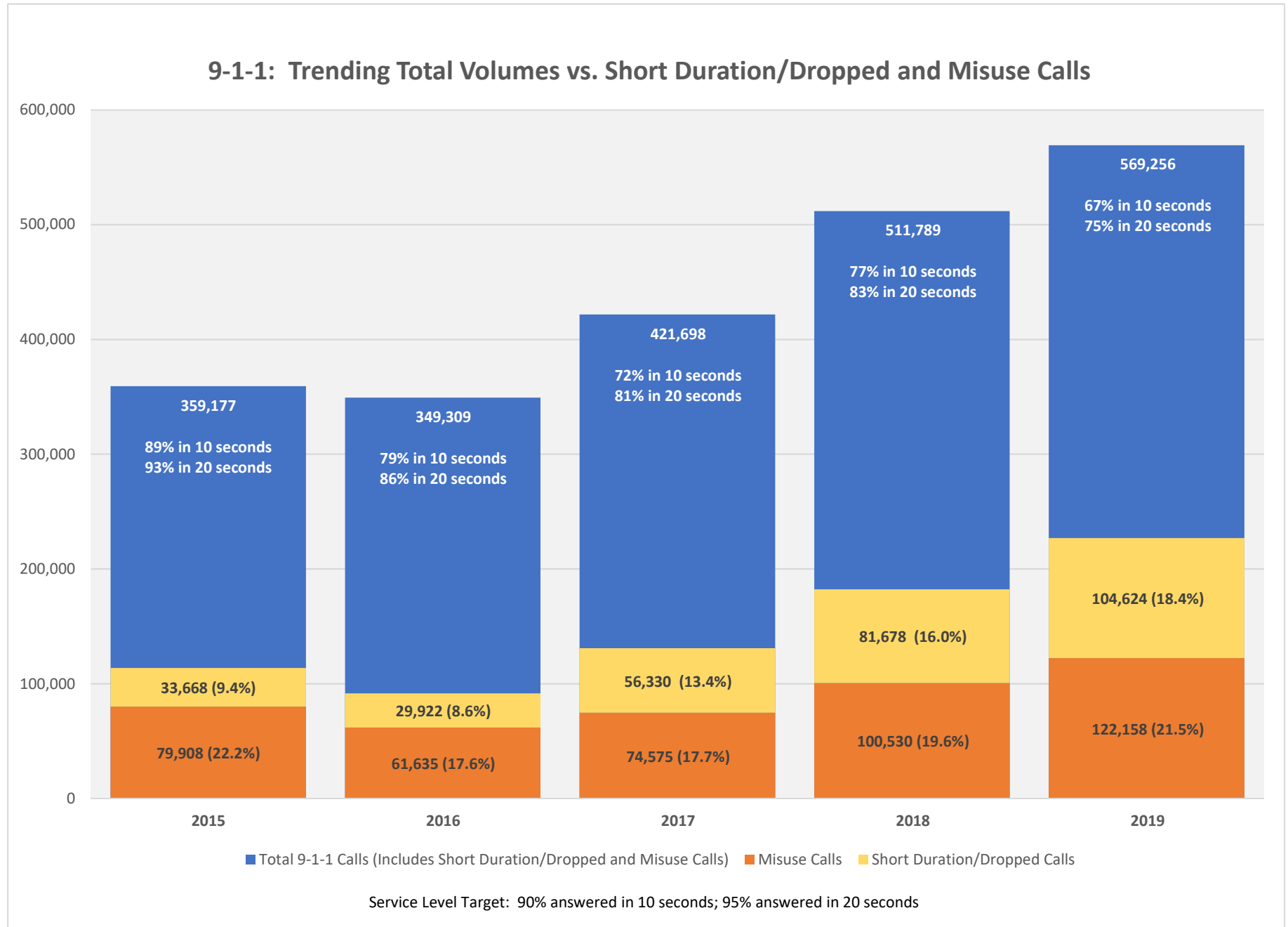
Reviewed and/or approved in workflow by:

Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, appearing to read "J. Baker", is positioned above a horizontal line.

J. Baker, Chief Administrative Officer



REPORT TITLE: Terms of Reference for the 9-1-1 Advisory Committee

FROM: Sean Baird, Commissioner of Digital and Information Services

RECOMMENDATION

That the 9-1-1 Advisory Committee Terms of Reference attached as Appendix I to the report of the Commissioner of Digital and Information Services, titled “Terms of Reference for the 9-1-1 Advisory Committee”, be approved;

And further, that Corporate Policy G10-03 “9-1-1 Advisory Committee”, be rescinded;

And further, that The Greater Toronto Airports Authority be recognized as a member of the 9-1-1 Advisory Committee.

REPORT HIGHLIGHTS

- The 9-1-1 Advisory Committee was established by Regional Council under Corporate Policy G10-03.
 - It is recommended that the Corporate Policy be replaced with Terms of Reference.
 - That the Greater Toronto Airports Authority be included as participating members on the 9-1-1 Advisory Committee.
-

DISCUSSION

1. Background

The 9-1-1 Emergency Telephone system has been operational since February, 1988 and an advisory committee is responsible to ensure collaborative communications between all the partners within the operating 9-1-1 system in Peel. The 9-1-1 Advisory Committee reports annually to the Emergency Management Program Committee.

The 9-1-1 Advisory Committee was established by Corporate Policy G10-03 which applies to all staff that work in collaboration within the Region of Peel’s 9-1-1 service system. Membership of the 9-1-1 Advisory Committee includes representatives from police, local municipal fire and emergency services and paramedic services within the Region of Peel.

Over time the committee has invited other first responders within the Region to the table so that total collaboration and participation is inclusive. For example, the Greater Toronto Airports Authority was invited as a non-official member of the committee so that any emergency at the airport is communicated and shared with the 9-1-1 Advisory Committee.

The 9-1-1 Advisory Committee recognizes the contributions and value to membership that the Greater Toronto Airports Authority brings to the committee, therefore, it is recommended

Terms of Reference for the 9-1-1 Advisory Committee

that Greater Toronto Airports Authority Manager, Airport Operations Control and Greater Toronto Airports Authority Manager, Operational Continuity & Emergency Management be appointed as formal members of the 9-1-1 Advisory Committee.

2. Proposed Direction

To be consistent with other advisory committees established by Regional Council, it is proposed that Corporate Policy G10-03 be rescinded and that Terms of Reference for the 9-1-1 Advisory Committee, attached as Appendix I be approved. The proposed Terms of Reference are based on and are consistent with the Corporate Policy attached as Appendix II.

CONCLUSION

The Peel Regional 9-1-1 service was implemented in 1988 and a 9-1-1 Advisory Group was established to ensure collaboration and coordination of the 9-1-1 system. The 9-1-1 Advisory Committee meets quarterly to share concerns, plan coordinated outreach efforts and to ensure good communications and partnerships among the members. The recommendations in this report will bring consistency to the 9-1-1 Advisory Committee similar to other advisory committees established by Regional Council and recognition of all participating members invested in Peel's 9-1-1 system and response to residents.

APPENDICES

Appendix I – Terms of Reference

Appendix II – Corporate Policy G10-03 "9-1-1 Advisory Committee"

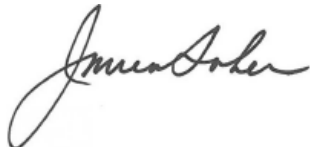
For further information regarding this report, please contact Karla Hale, Director, Community Connections, x4998, karla.hale@peelregion.ca.

Authored By: Karla Hale, Director, Community Connections.

Reviewed and/or approved in workflow by:

Department Commissioners and Division Director.

Final approval is by the Chief Administrative Officer.



J. Baker, Chief Administrative Officer

Appendix I

Terms of Reference for the 9-1-1 Advisory Committee

Terms of Reference 9-1-1 Advisory Committee

Mandate:

The 9-1-1 Advisory Committee provides governance for the Committee to ensure collaborative communication between partners.

Membership:

The Committee is comprised of representatives from Police, the Greater Toronto Airports Authority, local municipal Fire & Emergency Services and Paramedic Services within the Region of Peel.

Roles and Responsibilities of Members:

The 9-1-1 Advisory Committee Chair and the Manager, Regional Emergency Management shall liaise on an as needed basis to discuss and share relevant information and processes.

The operation of the 9-1-1 service shall be in accordance with policies and procedures approved by Regional Council and maintained with the "Region of Peel 9-1-1 Systems Manual".

Advisory Committee Chair:

The 9-1-1 Advisory Committee shall be chaired by the Director, Community Connections.

Quorum:

Fifty percent plus one.

Reporting Structure:

The 9-1-1 Advisory Committee Chair shall report annually to the Emergency Management Program Committee on the status of the service.

Term of Appointment:

Not Applicable.

Frequency of Meetings:

Quarterly.

Staff Resources:

The Advisory Committee will be supported by staff from Regional Emergency Management and Community Connections, as required.

CATEGORY: GOVERNMENT SERVICES
SUBCATEGORY: PROTECTIVE SERVICES & PUBLIC SAFETY
SUBJECT: 9-1-1 ADVISORY COMMITTEE

A. PURPOSE

This policy establishes the “9-1-1 Advisory Committee” and provides governance for the committee to ensure collaborative communication between partners.

B. SCOPE

This policy applies to all staff that work in partnership or collaboration with our 9-1-1 service providers in the Region of Peel.

C. POLICY

1. There shall be a “9-1-1 Advisory Committee” (the Advisory Committee) consisting of representatives from police, area municipal fire & emergency services, and paramedic services within the Region of Peel.
2. The Advisory Committee shall be chaired by the Director, Community Connections.
3. The Advisory Committee Chair and the Manager, Regional Emergency Management shall liaise on an as needed basis to discuss and share relevant information and processes.
4. Operation of the 9-1-1 service shall be in accordance with policies and procedures approved by Regional Council and maintained with the “Region of Peel 9-1-1 Systems Manual”.
5. The Advisory Committee Chair shall submit requests for policy amendments to Regional Council for approval.
6. The Advisory Committee Chair shall report annually to the Emergency Management Program Committee (EMPC) on the status of the service.

APPROVAL SOURCE:	Resolution 97-426
ORIGINAL DATE:	April 10, 1997
LAST REVIEW DATE:	January 8, 2019
LAST UPDATE:	January 8, 2019
EFFECTIVE DATE:	April 10, 1997
RESPONSIBILITY:	Digital and Information Services / Community Connections