

PEEL EMERGENCY PLAN



Prepared by
Regional
Emergency
Management

Spring 2023

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Definitions and acronyms used in this plan can be found in the [Definitions and Acronyms](#) section.

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Revision history

Revision date	Revision summary	Revised by
June 2019	Initial formatting and layout	A. Cooper - Regional Emergency Management
Fall 2019	Section Development	A. Cooper - Regional Emergency Management
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February 2020	Team Review & Edits	Regional Emergency Management
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October 2021	Integration of Provincial IMS 2.0 Guidance	Regional Emergency Management
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Spring 2022	Manager review before circulation	A. Cooper - Regional Emergency Management & Corporate Security
Fall 2022	Team review and updates	Regional Emergency Management
January 2023	Refreshed HIRA figures	Regional Emergency Management
February 2023	Internal and External stakeholder reviews and comments	
March 2023	Integration of stakeholder comments	Regional Emergency Management
April 2023	Final edits for EMPC report	Regional Emergency Management

Definitions and acronyms

The following acronyms or terms may be used within the Peel Emergency Plan.

Acronym	Title/Term	Description
	Advisor	An ad-hoc member of the REOC Command and General staff who provides subject matter expertise and advice. As examples, Advisor - Risk & Audit, Advisor - Privacy, Advisor - Legal Services.
AODA	Accessibility for Ontarians with Disabilities Act	An Act to improve the identification, removal and prevention of barriers faced by persons with disabilities and to make related amendments to other Acts.
	All Hazards	Emergency Management uses an all hazards approach - a standard approach to respond to all or any emergencies of a natural, technological and/or human caused incidents.
ARES	Amateur Radio Emergency Services	Community volunteers capable of supporting existing radio communication.
BCP	Business Continuity Planning	A strategy that identifies measures to ensure the continued delivery of core services by an organization. May also identify the priority of service delivery where service levels need to be adjusted by an organization in response to an event or potential business disruption.
CCC	Customer Contact Centre	The Customer Contact Centre operates 24/7 and responds to telephone, e-mail and social media inquiries for the Region's primary program areas plus 311 (access to local municipal government programs and services).
CEMC	Community Emergency Management Coordinator	A CEMC is responsible for the coordination of the municipal emergency management program in compliance with the EMCPA for that municipality. The CEMC also serves as the primary contact during an event or emergency.
CEMC (A)	Alternate Community Emergency Management Coordinator	Individual within the municipality who is designated as an alternate to the CEMC.
CI	Critical Infrastructure	Private and public sector assets that are essential for social and economic functions.
CM	Consequence Management	Actions taken to maintain or restore essential services and manage and mitigate problems resulting from significant events, emergencies or planned events.
CVC	Credit Valley Conservation Authority	The CVC is a conservation authority responsible for the protection and management of the Credit Valley watershed.
DPCDSB	Dufferin-Peel Catholic District School Board	The Dufferin-Peel Catholic District School Board is the separate school board that oversees Catholic school facilities throughout Peel Region and Dufferin County.
DRAO	Disaster Recovery Assistance for Ontarians	A program that can help residents recover costs following natural disasters and is applicable for private property.

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Acronym	Title/Term	Description
EIO	Emergency Information Officer	A senior member of the communications team who directly manages all emergency information related activities during an event. The EIO is responsible for the development, approval and release of approved emergency information to employees and the public.
EMAT	Emergency Medical Assistance Team	A Provincial mobile medical field unit that can be on site within 24 hours in a community and can provide a staging and triage base for patients prior to transporting them to hospital.
EMCPA	Emergency Management and Civil Protection Act	The governing Provincial legislation, along with Ontario Regulation 380/04, for emergency management in Ontario.
	Emergencies	Events caused by forces of nature, an accident, an intentional act, or otherwise that constitutes a danger of major proportions to life or property.
EMO	Emergency Management Ontario	The organizational structure within the Provincial government that oversees Emergency Management. Has the responsibility for delivering programs and fostering partnerships to minimize or eliminate hazards to persons or property through public education initiatives, emergency measures and other means. Provides oversight of the EMCPA.
EMPC	Emergency Management Program Committee	A committee comprised of members of course, the Executive Leadership Team and Regional Emergency Management staff whose mandate is to review the REM program annually and provide recommendations to Council for its revisions as required.
	Event	Any event, natural or human-caused, that requires an emergency response to protect life, property, or the environment. An event may be geographically confined or dispersed. Events may start suddenly or gradually.
ELT	Executive Leadership Team	Provides enterprise-wide governance in line with Council directions. ELT members form much of the Regional Policy Group within the PEP structure.
FSC	Finance/Administration Section Chief	Responsible for financial and administrative support to the incident, including all business processes, cost analysis, financial and administrative aspects and ensuring compliance with Regional policies and procedures.
GTAA	Greater Toronto Airports Authority	Operates Toronto Pearson International Airport within Peel Region.
HIRA	Hazard Identification and Risk Assessment	A comprehensive evaluation of the hazards and associated risks in a designated area. It is used to inform and prioritize emergency management program activities.
HPPA	Health Protection and Promotion Act	The legislative mandate for Boards of Health that provides for the organization and delivery of public health programs and services, the prevention of the spread of disease, and the promotion and protection of the health of the people of Ontario.
HRCA	Halton Region Conservation Authority	A conservation authority responsible for the protection and management of both the 12-Mile and 16-Mile Creek Watersheds. Also known as Conservation Halton.

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Acronym	Title/Term	Description
HUSAR	Heavy Urban Search and Rescue	A team with specialized rescue skills who can perform search, medical and structural assessments for collapsed structures or other entrapments.
IAP	Incident Action Plan	A verbal and or written plan that defines the event objectives and reflects the tactics necessary to manage an event during time specific operational periods.
IC	Incident Commander	Individual who will coordinate the Incident Response at the event site using either Single or Unified Command.
IMS	Incident Management System	A standardized approach to emergency management involving personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.
	Incident	See Event
	Incident Site	Often referred to as the "site", it is the general location where a specific event is occurring. In some cases, there may be multiple sites associated with the consequences of the same event.
LLR	Lessons Learned Reports	Documented reflections on an event that capture the knowledge and experience (both positive and negative) derived from observations and historical study of actual operations, training, and exercises. Often referred to as After-Action Reports.
LO	Liaison Officer	The primary contact for assisting and supporting stakeholders. Informs and advises Command and General Staff of issues related to outside assistance and support, including current or potential stakeholder needs.
LSC	Logistics Section Chief	Responsible for providing facilities, services, resources and materials in support of the incident and will participate in the development of the IAP as required.
MCG	Municipal Emergency Control Group	A component of all area municipalities. Has a similar role and function as the Regional Policy Group within the PEP.
MDRA	Municipal Disaster Recovery Assistance	A program to assist municipalities with the recovery from extraordinary costs following a natural disaster.
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act	Establishes a general right of access to records held by municipal government and local agencies, boards and commissions.
OHSA	Occupational Health and Safety Act	Ontario's legislation for workplace health and safety.
OSC	Operations Section Chief	Works closely with members of the Command and General Staff to coordinate operational activities. This may include participating in the development of the Incident Action Plan (IAP), implementing the IAP and organizing, assigning and supervising resources assigned to enact operational tasks.
PDSB	Peel District School Board	The public-school board that oversees public school facilities throughout Peel Region.
	Provincial Order	Orders that are enforced under an "Act" such as the Emergency Management and Civil Protection Act. These orders are temporarily enacted for the safety of residents, infrastructure and the community.

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Acronym	Title/Term	Description
PSC	Planning Section Chief	Responsible for developing IAPs. The primary focus of the Planning Section is to maintain situational awareness and look ahead to predict future hazards, risks and future course of events and CEMC responsibilities.
REM	Regional Emergency Management	Regional staff responsible for managing and coordinating all aspects of the Region's emergency management program, including the PEP, training, exercises, public education as well as the response and recovery to events or emergencies.
REOC	Regional Emergency Operations Centre	A designated central command and control location, in person or virtual, used by Municipal Emergency Control Group equipped with appropriate technological and telecommunications systems.
REOC (A)	Alternate Regional Emergency Operations Centre	An alternate location where the roles and functions of the REOC may be conducted if the REOC were not functional or needed to be expanded.
	Responder	Anyone involved in the response to an event who contributes to the resolution of problems brought about by the incident. Responders may include the private sector or non-governmental organizations.
	REOC Commander	Individual responsible for coordinating any response or support measures made through the establishment of the REOC. All actions of the REOC Commander will be in support of the Incident Commander at the Incident Site.
PEP	Peel Emergency Plan	Plan outlining the general roles and responsibilities of Peel Region departments and programs along with Emergency Management stakeholders. The Plan provides a framework from which event specific response and support strategies are developed, implemented, and maintained.
RPG	Regional Policy Group	Responsible for providing overall strategic direction, policy, advice and assistance to the REOC Commander in addition to overseeing the delivery of essential services, if required.
SO	Safety Officer	Member of the Command Staff responsible for processes, protocols, and measures to ensure the health and wellbeing of all personnel involved in the event response.
TBS	Treasury Board Secretariat	Provincial Ministry responsible for Emergency Management coordination in Ontario.
TRCA	Toronto and Region Conservation Authority	A conservation authority responsible for the protection and management of the Etobicoke Creek, Mimico Creek, Humber River and other watersheds.
WEPP	Workplace Emergency Protocols and Procedures	Internal guidelines for Regional employees to follow during significant internal events or emergencies such as medical, threatening behaviour or security events.
WSIA	Workplace Safety and Insurance Act	Governs the administration of the province's workplace insurance regime.
WSIB	Workplace Safety and Insurance Board	Independent trust agency that administers compensation and no-fault insurance for Ontario workplaces.

1. Introduction

Emergencies may be defined as situations caused by the forces of nature, an accident, an intentional act, or otherwise, that constitute a danger of major proportions to life or property. Situations, or the threat of impending situations, abnormally affecting the lives and property of our community require a controlled and coordinated response. This coordinated response may include numerous governmental and private agencies (such as police forces, fire departments, and emergency medical services) under the direction of the appropriate officials and distinct from their routine operations.

An all-hazards approach provides the framework for the Peel Emergency Plan (PEP) and is designed to use the Incident Management System (IMS) to ensure the coordination of municipal, provincial, federal, private, and volunteer services during an emergency or event.

IMS is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure with the goal of bringing the situation under control as quickly as possible. IMS uses management by objectives and provides consistent focus on three main priorities:

- Protection of life safety.
- Protection of property and critical infrastructure.
- Protection of the environment.

The PEP is not intended to be a prescriptive document. It is meant to provide a flexible and scalable IMS framework which details the processes and protocols for Peel Region, its departments and programs to deal with an event or emergency.

Peel Region employees should be operationally familiar with the contents of this plan and prepared at all times to carry out the functions and responsibilities that may be assigned to them. During significant events or emergencies there may be a need to redeploy resources to other departments and programs and, as such, people leaders should be prepared if the redeployment of the teams becomes necessary. The duration of redeployments will be event-specific and may extend for several months during prolonged events. [Annex 9 - Training and exercise programs](#) outlines both training and exercise objectives to support the PEP.

2. Purpose

2.1. Peel Emergency Plan objectives

The Emergency Management Civil Protection Act (EMCPA) requires municipalities to develop and maintain an emergency plan for general emergencies in their jurisdiction. The PEP meets the EMCPA requirement and provides the framework for how Peel Region fulfills its responsibilities during emergencies or events.

PRP describes how Peel Region leads or supports the response to an emergency through corporate and departmental coordination and direction. For the purposes of the PEP, emergency refers to

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

as defined in Section 1 of EMCPA. This definition includes declared and undeclared emergencies under EMCPA. Components of this plan can also be used for other situations that may not meet this definition including Business Continuity and large scale planned Consequence Management events.

In order to ensure that both PEP and the Regional Emergency Management (REM) program are aligned with potential and possible risks within Peel Region, REM maintains a list of known and anticipated risks referred to as Hazard Identification and Risk Assessment (HIRA). HIRA is reviewed annually in accordance with the EMCPA. A list of Peel Region’s Critical Infrastructure (CI) assets is also maintained by REM and reviewed on an annual basis. [Annex 7 - Community Hazard Identification and Risk Assessment \(HIRA\) Overview](#) outlines the general hazards and risks identified in Peel Region.

PRP supports and augments Region departmental and programs’ operational plans and standard operating procedures that are managed within Regional departments and/or area municipalities. The intent of the PEP is to build sustainable capacity.

2.2. Peel Emergency Plan themes

2.2.a. Emergency procedures

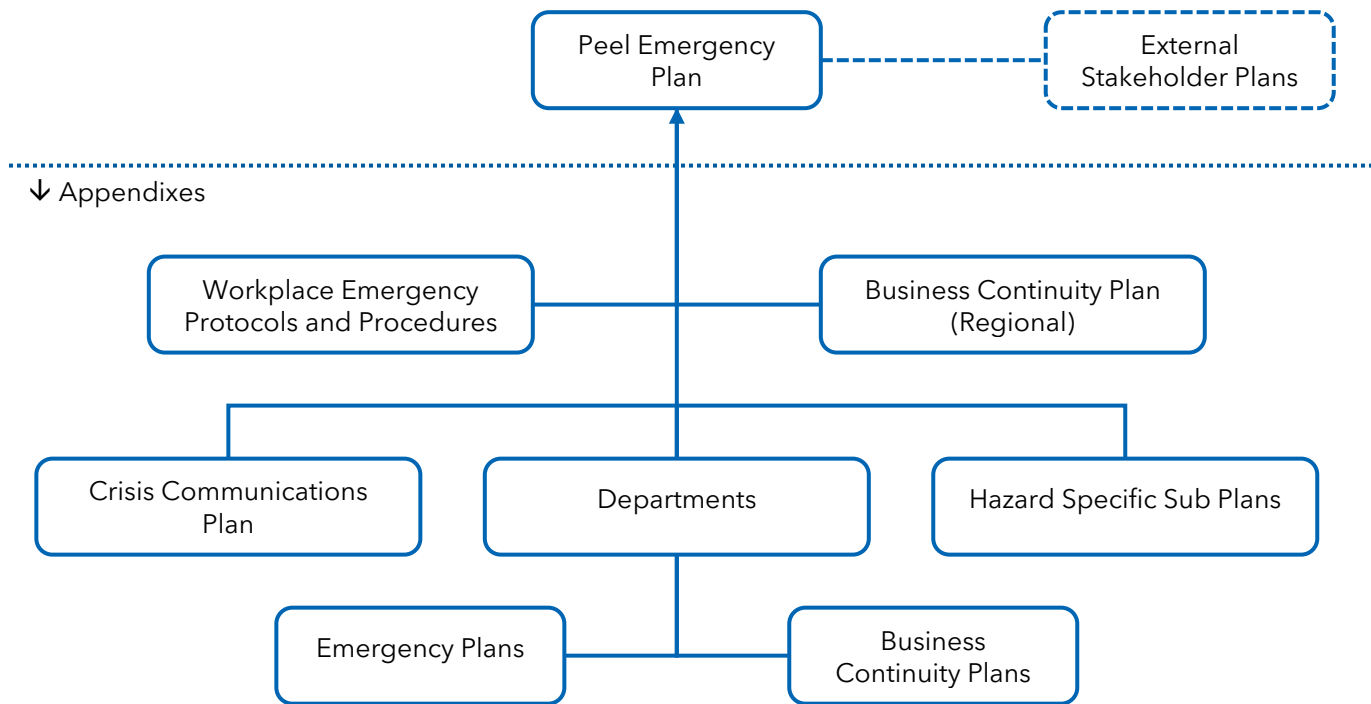
Peel Region’s departments and programs may be affected by any type of emergency and may develop plans (emergency, business continuity, contingency or standard operating plans) to respond to known or anticipated situations. At all times, the health and well being of residents and employees must remain a high priority. To respond to an event, it may be necessary to temporally adjust the service levels of programs, redeploy resources or implement broader measures.

This may be done through contingency planning or on an ad-hoc basis. [Section 5 - Implementation](#) outlines who may implement the PEP and how.

2.2.b. Emergency response

Approved by Regional Council, the PEP provides the overall emergency response framework of Peel Region. The PEP will be used to guide Peel Region's response, whether it is to lead or support a partner. Wherever possible, all responses should follow the Incident Management System (IMS) structure, functions and processes.

Under the framework, departmental and hazard-specific subplans are integrated into the PEP as appendices. During emergency responses, the PEP will be used, except for situations where the entirety of the response is contained to one Regional department and is no more than three to five days in duration, and the response team has capacity to respond.



While departments may establish an Emergency Operations Centre (EOC) to support a departmental response, the REOC should be activated and departmental EOCs will coordinate their actions through the REOC for multi department responses.

2.2.c. Emergency recovery

The IMS framework outlined in the PEP may also be applied to support the recovery efforts resulting from an event or emergency. Recovery strategies may be short term operations or longer-term efforts resulting in the application for Provincial funding support through programs like the Disaster Recovery

Assistance for Ontarians (DRAO) or the Municipal Disaster Recovery Assistance (MDRA) programs in the case of natural events.

2.3. Operating protocols

PEP outlines Peel Region's overall emergency response structure and the resources that are available to support a Municipal, Regional or Provincial response. As part of its preparedness, Peel Region has developed a number of protocols and procedures that assist the operation of the Regional Emergency Operations Centre (REOC) and/or Operations and Planning functions.

2.4. Supporting area municipalities

PEP is structured using IMS which allows Peel Region to assume a lead role or provide support to an area municipality-led event as determined by the nature of the event and areas of responsibility.

The PEP also recognizes that, under EMCPA, the area municipalities are also required to have an emergency plan that conforms with the PEP. This conformance is achieved largely through the adoption of IMS and through ongoing collaboration.

The PEP further recognizes the importance of partnerships between the area municipalities and Peel Region that are necessary to ensure active situational awareness and coordinated response priorities through all phases of an event.

2.5. Supporting responses in other jurisdictions

The framework of the PEP may be applied in the event that Regional departments and programs are requested to assist the response efforts in other jurisdictions, including federal, provincial or municipalities outside Peel Region. This response effort may include provincial Ministries listed in the Order in Council 1157/2009, Conservation Authorities and the Greater Toronto Airports Authority (GTAA).

2.6. Updating the Peel Emergency Plan

REM will validate the PEP regularly, working with both internal and external stakeholders to develop and participate in a wide variety of exercise types and scenarios as appropriate. Lessons learned from exercises or emergency responses will be incorporated in subsequent PEP revisions. [Annex 9 - Training and Exercise Programs](#) outlines further details of REM's Exercise program.

The PEP will be reviewed annually, per the requirements under EMCPA, and will be updated, amended and distributed as required by REM in consultation with internal and external stakeholders. When appropriate, significant changes will be presented to Regional Council through the Emergency Management Program Committee (EMPC). Emergency Management Ontario will be provided with a current copy of the PEP and its annexes per the requirements of EMCPA following the completion of any significant updates.

See also [Section 8 - Plan Maintenance and Revisions](#).

2.7. Public access and distribution of the plan

[Sections 3.1](#) and [3.4](#) of the PEP outline the provisions for public access to PEP under EMCPA and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). As such, the main document and annexes are available to the public. The appendices associated with this plan are not available for public distribution.

Copies of the plan may be provided in digital format through the Region's website or hard copy formats. Individuals may request a copy of the plan in alternate formats or languages. This will be done on an as needed basis and will require a minimum of 10 working days to complete.

3. Authority

Within Ontario, responsibility for Provincial direction and governance for Emergency Management is led by the Treasury Board Secretariat (TBS) through Emergency Management Ontario (EMO). While there are specific regulations and legislative requirements for Ministries and Municipalities, the REM program will address the following five fundamental pillars of Emergency Management to support the PEP.

Prevention	Measures taken to ensure that specific risks or consequences are prevented.
Mitigation	Measures taken to minimize risk or consequence where risk or consequence cannot be completely prevented.
Preparedness	Measures taken before an event or emergency which help prepare residents, responders and staff for potential risks or consequences. Ensuring planning and /emergency plans are suitably prepared, including emergency management plans, public education, training, exercises and other means of community and stakeholder engagement.
Response	Appropriate measures taken to provide emergency support, services and public assistance during or immediately following an event or emergency in order to protect people, property and the environment.
Recovery	Appropriate processes of restoring Regional core services and supports to residents and communities following an event or emergency. In some cases this may occur at the same time as response activities or be protracted over an extended period.

Authority for the development of the PEP is provided or referenced in the following Acts, Regulations or by-laws:

3.1. Emergency Management & Civil Protection Act

3.1.a. Municipal emergency plan

Section 3. (1) of the Emergency Management and Civil Protection Act (EMCPA) states: *“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.”* 2002, c. 14, s. 5 (1).

3.1.b. Conformity with the upper-tier plan

Section 5. of EMCPA states: *“The emergency plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the emergency plan of the upper-tier municipality and has no effect to the extent of any inconsistency and, for the purposes of this section, the Corporation of the County of Lambton shall be deemed to an upper-tier municipality.”*

3.1.c. Review of the plan

Section 3. (6) of EMCPA states: *“Every municipality shall review and, if necessary, revise its emergency plan every year.”* 2002, c. 14, s. 5 (3).

3.1.d. Public access to plans

Section 10 of EMCPA outlines the conditions by which PEP may be made available to the public. Specifically, the section states: *“Except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6 or 8 shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality, ministry or branch of government, as the case may be”*. R.S.O. 1990, c. E.9, s. 10; 2009, c. 33, Sched. 9, s. 4.

See also [Section 3.4 - Municipal Freedom of Information and Protection of Privacy Act](#)

A link to the *Emergency Management and Civil Protection Act* can be found in [Annex 11 - Legislation, regulations and guidelines](#)

3.2. Ontario regulation 380/04

Regulation 380/04 Part II: Municipal Standards outlines the individual program requirements of a Municipal Emergency Management Program. With specific regards to the requirement of municipalities to document an Emergency Plan, Sections 15 (1) and 15 (2) state:

15 (1): The emergency plan that a municipality is required to formulate under subsection 3 (1) of the Act shall consist of an emergency response plan.

15 (2): An emergency response plan shall,

(a) Assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and

(b) Set out the procedures for notifying the members of the municipal emergency control group of the emergency.

A link to Ontario Regulation 308/04 can be found in [Annex 11 - Legislation, Regulations & Guidelines](#).

3.3. Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) specifically identifies standards to be set by Regulation. Ontario Regulation 165/16 sets out requirements for customer service standards.

REM shall provide copies of the PEP in an accessible format, upon request. Conversion of the plan will require a minimum of 10 working days to complete.

Ontario Regulation 191/11 clarifies information requirements related to emergencies and emergency plans. Specifically, the regulation states:

Emergency procedure, plans or public safety information

13. (1) In addition to its obligations under section 12, if an obligated organization prepares emergency procedures, plans or public safety

information and makes the information available to the public, the obligated organization shall provide the information in an accessible format or with appropriate communication supports, as soon as practicable, upon request.

13. (2) Obligated organizations that prepare emergency procedures, plans or public safety information and make the information available to the public shall meet the requirements of this section by January 1, 2012.

A link to the Accessibility for Ontarians with Disabilities Act can be found in [Annex 11 - Legislation, Regulations & Guidelines](#).

3.4. Municipal Freedom of Information and Protection of Privacy Act

The PEP is a public document, excluding the appendices, which are deemed confidential. Limitations to public access of PEP are outlined within MFIPPA, specifically,

Section 8. (1) A head of an institution may refuse to disclose a record if the disclosure could reasonably be expected to,

(i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;

Section 9 (1); A head shall refuse to disclose a record if the disclosure could reasonably be expected to reveal information the institution has received in confidence from,

(a) the Government of Canada;

(b) the Government of Ontario or the government of a province or territory in Canada;

(c) the government of a foreign country or state;

(d) an agency of a government referred to in clause (a), (b) or (c); or

(e) an international organization of states or a body of such an organization.

Section 10 (1) (a); A head shall refuse to disclose a record that reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to,

(b) Result in similar information no longer being supplied to the institution where it is in the public interest that similar information continues to be so supplied;

Section 13; A head may refuse to disclose a record whose disclosure could reasonably be expected to seriously threaten the safety or health of an individual.

A link to the Municipal Freedom of Information and Protection of Privacy Act can be found in [Annex 11 - Legislation, Regulations & Guidelines](#).

3.5. The Regional Municipality of Peel By-Law Number XX-2023

The Regional Municipality of Peel by-law number XX-2023, as certified by the Regional Clerk, documents Regional Council's official approval of the PEP.

The PEP and by-law have been filed with EMO and the Treasury Board Secretariat.

3.6. Emergency Management Framework

The Emergency Management Framework for Ontario is intended to provide an overview of how Emergency Management Ontario approaches emergency management. The concepts and principles outlined in the framework serve to promote an understanding of the emergency management activities and initiatives undertaken in the province.

When implemented, emergency management programs are designed to;

- Preserve the health and well being of individuals.
- Protect property, public health and the environment.
- Maintain economic stability.
- Ensure the continuance of critical infrastructure and services.

A link to the Emergency Management Framework for Ontario can be found in [Annex 11 - Legislation, Regulations & Guidelines](#).

3.7. Incident Management System (IMS)

IMS is recommended by EMO as the best practice platform to be incorporated in all emergency plans. The general definition of IMS is as follows:

"a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organization structure. IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response."

As such, the principles, concepts, processes and framework of IMS have been used to develop plans for various consequences in Ontario and coordinate the response to regional, municipal, provincial and departmental events since 2010.

The content of the PEP largely aligns with the Provincial Incident Management System (IMS) Guidance Version 2.0. Where necessary and practical, elements of the Provincial IMS have been amended to address organizational and operational needs, specific to Peel Region. During significant events or emergencies, the Incident Management System may be further adjusted to align with the specific needs of the individual event.

3.8. IMS 2.0 Guidance

Released in 2021, provincial IMS 2.0 guidance improves upon the previous IMS doctrine by further defining the roles at the incident site and within an EOC. Further, the guidance aligns with improvements to IMS adopted in other jurisdictions of Canada and abroad. The guidance promotes greater flexibility in the application of IMS while maintaining standardized roles, responsibilities and structures. Fundamental to the guidance are the core principles of

- Communication
- Coordination
- Collaboration
- Flexibility

A link to the Incident Management System (IMS) Guidance Version 2.0 can be found in [Annex 11 - Legislation, Regulations & Guidelines](#). See also [Section 4 - Incident Management System Overview](#).

4. Incident Management Systems overview

IMS presents standardized organizational structure, functions, process and terminology to help facilitate effective coordination and deployment of resources to manage an event or emergency. The standardized organizational structure outlines the command-and-control structure functions as:

- Command
- Operations
- Planning
- Logistics
- Finance and Administration
- Public Information Management (if needed)

IMS is predicated on the understanding that, in every event, there are certain command functions that must be carried out regardless of the number of persons available or involved in the emergency response. IMS provides an efficient, flexible, and consistent structure and process that is scalable to manage events by all stakeholders.

The core principles of IMS are:

- Communication
- Coordination
- Collaboration
- Flexibility

The other IMS roles and functions are tools that can be applied depending on the nature, scale and duration of the event. The IMS toolbox can be used to expand or contract the IMS structure as applicable to the event.

Standardized processes allow all responders or supporters to formulate a unified plan to manage the event. The use of standardized IMS terminology minimizes the risk of miscommunication among responders and supporting staff. Figure 1: General IMS Structure outlines the fully activated IMS structure.

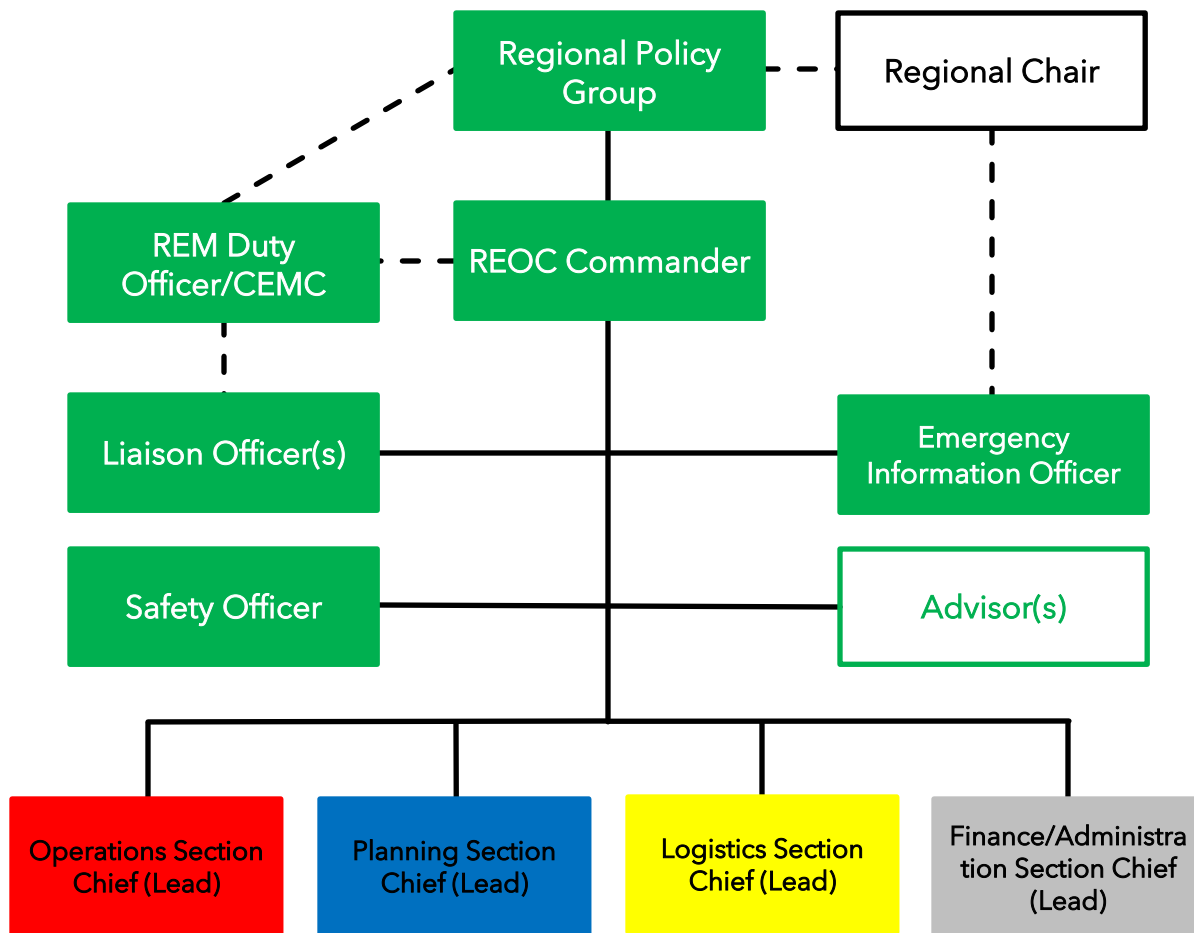


Figure 1: General IMS Structure

Notes:

- All roles except the Regional Policy Group and Regional Chair reside in the REOC
- Roles outlined in green may be referred to as Command Staff
- Section Chiefs may be referred to as General Staff
- Scribes may be attached to the REOC as needed

4.1. IMS functions, roles and responsibilities

REM will monitor and respond to events based on four levels of operational response according to [Section 5.3](#) of the PEP. The level of operational response adopted by REM will depend upon the severity of the event.

Specific roles and responsibilities for each of the positions in the IMS chart above can be found in [Annex 4 - Incident Management System Roles and Responsibilities](#) and [Annex 5 - Detailed IMS Position Checklists and Responsibilities](#).

4.2. IMS processes

There are standard processes under IMS that may be used to facilitate the response to an event.

4.2.a. Incident Action Plans and operational periods

During an event, the REOC Commander determines the length of operational periods. For each operational period, an Incident Action Plan (IAP) will be developed to assist efforts on identified priorities.

The basic elements of an IAP are the following:

- Clear strategic direction.
- Defined measurable objectives identifying what is to be achieved.
- High level summary of the tactics to be used to achieve the objectives.
- A list or summary of the resources assigned to the event.
- Additional resourcing of the IMS structure.
- Safety guidelines or instructions as needed.

The initial IAPs may be verbal plans but should become documented and distributed as soon as possible during the event.

The development of the IAP is an ongoing process throughout the event, as directed by the REOC Commander and led by the Planning Section.

A detailed summary of the process to develop and implement the IAP can be found in the [Section 4.2.c. IMS Planning Process](#).

4.2.b. IMS forms and documents

EMO has developed standardized forms to assist in the development of the IAP. The forms provide templates to collect and collate information related to an event and document operational and supporting resources and additional situational information. Elements of the forms may be used as appropriate for the given event.

[Annex 6 - Common IMS Forms Summary](#) details the forms and their function in support of the PEP

4.2.c. IMS planning process

To support the development of the IAP, a standardized process will be followed to ensure that respective viewpoints, priorities and, potentially, concerns factored into the development of the document. Decisions as to priority setting will be made based on the resources available at the time of the response.

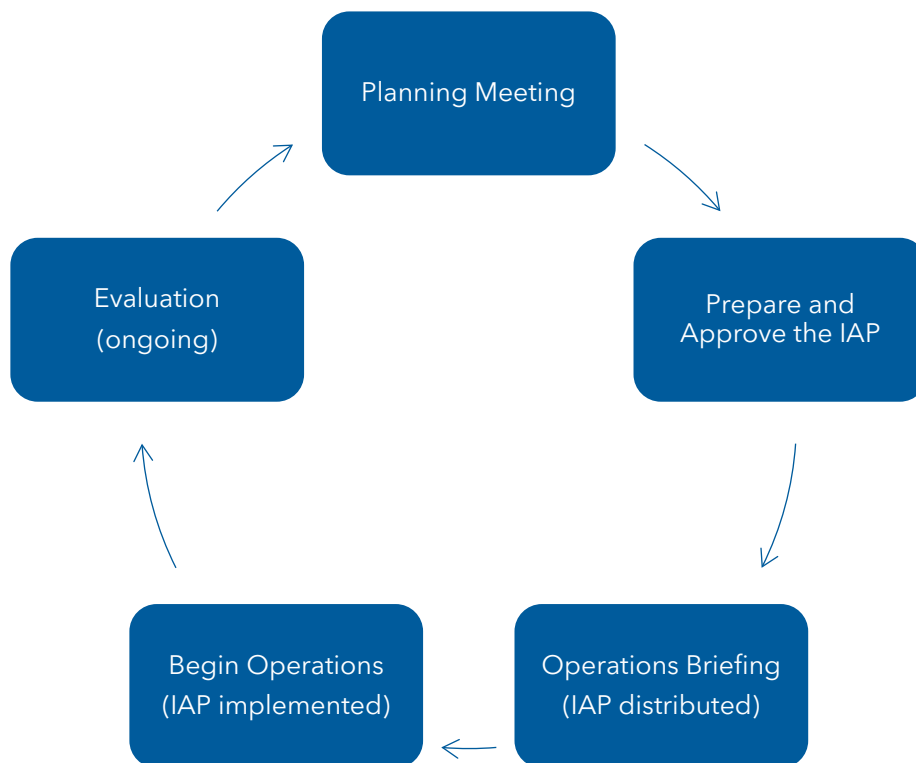
The planning process is key to ensuring that the principles and concepts of the IMS are implemented during a significant event or emergency, including

- Accountability
- Comprehensive resource management
- Information management
- Inter-organizational collaboration
- Management by objectives
- Modular and scalable organization
- Simplicity and flexibility

- Sustainability
- Unity of command

The IMS planning process outlines the basic steps in the IMS planning process, sometimes referred to as the IMS Planning P.

Figure 2: Overview of the IMS Planning Cycle



4.2.d. Initial response meetings and actions

During the initial response to an event, three actions are likely to occur, normally led by the Incident Commander or REM Duty Officer. In some cases, these actions may be combined if there is enough situational information available at the time. These actions are normally only conducted once during an event and should be documented if a Planning Section has been formed or a scribe has been assigned to the Command Staff.

Notification & Initial Response	<ul style="list-style-type: none"> • Collection of the initial details of the event from a notification source. • Where possible, specific details are to be obtained and relayed to those who would either respond to the event or be notified of the event such as individual program managers and the Regional Policy Group.
Incident Briefing	<ul style="list-style-type: none"> • A short summary on the current (known) situation with a summary of any operational units involved, functions and priorities that are being addressed or will be addressed in the immediate future. • Anticipated consequences, expected outcomes and other known tactics and objectives at the time of the briefing are provided to any operational, support and policy units.
Initial Command Meeting	<ul style="list-style-type: none"> • Key stakeholders determine known or anticipated priorities or concerns and the general strategies to address those actions or issues.

4.2.e. Pre-planning meetings (optional)

Pre-planning meetings are generally held prior to the beginning of the next operational cycle and are used to determine the objective tactics for the subsequent operational cycle. These brief meetings are normally limited to Command and General Staff members, with the exception of the tactics meeting. The General Staff will then provide direction to their respective sections and units based on the determined objectives and tactics.

Command objectives/strategy meeting	<ul style="list-style-type: none"> • Establishes incident priorities, limitations, constraints and objectives • Establishes strategies to achieve the objectives • Outcomes and decisions from this meeting are normally provided at the Command and General Staff Meeting
Command and General Staff meeting	<ul style="list-style-type: none"> • Occurs once the initial Command and general staff have formed but requires that sufficient situational awareness information be available. Section chiefs provide updates ensuring links to and dependencies on other sections. • The goals of the meeting are to <ul style="list-style-type: none"> ○ Present the decisions and management directions of Command to staff ○ Clarify the timeline of the operational period, objectives, strategies, priorities, procedures, and tasks that Command has approved
Tactics meeting	<ul style="list-style-type: none"> • Meeting between Command and general staff and, if necessary, key individuals within the operations and planning sections • Identifies specific approaches identified in the Incident Action Plan during the Command objectives/strategy meeting • Establishes/updates safety procedures and internal/external communications • IMS forms (see Annex 6 - Common Incident Management System Forms) may be used to prepare for and facilitate the tactics meeting • Individual IMS sections may be required to develop support or contingency plans following a Tactics meeting or in preparation for an upcoming Tactics Meeting

4.2.f. Individual meetings and actions

Following the pre-planning meetings, the Incident Action Plan is finalized, approved and implemented. Once implemented, a progress evaluation begins which tracks the operational period objectives. The planning section may also begin the process of preparing the next and future Incident Action Plans.

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<p>Planning Meeting</p>	<ul style="list-style-type: none"> • The Planning Meeting is held at the conclusion of the Pre-Planning Meeting phase and is attended by all members of the incident management team. The intent of the meeting is to discuss the IAP so that the Planning Section may complete the IAP for distribution • The Planning Meeting has three primary goals, namely to: <ul style="list-style-type: none"> ○ Share information gathered ○ Present strategies and tactics with alternatives ○ Develop the written IAP • Specific details/tactics are confirmed and finalized at the meeting to be included in the written IAP
<p>Prepare and approve the Incident Action Plan</p>	<ul style="list-style-type: none"> • The planning section chief will oversee the completion of the written IAP, incorporating the key decisions and tactics identified in previous meetings • Once completed, the planning section chief meets briefly with the Incident/REOC Commander to review and approve the written IAP
<p>Operations briefing</p>	<ul style="list-style-type: none"> • Prior to the commencement of the operational period, a briefing on the IAP is provided to leaders in the IMS structure • The IAP is provided, questions are answered, and concerns noted for the next planning cycle • Leaders will brief their sections, units, and teams on the IAP and respond to questions • The operational period begins following the operations briefing • In some cases there will be operations from previous operational periods that continue through successive operational periods
<p>Begin operational period</p>	<ul style="list-style-type: none"> • The operational period commences • The duration and timing of the operational period will be event specific and will likely change as the response progresses and stabilizes
<p>Evaluation</p>	<ul style="list-style-type: none"> • Once resources are deployed and operationalized, an evaluation begins that monitors the progress • Tactical monitoring is the responsibility of the Operations Section Chief, who may redeploy available resources once specific objectives and assignments have been accomplished • The Operation Section Chief will also note any delays in the assignments and, with the support of the other sections, seek to address the delays with existing resources or by requesting additional resources • It is recommended that lessons learned are captured within each operational period and collected throughout the duration of the event. Where possible, corrections should be applied during the response to aid future operational periods

5. Implementation

Implementation of the PEP in whole or in part may support a response to an emergency or event or, where advance warning is available, in preparation for an event that is likely to occur.

Authority to implement the PEP in whole or in part is limited to the individuals in the following Regional roles:

- Chief Administrative Officer
- Members of the Regional Executive Leadership Team (ELT)
- Medical Officer of Health
- Director of Real Property and Asset Management
- Community Emergency Management Coordinator (CEMC) or Alternate Community Emergency Management Coordinators (A-CEMC)

Under the PEP IMS structure, the individuals listed above, or those acting in their absence, form the Regional Policy Group. For the purposes of the PEP, the REM Duty Officer will be the Alternate CEMC. The Regional Policy Group may be advised by non-Executive Leadership Team members as specialists or subject matter experts as required.

The Regional Policy Group provides strategic decisions and direction to staff identified to coordinate the response to an event or emergency. Examples of decisions that might be made by the Regional Policy Group include

- Suspension of Regional programs and services.
- Modification of purchasing bylaws and procedures.
- Withdrawal of internal employee leave programs or adjustments to overtime policies.
- Delegation of authorities to selected staff positions in the REOC or at the Incident Site.
- Coordination of broad staff redeployment between departments and divisions
- Guidance and support around implementing Provincial orders

Further details on the function, roles and responsibilities of the Regional Policy Group may be found in [Annex 3 - General Incident Management Roles and Responsibilities](#).

5.1. Responsibilities of Regional departments and programs

Regional departments and programs will contact the REM duty officer whenever there is a situation that presents a potential or imminent risk to public safety that may extend beyond program or departmental responsibilities or could exceed capacity within existing standard operating procedures.

The REM duty officer will evaluate notifications from departments and programs and, when necessary, implement appropriate portions of the PEP and notify all applicable members of the Regional Policy Group.

The protocol for contacting the REM duty officer may be found in [Section 6 - Notification Procedure/Fan-Out](#) of this plan.

5.2. Regional Emergency Management monitoring

The REM program will monitor and maintain the ability to respond to an emergency or event in the Region and its surrounding jurisdictions 24/7 through the REM Duty Officer program. REM staff will be suitably trained and have a representative on-call at all times. General notification procedures are outlined in [Section 5 - Implementation](#) of the PEP along with detailed notification procedures covered in the [Section 6 - Notification Procedure/Fan-Out](#).

5.3. Regional Emergency Management levels

REM will monitor and respond to events or potential emergencies according to four levels of operational response. The level adopted by REM will depend upon the severity of the event and the appropriate type and level of staffing required to monitor, support and/or respond. Assistance and augmentation from departments, programs and external stakeholders will be requested as circumstances dictate. The levels adopted by REM are consistent in terminology and general operational considerations with those used by the Province of Ontario, specifically the Provincial Emergency Operations Centre (PEOC). The four levels are as follows:

5.3.a. Routine monitoring

REM continually monitors the Region and other jurisdictions for potential or actual events or emergencies. If an incident warrants close attention, the REM duty officer will monitor and notify appropriate departments, programs and stakeholders as necessary.

During routine monitoring, normal program tasks continue however staff may proactively issue warnings, alerts and other messaging as necessary.

Examples of some of the activities that may occur during Routine Monitoring include

- Participation in public education events, preparedness campaigns.
- Promoting preparedness material for the prevention and/or mitigation of potential risks to the community.
- Ongoing review of notifications from stakeholders such as Regional departments and programs, Environment Canada, Conservation Authorities and the PEOC.

5.3.b. Enhanced monitoring

At this level, the REM Duty Officer and potentially other program staff will continually assess a developing or active situation. The situation may be an event occurring within Peel Region or surrounding area and for which Regional resources may be engaged to provide support or response activities. Enhanced

monitoring may be established to support and further monitor the response to an event lead by one of the municipalities in Peel.

Examples of activities that may occur during enhanced monitoring include

- Routine REM program activities may be suspended or re-prioritized.
- REM will prepare briefing material for Regional Policy Group members.
- Facilities may be designated and established to coordinate support for the event, generally in the form of an operations/planning/support room or online meetings.
- Regional staff may be asked to attend and support response activities from the operations/planning/support room, whether in-person or online.
- REM staff will monitor and assess situations for further escalation or de-escalation to routine monitoring.
- Maintaining active public messaging through various messaging channels such as Regional communications and the Regional Customer Contact Centre.
- Appropriate departments and programs and external stakeholders *will* be notified and updated as required.

Enhanced monitoring may be adopted in situations where jurisdictions outside Peel Region are actively responding to a situation or an impending situation. This includes events where EMO's PEOC may be leading or assisting in emergency operations elsewhere in the Province of Ontario.

5.3.c. Partial activation

As a result of an active situation or an impending situation occurring within Peel Region or within the Province of Ontario, partial activation may be adopted to coordinate, support and actively respond to an emergency or event. Partial activation events will be guided using the IMS framework and supported by several departments, programs or external stakeholders. See [Section 4 - Incident Management Systems Overview](#).

The Regional Policy Group will be advised of any event where a partial activation occurs and will be provided regular updates during the event.

Examples of activities that may occur during partial activation events include

- Other REM program activities are likely to be suspended.
- Some Regional programs may be suspended for the duration of the event.
- REM will coordinate the establishment of the REOC or, if suitable, an operations/planning/support room (in-person or online) to maintain situational awareness.
- Some Regional staff will be asked to support response activities of the operations/planning/support room or REOC, potentially for an extended period.
- REM will prepare briefing material for Regional Policy Group members.
- REM staff will monitor and assess situations for further escalation or de-escalation.

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- Some Regional staff will be asked to attend and support response activities of the operations/planning/support room or REOC, potentially for an extended period.
- Coordinated active public messaging through various messaging channels will occur.
- All appropriate departments, programs and external stakeholders will be notified and updated as required.

In some instances, it may be necessary to obtain the approval of the applicable Regional Policy Group members to implement measures necessary for the event.

A Declaration of Emergency may be made to enable special provisions in support of a Partial Activation.

[Section 7 - Declarations and Terminations of a Regional Emergency](#) of the PEP describes the general process for a Declaration of Emergency.

During a Region Declaration of Emergency, municipal or provincial declarations of emergencies may also be made. Declarations by a municipality or the province may be made and do not automatically result in a Regional Declaration of an Emergency.

5.3.d. Full activation

As a result of an active situation or an impending situation occurring within Peel Region or within the Province of Ontario, full activation may be adopted to coordinate, support and actively respond to an emergency or event. Full activation events will be supported by most departments, programs and a significant number of external stakeholders and will be functionally guided using the IMS framework.

See [Annex 4 - Incident Management System Roles and Responsibilities](#) and [Annex 5 - Detailed IMS Position Checklists and Responsibilities](#) for further details of IMS positions and processes.

The Regional Policy Group will be advised of any event where a full activation occurs and will be provided regular updates during the event. In some instances, it may be necessary to obtain the approval of Regional Policy Group members to implement measures necessary for the event. As an example, the need to redeploy staff between program areas or to alter services levels would require the approval of the Regional Policy Group.

Examples of activities that are likely to occur during full activation events include

- All nonessential REM program activities likely suspended.
- Regional programs may be suspended for the duration of the event.
- REM will prepare regular briefing material for the Regional Policy Group.
- REM will inform the emergency management programs of the following jurisdictions of the full activation state along with a brief summary of the event
 - City of Brampton

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- City of Mississauga
- Town of Caledon
- EMO (PEOC)
- Surrounding upper tier municipalities
- Facilities in the form of the REOC and supporting rooms (online or in person) will be established to coordinate support for the event.
- REM staff will monitor and assess all situations for possible further consequences or de-escalation.
- Some Regional staff will be asked to attend and support response activities from REOC, potentially for an extended period of time.
- Coordinated active public messaging through various messaging channels will occur.
- All appropriate departments, programs and external stakeholders will be notified and updated as required.

A Declaration of Emergency may be made to enable special provisions in support of a full activation.

[Section 7 - Declarations and Terminations of a Regional Emergency](#) of the PEP describes the general process for a Declaration of Emergency.

6. Notification procedure/fan out

For the purpose of this plan, notification procedure refers to the notification process of internal staff, departments and programs along with emergency management stakeholders.

Appropriate notification of an event or emergency will be issued by the REM Duty Officer as soon as feasible.

6.1. Notification process

Based on the implementation strategy outlined in [Section 5 - Implementation](#), the following notification procedures will occur for an event or a situation that could generate broad public safety concerns that are to be reported to the REM Duty Officer.

- Notification of a possible event from any of the following sources
 - REM duty officer.
 - Internal department, program or Regional Policy Group member.
 - Area municipality CEMC or Emergency Management stakeholder.
 - Third party information source such as Environment Canada, conservation authorities, PEOC and others.
- The REM duty officer will evaluate the information and determine on the probability of the event escalating.
 - Events with limited potential of escalation or limited public safety concerns will be monitored through routine monitoring or enhanced monitoring
 - Enhanced monitoring events may trigger a limited notification to appropriate stakeholders including Regional departments and programs and/or Municipal emergency management programs.
 - Enhanced monitoring events will be closely monitored for further escalation or an appropriate return to routine monitoring.
 - Events that are likely to escalate further or have significant public safety concerns will result in the following
 - REM duty officer will notify the Director of Real Property and Asset Management and appropriate Regional Policy Group members where the situation permits and provide situational awareness of the event.
 - A determination of the lead department or program for the event will be identified along with staff to support the response.
 - A notification to appropriate staff through the Regional Emergency Management duty officer, assisted by the Customer Contact Centre (CCC) if necessary.
 - In the event of a partial activation, the following actions will occur
 - The REOC or an operations/planning/support room (in person or online) will be established by REM and commence operations.
 - Notification to appropriate internal and external stakeholders.

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- The event will be monitored for further escalation (full activation) or an appropriate return to enhanced monitoring.
- In the event of a full activation, the following actions will occur
 - The REOC or an operations/planning/situation room (in person or online) will be established by REM and commence operations
 - Notification to appropriate internal and external stakeholders.
 - The event will be monitored, and an appropriate escalation or de-escalation will be determined.

Figure 3: notification process through REM duty officer outlines the general steps of the notification process.

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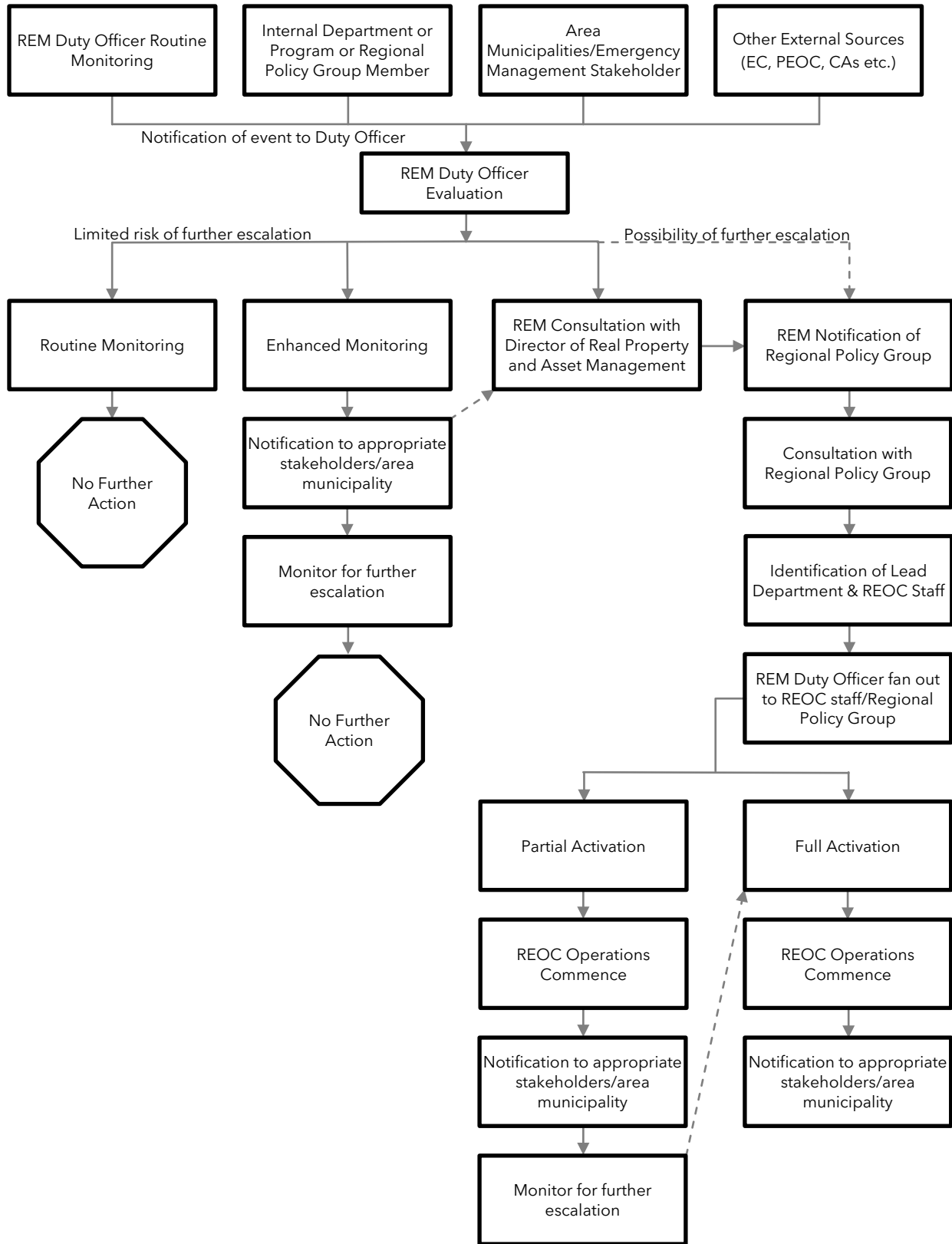


Figure 3: Notification Process through REM Duty Officer

7. Declarations and terminations of a Regional emergency

A declaration of an emergency may be considered where the emergency or impending situation is considered grave in nature or magnitude that a controlled and coordinated response by a number of Regional departments and programs and/or community agencies is required. One or more of the following circumstances may warrant a declaration of a Regional emergency

- The incident is beyond the capacity of a local municipality and significant Regional supports and services are required.
- The incident crosses the boundaries of (or impacts a large part of) two or more municipalities.
- The Mayor of the local municipality requests the Region to lead or coordinate the response.
- The response requires extraordinary actions or expenditures of money by one or more Regional programs.
- The emergency threatens or affects Regional facilities.
- The Premier or the Lieutenant Governor directs the Region to activate its Regional Plan.
- The Provincial Chief Medical Officer of Health issues an Order under The Health Protection and Promotion Act (HPPA) that has wide reaching implications for Peel Region.

A declaration of emergency is an option available to municipalities and, in some cases, may be required to initiate specific internal protocols or access Provincial and Municipal resources. Examples of specialized resources or policies may include

- Temporary adjustments to emergency purchasing by-laws.
- Temporary orders or measures in support of the declared emergency.
- Temporary labour relations measures such as alternate work locations or extended hours.
- Request for specialized Provincial resources such as Heavy Urban Search and Rescue (HUSAR) units and Emergency Medical Assistance Teams (EMAT).

An emergency declaration may extend to all or part of Peel Region.

If the decision is made to declare an emergency, Peel Region must notify EMO as soon as possible. Although a verbal declaration of emergency is permitted, all declarations must ultimately be made in writing. The CEMC will coordinate with the Regional Chair to provide a declaration of emergency to EMO.

A declaration of emergency is not required before response and recovery operations begin and is not required as part of a partial or full activation. The declaration of a Regional emergency is not dependant on a Provincial declaration of emergency; they are enacted and terminated independent of one another.

During a declared emergency, provincial orders and/or municipal orders may be enacted to protect the safety and wellbeing of residents. The provincial orders are enforced by law and those who break the section order can be charged. The

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municipal section orders are governed under the municipal bylaws and are not enforced by police.

Under the EMCPA, Section 4 (1), the Regional Chair has the authority to declare an Emergency on behalf of the Region. The Premier or the Lieutenant Governor has the authority to declare an emergency within Peel Region under specific criteria outlined in the EMCPA.

Specific details on the process of declaring an emergency can be found in [Annex 1 - Declaration of an emergency procedure](#).

Once conditions that warranted the declaration of emergency have been rescinded or mitigated, the declaration of emergency may be terminated. Termination of a declared emergency may occur through one of three processes

- The Regional Chair may terminate the declared emergency.
- The Regional Council may terminate the declared emergency by way a motion and recorded vote.
- The Premier may declare that an emergency has terminated.

The termination of a declaration does not suspend response, recovery and planning operations, but does reflect a general stabilization of the event that can be managed through ongoing response or mitigation efforts. These activities may continue for an extended period at the discretion of the REOC Commander and the Regional Policy Group.

Any declaration of emergency must subsequently be terminated at an appropriate time per the conditions of the Act. Notification from the Regional Chair of the termination of a declaration of emergency must be provided in writing to EMO through the Regional Chair, Regional Clerk or the CEMC.

8. Plan maintenance and revisions

Under EMCPA, Section 3 (6), the plan will be reviewed annually by REM and reported to the EMPC as appropriate.

The PEP is supported by Regional by-law number ~~XX~~-2023.

Annexes and appendices will be updated as needed and distributed accordingly. Revisions may result from Lessons Learned Reports from previous events or as a result of amendments to legislation or other regulations.

In accordance with Section 6.2 of EMCPA, a current copy of the PEP will be supplied to the Chief of Emergency Management Ontario through EMO.

Annexes

Annexes to the PEP provide detailed information to selected sections of the PEP. The information contained in each annex is subject to occasional change. Changes or additions to annexes will be summarized and presented to EMPC for information as appropriate.

Changes and additions to annexes may result from the annual review of key areas of the REM program including HIRA, Regional CI assessments and reviews of the exercise, training and public education aspects of the program as well as incorporating any appropriate Provincial resources.

Annexes of the PEP are to be included in public copies of the PEP.

Annex 1 – Declaration of an emergency procedure

The following section provides an overview of the process and procedures for declaring a Regional emergency (declaration). These procedures will be reviewed annually, and any changes will be communicated to the Regional Policy Group and Regional Chair. Section 4 of EMCPA provides the framework for a declaration of emergency.

Authority

Under the EMCPA, only the Regional Chair or an Acting Regional Chair may make a declaration when some or all of the following conditions exist;

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

“the head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

Notification requirements

Upon a declaration being made, the Solicitor General is to be notified. The Regional CEMC or REM duty officer will maintain a notification template for the Regional Chair as well as a contact point (Provincial Emergency Operations Centre) for a notification to be delivered to.

The Regional CEMC or REM duty officer will notify each of the local municipalities of a declaration in a timely manner. Neighbouring jurisdictions may also be notified by REM of a declaration being made.

The Regional Chair may, at their discretion, notify Regional Council and other officials.

Decision log

Upon a declaration, a centralized log of key decisions should be maintained that includes

- The specific issue the decision is to address.
- The responsible department for executing the decision.
- The date, time and other specific details related to the decision.
- If the decision is tied to either a Regional, Provincial or Public Health order.
- The conditions under which the decision will be reversed or maintained.

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- The date on which the decision was reversed along with a brief commentary related to the rationale for the reversal.

The decision log records key decisions and serves as a checklist for the eventual termination of a declaration.

Annex 2 – Termination of an emergency procedure

The following section provides an overview of the process and procedures for the termination a Regional emergency. These procedures will be reviewed annually, and any changes will be communicated to the Regional Policy Group and the Regional Chair. Section 4 of EMCPA provides the framework for a declaration of emergency.

Authority - municipal

Under EMCPA, the Regional Chair or Regional Council may terminate a declared emergency. These methods are the most used processes for terminating a municipal emergency.

Section 4 (2) Declaration as to termination of emergency.

The head of council or the council of a municipality may at any time declare that an emergency has terminated.

Should Regional Council terminate a declared emergency, standard voting procedures (recorded vote) for council motions are suitable. Both of the processes above require that notification of a termination be provided to the Solicitor General through EMO.

The Regional CEMC or REM duty officer will maintain a termination template as well as a contact point (Provincial Emergency Operations Centre) where notifications will be delivered.

The Regional CEMC or REM duty officer will notify each of the local municipalities of a termination in a timely manner. Neighbouring jurisdictions may also be notified by REM of a termination being made.

The Regional Chair may, at their discretion, notify other officials.

Authority - provincial

Under the EMCPA, the Premier may terminate a municipally declared emergency. The approach is generally not used by the Premier.

Section 4 (3) Premier may declare emergency terminated.

The Premier of Ontario may at any time declare that an emergency has terminated.

Post termination procedures

Following the termination of an emergency, the following internal procedures are recommended to be included in recovery operations. The timing provided is recommended and may be extended at the discretion of the Regional Policy Group.

Process	Timing	Description
Initial hotwash	At time of response scale back	<ul style="list-style-type: none"> • Short session to capture initial thoughts on the event and any top-of-mind comments. • Feedback may be used to identify themes for the formal debrief or to identify participants for the formal debrief
Formal debrief	Within 2 weeks of the end of the response	<ul style="list-style-type: none"> • Structured session to identify key issues or successes of the response and recovery • May be facilitated internally or through a third party • Should focus on previously identified themes and include an agenda and questionnaire issued in advance of the session • For complex or longer duration events, debriefings may take place over several sessions
Observation collation	Within 2 weeks of the formal debrief	<ul style="list-style-type: none"> • Offline collection and collation of notes, feedback and themes from both the hotwash and debrief • May be conducted internally by a working group or program or through a third party
Lessons identified	Within 4 weeks of the formal debrief	<ul style="list-style-type: none"> • Identification of main lessons or actions to be addressed from the event • Should include a high-level approach to address each item
Lessons learned documented	120 days following the end of the response	<ul style="list-style-type: none"> • Formal report detailing any findings along with corrective actions and the steps, responsibility and timeline to implement the corrective actions • Consideration for raw notes, individual statements, identifiable names or roles should be made throughout the report to allow for the public release of the report
Policy group review	150 days following the end of the event	<ul style="list-style-type: none"> • Review of lessons learned with the Regional Policy Group • Discussion on the findings and prioritization of any corrective actions • Determination to be made on both the adoption of the report and if a report to Council is required
Adoption	Following Policy Group Review	<ul style="list-style-type: none"> • Meeting with key stakeholders to present the findings and outline any corrective actions. • This may take place following a report to Council if necessary
Report to council	Next available EMPC or suitable Regional Council meeting	<p>Optional</p> <ul style="list-style-type: none"> • Report to Council summarizing key findings and action items • May be a recommendation report or for information report • A brief presentation should accompany the report and focus on findings and action items
Plan revision	Within 6 to 9 months of adoption	<ul style="list-style-type: none"> • Work with stakeholders to implement report recommendations • Will include any change management materials • Validation of the changes by way of an exercise should be undertaken within 1 year of any revisions

Annex 3 – General Incident Management roles and responsibilities

Individual roles and responsibilities checklists for each of the positions and functions in this Annex will be added as an appendix.

Regional Council

The Emergency Management and Civil Protection Act R.S.O. 2006 provides authority to the Regional Chair or Acting Regional Chair as Head of Council to declare that a Regional emergency exists within Peel Region or in any part thereof and may take such action and make such orders as they consider necessary, that are not contrary to law to implement the Regional Emergency Plan and to protect the health, safety and welfare of the inhabitants of the emergency area, including property.

Members of Regional Council may be called upon to be Acting Regional Chair. As such, all Regional Councillors should be familiar with the Emergency Management By-law, Peel Emergency Plan and the duties of the Chair of Regional Council.

An emergency shall be declared by the Regional Chair upon determining that the emergency affects a large portion of the inhabitants of more than one local municipality within Peel Region or when it is determined that the emergency will require extraordinary actions or expenditures of human resources or funds by Regional services for the protection of life or property. A declaration of emergency may also be made at the request of the Mayor of a local municipality.

Should a declaration of emergency be made, the Regional Chair will notify the Mayors of each local municipality of the declared emergency in the Region. The Mayors of the affected municipalities and their municipal staff, are vital partners in helping to ensure life and life safety and that property and environment are given priority attention through coordination of municipal resources and determination of the Lead responsibility for managing the emergency.

After declaring an emergency in the Region, the Regional Chair may, in consultation with the Regional Policy Group, authorize expenditures that have not been previously approved by Regional Council and may also issue to Regional and municipal services such orders as deemed necessary for the protection of property, health, safety and welfare of the inhabitants of the Region endangered by the emergency including evacuation, if deemed necessary.

See [Annex 1 - Declaration of an Emergency Procedure](#) for specific details related to declaring an emergency.

The Province may declare an emergency in catastrophic circumstances if several Regions were affected by an emergency such as a major earthquake or health emergency or if the combined resources of the Region and its local municipalities do not have the capacity to respond to the demands of the emergency. In such a situation, the Province would expect the Region and local municipalities to continue exercising their responsibilities in providing services. The Province may

also extend assistance to municipalities in need in the absence of a Provincially declared emergency.

Regional Policy Group

Section 12(1) of Regulation 380/04 requires the Regional Municipality to establish a Municipal Emergency Control Group. The Regional Policy Group will fulfill this requirement.

The role of the Regional Policy Group, previously identified in [Section 5 - Implementation](#) of PEP, is to provide strategic guidance, support and direction to the Command and general staff. Members of the Regional Policy Group are responsible for providing overall incident policy, advice and assistance to the REOC Commander and to provide decision making authority for issues beyond the responsibility or scope of the REOC Commander (as an example, suspension of staff leave, vacations, program services, etc.).

When appropriate, the Regional Policy Group may provide member(s) of Regional Council with updates and briefings on an event or emergency.

The Regional Policy Group may delegate authority to the REOC Commander in which case the REOC Commander should also be provided with a summary of the scope of any delegated authority.

Regional Emergency Management

Within Peel Region, Regional Emergency Management has the responsibility of both administering the Region's Emergency Management program and the development and application of Peel Emergency Plan. Further, Regional Emergency Management monitors, supports and responds to significant events or emergencies within Peel Region, and when appropriate and requested, in other jurisdictions.

During a response, Regional Emergency Management resources may be tasked with various roles and functions within the Incident Management System including acting as the REOC Commander or as a member of the Command and General Staff. Additionally, where several departments and programs are supporting the response to a significant event or emergency, Regional Emergency Management will coordinate those efforts in close collaboration with other stakeholders such as the local municipalities. Resources may also be deployed to other Emergency Operations Centres or Command Posts to function as a Liaison Officer between the Region and additional stakeholders.

Regional employees

Regional employees in departments or programs may have a range of roles and responsibilities during all phases of an event.

Given that some events warrant the use of staff and program resources on an ad-hoc basis, Regional staff should become familiar with the PEP along with any appropriate department or program operational plans.

Under the IMS framework, staff reporting relationships may be modified temporarily to support Command or general staff functions, or business continuity needs for Peel Region or supporting jurisdictions. This includes the possibility of redeployment to other program areas for an extended period for prolonged events.

Employees are encouraged to complete REM orientation training in both Basic Emergency Management and IMS. Online training modules are available through the REM internal website.

Further information on REM's training program may be found in [Annex 9 - Training and Exercise Programs](#).

REM duty officer/Community Emergency Management Coordinator

The REM Duty Officer or CEMC may serve various roles within the IMS structure; the primary functions are to ensure ongoing connection with other stakeholders involved in an event or emergency and assist Command Staff as a subject matter expert on emergency management procedures and protocols. The REM duty officer/CEMC may support the Regional Policy Group and general staff as appropriate. Other duties may also include

- Coordinate and establish the REOC or operations/planning/support rooms (in person or online).
- Liaise and support the Incident Commander and REOC commander.
- Manage the general functional aspects of the REOC.
- Make recommendations to Command Staff.
- Provide ongoing situational awareness to REOC about the event or emergency.
- Provide subject matter expertise on emergency management processes and procedures.

Regional Emergency Operations Centre

For significant events or emergencies that require either a sustained support or that have a large and broad mix of stakeholders, the Regional Emergency Operations Centre may be established to help support the response and recovery to the event. In most instances the REOC will not be required but smaller groups may coordinate and support planning, response and recovery efforts whether in-person or online.

When the REOC is established, departments and programs should avoid establishing independent Emergency Operations Centres. If it is necessary for supporting EOCs to be established, a dedicated liaison to the REOC should be identified and fully embedded within the REOC. This liaison should be a subject matter expert for their program area or function and have the authority for decision making within specific parameters.

Regional Emergency Management will coordinate the establishment of the REOC, when needed, with the support of both Real Property and Asset Management and IT Operations. At least once a year, Regional Emergency Management will review

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protocols and procedures for establishing the REOC as well as supporting technology and infrastructure used during activation of the REOC. Where necessary, protocols, technology and infrastructure will be amended or upgraded to enhance the efficiency and functionality of the REOC.

Annex 4 – Incident Management System roles and responsibilities

Command staff

Command staff includes the following IMS roles

- REOC Commander
- Emergency Information Officer
- Liaison Officer
- Safety Officer
- REM Duty Officer/CEMC
- Advisor
- Scribe

Each member of the Command Staff reports directly to the REOC Commander and supports the general staff functions as subject matter experts in their specific Command Staff roles. The normal priority of objectives for Command Staff is as follows and may be expanded upon as appropriate

- Preservation of life and public safety, including members of the public and responders to the event.
- Preservation and protection of property including personal, corporate and government locations, resources and infrastructure.
- Preservation and protection of the environment.

[Annex 5 - Detailed IMS Position Checklists and Responsibilities](#) provides an overview of many of the requirements, tasks and responsibilities of key IMS roles.

REOC Commander

The REOC Commander is responsible for the overall management of the REOC including support to the event site. The REOC Commander makes executive decisions and provides strategic guidance, information and resource management including, legal, financial and other forms of support.

The REOC Commander reports to the Regional Policy Group and is the representative of the REOC at Regional Policy Group meetings.

Command staff

Emergency Information Officer (EIO)

Section 14(1) of Regulation 380/04 requires municipalities to designate an employee as EIO. The EIO is responsible for the development and release of approved emergency information to the public. Command must approve all emergency information that the EIO releases.

Liaison Officer (LO)

The LO reports to Command and serves as the primary contact for assisting and supporting stakeholders. The LO informs and advises Command and General

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Staff of issues related to outside assistance and support, including current or potential stakeholder needs.

The Liaison Officer may be assigned assistance from other departments also involved in the incident response.

Safety Officer (SO)

Reporting to the REOC Commander, the Safety Officer (SO) monitors safety conditions and develops safety measures to ensure the health and safety of all Regional staff and Regional volunteers responding to the event.

The Safety Officer has the authority to temporarily suspend Regional response in situations that endanger the wellbeing of Regional responders until the concerns have been mitigated.

Section 7.2(8) of EMCPA states that the OHS Act prevails in circumstances where there might be conflict between orders issued under both acts.

Section 7.2(5) states that nothing in this act shall be construed as abrogating or derogating powers of the Chief Medical Officer of Health under the Health Protection and Promotion Act.

REM Duty Officer

The REM Duty Officer maintains 24/7 coverage of a reporting line for significant events or emergencies. During a response, they support the REOC Commander with collecting and maintaining situational awareness of the event as well as other reported situations. It is possible to have concurrent events.

The Duty Officer also functions as a liaison to other emergency management programs (municipal, provincial and stakeholders) on behalf of or in support of the Command and general staff. Normally the Duty Officer role will be assigned to an individual for no more than 7 days, however the rotation can be extended or shortened as needed.

The Duty Officer may also support the response in an advisor capacity related to emergency management legislation and procedures, IMS guidance, implementation and support as well as other related capacities.

Advisor

Advisors provide Command and general staff with subject matter expertise or guidance in specific areas of the response. Their role may be used throughout the response or during specific phases. Examples of situations where advisors may be used and the type of advisors include

Role	Example
Privacy Advisor	If personal information of evacuees need to be collected as part of the response, the privacy advisor would provide guidance and direction to ensure that MFIPPA requirements are followed.
Legal Advisor	If the Regional Chair is considering issuing an order, the legal advisor would provide guidance to the order's process and limitations in order to mitigate the risk of further pension of the event.

Role	Example
Government Relations Advisor	If there is an identified need to appeal for supports from provincial ministers as part of a prolong response, the government relations advisor would counsel around the process of bringing this to the attention of the ministers and to ensure they are kept up to date with the issue.

Scribe

Assigned to support specific IMS functions or teams, a scribe documents meetings, conversations and decisions throughout the response. If started on paper, the migration of the information into a digital format is recommended. This may be done through transcribing or the use of pictures. Notes taken by a scribe should be detailed and include the date, time and participants in the discussion. For prolonged events, scribes may report to the REOC Commander or the Planning Section Chief who would assign them to specific sections, meetings or functions as needed.

In addition to their note taking abilities, scribes should also be familiar with content management platforms such as SharePoint and Teams.

General staff

Command Staff are supported by general staff. The general staff report to Command Staff and are comprised of the following IMS positions at the REOC

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief
- Public Information Management (optional)

Operations Section Chief (OSC)

The OSC works closely with members of the Command and general staff to coordinate operational activities including participating in the development of the Incident Action Plan (IAP), implementing the IAP, and organizing, assigning and supervising resources assigned to enact operational tasks.

Planning Section Chief (PSC)

The PSC is responsible for developing IAPs. The primary focus of the Planning Section is to maintain situational awareness and look ahead to predict future hazards, risks and courses of events.

Logistics Section Chief (LSC)

The LSC is responsible for providing facilities, services, resources and materials in support of the incident. The Section Chief will participate in the development of the IAP as required.

Finance/Administration Section Chief (FSC)

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The FSC is responsible for financial and administrative support to the incident including business processes, cost analysis, financial and administrative aspects and ensuring compliance with Regional policies and procedures.

Annex 5 – Detailed IMS position checklists and responsibilities

Common responsibilities – all incident personnel	
This list provides an overview of the common responsibilities applicable to all IMS personnel. In most cases, these tasks are not repeated in the position-specific checklists; some tasks are one-time actions, while other tasks are repetitive for the duration of the incident.	
Activation	
<ul style="list-style-type: none"> • Applicable to staff at all response roles: Incident Command, Incident Support, Area Command • Specific responsibilities may be customized to the response role, as required 	
Activation Actions	
o	Receive assignment from your organization, including <ul style="list-style-type: none"> ▪ Job assignment (e.g. Situation Unit Leader, etc.). ▪ Position checklist (if applicable). ▪ Resource order number, request number or manifest number, (as applicable). ▪ Reporting location. ▪ Reporting time. ▪ Travel instructions (if applicable). ▪ Safety instructions (if applicable). ▪ Any special instructions (e.g., travel, radio frequency).
o	Upon incident arrival, check-in at designated check-in location using the Incident Check-In List (IMS 211) or EOC Check-In List (IMS 2011-B). Check-in may be found at <ul style="list-style-type: none"> ▪ Emergency Operations Centre (EOC). ▪ Incident Command Post (ICP). ▪ Staging Areas.
o	Receive briefing from immediate supervisor. Clarify any questions. <ul style="list-style-type: none"> ▪ Note: organization representatives from assisting or supporting organizations should report to the Liaison Officer at the EOC or ICP after check-in.
o	Set up your workstation, review your position responsibilities and acquire work materials.
o	Establish and maintain an Activity Log Form (IMS 214) that describes your actions taken during your shift chronologically.
o	Organize and brief subordinates (if applicable) on <ul style="list-style-type: none"> ▪ Specific job responsibilities. ▪ Co-workers within job function. ▪ Define functional work areas. ▪ Eating/sleeping arrangements. ▪ Procedural instructions for obtaining additional supplies, services and personnel. ▪ Identification of operational period work shifts. ▪ Clarification of any important points pertaining to assignments. ▪ Provisions for specific debriefings/handover at the end of the operational period. ▪ The current Incident Action Plan (IMS 1001/202) or Incident Briefing (IMS 201) if an Incident Action Plan has not yet been developed.
o	Know the assigned contact information requirements for your area of responsibility (e.g. phone number, radio frequency, PIN, email, etc.) and ensure that communication equipment is operating properly.
Operational Actions	
o	Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers

Common responsibilities – all incident personnel	
	utilizing accepted risk analysis methods. Maintain accountability for assigned personnel with regard to exact location(s) and personal safety and welfare at all times.
o	Use clear text and IMS terminology (no codes) in all communications.
o	Complete forms and reports required of the assigned position and send through the supervisor to the Planning Section (Documentation Unit, if activated). Most large incidents rely heavily on the use of IMS forms to manage information/resources and maintain accountability. Ensure all forms are dated using the YYYY-MM-DD HH:MM format.
o	Maintain an Activity Log (IMS 214).
o	At the end of your shift, provide a detailed handover briefing to your relief. Ensure that all in-progress activities, outstanding issues, and follow-up requirements are identified.
Demobilization Actions	
o	Respond to demobilization orders and brief subordinates regarding demobilization. Ensure you are debriefed by your supervisor.
o	Deactivate your assigned position and close out logs when authorized by your supervisor.
o	Complete all required forms, reports and other documentation.
o	Be prepared to provide input to the after-action report.
o	If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation. Note any outstanding issues or unusual events.
o	Clean up your work area before you leave.
o	If de-activating email accounts or telephones, set required notifications (e.g. out-of-office email or voicemail notification).
o	Leave forwarding contact information where you can be reached.
o	Turn in assigned equipment.
o	Complete a Demobilization Checkout Form (IMS 221).
o	Send all completed forms and reports through your supervisor to the Planning Section (documentation unit, if activated).

Command functions

REOC Commander (EOC Commander)
<p>The EOC Commander is responsible for overall management of the Emergency Operations Centre including the provision of support to an Incident Management Team at a site or EOC. In most cases, the EOC is used for executive decision-making and coordinating off-site support for Incident Command or Area Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, and other off-site support.</p> <p>It is important to maintain essential services during incident support. When possible, this should include areas impacted by the incident.</p> <p>Under specific circumstances, it is possible that Incident Command and/or Area Command may be activated at the EOC-level. In such cases, the Incident Commander and/or Area Commander checklists should be referenced (see below). Unless otherwise delegated, all EOC activities are the responsibility of the EOC Commander.</p>
<p>Activation - incident Support (from an EOC) Reports to - Emergency Control Group (ECG), Policy Group or other designated authority</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Determine appropriate level of EOC activation based on the situation as known.
<ul style="list-style-type: none"> o Mobilize appropriate personnel for initial activation.
<ul style="list-style-type: none"> o Obtain briefing from current EOC Commander or Incident Commander. Reference the Incident Briefing Form (IMS 201) and/or Incident Status Summary (IMS 209) if in use.
<ul style="list-style-type: none"> o Assess the incident situation. Review the current situation status and initial incident objectives.
<ul style="list-style-type: none"> o Determine the need for, establish, and participate in Unified Command, if applicable.
<ul style="list-style-type: none"> o If operating in an Incident Support role, determine the needs of the Commander you are supporting (Incident, EOC or Area).
<ul style="list-style-type: none"> o Ensure that the EOC facility is properly set up and ready for operations.
<ul style="list-style-type: none"> o Ensure that an EOC check-in procedure is established, using the IMS 211-B Check-In Form.
<ul style="list-style-type: none"> o Determine required IMS Sections. Assign Section Chiefs and ensure they staff their sections as required.
<ul style="list-style-type: none"> o Determine required Command Staff positions and ensure they are filled as soon as possible.
<ul style="list-style-type: none"> o Establish level of planning to be accomplished: <ul style="list-style-type: none"> o Written Incident Action Plan (IAP). o Contingency planning. o Formal Planning Meeting.
<ul style="list-style-type: none"> o Ensure a planning meeting is scheduled.
<ul style="list-style-type: none"> o Schedule additional meetings/briefings, as required <ul style="list-style-type: none"> o Incident briefing. o Initial command meeting. o Command objectives/strategies meeting.
<ul style="list-style-type: none"> o Establish the Operational Period and briefing schedule.
<ul style="list-style-type: none"> o Confer with the General Staff to determine what representation is needed at the EOC from other organizations/jurisdictions.
<ul style="list-style-type: none"> o Ensure that an Incident Organization Chart (IMS 207) is posted and completed.
<p>Operational Actions</p>

REOC Commander (EOC Commander)							
o	Ensure welfare and safety of all responders.						
o	Establish parameters for resource requests and releases						
	<ul style="list-style-type: none"> ▪ Review requests for critical resources. ▪ Confirm who has ordering authority within the organization. ▪ Confirm those orders that require Command authorization. 						
o	Implement incident management by objectives:						
	<ul style="list-style-type: none"> ▪ Reconcile competing objectives. ▪ Identify resource requests and coordinate resource allocation priorities. 						
o	Maintain communication with and support to Incident or Area Command(s):						
	<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;">▪ Provision of strategic guidance (as required).</td> <td style="padding: 5px;">▪ Legal and financial support.</td> </tr> <tr> <td style="padding: 5px;">▪ Information support.</td> <td style="padding: 5px;">▪ Emergency information support.</td> </tr> <tr> <td style="padding: 5px;">▪ Resource management and logistical support.</td> <td style="padding: 5px;">▪ Other identified needs.</td> </tr> </table>	▪ Provision of strategic guidance (as required).	▪ Legal and financial support.	▪ Information support.	▪ Emergency information support.	▪ Resource management and logistical support.	▪ Other identified needs.
▪ Provision of strategic guidance (as required).	▪ Legal and financial support.						
▪ Information support.	▪ Emergency information support.						
▪ Resource management and logistical support.	▪ Other identified needs.						
o	Monitor Command and general staff activities to ensure that appropriate actions are taken.						
o	Determine status of emergency declaration and delegation of authority. Work with organization staff to declare state of emergency according to organization protocol.						
o	Authorize release of emergency information to the public and media in cooperation with other levels of response.						
o	Establish/maintain liaison with supporting/assisting organizations (may be delegated to liaison).						
o	Provide information and briefings to senior and elected officials as required.						
o	Establish or activate additional IMS facilities, as needed.						
o	Approve and authorize implementation of the IAP.						
	<ul style="list-style-type: none"> ▪ Review IAP for completeness/accuracy and verify objectives are incorporated/prioritized. ▪ Sign the IAP. 						
o	Ensure Command and general staff progress and coordination.						
o	Order incident demobilization as appropriate.						
Demobilization Actions							
o	Follow Common Responsibilities Demobilization Checklist.						
o	Authorize demobilization of sections, branches and units when they are no longer required.						
o	Notify relevant organizations/jurisdictions of the expected planned demobilization time.						
o	Ensure that any open actions not yet completed will be handled after demobilization.						
o	Ensure that all required forms or reports are completed prior to demobilization.						
o	Demobilize the EOC at the designated time.						

Incident Commander
<p>The Incident Commander is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfill the function of Incident Command however, under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all incident activities are the responsibility of the Incident Commander. The Incident Commander may have a Deputy from the same organization/jurisdiction or from an assisting organization/jurisdiction.</p>
<p>Activation - Incident Command (at a site or EOC) Reports to - EOC Commander, Area Commander or other designated authority</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Determine appropriate level of activation based on situation as known.
<ul style="list-style-type: none"> o Mobilize appropriate personnel for the initial activation.
<ul style="list-style-type: none"> o Obtain briefing from current Incident Commander using the Incident Briefing (IMS 201) and/or Incident Status Summary (IMS 209), as applicable.
<ul style="list-style-type: none"> o Obtain and carry out delegation of authority from the organization executive for overall management and direction of the designated incident, if required.
<ul style="list-style-type: none"> o Assess the incident situation <ul style="list-style-type: none"> ▪ Review the current situation status and initial incident objectives. ▪ Obtain information from other levels of response, if applicable. ▪ Ensure that all organizations impacted by the incident have been notified.
<ul style="list-style-type: none"> o Determine need for, establish, and participate in Unified Command, if applicable.
<ul style="list-style-type: none"> o Ensure that the Incident Command Post (ICP) is properly set up and ready for operations.
<ul style="list-style-type: none"> o Ensure that an incident check-in procedure is established immediately.
<ul style="list-style-type: none"> o Determine required sections. Assign Section Chiefs and ensure they staff their sections as required.
<ul style="list-style-type: none"> o Determine required Command Staff positions and ensure they are filled as soon as possible.
<ul style="list-style-type: none"> o Establish level of planning needed <ul style="list-style-type: none"> ▪ Written Incident Action Plan (IAP). ▪ Contingency planning. ▪ Formal Planning Meeting.
<ul style="list-style-type: none"> o Schedule meetings, as required <ul style="list-style-type: none"> ▪ Incident Briefing. ▪ Initial Command Meeting. ▪ Objectives/Strategies Meeting.
<ul style="list-style-type: none"> o Establish the Operational Period and briefing schedule.
<ul style="list-style-type: none"> o Confer with general staff to determine needed representation from other organizations/ jurisdictions at the ICP.
<ul style="list-style-type: none"> o Ensure that email, telephone, or radio communications with the EOC or Area Command and relevant organizations/jurisdictions are established and functioning.
<ul style="list-style-type: none"> o Ensure that the Incident Organization Chart (IMS 207) is completed and posted.
<p>Operational Actions</p>
<ul style="list-style-type: none"> o Ensure welfare and safety of all responders.
<ul style="list-style-type: none"> o Monitor Command and General staff activities to ensure that appropriate actions are taken.
<ul style="list-style-type: none"> o Authorize protective action statements, as necessary.

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Incident Commander	
o	Determine status of emergency declaration and delegation of authority. Work with staff to declare state of emergency according to organization protocol.
o	Establish parameters for resource requests and releases
	<ul style="list-style-type: none">▪ Review requests for critical resources.▪ Confirm who has ordering authority within the organization.▪ Confirm orders that require Command authorization.
o	Authorize release of emergency information to the public and media in cooperation with other levels of response
	<ul style="list-style-type: none">▪ If operating within a Unified Command, ensure all members of the Unified Command approve release.
o	Establish and maintain liaison with supporting or assisting organizations (may be delegated to liaison officer).
o	Provide information and briefings to senior and elected officials, as required.
o	Establish or activate additional IMS facilities, as needed.
o	Ensure the conduct of planning meetings.
o	Approve and authorize implementation of the IAP
	<ul style="list-style-type: none">▪ Review IAP for completeness and accuracy.▪ Verify that objectives are incorporated and prioritized.▪ Sign the IAP.
o	Ensure Command and general staff progress and coordination.
o	Keep organization officials informed of incident-related problems and progress.
o	Order incident demobilization as appropriate.
Demobilization Actions	
o	Follow Common Responsibilities Demobilization Checklist.
o	Authorize demobilization of sections, branches and units when they are no longer required.
o	Notify relevant organizations and jurisdictions of the expected/planned demobilization time.
o	Ensure that any open actions will be handled after demobilization.
o	Ensure that all required forms or reports are completed prior to demobilization.
o	Be prepared to provide input to the after-action report.
o	Demobilize incident facilities and operations at the designated time, as appropriate.

Liaison Officer
<p>The Liaison Officer (LO) serves as the primary contact for Assisting and Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants from other organizations also involved in the incident response. Tasks may be delegated to the appropriate assistant, if applicable.</p>
<p>Activation</p> <ul style="list-style-type: none"> ▪ May be activated at Incident Command, Incident Support, or Area Command ▪ Responsibilities of the Liaison Officer should be customized accordingly <p>Reports to</p> <ul style="list-style-type: none"> ▪ Commander (Incident, Area, EOC)
<p>Activation Actions</p> <ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist. o Obtain briefing from Command: <ul style="list-style-type: none"> ▪ Determine current status of incident using the Incident Status Summary (IMS 209). ▪ Identify current organization using the Incident Organization Chart (IMS 207), Organization Assignment List (IMS 203), Resource Assignment List (IMS 204) etc. ▪ Determine organizations involved in the incident (governmental, non-governmental, private sector, etc.). Determine whether these organizations are: <ul style="list-style-type: none"> o Assisting (providing personnel, services, or other direct assistance/resources to the organization with direct responsibility for incident management) OR o Supporting (providing support services to the organization with direct responsibility for incident management, but not providing direct support or input to the incident itself). o Obtain information on assisting/supporting organizations, including: <ul style="list-style-type: none"> ▪ Contact person(s). ▪ Email/PIN/phone numbers. ▪ Radio frequencies. ▪ Cooperative agreements. ▪ Resource type and availability. ▪ Number of personnel. ▪ Condition of personnel and equipment. ▪ Organization constraints/limitations.
<p>Operational Actions</p> <ul style="list-style-type: none"> o Establish workspace for liaison function and notify organization representatives of location. o Brief assisting/supporting organization representatives and mutual aid co-operators. o Interview organization representatives concerning resources, capabilities, and restrictions on use. Provide this information at planning meetings, as needed. o Work with Emergency Information Officer and Command to coordinate media releases associated with inter-organizational cooperation issues. o Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues. o Bring complaints pertaining to logistical problems, communications, and strategic and tactical direction to the attention of the Command. o Attend planning meetings and brief on areas of responsibility.
<p>Demobilization Actions</p> <ul style="list-style-type: none"> o Follow Common Responsibilities Demobilization Checklist.

Emergency Information Officer
<p>The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to the public. Command must approve all emergency information that the EIO releases. During a complex incident, assistants may be assigned to the EIO, as required. Tasks may be delegated to the appropriate assistant, if applicable. Responsibilities of the Emergency Information Officer should be customized according to reporting structure.</p>
<p>Activation - May be activated at Incident Command, Incident Support, or Area Command. Reports to - Commander (Incident, Area, EOC, as applicable).</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist. o Obtain briefing from Command <ul style="list-style-type: none"> ▪ Determine current status of Incident using the Incident Status Summary (IMS 209). ▪ Identify current organization, using the Incident Organization Chart (IMS 207), Organization Assignment List (IMS 203), Resource Assignment List (IMS 204) etc. ▪ Determine facility/location for media contact (Emergency Information Centre, Incident Command Post, EOC, or other). ▪ Determine current media presence.
<p>Operational Actions</p>
<ul style="list-style-type: none"> o Obtain policy guidance from Command regarding media releases. o Establish workspace for emergency information function and notify organization representatives. o Determine staffing requirements and make required personnel assignments for the Emergency Information Centre (EIC) or Joint Emergency Information Centre (JEIC). o Contact and correspond with local jurisdictions to coordinate emergency information activities. o Participate in briefings to senior official(s) <ul style="list-style-type: none"> ▪ Determine constraints on information process. ▪ Determine pre-existing agreements for EICs, JIECs, etc. o Assess the need for special alert and warning efforts including for persons with special needs and industries. o Coordinate the development of protective action statements with the Operations Section. o Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement <ul style="list-style-type: none"> ▪ We are aware that an [accident/incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Organization personnel] are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at [location] and will notify media at least [#] mins/hrs prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance. o Arrange for necessary workspace, materials, telephones, and staff. Consider assigning Assistant Emergency Information Officers for EIC, JEIC, field information, internal information, etc. o Establish contact with local, provincial and/or national media representatives, as appropriate. o Establish a schedule for news briefings (this should be linked to the operational period). o Coordinate with Logistics, activate and staff message centre "rumour control" lines to receive requests and answer questions from the public. Provide statements to operators. o Obtain current incident status reports from Planning Section. Coordinate a schedule for updates.

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Emergency Information Officer	
o	Observe constraints on the release of information imposed by Command and according to organization guidance.
o	Obtain approval for information releases from Command
	<ul style="list-style-type: none">▪ Confirm details to ensure no conflicting information is released.▪ Identify site and time for press briefings and confirm participation by other members of the Incident Management Team.
o	Release approved emergency information to media, and post information at the Incident Command Post, EOC and other appropriate locations.
o	Record all interviews and copy all news releases
	<ul style="list-style-type: none">▪ Contact media to correct erroneous or misleading information circulated by the media when appropriate.
o	Coordinate information releases with information staff from other impacted organizations and jurisdictions.
o	Attend planning meetings and brief on areas of responsibility, as required.
o	Respond to special requests for information.
o	Provide all news releases, bulletins, and summaries to the documentation unit to be included in the final incident package.
o	Confirm the process for the release of information concerning incident-related injuries or deaths with all concerned.
Demobilization Actions	
o	Follow Common Responsibilities Demobilization Checklist.

Safety Officer
<p>The Safety Officer (SO) monitors safety conditions and develops safety measures to ensure the health and safety of all responders. While each person assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident responders. This is done in close conjunction with Command and the Operations Section Chief and the Planning Section Chief. The Safety Officer must have the knowledge and professional experience to control or reduce occupational hazards and exposures. Tasks may be delegated to an assistant, if applicable. Responsibilities of the Safety Officer should be customized according to reporting structure.</p>
<p>Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Commander (Incident, Area, EOC, as applicable)</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist. o Obtain briefing from Command and/or the on-scene or in-place Safety Officer.
<p>Operational Actions</p>
<ul style="list-style-type: none"> o Establish workspace for Safety Officer function and notify organization representatives. o Identify hazardous situations associated with the incident. o Ensure that adequate levels of protective equipment are available and being used. Ensure that staff are properly trained on the use of relevant protective equipment. o Staff and organize function, as appropriate <ul style="list-style-type: none"> ▪ Consider an Assistant Safety Officer from each discipline in multi-discipline incidents. ▪ Multiple high-risk operations may require an Assistant Safety Officer at each site. o Identify and correct or terminate potentially unsafe acts. o Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations. o Ensure adequate sanitation and safety in food preparation (if required). o Obtain updates from Assistant Safety Officers prior to Planning Meetings and as necessary. o Prepare Incident Safety Analysis (IMS Form 215-A). o Participate in Planning and Tactics Meetings <ul style="list-style-type: none"> ▪ Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics. ▪ Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions. o Participate in the development of Incident Action Plan (IAP) <ul style="list-style-type: none"> ▪ Review and approve the Incident Medical Plan (IMS Form 206). ▪ Provide Safety Message and/or Safety Plan (as required), using <ul style="list-style-type: none"> o Incident Objectives (IMS 202) (complete safety-related blocks #8, #9). o Safety Message/Plan (IMS 208) (if required). ▪ Assist in the development of the "Special Instructions" block of the Resource Assignment List (IMS 204), as requested by the planning section. o Investigate accidents that have occurred within incident areas

Safety Officer

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, organization risk manager, Ministry of Labour, WSIB, and relevant officials, etc.
- Prepare accident reports per organization policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and organization.

- o Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

Demobilization

- o Follow Common Responsibilities Demobilization Checklist.

Operations Section

Operations Section Chief
<p>The Operations Section Chief (OSC) is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the Incident Action Plan, implementing the Incident Action Plan and organizing, assigning and supervising all resources assigned operational tasks within an incident. The Operations Section Chief must work closely with other members of the Command and General Staff to coordinate operational activities. Tasks may be delegated to the appropriate levels (i.e. Branch, Group, Sector, Task Force, Strike Team, etc.). Responsibilities of the Operations Section Chief should be customized according to the reporting structure.</p>
<p>Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Commander (Incident, Area, EOC, as applicable)</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist. o Obtain briefing from Command
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Obtain and/or assist Command in determining objectives and suggested strategies. ▪ Determine status of current tactical assignments. ▪ Identify current organization, location of resources, and assignments. ▪ Confirm resource ordering process. ▪ Determine location of current Staging Areas and resources assigned there.
<ul style="list-style-type: none"> o Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place including maps and status boards. Ensure operational efficiency, personnel safety and adequate span of control.
<ul style="list-style-type: none"> o Meet with Planning Section Chief and obtain a preliminary situation briefing.
<ul style="list-style-type: none"> o Establish operational period in conjunction with Command.
<ul style="list-style-type: none"> o Coordinate and conduct Operations Briefing and assign operations personnel in accordance with Incident Action Plan (IAP)
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Activate appropriate branches within the section based on the situation. Designate Branch Directors and Groups as necessary. ▪ Brief Staging Area Manager on types/numbers of resources to be maintained in Staging. ▪ Brief resources (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
<ul style="list-style-type: none"> o Obtain communications status briefing from the Telecommunications Unit in Logistics. Ensure that there is adequate communications equipment and frequencies available for the section.
<ul style="list-style-type: none"> o Determine estimated times of arrival of Section staff from the Resource Unit.
<ul style="list-style-type: none"> o Confer with the Command to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
<ul style="list-style-type: none"> o Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operations Section.
<ul style="list-style-type: none"> o Determine activation status of other ICPs or EOC's involved in the incident(s) and establish communication links with them.
<ul style="list-style-type: none"> o Based on the situation known or forecasted, determine future needs of Operations Section.
<ul style="list-style-type: none"> o Identify key issues currently affecting the Operations Section. Meet with Section personnel and determine appropriate section objectives for the first operational period.

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Operations Section Chief
<ul style="list-style-type: none"> o Review responsibilities of Branches/Units within the Section. Develop an Operations Plan detailing strategies for carrying out operational objectives.
Operational Actions
<ul style="list-style-type: none"> o Ensure that all section personnel are maintaining their individual position logs.
<ul style="list-style-type: none"> o Ensure that situation and resources information is provided to the Planning Section on a regular basis or as the situation requires, including Status Reports and Major Incident Reports.
<ul style="list-style-type: none"> o Ensure that all media contacts are referred to the Emergency Information Officer.
<ul style="list-style-type: none"> o Establish and demobilize Staging Areas (if required).
<ul style="list-style-type: none"> o Develop and manage tactical operations to meet incident objectives: <ul style="list-style-type: none"> ▪ Complete Operational Planning Worksheet (IMS 215-G) or EOC Tactics Worksheet (IMS 215-E), as required.
<ul style="list-style-type: none"> o Assess life safety. Implement and enforce appropriate safety precautions.
<ul style="list-style-type: none"> o Evaluate situation and provide update to Command and Planning Section: <ul style="list-style-type: none"> ▪ Location, status, and assignment of resources. ▪ Effectiveness of tactics. ▪ Desired contingency plans. ▪ Need for any additional resources.
<ul style="list-style-type: none"> o Determine need for additional resources. Transmit resource orders to Logistics using the Resource Request Form (IMS 260-RR) or Incident Message Form (IMS 213).
<ul style="list-style-type: none"> o Notify Resources Unit (Planning Section) of Section Branches, Divisions, Groups, Strike Teams, Task Forces, and single resources which are staffed. Include location and names of leaders. Keep Resources Unit up to date on changes in resource status.
<ul style="list-style-type: none"> o Write formal Operations portion of IAP with the Planning Section Chief, if directed by Command <ul style="list-style-type: none"> ▪ Identify assignments by Division or Group. ▪ Identify specific tactical assignments. ▪ Identify resources needed to accomplish assignments.
<ul style="list-style-type: none"> o Ensure coordination of the Operations Section with other Command and general staff <ul style="list-style-type: none"> ▪ Ensure Operations Section timekeeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections. ▪ Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion. Enforce resource ordering process. Notify Logistics of communications problems. ▪ Keep Planning up to date on resource and situation status. ▪ Notify Liaison Officer of issues concerning cooperating and assisting organizations. ▪ Keep Safety Officer involved in tactical decision-making. ▪ Keep Incident Commander apprised of status of operational efforts. ▪ Coordinate media field visits with the Emergency Information Officer.
<ul style="list-style-type: none"> o Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.
<ul style="list-style-type: none"> o Attend Planning Meetings
Demobilization Actions
<ul style="list-style-type: none"> o Follow Common Responsibilities Demobilization Checklist.
Roles Reporting to the Operations Section Chief

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Operations Section Chief	
Operations Branch Director	Responsible for providing overall supervision and leadership to the Operations Branch they are assigned to, and under the direction of the Operations Section Chief. Tasks may be delegated to the appropriate levels (i.e. Group, Division, Sector, Task Force, Strike Team, Single Resource, etc.).
Air Operations Branch Director	Responsible for providing overall supervision and leadership to the Air Operations Branch assigned, under the direction of the Operations Section Chief. Tasks may be delegated to the suitable levels (i.e. Group/Fixed, Rotary Wing bases/flights, etc.).
Division Supervisor	Responsible for providing overall supervision and leadership to the Division or Group they are assigned to, and under the direction of the Branch Director. Tasks may be delegated to the appropriate levels (i.e. Sector, Task Force, Strike Team, Single Resource, etc.).
Group Supervisor	Responsible for providing overall supervision and leadership to the Air Operations Branch assigned, under direction of the Operations Section Chief. Tasks may be delegated to the suitable levels (i.e. Group/Fixed or Rotary Wing bases/flights, etc.).
Sector Leader	Responsible for providing overall supervision and leadership to the Sector they are assigned, under the direction of a Division or Group Supervisor. Sectors are activated on large incidents where span of control would otherwise be exceeded at the Division or Group level. A Sector may be geographic or functional. Tasks may be delegated to the suitable levels (i.e. Task Force, Strike Team, Single Resource, etc.).
Task Force Leader	/Responsible for providing overall supervision and leadership to the Strike Team or Task force they are assigned to, under the direction of the Sector Leader (when activated) or Division/Group Supervisor. Strike Teams are a set number of resources of the same kind and type with common communications, operating under Strike Team Leader. Task Forces are a combination of mixed resources assembled for a particular purpose with common communications, operating under a Task Force Leader. Tasks may be delegated to the appropriate levels (i.e. Single Resources within the Strike Team or Task Force).
Strike Team Leader	/Responsible for providing overall supervision and leadership to the Strike Team or Task force they are assigned to, under the direction of the Sector Leader (when activated) or Division/Group Supervisor. Strike Teams are a set number of resources of the same kind and type with common communications, operating under Strike Team Leader. Task Forces are a combination of mixed resources assembled for a particular purpose with common communications, operating under a Task Force Leader. Tasks may be delegated to the appropriate levels (i.e. Single Resources within the Strike Team or Task Force).
Single Resource(s)	May be an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor. They may be assigned as direct report to any other operational unit as needed.

Planning section

Planning Section Chief
<p>Responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for developing the Incident Action Plan and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status of resources. This information is needed to understand the current situation, predict probable course of incident events and lead the incident planning process. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Planning activities are the responsibility of the Planning Section Chief. Responsibilities of the Planning Section Chief should be customized according to reporting structure.</p>
<p>Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Command (Incident or EOC)</p>
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist.
<ul style="list-style-type: none"> o Check-in upon arrival at the ICP or EOC.
<ul style="list-style-type: none"> o Obtain briefing from Command <ul style="list-style-type: none"> ▪ Determine current resource status, referencing the Incident Briefing (IMS 201), Incident Status Summary (IMS 209) or Resource Assignment List (IMS 204). ▪ Determine current situation status/intelligence, referencing the Incident Briefing (IMS 201) and/or Incident Status Summary (IMS 209) ▪ Determine current incident objectives and strategy. ▪ Determine whether Command requires a written or oral IAP. ▪ Determine time and location of planning cycle meetings. ▪ Determine desired contingency plans.
<ul style="list-style-type: none"> o Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
<ul style="list-style-type: none"> o Activate required units and designate Unit Leaders based on the situation.
<ul style="list-style-type: none"> o Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
<ul style="list-style-type: none"> o Notify the Resources Unit of positions activated.
<ul style="list-style-type: none"> o Ensure that sufficient staff is available for a 24-hour schedule or as required.
<ul style="list-style-type: none"> o Meet with Operations Section Chief. Obtain and review any major incident reports or documents.
<ul style="list-style-type: none"> o Ensure the Incident Briefing (IMS 201) is completed and provide copies to Command, Command Staff, and General Staff.
<ul style="list-style-type: none"> o Establish and maintain a resource tracking system.
<ul style="list-style-type: none"> o Identify key issues to be address by the Planning Section in consultation with section staff. Identify objectives to be accomplished during the initial operational period.
<p>Operational Actions</p>
<ul style="list-style-type: none"> o Exercise overall responsibility for the coordination of unit activities within the Section.
<ul style="list-style-type: none"> o Keep Command and Operations Section Chief informed of issues affecting planning.
<ul style="list-style-type: none"> o Advise the Incident Command Post (ICP) and/or Emergency Operations Centre (EOC) staff of any significant changes in incident status.
<ul style="list-style-type: none"> o Compile and display incident status summary information. Document on IMS Form 209 Incident Status Summary (or other approved organization forms).
<ul style="list-style-type: none"> o Obtain/develop incident maps.

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Planning Section Chief	
o Provide periodic predictions on incident potential. Establish a weather data collection system, when necessary.	
o Prepare contingency plans	
<ul style="list-style-type: none"> ▪ Review current and projected incident and resource status. ▪ Develop alternative strategies. ▪ Identify resources required to implement contingency plans. ▪ Document alternatives for presentation to Command and Operations, and if required, for inclusion in the written IAP. 	
o Establish information requirements and reporting schedules for staff, as required.	
o Meet with Operations Section Chief and/or Command prior to planning meetings to discuss proposed strategy and tactics and diagram incident organization and resource location.	
o Conduct planning meetings.	
o Supervise preparation and distribution of the written IAP.	
o Coordinate IAP Sections/Reports with relevant sections	
<ul style="list-style-type: none"> ▪ Coordinate the Incident Traffic Plan with Operations and Ground Support Unit Leader. ▪ Coordinate the Safety Message with Safety Officer. ▪ Coordinate the Incident Telecommunications Plan and Medical Plan with Logistics. 	
o Ensure that the Planning Section is sharing information	
<ul style="list-style-type: none"> ▪ Instruct Units on information distribution methods/needs. ▪ Ensure the Information Officer has immediate access to status reports and displays. 	
o Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.	
o Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.	
Demobilization Actions	
o Follow Common Responsibilities Demobilization Checklist.	
o Ensure preparation of demobilization checkout form(s), if appropriate.	
Roles Reporting to the Planning Section Chief	
Resource Unit Leader	Responsible for maintaining the status of all assigned resources at an incident through the oversight of all check-in activities and the maintenance of a master list of all resources including a system to track resource location and status.
Situation Unit Leader	Responsible for the collection processing and organizing of all incident information. This may include future projections of incident growth, maps, intelligence, the Incident Action Plan and status summary reports.
Demobilization Unit Leader	Responsible for developing the Incident Demobilization Checkout Form. On large incidents demobilization may be complex requiring a separate planning activity. Note that not all organizations require incident-specific demobilization instructions as demobilization may be based on routine procedures.
Documentation Unit Leader	Responsible for the maintenance of accurate, up-to-date incident files, provision of duplication services, and collection of all incident documentation from other sections. Incident files will be stored for legal, analytical, and historical purposes.
Technical Specialist(s)	

Logistics section

Logistics Section Chief
Responsible for providing facilities, services and materials in support of the incident. Participates in the development of the Incident Action Plan and activates and supervises the branches and units within the logistics Section. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Logistics activities are the responsibility of the Planning Section Chief. Responsibilities should be customized according to command structure.
Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Command (Incident or EOC)
Activation Actions
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist. o Obtain briefing from Incident Commander o <ul style="list-style-type: none"> ▪ Review situation and resource status for number of personnel assigned to incident. ▪ Review current organization. ▪ Determine which incident facilities have been/should be activated. o Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place including maps, status boards, vendor references, and other resource directories. o Activate branches/units within section and designate Branch Supervisors/Unit Leaders for each element based on the situation. o Assemble, brief, and assign work locations and preliminary work tasks to Section personnel.
Operational Actions
<ul style="list-style-type: none"> o Meet with Command and the Command/General Staff to identify immediate resource needs. o Notify Resources Unit of other Units activated, including names and assignment locations. o Advise Logistics Section Branches and Units to coordinate with appropriate Groups in the Operations Section to prioritize and validate resource requests. o Assist Branch/Unit Leaders in developing objectives for the section and plans to accomplish objectives within the first operational period (or in accordance with the action plan). o Ensure incident facilities are physically activated, as appropriate. o Provide periodic Logistics Section Status Reports to Command. o Confirm resource ordering process. o Assess adequacy of current Incident Telecommunications Plan (IMS Form 205). o Attend planning meetings and contribute as required. o Participate in preparation of Incident Action Plan (IAP) <ul style="list-style-type: none"> ▪ Provide input on resource availability, support needs, identified shortages, and estimated time of arrival for key resources. ▪ Identify future operational needs (both current and contingency) in order to anticipate logistical requirements. ▪ Ensure Incident Telecommunications Plan (IMS Form 205) is prepared. ▪ Ensure Incident Medical Plan (IMS Form 206) is prepared. ▪ Assist in the preparation of transportation plan, if required. o Review IAP and estimate section needs for next operational period; order relief personnel if necessary. o Research availability of additional resources that may be required for incident response.

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Logistics Section Chief	
o Hold Section meetings to ensure communication and coordination among Logistics Branches and Units.	
o Ensure coordination between Logistics and other Command and General Staff.	
o Ensure that all personnel observe established level of operational security.	
o Ensure all Logistics functions are documenting actions on <i>Activity Log (IMS Form 214)</i>	
o Submit all Section documentation to Documentation Unit.	
Demobilization Actions	
o Follow Common Responsibilities Demobilization Checklist.	
Roles Reporting to the Logistics Section Chief	
Service Branch Director (Service Branch)	Responsible for management of all service activities at the incident including supervising the operation of Communications, Medical, and Food Units.
Telecommunications Unit Leader (Service Branch)	Responsible for developing plans for incident telecommunications equipment and facilities; installing and testing of telecommunications equipment; supervising the Incident Telecommunications Centre; and distributing and providing maintenance of telecommunications equipment.
Medical Unit Leader (Service Branch)	Responsible for providing medical assistance to incident responders. Develops an Incident Medical Plan (to be included in the Incident Action Plan) and assists the Finance/Administration Section with processing injury-related claims.
Food Unit Leader (Service Branch)	Responsible for supplying food needs for the entire incident including all remote locations (e.g., camps or staging areas) as well as providing food for personnel unable to leave tactical field assignments.
Support Branch Director	When activated, is responsible for the development and implementation of logistics plans in support of the Incident Action Plan. Supervises the operation of the Supply, Facilities, and Ground Support Units.
Supply Unit Leader (Support Branch)	Responsible for ordering, receiving, processing and storing all incident-related resources.
Facilities Unit Leader (Support Branch)	Responsible for the set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. The Facilities Unit will also provide security services to the incident facilities as needed.
Ground Support Unit Leader (Support Branch)	Responsible for the maintenance, service, and fueling of all mobile equipment and vehicles apart from air operation resources. The Unit also has responsibility for the ground transportation of personnel, supplies, equipment, and the incident traffic plan.

Finance and administration section

Finance and Administration Section Chief	
Responsible for financial and administrative support to an incident including all business processes, cost analysis, financial and administrative aspects. Provides direction and supervision to Section staff and ensures compliance with financial policies and procedures. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Finance activities are the responsibility of the Finance Section Chief. Responsibilities of the Finance and Administration Section Chief should be customized.	
Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Command (Incident, Area, EOC)	
Activation Actions	
o	Follow the Common Responsibilities Activation Checklist.
o	Obtain briefing from Command <ul style="list-style-type: none"> ▪ Incident objectives. ▪ Participating/coordinating agencies. ▪ Anticipated duration/complexity of incident. Possibility of cost sharing.
o	Obtain briefing from appropriate organization official <ul style="list-style-type: none"> ▪ Determine level of fiscal process required. ▪ Delegation of authority to Command and financial processes, particularly procurement. ▪ Assess potential for legal claims arising out of incident activities. ▪ Identify applicable financial guidelines and policies, constraints and limitations.
o	Obtain briefing from parent organization Finance/Administration representative <ul style="list-style-type: none"> ▪ Identify financial requirements for planned and expected operations. ▪ Ensure agreements are in place for land use, facilities, equipment, and utilities. ▪ Confirm/establish procurement guidelines. ▪ Determine procedure for establishing charge codes. ▪ Copy all incident-related agreements, activated or not. ▪ Determine potential for rental or contract services. ▪ Determine if an Incident Business Advisor or Financial Support Unit is available and maintain contact information for an organization Financial/Administration representative. ▪ Coordinate with Command and General Staff and organization Human Resources staff to determine the need for temporary employees. ▪ Ensure that proper tax documentation is completed. ▪ Determine whether hosting organization will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
o	Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
o	Based on the situation, activate units within the section as needed and designate unit leaders for each element

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Finance and Administration Section Chief	
o	<ul style="list-style-type: none"> ▪ Procurement Unit. ▪ Time Unit. ▪ Cost Unit. ▪ Compensation/Claims Unit. ▪ Technical Specialists.
o	Ensure coordination with all activated organizations/bodies within the Province for the purposes of gathering and consolidating response cost estimates and other related information.
o	Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Logistics Section.
o	Meet with all Unit leaders and ensure that responsibilities are clearly understood.
o	In conjunction with Unit leaders, determine the initial action planning objectives for the first operational period.
Operational Actions	
o	Ensure that Finance/Administration position logs and other necessary files are maintained.
o	Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
o	Ensure all Sections and the Supply Unit are aware of charge code (as applicable).
o	Attend planning meetings and contribute, as required <ul style="list-style-type: none"> ▪ Provide financial and cost-analysis input. ▪ Provide financial summary on labour, materials, and services. ▪ Prepare forecasts on costs to complete operations. ▪ Provide cost benefit analysis, as requested. ▪ Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local Organization/political concerns.
o	Gather continuing information <ul style="list-style-type: none"> ▪ Equipment time - Ground Support Unit Leader and Operations Section. ▪ Personnel time - Crew Leaders, Unit Leaders, and individual personnel. ▪ Accident reports - Safety Officer, Ground Support Unit Leader, and Operations Section. ▪ Potential and existing claims - Operations Section, Safety Officer, equipment contractors, organization representative, and Compensation/Claims Unit Leader. ▪ Arrival and demobilization of personnel and equipment - Planning Section. ▪ Daily incident status - Planning Section. ▪ Injury reports - Safety Officer, Medical Unit Leader, Compensation/Claims Unit Leader. ▪ Status of supplies - Supply Unit Leader and Procurement Unit Leader. ▪ Guidelines of responsible organization - Incident Business Advisor, Financial Support Unit, or local administrative personnel. ▪ Use agreements - Procurement Unit Leader and local administrative personnel. ▪ What has been ordered - Supply Unit Leader. ▪ Unassigned resources - Resource Unit Leader and Cost Unit Leader.
o	Meet with assisting and supporting organizations as required to determine any cost share agreements or financial obligation.
o	Coordinate with all assisting and supporting organizations and specifically administrative personnel in hosting organization.

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Finance and Administration Section Chief	
o	Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds including auditing/documenting labour, equipment, materials, and service <ul style="list-style-type: none"> ▪ Labour - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants. ▪ Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment. ▪ Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
o	Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. Injury information should be kept on contracted personnel formally assigned to the incident as well as paid employees and mutual aid personnel.
o	Ensure that all personnel time records reflect incident activity and that records for non-organization personnel are transmitted to home organization/department according to policy.
o	Ensure that all obligation documents initiated by the incident are properly prepared and completed.
o	Assist Logistics in resource procurement <ul style="list-style-type: none"> ▪ Identify vendors for which open purchase orders or contracts must be established. ▪ Negotiate ad hoc contracts.
o	Ensure coordination between Finance/Administration and other Command and general staff.
o	Coordinate Finance/Administration demobilization.
o	Provide briefing to relief on current activities and unusual events.
o	Submit all Section documentation to Documentation Unit.
Demobilization Actions	
o	Follow Common Responsibilities Demobilization Checklist.
Roles Reporting to the Finance and Administration Section Chief	
Procurement Unit Leader	Responsible for all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The Procurement Unit establishes local sources for equipment and supplies, manages all equipment rental agreements, processes all rental and supply fiscal document billing invoices, maintains equipment time records and works closely with local fiscal authorities to ensure efficiency.
Time Unit Leader	Responsible for ensuring the accurate recording of daily personnel time, compliance with specific organization(s) time recording policies and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period.
Cost Unit Leader	Responsible for providing all incident cost analyses including the proper identification of all equipment and personnel requiring payment, recording all cost data, analyzing and preparing estimates of incident costs, and maintaining accurate records of incident costs.
Compensation /Claims Unit Leader	Responsible for processing Compensation-for-Injury on behalf of responders and for managing all claims-related activities (other than injury) for an incident. Separate specialists may be delegated as required (Compensation for Injury Specialists and/or Claims Specialists).
Technical Specialist(s)	

Specialized functions

Technical specialist(s)
Provide technical observations and recommendations to incident staff in specialised areas, as required. They may be incorporated into any IMS function but are often established within the Planning Section under the direction of the Planning Section Chief or Situation Unit Leader. Responsibilities should be customized accordingly.
Activation - May be activated at Incident Command, Incident Support, or Area Command Reports to - Planning Section Chief, Situation Unit Leader or other designated personnel
Activation Actions
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist.
<ul style="list-style-type: none"> o Report to and receive briefing and special instructions from the Planning Section Chief or other designated personnel.
<ul style="list-style-type: none"> o Set up your section workstation including maps and status boards.
Operational Actions
<ul style="list-style-type: none"> o Provide information and advice within your area of expertise, as required.
<ul style="list-style-type: none"> o Ensure that all recommendations are appropriately documented.
<ul style="list-style-type: none"> o Review incident objectives and current situation.
<ul style="list-style-type: none"> o Participate in the development of the Incident Action Plan.
<ul style="list-style-type: none"> o Keep the Planning Section Chief advised of your status and activity and on any problem areas.
<ul style="list-style-type: none"> o Provide periodic situation or status reports to your Section Chief.
<ul style="list-style-type: none"> o Review situation reports as they are received; verify information where questions exist.
<ul style="list-style-type: none"> o Anticipate potential situation changes (i.e., severe aftershocks); think of appropriate contingencies/considerations.
<ul style="list-style-type: none"> o Determine and anticipate your support needs and forward to your Section Chief.
<ul style="list-style-type: none"> o Be prepared to participate in the planning meetings and policy discussions, if requested.
Demobilization Actions
<ul style="list-style-type: none"> o Follow Common Responsibilities Demobilization Checklist.

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<p>Organization representative</p>
<p>In incidents involving multiple response organizations or jurisdictions, organizations with significant involvement may send a representative to the Emergency Operations Centre (EOC) of another organization to assist in coordinating response efforts. This individual typically interfaces with the EOC Liaison Officer and functions as a representative for their organization, making decisions (consistent with delegated authority) and facilitating communications and coordination between the EOC and their home organization. Organization Representatives must be fully conversant with their level of authority to be able to appropriately represent their organization.</p>
<p>Activation - May be activated at Incident Command, Incident Support, or Area Command. Interfaces with:</p> <ul style="list-style-type: none"> ▪ Liaison Officer of host organization. ▪ General Staff of specified function, if assigned. ▪ Command Staff, if required. ▪ Command, as requested.
<p>Activation Actions</p>
<ul style="list-style-type: none"> o Follow the Common Responsibilities Activation Checklist.
<ul style="list-style-type: none"> o Announce arrival to (and obtain briefing from) Liaison Officer, senior representative or Commander of host organization <ul style="list-style-type: none"> ▪ Determine current incident objectives and strategy. ▪ Determine any significant issues affecting your home organization. ▪ Clarify your aims and objectives with the host Liaison Officer.
<ul style="list-style-type: none"> o Provide the liaison officer with information on your organization, including (as required) <ul style="list-style-type: none"> ▪ Contact person(s). ▪ Contact information (email, PIN, phone, radio, etc.). ▪ Cooperative agreements. ▪ Resource type and availability. ▪ Number of personnel. ▪ Condition of personnel and equipment. ▪ Organization constraints/limitations.
<ul style="list-style-type: none"> o Notify home organization upon arrival at your host organization.
<p>Operational Actions</p>
<ul style="list-style-type: none"> o Attend briefings and participate in the Operational Planning process, as required.
<ul style="list-style-type: none"> o Determine specific resource/information requirements of your organization.
<ul style="list-style-type: none"> o Provide input on your organization's current situation and resources availability <ul style="list-style-type: none"> ▪ Special needs or requirements of your organization. ▪ Your organization's resources, capabilities, and restrictions on use.
<ul style="list-style-type: none"> o Anticipate and identify future resource needs.
<ul style="list-style-type: none"> o Review and coordinate policies, procedures and agreements, as necessary.
<ul style="list-style-type: none"> o Provide liaison with other assisting and supporting organizations, as appropriate.
<ul style="list-style-type: none"> o Report to your home organization, as required.
<ul style="list-style-type: none"> o Participate in the after-action process, as required.
<p>Demobilization Actions</p>
<ul style="list-style-type: none"> o Follow Common Responsibilities Demobilization Checklist.
<ul style="list-style-type: none"> o Debrief with the Liaison Officer, senior representative or Incident Commander, prior to departure.

Annex 6 – Common Incident Management System forms

IMS forms overview

Within IMS, standardized forms can be used to assist with IMS processes and procedures and document key actions. Individual forms are to be used to support an individual event.

PEP use of IMS forms

It is unlikely that all of the forms available through EMO will be needed for a Regional event response. It is not necessary that all sections of a form are completed for each operational period.

Any of the forms may be amended to include additional information fields and may also be linked to existing departmental and program operating forms and reports.

Below is a summary of the main forms that may be used to support a Regional event.

Form #	Title	Description/Purpose	Prepared By
IMS 1001	Consolidated Incident Action Plan (IAP)	Documents the actions developed by the Commander and Command and general staff during planning meetings. The IAP specifies the objectives, strategies, tactics, resources, organization, communications plan, medical plan, and other appropriate information for use in managing an incident response. May leverage information collected in other forms.	Planning Section Chief
IMS 201	Incident Briefing	Provides initial situational information on the status of the event and the resources allocated to it. Also serves as an initial action worksheet and a permanent record of the initial response to the incident. The IMS 201 is superseded by and expires when a written IAP is developed.	Incident/REOC Commander or Planning Section Chief
IMS 202	Incident Objectives	Describes the basic incident strategy, objectives, command priorities, and safety considerations for use during the next operational period. May also be used as a cover sheet for the IAP (if IMS 1001 is not used) with other IMS forms attached, as required.	Planning Section Chief
IMS 205	Incident Telecommunications Plan	Provides information on contact information and radio assignments for each operational period.	Logistics Section Chief, or Communications Unit Leader (if activated)
IMS 207	Incident Organization Chart	Indicates the IMS organizational elements that have been activated and the names of the personnel staffing each element.	Planning Section Chief or Resource Unit Leader (if activated)

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Form #	Title	Description/Purpose	Prepared By
IMS 208	Safety Message/Plan	A template that can be used by the Safety Officer or other personnel to document any Safety Messages or Safety Plans.	Safety Officer
IMS 209-G	Incident Status Summary-Generic	An overview of the current situation, future outlook and anticipated actions at a particular stage during incident response operations.	Planning Section Chief or Situation Unit Leader (if activated)
IMS 211-B	EOC Check-In List	Records check-in information of all personnel operating at the REOC or site.	Planning Section Chief or Reception/ Resources Unit Leader/Check-In Recorder (if activated)
IMS 214	Activity Log	Records the details of key activities of an Individual or Team involved in the response to an event. Used to assist in the transition of one staff member to another in the same role or function.	All Sections and Units

In addition, the following forms are available for use.

Form #	Title	Description/Purpose	Prepared By
IMS 203	Organization Assignment List	Provides IMS personnel with information on IMS functions that are currently activated and the personnel staffing each position/function.	Planning Section Chief or Resource Unit Leader (if activated)
IMS 204	Resource Assignment List	Used to inform Operations Section personnel of their incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions, Groups and Sectors.	Planning Section Chief or Resource Unit Leader (if activated) and Operations Section Chief
IMS 206	Medical Plan	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures, for emergency responders. Reviewed by Safety Officer.	Logistics Section Chief or Medical Unit Leader (if activated)
IMS 208	Safety Message/Plan	A generic template that can be used by the Safety Officer and/or other IMS personnel as a Safety Message or Safety Plan.	Safety Officer
IMS 209-G	Incident status summary-generic	Provides a general overview or "snapshot in time" of the current situation, future outlook and anticipated actions at a particular stage during incident response operations.	Planning Section Chief or Situation Unit Leader (if activated)
IMS 211	Incident check-in list	Used for recording check-in information of resources arriving at an incident.	Planning Section Chief or Resource Unit Leader/Check-In Recorder (if activated)

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Form #	Title	Description/Purpose	Prepared By
IMS 213	General message	Used to send message or notification to incident personnel for multiple purposes by incident dispatchers to record incoming messages that cannot be transmitted orally, to transmit messages to the Incident Communications Center for transmission via radio or telephone to the addressee, to transmit notifications to incident personnel that require hard-copy delivery.	Any message originator
IMS 215-A	Incident action plan safety analysis	Assists the Safety Officer in completing an operational risk assessment to prioritize hazards and develop appropriate controls by operational period.	Safety Officer
IMS 215-E	EOC tactics worksheet	Used to communicate the decisions made by the Operations Section Chief during the Tactics Meeting, concerning the specific tactics to be accomplished for the next operational period.	Operations Section Chief
IMS 215-G	Operational planning worksheet	Used to communicate the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period.	Operations Section Chief
IMS 218	Support vehicle/equipment inventory	Provides an inventory of all transportation and support vehicles and equipment assigned to the incident.	Logistics Section Chief, or Ground Support Unit (if activated)
IMS 220	Air operations summary	Provides the Air Operations Branch with the number, type, location, and specific assignments of aircraft.	Operations Section Chief, or Air Branch Director (if activated)
IMS 221	Demobilization check-out	Ensures that resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident.	Planning Section Chief, or Demobilization Unit Leader (if activated) and resource being demobilized
IMS 227	Claims log	Provide a summary of information related to the tracking of incident- related claims.	Finance Section Chief, or Claims Unit Leader (if activated)
IMS 260-RR	Resource request	Used to request and track resources required for an incident.	Any resource requestor, (relevant sections also filled by Operations, Logistics, Finance/Admin, Planning Sections)

Annex 7 – Community Hazard Identification and Risk Assessment (HIRA)

Peel Region's HIRA is a summary of the known and potential risks and consequences that have been identified and evaluated by Regional departments and programs along with the Region's emergency management stakeholders.

The intent of HIRA is to determine those risks and consequences that are likely to occur in Peel Region and to ensure that all Regional and community stakeholders are sufficiently prepared to respond to the risk. HIRA is reviewed annually by REM and its stakeholders and updated as appropriate.

Public Access to HIRA

The specific details of Peel Region's HIRA are deemed confidential under the EMCPA (Sections 2.1(3) and 2.1(4)) and not available publicly.

Hazard and risk assessment and infrastructure identification

(3) In developing its emergency management program, every municipality shall identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies. 2002, c. 14, s. 4.

Confidentiality for defence reasons

(4) Subject to subsection (5), a head of an institution, as defined in the Municipal Freedom of Information and Protection of Privacy Act, may refuse under that Act to disclose a record if,

(a) the record contains information required for the identification and assessment activities under subsection (3); and

(b) its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism. 2002, c. 14, s. 4.

2022 Hazard Identification and Risk Assessment summary

The following table represents a summary of the events reported to the REM Duty Officer. These events have been reported through various sources such as conservation authorities, area municipalities, Environment Canada and the PEOC.

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2022 Hazard Identification and Risk Assessment summary

HIRA Class	HIRA Category	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Totals	Rank
Natural	Flooding (Riverine)	35	52	34	32	76	54	60	40	39	38	460	1
Natural	Snowstorm/Blizzard	14	31	17	24	21	15	31	23	25	35	236	2
Natural	Thunderstorm/Lightning	14	13	21	26	33	13	14	36	38	28	236	2
Natural	Freezing Rain	14	10	15	17	15	18	26	8	8	10	141	4
Natural	Extreme Temperature (Heat)	8	4	9	21	6	15	9	14	14	18	118	5
Natural	Rainfall	7	15	7	4	20	13	11	7	13	8	105	6
Human	Housing/ESS Support	4	3	3	4	8	10	12	9	23	21	97	7
Natural	Fog	6	3	12	4	14	14	11	8	9	16	97	7
Natural	Windstorm	8	8	7	9	6	5	10	8	11	18	90	9
Natural	Extreme Temperature (Cold)	0	13	27	2	2	2	3	1	0	9	59	10
Natural	Flooding (Urban)	3	5	1	1	2	6	4	0	2	15	39	11
Technological	Environmental Spill	0	0	0	0	2	0	9	18	2	4	35	12
Human	Community Health	0	0	0	0	0	1	2	1	7	18	29	13
Natural	Freshet	0	17	6	0	0	0	1	0	0	0	24	14
Human	General Inquiry	0	0	0	0	0	0	0	0	5	18	23	15
Technological	Critical Infrastructure (Water Supply)	0	1	0	2	1	0	2	5	1	7	19	16
Technological	Critical Infrastructure (Electrical)	5	0	1	2	0	2	3	3	1	2	19	16
Human	Air Quality	1	0	2	3	2	2	0	2	3	3	18	18
Natural	Tornado (Possibility)	1	2	1	3	1	0	1	5	3	0	17	19
Human	Fire (Actual)	0	0	0	0	0	0	0	5	4	5	14	20
Natural	Flooding (Shoreline)	0	0	0	0	4	2	7	0	0	1	14	20
Technological	Explosion/Fire	0	0	1	2	2	6	2	0	0	0	13	22
Human	Public Safety (Precautionary)	0	1	3	1	1	3	0	2	0	2	13	22
Technological	Nuclear Facility Emergency	0	0	0	0	0	3	2	1	3	4	13	22
Technological	Hazardous Material (Transportation)	0	0	0	0	7	2	3	0	0	1	13	22
Natural	Forest Fires	0	0	0	0	0	3	5	0	3	0	11	26
Human	Human Health (Pandemic)	0	0	0	0	0	0	0	7	3	0	10	27
Technological	Hazardous Material (Fixed Site)	1	2	0	1	0	2	2	0	1	0	9	28
Natural	Abnormal Temperatures (Warm)	1	4	2	1	0	0	0	0	0	0	8	29
Human	Special Event	1	1	2	3	0	0	1	0	0	0	8	29
Technological	Cyber Attack	0	1	1	1	2	1	0	0	1	0	7	31
Natural	Flooding (Localized)	0	0	0	0	0	0	1	1	0	4	6	32
Technological	Transportation (Road)	0	0	0	0	0	2	3	0	1	0	6	32
Technological	Critical Infrastructure (Sanitary)	0	0	0	0	0	1	2	1	1	1	6	32
Human	International Emergency	0	0	1	1	1	0	0	0	2	1	6	32
Natural	Human Health (Epidemic)	1	3	1	0	0	0	0	0	0	0	5	36
Natural	Tornado (Confirmed)	0	0	0	0	0	2	1	0	2	0	5	36
Technological	Critical Infrastructure (Natural Gas)	0	0	0	0	0	1	3	0	1	0	5	36
Natural	Frost	5	0	0	0	0	0	0	0	0	0	5	36
Technological	Derailment	0	0	0	0	0	0	0	3	1	0	4	40
Natural	Hurricane/Tropical Storm	3	0	0	0	0	1	0	0	0	0	4	40
Natural	Drought	0	0	0	0	0	0	0	0	1	3	4	40
Human	Criminal Event (Public Safety)	0	1	0	0	0	2	0	0	0	1	4	40

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HIRA Class	HIRA Category	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Totals	Rank
Business Continuity	Labour Negotiations (Internal)	0	0	0	1	1	0	1	0	0	0	3	44
Human	Civil Disorder	0	0	0	1	0	0	0	0	0	2	3	44
Natural	Snow Squall	0	0	0	0	0	0	0	0	0	3	3	44
Natural	Snowfall	0	0	0	0	0	0	0	0	0	3	3	44
Business Continuity	Critical Infrastructure (Network)	0	0	1	0	0	1	0	0	0	1	3	44
Human	Inquiry	0	0	0	0	0	0	0	0	3	0	3	44
Natural	Evacuee (Hosting)	0	0	0	0	0	0	0	0	1	2	3	44
Technological	Transportation (Air)	0	0	0	0	2	0	0	0	0	1	3	44
Natural	Weather	0	0	0	0	0	0	0	0	0	3	3	44
Business Continuity	Labour Negotiations (External Partner)	1	0	1	1	0	0	0	0	0	0	3	44
Technological	Critical Infrastructure (Cellular)	0	0	0	0	0	0	1	0	1	0	2	54
Technological	Transportation (Rail)	1	0	1	0	0	0	0	0	0	0	2	54
Technological	Critical Infrastructure (Communications)	0	0	0	1	0	1	0	0	0	0	2	54
Technological	Critical Infrastructure (Email)	0	0	0	0	0	1	0	1	0	0	2	54
Technological	Dam Failure	0	0	0	0	1	0	1	0	0	0	2	54
Business Continuity	Information Breach	1	1	0	0	0	0	0	0	0	0	2	54
Business Continuity	Critical Infrastructure (Hospital)	0	0	0	0	0	0	1	1	0	0	2	54
Human	Explosion/Fire	0	0	0	0	0	0	2	0	0	0	2	54
Human	Facility Issue	0	0	0	0	0	0	0	0	0	2	2	54
Natural	Facility Issue	0	0	0	0	0	0	0	0	1	0	1	63
Business Continuity	Facility Access	0	0	0	0	0	1	0	0	0	0	1	63
Business Continuity	Labour Disruption (Contractor)	0	0	0	0	0	0	0	0	1	0	1	63
Human	Human Health (Mental Health)	0	0	0	0	0	1	0	0	0	0	1	63
Human	Transportation Road	0	0	0	0	0	0	0	0	1	0	1	63
Technological	Fire (Actual)	0	0	0	0	0	0	1	0	0	0	1	63
Natural	Animal Disease (Wild)	0	0	0	0	1	0	0	0	0	0	1	63
Natural	Earthquake	1	0	0	0	0	0	0	0	0	0	1	63
Natural	Blowing Snow	0	0	0	0	0	0	0	0	0	1	1	63
Business Continuity	Employee Safety	0	0	0	1	0	0	0	0	0	0	1	63
Natural	Abnormal Temperatures (Cold)	0	0	0	1	0	0	0	0	0	0	1	63
Business Continuity	Critical Infrastructure (Municipal Services)	0	0	0	0	0	1	0	0	0	0	1	63
Human	Criminal Event (Explosion)	0	0	0	0	0	1	0	0	0	0	1	63
Human	Derailment	0	0	0	0	0	0	1	0	0	0	1	63
Technological	Critical Infrastructure (Facility)	0	0	0	1	0	0	0	0	0	0	1	63
Technological	Building Collapse	0	0	0	0	0	0	0	1	0	0	1	63
Human	Civil Demonstration	0	0	0	0	0	0	1	0	0	0	1	63
Human	Criminal Event (Chemical Spill)	0	0	0	1	0	0	0	0	0	0	1	63
Technological	Critical Infrastructure (Phone)	0	0	0	0	0	0	0	1	0	0	1	63
Human	Business Continuity	0	0	0	0	0	0	0	1	0	0	1	63
Business Continuity	Labour Negotiations (Education System)	0	0	0	0	0	0	0	0	0	1	1	63
Technological	Critical Infrastructure (Fuel Supply)	0	0	0	1	0	0	0	0	0	0	1	63
Technological	Critical Infrastructure (Maintenance)	1	0	0	0	0	0	0	0	0	0	1	63
Technological	Critical Infrastructure (Navigation)	0	0	0	1	0	0	0	0	0	0	1	63

Note: Figures are current as of December 31st 2022

Annex 8 - Community critical infrastructure

Infrastructure	Brampton	Caledon	Mississauga	Orangeville	Toronto
College	2	0	2	0	0
Campus	1	0	1	0	0
Campus (Satellite)	1	0	1	0	0
Conservation Authority	0	0	1	0	0
Headquarters	0	0	1	0	0
Fire & Emergency Services	13	10	25	0	0
Headquarters	1	1	1	0	0
Station	12	9	22	0	0
Training	0	0	2	0	0
Health Care	2	0	2	1	1
Acute Care	1	0	2	1	1
Public Healthcare	1	0	0	0	0
Policing	2	1	7	0	0
Division	2	0	3	0	0
Headquarters	0	0	1	0	0
Station	0	1	1	0	0
Support (Specialized)	0	0	2	0	0
Regional	69	66	121	0	0
Administration	1	0	0	0	0
Cultural	1	0	0	0	0
Headquarters	1	0	1	0	0
Long Term Care	2	1	2	0	0
Peel Living	33	6	60	0	0
Public Health (Clinic)	1	1	3	0	0
Sanitary	8	9	24	0	0
Sanitary (Other)	0	1	1	0	0
Shelter	2	0	3	0	0
Station	8	5	13	0	0
Waste Management	2	3	3	0	0
Water	5	35	7	0	0
Water (Other)	1	2	1	0	0
Yard	3	1	2	0	0
Waste Management (Other)	0	0	1	0	0
Other	1	0	0	0	0
Data/Communications	1	2	1	0	0
Regional Partner	2	0	0	0	0
Waste (Other)	2	0	0	0	0
University	1	0	1	0	0
Campus	0	0	1	0	0
Campus (Satellite)	1	0	0	0	0

Note: Figures are current as of December 31st 2022

Annex 9 – Training and exercise programs

Emergency management training

REM will ensure annual compliance with EMCPA training requirements and will provide EMPC with an annual summary of training delivered and received.

REM facilitated training

REM will provide training to stakeholders each calendar year, approximately once per quarter. Training will be coordinated with stakeholders to avoid duplication of efforts and to ensure course content is aligned with both the PEP and municipal plans.

Training includes EMO designed courses such as Incident Management System (IMS 200) and Basic Emergency Management (EM 200). Preference is given to individuals who have roles or supporting roles to likely events.

Additional training modules may be developed by REM and will be made available to appropriate stakeholders.

Training of REM staff

REM staff will complete training to further enhance the capacity of the REM program. This training may be in the form of provincially developed training or training through other stakeholders.

Emergency management exercises

REM will ensure annual compliance with EMCPA exercise requirements and will provide EMPC with an annual summary of REM's exercise participation.

Following the implementation of the PEP, REM, in collaboration with both internal and external stakeholders, will develop a multiyear exercise program to plan for significant risks and consequences that are likely to occur within Peel Region.

Exercise partnerships

REM will work with internal and external stakeholders to develop and participate in a variety of exercise types and scenarios. REM will ensure that exercises are aligned to current Hazards and Risks identified in the Regional HIRA as well as other stakeholder HIRAs. Regional departments and programs may participate in the planning, development and implementation of the exercises. Resources may also be required to participate or lead the drafting of Lessons Learned Reports.

While the scenarios for individual exercises will be simulated, the PEP will be used to guide any exercise response or support actions.

Discussion-based exercises

Discussion-based exercises are used to familiarize participants with current plans, policies, and procedures and to develop new ones. Specific discussion-based exercises include seminars, workshops, and tabletop exercises.

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REM will attempt to hold or participate in discussion-based exercises at least one per quarter, ideally in collaboration with internal, municipal and other stakeholders.

Examples of discussion-based exercises are as follows:

Type of Exercise	Description
Seminars	Orientation of participants to regulations, strategies, plans, policies, procedures, protocols, concepts and ideas. Used generally to introduce new concepts or practices to departments and programs but may also be used to orient external stakeholders to new or revised processes and protocols.
Workshops	Similar to seminars, workshops are used to further develop or refine a specific plan, process or protocol.
Tabletop exercises	Scenario-based discussions with key staff and decision makers that focus on specific consequences or risks. Tabletop exercises may be designed for leadership staff from various departments, programs and stakeholders, staff that may be directly involved in a response and support to an event or emergency may also participate, where applicable. Tabletop exercises may be used to promote general awareness, validate plans and procedures, and/or assess the systems needed to guide prevention, response, and recovery from a defined event. Lessons Learned Reports may be used to address strengths or weaknesses identified during the exercise.

Operations-based exercises

Operations-based exercises validate plans, policies, agreements, procedures, clarifies roles and responsibilities, and identifies resource gaps in a simulated operational environment. Specific operations-based exercises include drills, functional, and full-scale exercises.

REM will strive to participate in an operations-based exercise once every 24 months, ideally in collaboration with internal, municipal and other stakeholders.

Examples of operations-based exercises are as follows:

Type of Exercise	Description
Functional exercises	Single or multi-stakeholder exercises designed to evaluate the response to real-time scenarios and consequences. May include resources at both the Incident Site and Emergency Operations Centres. In many cases, a simulated incident site may be prepared to ensure realism with known conditions and consequences.
Full-scale exercises	Like functional exercises, full-scale exercises are the most complex and realistic form of exercises. Full-scale exercises test policies, processes, procedures and protocols as well as large response and support units that would be involved in the consequences being evaluated. These exercises require significant planning and coordination among all participating departments, programs and stakeholders. Full-scale exercises are designed to replicate situations and conditions that are likely to occur during an actual event or emergency.

Annex 10 – Public education strategy

Overview

REM will ensure annual compliance with the public education requirements of the EMCPA.

REM's public education strategy will build on municipal public education efforts without replicating materials. REM will assist with jointly produced public education materials with local municipalities.

The public education strategy will concentrate on Regional services that may be provided to stakeholder and client groups including the residents and businesses in Peel. REM's public education strategy will be aligned to current Hazards and Risks identified in the Regional HIRA.

To ensure this strategy reaches all audiences, material will be developed in a variety of formats including presentations, signboards and print and digital media.

Annex 11 – Legislation, regulations and guidelines

Overview

Referenced legislation, regulations, guidelines, frameworks, and programs are listed below along with their links at the time this plan was implemented.

Title	Type	Link
Accessibility for Ontarians with Disabilities Act	Legislation	https://www.ontario.ca/laws/statute/05a11
Ontario Regulation 165/16: Integrated Accessibility Standards	Regulation	https://www.ontario.ca/laws/regulation/r16165
Ontario Regulation 191/11: Integrated Accessibility Standards	Regulation	https://www.ontario.ca/laws/regulation/r16165
Emergency Management & Civil Protection Act	Legislation	www.ontario.ca/laws/statute/90e09
Ontario Regulation 380/04: Standards under Emergency Management and Civil Protection Act	Regulation	www.ontario.ca/laws/regulation/040380
Health Protection and Promotion Act	Legislation	https://www.ontario.ca/laws/regulation/r16165
Municipal Freedom of Information and Protection of Privacy Act	Legislation	www.ontario.ca/laws/statute/90m56
Emergency Management Framework for Ontario	Framework	https://emergencymanagementontario.ca/english/insideem/legislationandregulation/emframework.html
Incident Management System (IMS) Guidance Version 2.0	Guidance	https://www.emergencymanagementontario.ca/english/emcommunity/ProvincialPrograms/IMS/Resources/IMSGuidance.html
Disaster Recovery Assistance for Ontarians (DRAO)	Program	https://www.ontario.ca/page/apply-disaster-recovery-assistance
Municipal Disaster Recovery Assistance (MDRA)	Program	https://www.ontario.ca/page/guidelines-apply-municipal-disaster-recovery-assistance-mdra

Appendices - overview

Appendices to the PEP provide further detailed operational information to selected sections of the PEP. The information contained in each appendix is subject to occasional change. Significant changes or additions to the appendices will be presented to Peel Region's EMPC.

Changes and additions to the appendices may result from the annual review of key areas of the REM program including HIRA, CI assessments and reviews, reviews of the exercise, training and public education aspects of the program as well as any provincial resources. As individual departments and programs update their operational plans, these will be added to the appropriate appendix.

Updated appendices of the PEP are **not to** be distributed in public copies of the PEP.