

Roundtable 1: Issues relating to the conduct and management of an emergency response:**1. IMS related issues:**

- a. How can Incident Management System be made more understandable, simpler and still achieve its purposes?
 - o The Incident Command System ICS (similar if not the same as the IMS system you refer to) is a simple effective way to manage incidents. Key to these systems is the exposure to it and the developed skills using it.
- b. Should Incident Management System be required in emergency management-related legislation?
 - o This is something that is slowly happening on it its own across the country within provinces.
- c. Should Ontario use the same Incident Command System as other jurisdictions in North America?
 - o The commonly recognized system of ICS allows for a common understanding of incident management and integrates a common vernacular with like definitions which allows for a better understanding of personnel's roles and responsibilities associated to emergency events.
- d. Should elements of Incident Management System be mandatory? If so, what elements should be mandatory?
 - o ICS (IMS) is a system and should you take pieces out of the system and start to break it down you remove the effectiveness of the system. Keep the system whole.
- e. Can the terminology involved be clarified and expressed in simpler terms (e.g. Incident Commander)?
 - o Simpler is always better – caution would be to refrain from making changes that would allow for geographically placed hybrids that may cause confusion for those that could respond out of their region (e.g. HUSAR)
- f. Should there be a requirement for a preliminary reconnaissance by someone either on the scene or who can be transported there quickly i.e. by air especially where the scene is remote from Toronto so planning can begin immediately?
 - o Advanced parties are common practice and utilized in HUSAR across Canada and in US&R in the states

2. Organization of Search and Rescue Teams
 - a. What is the role of the Provincial Government in managing, and being responsible for, search and rescue resources?
 - As a tasking agency they may be responsible for the activation of the team and supporting the team throughout the deployment. The tasking agency must have knowledge of the capabilities of the team, time required to deploy, and possibly the requirements needed for deployment. The team reports to and works under the Incident Commander and as such does not report to the tasking agency unless they also hold the role of IC.
 - The bigger responsibility of the provincial government is in the support of the team and or bigger USAR program including HUSAR. Support can be demonstrated in many ways but key facets are funding, exercising, and utilization.
 - b. Within the Provincial Government, which department(s)/agency(ies) should be responsible for managing search and rescue assets?
 - Typically management of these assets are done from a municipal level short of the Manitoba HUSAR program which is run through an established operational Office of the Fire Commissioner (OFC) and a fire training school.
 - The tasking of the asset is usually done either through the office of the Fire Commissioner or the Emergency Management Office.
 - c. Should the Ontario Provincial Police and the Office of the Fire Marshal manage discreet search and rescue resources?
 - This would appear to be a duplication of services from the exterior looking in.
3. Decentralized Emergency Management
 - a. Does the model of “bottom-up response” established by the *Emergency Management and Civil Protection Act* and its regulations need to be refined?
 - No
 - b. Are communities adequately supported by the Province?
 - When it comes to HUSAR, it does depend upon the team and the province.
 - c. Is there adequate oversight of local preparedness, such as emergency management plans and related training?
 - Once again this is dependent upon jurisdiction
 - d. Should the Province have responsibility for dealing with specific roles, such as media relations?
 - No, this is a functional component of ICS and falls under the Incident commander unless assigned otherwise.
 - e. Should teams, such as Incident Support teams used in the United States, be considered in the Ontario emergency management structure?
 - Yes, Incident Management Teams can be a significant support mechanism for smaller centers that do not have the depth in management resources to facilitate long duration incidents.

4. Clarity in the relevant legislation

- a. Should *the Occupational Health and Safety Act*, its regulations, or policies related to it, specify the powers of Ministry of Labour inspectors in an emergency?
- b. How can the powers and authority of the Ministry of Labour at a rescue/recovery be clarified? How can the manner in which those powers should be exercised be clarified?
- c. Do any laws need amendment in order to allow responders to access and remove bodies located on private property?
 - o As I do not reside in the province of Ontario, nor operate under the legislation, I feel it best not to weigh in on this section.

5. Directory of Vital Services:

- a. Should emergency response-related entities be required to maintain a directory of emergency-related vital services such as heavy equipment and lumber?
 - o This is something that could be accomplished within one's own jurisdiction through regular municipal purchasing programs; the challenge is when you travel outside your jurisdiction where you will have to rely upon local knowledge to gain certain items.
- b. What vital services should be required to be included in such a directory?
 - o This is very dependent on the nature of the emergency.

Roundtable 2: Issues relating to the entities that may respond to an emergency:

1. What should be the future of the Province's urban search and rescue resources?
 - a. Is there a role/requirement for a heavy search and rescue team?
 - o Absolutely – The HUSAR program is an essential resource for large scale incidents throughout the province and country. The skills that reside within the program can be utilized on many different types of disasters and or large scale emergencies. The transition of the HUSAR program to a more all hazards response team is a natural progression for increased utilization by the possible tasking agencies such as the provinces and or federal governments.
 - b. Should there be more medium and/or light teams?
 - o The better question is, what is the comprehensive USAR strategy including light medium and heavy for the province of Ontario and Canada? The best possible system is an integrated approach fully supported by the province and federal government that has all levels working together to better supply resources across the province and country.
 - c. Where should they be located?
 - o This is something that should be developed between the provincial supporting body and the municipal services. This should roll up to a national strategy as well.
 - d. What should be the expertise and capabilities of these teams?
 - o There is a federal urban search and rescue classification guide that describes the capacities of the different levels that make up USAR in Canada. This should be considered a starting point.
 - o The skills found on these assets far exceed urban search and rescue and have been proven in other provinces as incident support teams/incident management teams, flood response teams, large area search assets, and disaster response teams.
 - o The capacity for self sufficiency and sustainability within the team is essential to its success. This allows the teams to support communities with impacted infrastructure that cannot support additional burdens such as support assets.
 - e. How should sites far from Toronto, especially in Northern Ontario, be accessed more quickly?
 - (i) Can other entities, such as Ontario Mine Rescue, be integrated into the current emergency response structure, at least in some areas?
 - o Not familiar enough with the skill sets or training to make an assessment on this.
 - (ii) Can Federal assets, such as cargo transport planes, be deployed?
 - o Numerous HUSAR teams are able to be deployed via military and or civilian transport planes. This mode of transportation was proven during an exercise in Thunder Bay Ont.

2. Deployment of search and rescue assets
 - a. How can it be assured that sufficient personnel are deployed to particular emergencies?
 - o The better the information provided to the management and personnel associated to the resource (HUSAR) the more aligned the assets sent are going to be. The education of those smaller municipal or rural services of the team is essential. This will allow for the Incident Commander to make an informed decision on the resources he/she requires and also delivers the pertinent information that is needed to send the appropriate level of response. Along with that the following will also be required;
 - Sufficient support from all levels of government and agencies involved
 - funding to be able to maintain the required personnel with the team
 - personnel that are vested into the organization and have a stake in the game
 - b. How can it be assured that sufficient personnel are deployed with training in specialized areas such as rigging, planning?
 - o This is accomplished by following a set and agreed upon organizational chart based on the functions required for the incident as requested by the Incident Commander.
 - o The overall program must be funded in such a way to allow for the team to maintain the level of staffing identified in the documents and maintain a level of training and exercising
 - c. Can response time be improved? Is six hours the best possible mobilization time that can be expected for a heavy team?
 - o Response can mean many things, but if you take the approach that numerous things can occur in a parallel fashion you could accomplish a response of some of the team within a shorter timeframe. This can be accomplished by some of the suggestions below;
 - Advanced party with relevant personnel to be dispatched much quicker and able to accomplish reconnaissance and information transfer.
 - Above reduces the need for the asset to do those functions upon arrival thus allowing for a quicker timeframe for positive actions to be executed by the HUSAR team.
 - Increased support to the program could allow for a higher level of readiness by increasing on duty staffing. This would allow faster execution of deployment tasks as there would be staff on hand to action as opposed to waiting for members to assemble.

3. Jurisdiction/Command and Control

- a. When more than one entity responds to an emergency, how should command and control operate? (ie. who should be in charge?)
 - o The local authority is always in command unless voluntarily transferred to another party. The IC sets the organization chart clearly identifying the reporting and command structure that delineates the operation of the event.
- b. Should there be a more specific command structure within individual entities and between different entities (eg, the command structure within TF3 and the command structure between TF3 and UCRT)?
 - o The benefit of one Incident Command System allows for a known command structure with common terminology and responsibilities within positions
 - o A common ICS allows for better flow of information and increased communication to the personnel that require it to make decisions.

4. Consistency in Response

- a. Should there be greater consistency in training standards among emergency-related entities?
 - o Agencies that may respond and or function alongside one another at emergency events will benefit from training that aligns management methodologies and increases understanding of the different mandates of each entity.
- b. Should emergency-related entities train together more frequently?
 - o yes - especially those that have similar mandates
- c. How can uniformity in communications (e.g. radio communications) be improved? This question address communications among responders (e.g. radio communications), as well as consistency in communications between elements of the response apparatus (Community Control Group, responders and the province), the media and the public.
 - o Much work has been done from the National level on this initiative and interoperability is a term that is well known in response circles. The need for interoperability associated to emergency response entities is critical to the success of response efforts. The hurdle for these initiatives can be related to funding and base systems.
- d. How can terminology used by different emergency-related entities be more consistent (e.g. incident commander, action plans)?
 - o Making these terms and positions common throughout the area in question. This can be accomplished through an agreed upon management system and standardized training.

5. Role of Engineers

- a. Should search and rescue teams be required to have a structural engineer as part of their team?
 - o Yes – these individuals are key piece to the overall success of a HUSAR operation.
- b. What should be the role of a structural engineer in a rescue involving a collapsed or partially collapsed structure?
 - o Structural engineers are the subject matter expertise as it relates to the forces associated to the collapse structure.
- c. Who should fill the role of engineer in such incidents (MOL, private industry)?
 - o An individual that has been associated to the HUSAR team and understands the nature of the environment the teams will be venturing into. They must understand the mitigation methodology the HUSAR teams have at their disposal to affect the rescue and how it will be executed.
- d. Where should the engineering resources be located?
 - o Whenever possible within the team and the HUSAR program.

6. Equipment and Expertise

- a. Are there gaps in equipment that is accessible by emergency-related assets?
 - o Dependant on the nature of the emergency and the scale.
- b. Are there gaps in the training related to heavy equipment?
 - o Training associated to heavy equipment is typically specific to the machine. Therefore the ability to train upon each style and type of heavy equipment may be unrealistic.
 - o Heavy machinery is best operated by the person who is most familiar with the piece of equipment under the direction of someone who is familiar with the action plan and overall objectives of the incident commander.
 - o Familiarization is something that can be made more robust in the training program if teams feel it is required.
- c. If so, how can those gaps be filled?
 - o Potential solutions could be;
 - Increase training with different pieces of heavy machinery in certain aspects of the operation
 - Identify the times and conditions where heavy machinery may be utilized during structural collapse.
 - Familiarize the members of the different types of heavy machinery and their pros and cons.