

**THE ELLIOT LAKE
COMMISSION OF INQUIRY**

The Honourable Paul R. Bélanger,
Commissioner



**LA COMMISSION D'ENQUÊTE
SUR ELLIOT LAKE**

L'honorable Paul R. Bélanger,
Commissaire

**POLICY ROUNDTABLES – PART 2
DECEMBER 5, 2013**

MODERATOR: Mark Wallace

CONFIRMED PARTICIPANTS:

Scott Campbell, Ontario Ministry of Labour
Alex Gryska, Ontario Mine Rescue
Insp. (Ret.) Lance Valcour, Canadian Interoperability Technology Interest Group
Assistant Deputy Chief Coby Duerr, Calgary Fire Department
Commissioner Dan Hefkey, Ontario Commissioner of Community Safety
Ted Wieclawek, Fire Marshal of Ontario and Chief of Emergency Management
Benjamin Morgan, City of Calgary
Eva Cohen, Liaison Officer, German Agency for Technical Assistance
Basia Schreuders, International Association of Emergency Managers – Canadian Council
Chief John Hay, Thunder Bay Fire Rescue, (representing Northern Ontario Mayors
Association)
Deputy Chief Ronald Jenkins, Toronto Fire Services, Project Leader, Heavy Urban
Search and Rescue Team
Deputy Commissioner Vince Hawkes, Ontario Provincial Police
Matt Pegg, Ontario Association of Fire Chiefs
Richard Boyes, Ontario Association of Fire Chiefs
Stuart Huxley, Association of Municipalities of Ontario
Insp. Mark Ford, Ontario Association of Chiefs of Police

**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?
- b. Should Incident Management System be required in emergency management-related legislation?

- c. Should Ontario use the same Incident Command System as other jurisdictions in North America?
- d. Should elements of Incident Management System be mandatory? If so, what elements should be mandatory?
 - (i) Incident Action Plans
 - (ii) Planning Operation/Planning cycle
 - (iii) Communications
 - (iv) Debriefing
- e. Can the terminology involved be clarified and expressed in simpler terms (e.g. Incident Commander)?
- 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?

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?
- b. Within the Provincial Government, which department(s)/agency(ies) should be responsible for managing search and rescue assets?
- c. Should the Ontario Provincial Police and the Office of the Fire Marshal manage discrete search and rescue resources?

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?
- b. Are communities adequately supported by the Province?
- c. Is there adequate oversight of local preparedness, such as emergency management plans and related training?
- d. Should the Province have responsibility for dealing with specific roles, such as media relations?
- e. Should teams, such as Incident Support teams used in the United States, be considered in the Ontario emergency management structure?

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?

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?
- b. What vital services should be required to be included in such a directory?

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?
 - b. Should there be more medium and/or light teams?
 - c. Where should they be located?
 - d. What should be the expertise and capabilities of these teams?
 - 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 of the province?
 - (ii) Can Federal assets, such as cargo transport planes, be deployed?
2. Deployment of search and rescue assets
 - a. How can it be assured that sufficient personnel are deployed to particular emergencies?
 - b. How can it be assured that sufficient personnel are deployed with training in specialized areas such as rigging, planning?
 - c. Can response time be improved? Is six hours the best possible mobilization time that can be expected for a heavy team?
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?)
 - 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)?
4. Consistency in Response
 - a. Should there be greater consistency in training standards among emergency-related entities?
 - b. Should emergency-related entities train together more frequently?
 - c. How can uniformity in communications (e.g. radio communications) be improved? This question addresses communications among responders (eg. 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.

- d. How can terminology used by different emergency-related entities be more consistent (e.g. incident commander, action plans)?

5. Role of Engineers

- a. Should search and rescue teams be required to have a structural engineer as part of their team?
- b. What should be the role of a structural engineer in a rescue involving a collapsed or partially collapsed structure?
- c. Who should fill the role of engineer in such incidents (MOL, private industry)?
- d. Where should the engineering resources be located?

6. Equipment and Expertise

- a. Are there gaps in equipment that is accessible by emergency-related assets?
- b. Are there gaps in the training related to heavy equipment?
- c. If so, how can those gaps be filled?