



THE CORPORATION OF THE MUNICIPALITY OF RED LAKE

BY-LAW No. 67-2025

BEING A BY-LAW TO ADOPT AN EMERGENCY MANAGEMENT PROGRAM FOR THE CORPORATION OF THE MUNICIPALITY OF RED LAKE

WHEREAS Section 2.1(1) of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Ch. E9, as amended, requires every municipality to develop and implement an emergency management program; and

WHEREAS Section 2.1(2) stipulates the content of each municipality's emergency management program; and

WHEREAS Section 14(1) requires emergency management programs conform with regulatory standards, in accordance with international best practices; and

WHEREAS the Act makes provision for the Head of Council to declare an emergency exists in a community, or any part thereof, and also provides the Head of Council with authority to take such action or make such orders as he/she considers necessary and not contrary to law, to implement the emergency response plan and respond to an emergency; and

WHEREAS the Act, consistent with Section 242 of the Municipal Act, R.S.O., 1990, as amended, provides for the designation of one or more members of Council who may exercise the powers and perform the duties of the Head of Council during his/her absence or his/her inability to act; and

WHEREAS the Act authorizes employees of a community to respond to an emergency in accordance with the emergency response plan where an emergency exists but has not yet been declared to exist;

NOW THEREFORE the Council of The Corporation of the Municipality of Red Lake hereby **ENACTS AS FOLLOWS:**

1. **THAT** an Emergency Management Program be developed for The Corporation of the Municipality of Red Lake consistent with and in accordance with international best practices as considered by Regulatory Standards established under the Act, including the five pillars of emergency management, namely; prevention, mitigation, preparedness, response and recovery.
2. **THAT** the Emergency Management Program for The Corporation of the Municipality of Red Lake shall be consistent with the objectives of protecting public safety, public health, the environment, critical infrastructure and property, and to promote economic stability and a disaster-resilient community;
3. **THAT** Schedules "A", "B", "C", and "D", attached hereto, shall form part of this By-Law:
 - a) Schedule A – The Corporation of the Municipality of Red Lake Emergency Plan.
 - b) Schedule B – Community Emergency Management Co-ordinator.
 - c) Schedule C – Community Emergency Management Program Committee.
 - d) Schedule D – Community Emergency Information Officer.
4. **THAT** the Municipality of Red Lake Emergency Program shall be reviewed

annually.

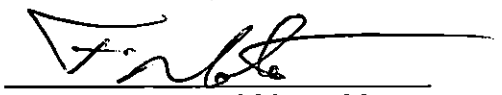
5. **THAT** By-Laws 94-2016 and 08-2025 are hereby repealed.
6. **THAT** this by-law shall come into force and take effect upon the final passing thereof.

READ a FIRST AND SECOND TIME this 17th day of November, 2025.


Fred Mota, Mayor


Christine Goulet, Clerk

READ a THIRD TIME and FINALLY PASSED this 17th day of November, 2025.


Fred Mota, Mayor


Christine Goulet, Clerk

Schedule 'A'

**Municipality of Red Lake
Emergency Plan**

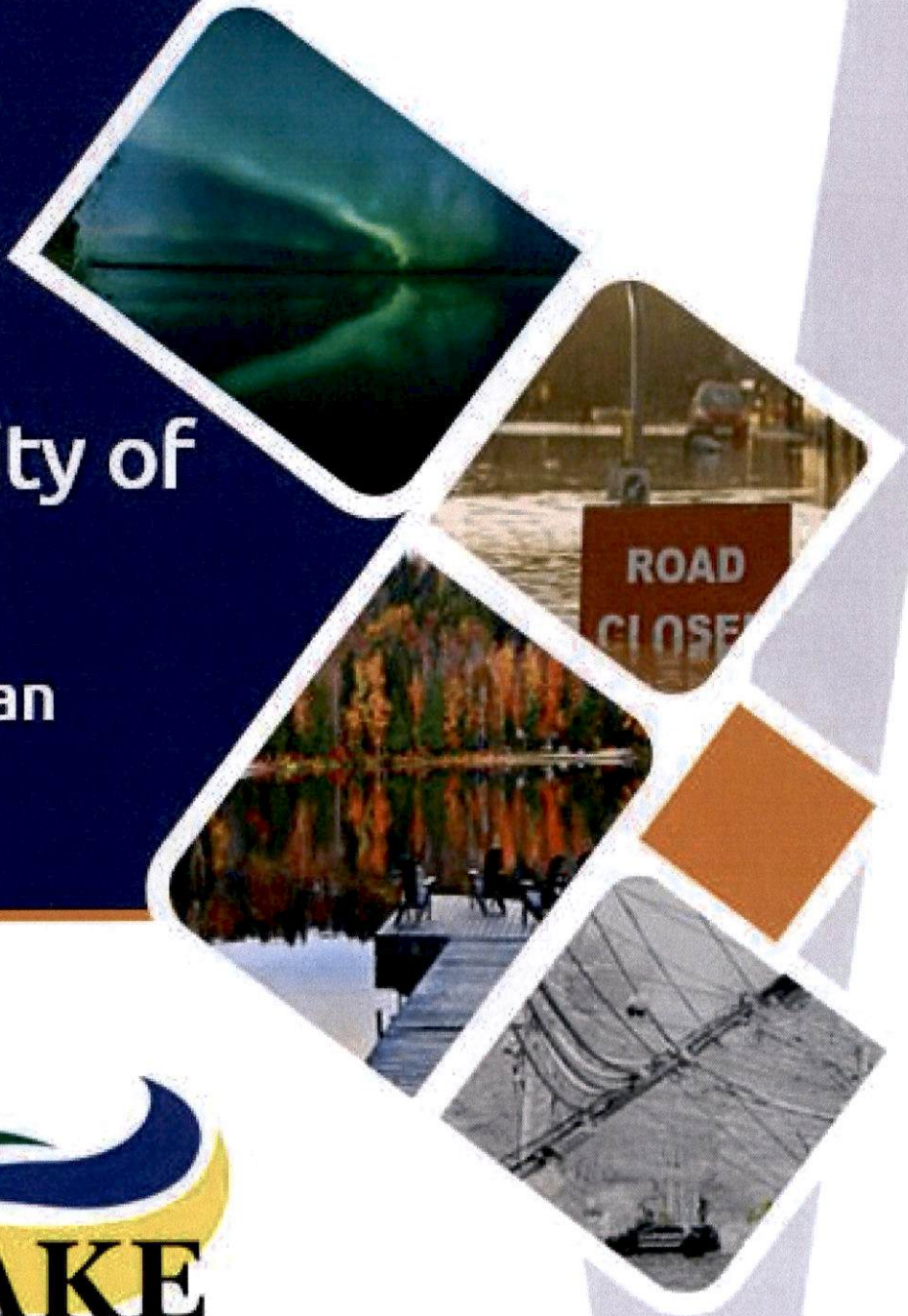
2025



**Emergency
Management
Group***

Municipality of Red Lake

Emergency Plan



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Darryl Culley, President

TABLE OF CONTENTS

PLAN ADMINISTRATION.....	5
Distribution List	5
Record of Amendments	5
Plan Review and Maintenance.....	5
INTRODUCTION	6
Aim	7
Scope and Applicability.....	7
Legislative Authority	8
Incident Management System (IMS) Approach.....	8
Integration with Kenora District.....	9
EMERGENCY MANAGEMENT GOVERNANCE	10
Community Emergency Management Coordinator (CEMC)	11
Emergency Management Program Committee (EMPC)	11
Terms of Reference.....	12
IMS Adoption and Alignment with Provincial Doctrine	13
Community Control Group (CCG)	14
PLAN ACTIVATION & NOTIFICATION (WITHOUT DECLARATION).....	17
Definition of an Emergency	18
Criteria to Activate	18
Actions Prior to Activation	18
Authority to Activate	19

Activation Levels.....	19
Level 1 - Enhanced Monitoring	19
Level 2 - Partial Activation.....	19
Level 3 - Full Activation.....	19
Decision Authority.....	20
Emergency Alerting System Process	20
DECLARATION / TERMINATION OF AN EMERGENCY	22
Authority to Declare an Emergency.....	23
Declaration Procedure.....	23
Termination of an Emergency	23
Communication - Emergency Declaration/Termination	23
EMERGENCY OPERATIONS.....	25
IMS Overview	25
Emergency Operations Centre (EOC).....	25
EOC Management	26
Business Cycle and Operational Period.....	26
Business Cycle.....	26
Operational Periods.....	27
Emergency Site Management	27
Emergency Site Manager	28
COMMUNICATION.....	29
Internal Communication.....	30
External Communication.....	30

Public Notification.....	30
DEMOBILIZATION AND RECOVERY	31
EOC Demobilization	32
Recovery	32
REQUESTS FOR ASSISTANCE.....	33
Mutual Assistance Agreement	34
Assistance from the District.....	34
Assistance from Province of Ontario.....	34
APPENDICES	35
CONFIDENTIAL APPENDICES	51

PLAN ADMINISTRATION

Distribution List

The full version will be distributed and available to the following stakeholders:

- Community Control Group (CCG) and alternate members as identified in this Emergency Plan
- This Emergency Plan contains confidential information and should not be made available to the public.

Note: *A supply of copies will be maintained at the Red Lake Emergency Operations Centre (EOC) to ensure availability at the time of an emergency. Electronic copies will also be available, as required.*

Record of Amendments

All amendments to this Plan will be recorded, dated, and re-distributed to CCG , along with an updated Version History / Updates Log.

Note: *Amendments should be immediately sent to the CCG for distribution.*

See Appendix A – Version History / Updates.

Plan Review and Maintenance

This Emergency Plan will be reviewed at least annually by the Red Lake Community Emergency Management Coordinator (CEMC) or designate by January 30th and will undergo revision whenever:

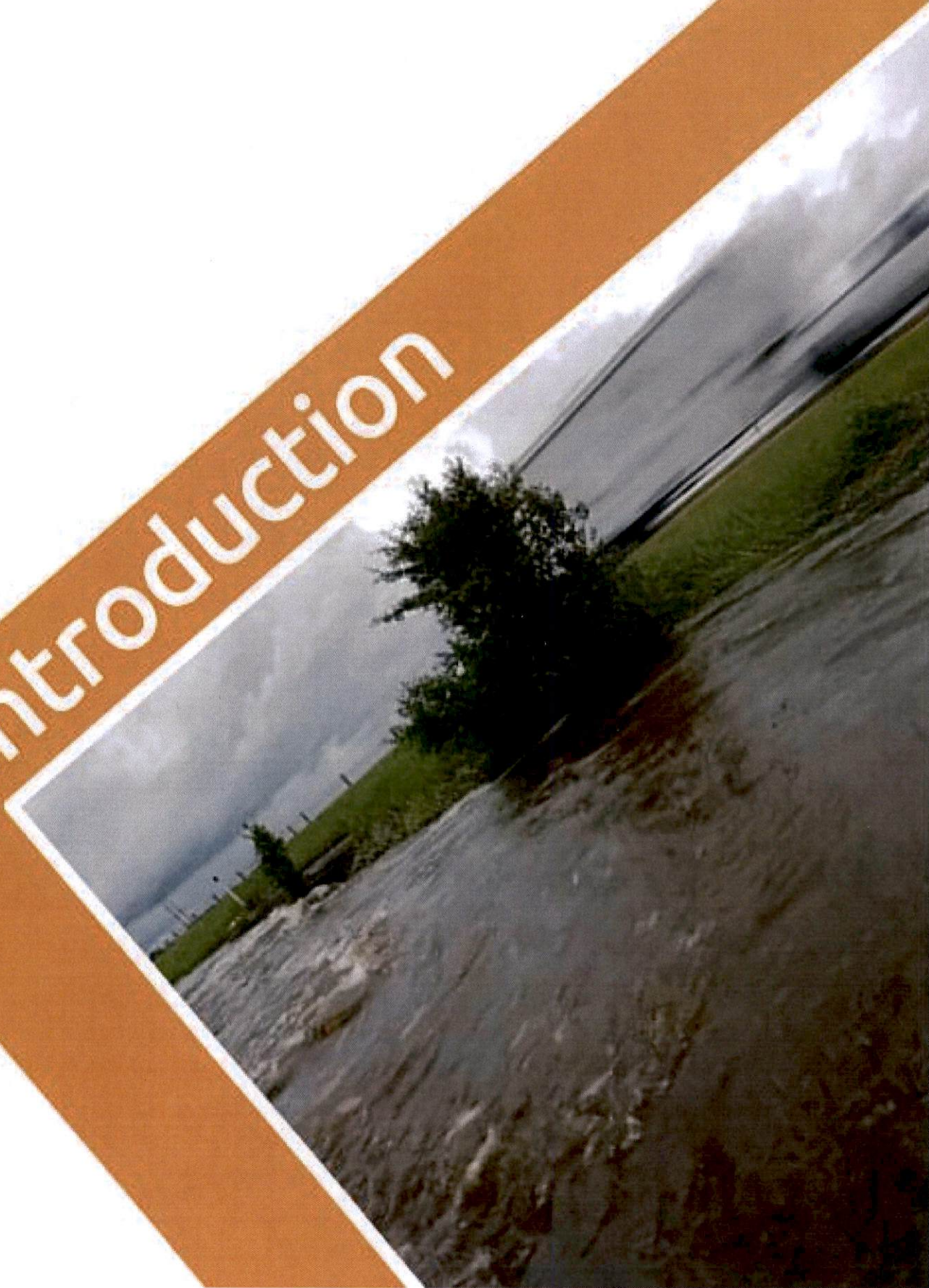
- Red Lake hazards, risks, or vulnerabilities change
- Department structure and/or policy changes
- Exercises or emergencies identify gaps or improvement in policy and procedures
- Required after an annual review takes place

All copies of the Emergency Plan shall carry the revision date on the footer in order to easily identify the most current version of the plan. Amendments will be documented in Appendix A – Version History and an updated plan will be distributed accordingly. Any changes must be approved by the Emergency Management Program Committee (EMPC).



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Introduction



INTRODUCTION

The Red Lake Emergency Plan (Hereafter known as “The Plan”) outlines the coordinated response that the Municipality of Red Lake undertakes in collaboration with external agencies to ensure an effective response and recovery from potential or actual emergencies that may impact the Municipality.

Aim

The aim of the Plan is to provide a coordinated and efficient response to emergencies in order to protect the health, safety, well-being, and property of residents, while also safeguarding the economy, as well as the physical, social, cultural, and environmental resources of the impacted areas.

Scope and Applicability

The plan shall ensure:

- Rapid response to emergency calls by all necessary services.
- Establishment of an Emergency Operations Centre (EOC).
- Crowd control to prevent interference with operations and avoid further casualties.
- Rescue of trapped persons without delay and provision of on-site first aid.
- Controlled evacuation and balanced casualty distribution to hospitals and aid stations.
- Elimination of hazards in the emergency area.
- Evacuation of buildings/facilities deemed hazardous.
- Provision of social services for affected individuals and emergency personnel.
- Protection and restoration of normal municipal services.
- Timely, factual information dissemination by an Emergency Information Officer (EIO) to:
 - Emergency officials
 - The media (to reduce public anxiety and control crowds)
 - Concerned individuals seeking personal updates
- Preservation of Municipality of Red Lake security.
- Staffing of critical infrastructure during evacuation periods.

Legislative Authority

The Emergency Management and Civil Protection Act (EMPCA), R.S.O., 1990, Chapter E.9 is the primary enabling legislation for the formation of this Plan, which will govern the provisions of necessary supplies during an emergency. The Act requires all municipalities in Ontario to develop an emergency preparedness and response program, the standards for which are defined in Ontario Regulation 380/04

In accordance with Section 3 of the Act, “ 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”. [EMCPA, s. 3(1)]

In accordance with Ontario Regulation 380/04: “The emergency plan shall, assign responsibilities to municipal employees, by position, respecting implementation of the emergency plan; and set out procedures for notifying the members of the municipal emergency control group of the emergency”. [O. Reg. 380/04, s. 15(2)].

As required by the EMCPA and Regulation 380/04, this Emergency Plan has been issued under the authority of Municipality of Red Lake By-law 08-2025 (See Appendix C); and filed with the Emergency Management Ontario (EMO).

The Municipality has also passed procedural and operational rules/requirements that govern the actions of the Municipality during and after an Emergency including but not limited to:

- Procedural By-law
- Delegation of Authority
- Emergency Purchasing Policies
- Property Standards By-law

Incident Management System (IMS) Approach

This Plan utilizes Incident Management System (IMS), a standardized emergency response framework adopted across Ontario to manage all phases of an incident. This structure is scalable and adaptable, based on the needs of the situation.

Integration with Kenora District

This plan integrates with Integration with Kenora District Emergency Plan under their scope for District-wide hazards.



Emergency Management Governance



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EMERGENCY MANAGEMENT GOVERNANCE

Community Emergency Management Coordinator (CEMC)

The Municipality of Red Lake's Community Emergency Management Coordinator (CEMC) is responsible for the development, coordination, and implementation of the Municipality's emergency management program, which includes, but is not limited to, the Emergency Plan, and training and exercising employees in their functions related to this Plan.

This Plan is reviewed, and revised, if necessary, on an annual basis by the CEMC.

Emergency Management Program Committee (EMPC)

The Emergency Management Program Committee (EMPC) is the management team that oversees the development, implementation and maintenance of a community Emergency Management Program.

The EMPC is responsible for the overall strategic management and preparedness planning of Red Lake's Emergency Management Program which utilizes the five pillars of emergency management: Prevention, Mitigation, Preparedness, Response and Recovery.

- **Prevention** – Taking action to prevent emergencies from happening
- **Mitigation** – Initiating education and awareness activities to reduce or prevent the impact of emergencies
- **Preparedness** – Developing response plans, conduct training, educating the public, and taking any necessary actions to optimize the Municipality's emergency response and mitigate impacts.
- **Response** – Managing emergency situations and providing timely, relevant, and accurate emergency information to the public
- **Recovery** – Developing and implementing measures that expedite return to normal activities and the recovery of losses

Purpose and Goal

Purpose: To meet the requirements of the *Emergency Management and Civil Protection Act* (RSO 1990):

The municipality's Emergency Management Program Committee shall conduct an Annual Review of the Program (O.Reg.380/04, s.11 (6))

Goal: To outline annual objectives and priorities for the Municipal EMPC which includes the Plan, public education, training and exercises.

Composition

The EMPC may comprise of senior officials or members from any of the following:

- Fire Chief / CEMC (Chair)
- Chief Administration Officer (CAO) or alternate
- Clerk
- Treasurer
- Director of Public Works
- Director of Community Services
- Mayor or member of Council

Terms of Reference

General

- Appoint a Community Emergency Management Coordinator (CEMC) responsible for overseeing the emergency management program.
- Establish a committee to oversee the emergency management program and advise on its development.
- Establish and communicate roles and responsibilities of the Community Control Group (CCG).
- Adopt a by-law for the emergency management program.
- Conduct hazard identification and risk assessments (HIRA) to understand potential threats.
- Formulate and adopt an emergency plan outlining the procedures to follow during an emergency.
- Establish a primary and secondary Emergency Operations Centre (EOC) and ensure its readiness for managing emergencies.
- Designate an employee of the Municipality as its Emergency Information Officer (EIO).

- Design, coordinate, and review regular training to ensure the Municipality can effectively respond to emergencies.
- Conduct annual exercises to test and improve emergency programs.
- Ensure critical services and infrastructure remain operational during emergencies.
- Develop programs to educate the public about risks and preparedness measures.
- Ensure effective communication between the Municipality of Red Lake, and all other jurisdictions and agencies who may be required in the event of an emergency.
- Review protocols to engage mass notification system (Alert Ready) with Emergency Management Ontario (EMO).
- Liaise with other agencies and/or jurisdictions having authority (including EMO).
- Advise/order for any development or change in the current Municipality situation to address the Municipality's emergency response needs and mitigate the risk.
- Review of the annual emergency program for Municipality of Red Lake.

Frequency of Meetings

Committee meetings shall be scheduled annually and/or at any other time required by the CEMC.

Committee Records

Staff will record minutes of the meetings and coordinate/retain committee records including agendas, minutes, and all other reports.

Chair

The Chair of the emergency program will be the Fire Chief / CEMC.

IMS Adoption and Alignment with Provincial Doctrine

The Municipality has formally adopted the Incident Management System (IMS) as the standard framework for emergency response, ensuring a coordinated, scalable, and flexible approach to incident management. This adoption aligns with the Provincial IMS Doctrine, promoting interoperability with neighboring jurisdictions and provincial agencies. By adhering to the standardized roles, terminology, and processes outlined in the doctrine, the Municipality enhances its capacity to effectively manage emergencies and integrate with broader response efforts across Ontario.

Community Control Group (CCG)

All emergency operations will be directed and controlled by a group of senior officials responsible for providing the essential services needed to minimize the effects of the emergency on the Municipality. This will be known as the Community Control Group (CCG).

Purpose: To provide a controlled and coordinated response by Municipal staff and external agencies, under the direction of appropriate officials.

CCG Composition: The CCG will consist of the following two groups:

Group A – Primary CCG

1. Fire Chief / CEMC
2. CAO / Alternate CEMC
3. Mayor
4. Clerk
5. Director of Public Works
6. Director of Community Services
7. Communications and Community Development Manager
8. IT Manager
9. Treasurer
10. Ontario Provincial Police (OPP) Red Lake Detachment

Group B – Secondary CCG

1. Ministry of Natural Resources (MNR) – Fire Management Supervisor
2. Red Lake Margaret Cochenour Memorial Hospital
3. Northwestern Health Unit
4. Airport Manager
5. Northwest EMS - Red Lake Ambulance

CCG – General Responsibilities:

The actions or decisions which the CCG is likely to be responsible for are:

Notifying

- Calling out and mobilizing their emergency services, agencies and equipment
- Advising the Mayor and Council as to whether the Declaration of an Emergency is recommended.
- Notifying and requesting assistance from and/or liaising with other stakeholders, as considered necessary
- Notifying utilities or services provided by public or private concerns (i.e.: hydro, water, gas, etc.).
- Notifying the service, agency or group under their direction, of a declaration of termination of the emergency.

Coordinating

- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law.
- Arranging for services and equipment from local agencies not under Municipality control (i.e.: private contractors, volunteer agencies, etc.).
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer (EIO) for dissemination to the media and public.
- Authorizing expenditure of monies required to deal with the emergency. At the time the emergency is terminated, a decision should be made to establish a Post Emergency Recovery Committee. This committee will coordinate the agencies required to return the Municipality to its pre-emergency state.
- Confirming, coordinating and/or overseeing the evacuation of residents considered to be in danger.

Determining

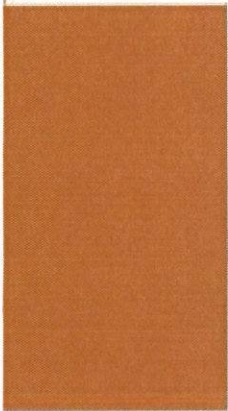
- Determining if the location and composition of the CCG is appropriate.
- Designating an area in Red Lake as an “emergency area”.
- Ensuring that an Emergency Site Manager (ESM) has been appointed.
- Determining the short and long-term effects of an emergency

- Determining if additional volunteers are required and if appeals for volunteers are warranted.
- Determining if additional transport is required for evacuation or transport of persons and/or supplies.
- Determining the need to establish advisory group(s) and/or sub-committees.
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to Mayor and Council within one week of the termination of the emergency.
- Participating in the debriefing following the emergency

See C-Appendix 6 - Red Lake IMS Roles and Responsibilities.



Plan Activation & Notification (Without Declaration)



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PLAN ACTIVATION & NOTIFICATION (WITHOUT DECLARATION)

Definition of an Emergency

The *Emergency Program Act*, RSBC 1996, Chapter 111, as amended 2023, defines an emergency as:

"A present or imminent event or circumstance that:

- (a) is caused by accident, fire, explosion, technical failure or the forces of nature, and
- (b) requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of a person or to limit damage to property;

Emergencies include but are not limited to major forest fire, windstorm/snow blizzard, pandemic, power outage, aircraft crash, and an emergency underground situation within the boundaries of the Municipality. Emergencies may also occur in the vicinity of the Municipality so as to affect the inhabitants of the Municipality, or the threat of any of the forgoing, in which immediate remedial action will be provided.

Note: *Mine incidents will be the primary responsibility of mining organizations.*

Criteria to Activate

Upon warning of a real or potential emergency, the CCG will be notified through the Emergency Alerting System. This system will be activated by the Fire Chief / CEMC, and the CCG mobilized when there is: an imminent threat to public safety, the environment, or critical infrastructure; potential for widespread disruption to municipal services; a situation that exceeds local response capabilities; or a scenario causing significant public concern.

Actions Prior to Activation

Before activating the Plan, key officials will monitor the situation to assess the level of risk and determine if activation is necessary. This includes gathering information from reliable sources, consulting with emergency services, and notifying senior municipal staff. Preparations may also involve placing response teams on standby, informing partner agencies, and ensuring communication systems are ready. These actions help ensure a timely and coordinated response if the situation escalates.

Authority to Activate

The CCG may activate the Plan and make decisions on behalf of the Municipality, even without all members present. The Emergency Alerting System can be activated by the Mayor, CAO, or CEMC (or their designates).

Activation Levels

The Municipality has established three different operational response levels to manage emergencies, each based on the severity of the situation as shown below.

Level 1 - Enhanced Monitoring

The Municipality is monitoring potential risks, but no immediate threats are confirmed. Additional resources are on standby, and key staff are reviewing response plans to prepare for any necessary actions. While no interventions are currently required, the focus shifts toward proactive readiness to respond should the situation escalate. This level may also be adopted in situations where jurisdictions outside of the Municipality are actively responding to an Emergency or recovering from an Emergency.

Level 2 - Partial Activation

The Municipality has partially activated their EOC to coordinate the response to an emergency, or potential emergency. Key CCG members are activated, and specific operational teams are deployed as needed. Other CCG members are on standby. This level may be utilized during the early stages of an emergency, where full EOC is not required.

Level 3 - Full Activation

The Municipality has activated their full EOC to coordinate the response to an emergency, or potential emergency. This level may be utilized during a complex incident, involving multiple agencies, over a multi-day event. This may also be in support of a municipal, regional, provincial, or federally declared emergency.

Decision Authority

Upon Plan Activation and assembly of the CCG, all decisions made, and actions taken are made under the authority of the following roles based on availability:

- CAO
- Fire Chief / CEMC

Emergency Alerting System Process

The Emergency Alerting System will commence in the following manner:

1. Incident Identification and Initial Notification

- a. The individual or agency who first identifies the incident (e.g., member of the public, municipal staff, emergency responder) must notify the appropriate dispatch or municipal authority.
- b. If the incident is fire-related or life-threatening, it must be reported immediately to Fire Dispatch for priority action and coordination.

2. Initial Assessment and Decision-Making

- a. The Fire Chief, upon notification, consults with the Chief Administrative Officer (CAO) to assess the situation and determine whether activation of the Emergency Plan and/or the Community Control Group (CCG) is warranted.

3. CCG Group A Notification

- a. The Fire Chief or CAO will notify members of CCG Group A as required, based on the nature and severity of the incident.

4. CCG Group B Notification

- a. The Municipal Clerk (or designated alternate) will notify members of CCG Group B as required.

5. Alternate Contacts

- a. If a primary member of CCG Group A or B cannot be reached, the alternate member for that position will be contacted.

6. Notification Confirmation and Reporting

- a. Once the alerting process is complete, the Community Emergency Management Coordinator (CEMC) will follow up with the individual responsible for the notifications to:

- i. Confirm which staff have been successfully contacted
- ii. Determine which individuals will be attending the EOC



Declaration / Termination of an Emergency

DECLARATION / TERMINATION OF AN EMERGENCY

Authority to Declare an Emergency

The EMCPA authorizes only the Head of Council to declare an emergency. The decision to declare an emergency in all or in part of the Municipality will be made in consultation with the EOC Director. Municipal By-law 08-2025 grants authority to designated individuals to act as the Head of Council in their absence or if they are unable to fulfill their duties.

Declaration Procedure

Once the Head of Council or designated alternate declares an emergency, the signed emergency declaration (See Appendix B – Declaration / Termination Form) shall be sent to EMO who will ensure the following are notified:

- The Provincial Emergency Operation Centre (PEOC)
- Council of the Municipality
- Neighboring municipalities
- Kenora District – Contact the District CEMC
- The local Member of Parliament (MP)
- Local Member of Provincial Parliament (MPP)
- The public, through the media and social media, with the assistance of the Emergency Information Officer (EIO)

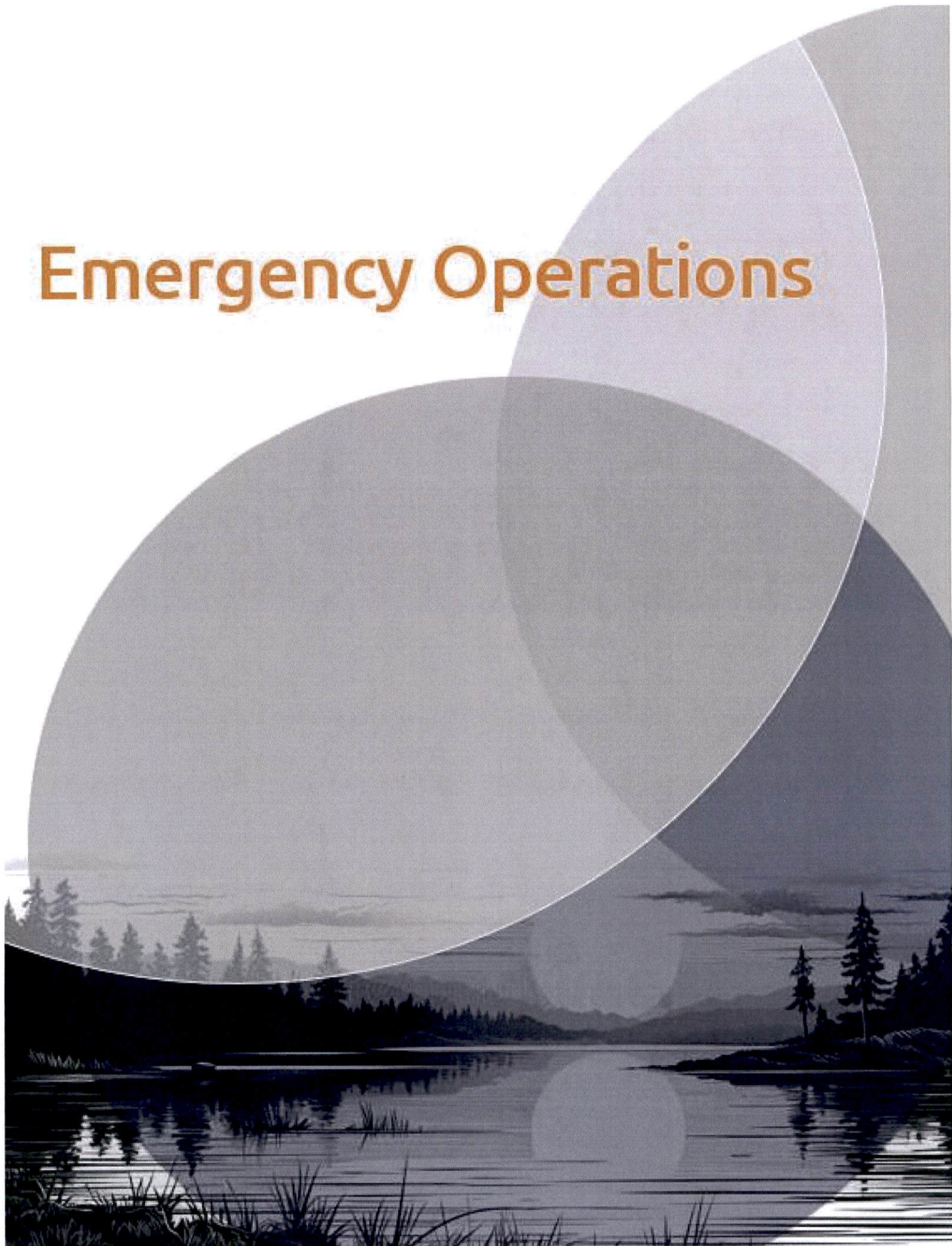
Termination of an Emergency

At anytime, the Head of Council, Municipal Council, or the Premier of Ontario may terminate an emergency. Once the emergency has been terminated, a copy of the signed emergency termination form (See Appendix B – Declaration / Termination Form) shall be faxed and/or emailed to the individuals and agencies listed in the Declaration Procedure above.

Communication - Emergency Declaration/Termination

The Mayor as head of council, or designate, with the assistance of the CCG, will ensure the Solicitor General is notified forthwith of an emergency declaration or termination. This notification is generally made through Emergency Management Ontario (EMO), via the Provincial Emergency Operations Centre (PEOC).

Emergency Operations



EMERGENCY OPERATIONS

IMS Overview

The Incident Management System (IMS) provides a standardized, scalable, and flexible command structure to manage emergencies of all types and sizes. IMS ensures coordinated response among all participating agencies, using common terminology, functional roles, and modular structure.

It is based on five major components:

1. **Command:** Responsible for overall management of the emergency response and setting priorities.
2. **Operations:** Carries out tactical response activities and coordinates frontline response teams.
3. **Planning:** Gathers, analyzes, and shares information to support decision-making and develop action plans.
4. **Logistics:** Provides facilities, services, equipment, and supplies needed to support response operations.
5. **Finance & Administration:** Tracks costs, manages contracts, and maintains financial and administrative records during the emergency.

IMS promotes interoperability, accountability, and effective resource management during emergencies and supports a unified command structure when multiple agencies are involved.

Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) is a centralized coordination facility activated to support on-site emergency response and ensure strategic oversight. The EOC is responsible for:

- Managing municipal-wide resources and information
- Coordinating with external partners and agencies
- Supporting the Emergency Site Manager
- Developing public messaging and situational updates
- Making policy-level decisions if required

The EOC may be operated virtually, physically, or in a hybrid model. The activation level depends on the the scale and complexity of the incident.

Note: Primary and alternate EOC locations can be found in C-Appendix 5.

EOC Management

The CCG is responsible for the overall direction, control, and coordination of emergency response activities within the EOC. It is led by the EOC Director, supported by the CEMC and other designated section chiefs.

Key responsibilities include:

- Establishing priorities and objectives
- Activating IMS functions and assigning roles
- Facilitating regular situation briefings and status updates
- Liaising with elected officials, agencies, and stakeholders
- Authorizing and allocating resources
- Ensuring documentation, legal compliance, and coordination with the incident site command.

Business Cycle and Operational Period

In accordance with the IMS, the Business Cycle and Operational Periods are used to structure emergency response activities, maintain situational awareness, and ensure timely decision-making within the EOC.

Business Cycle

The Business Cycle refers to the structured, recurring process the EOC uses during an activation to ensure timely decision-making and situational awareness. This process keeps the EOC on schedule. This process includes:

Key phases of the business cycle include:

- **Situation Assessment:** Gathering and analyzing incoming data and reports
- **Planning and Prioritization:** Setting objectives for the next operational period
- **Resource Coordination:** Allocating personnel, equipment, and support
- **Briefings:** Communicating roles, tasks, and updates across all IMS sections
- **Documentation:** Recording decisions, actions, and evolving priorities

Business cycles are repeated at consistent intervals (e.g., every 2–4 hours during high activity) and help maintain alignment among all IMS functions.

Operational Periods

An Operational Period is a fixed, scheduled block of time during which specific objectives are to be achieved. Each operational period is defined by:

- Start and end time
- Objectives to be completed
- Resources assigned
- Tactics and strategies planned

Typical operational periods range from 4 to 12 hours, but may be shorter or longer depending on the incident.

At the end of each operational period, the Planning Section coordinates the development of an Incident Action Plan (IAP) for the next period. This plan is shared during EOC briefings to ensure continuity and effective handover between shifts.

Emergency Site Management

Emergency Site Management refers to the command and control of operations at or near the incident site. The site is managed under the Incident Commander (IC) who operates within the IMS structure and may be supported by functional units (e.g., Safety, Public Information).

Responsibilities include:

- Tactical response coordination (e.g., firefighting, rescue, evacuation)
- Ensuring responder and public safety
- Communication with EOC and field units
- Managing on-site resources and staging areas
- Maintaining scene security and control

Site management must remain flexible to adjust to evolving conditions and multi-agency involvement.

Emergency Site Manager

In significant incidents where multiple agencies are responding, or the municipality maintains oversight of the emergency, an Emergency Site Manager (ESM) may be appointed by the EOC or CCG.

The ESM serves as the liaison between the EOC and the Incident Commander and may coordinate inter-agency activities, logistics support, and resource deployment.

Selection of the ESM will take into consideration the following:

- The ability to approve decisions on behalf of the agency being represented.
- Availability and approval of their agency
- Training and field experience
- Knowledge of responding agencies responsibilities and resources

Key responsibilities:

- Representing municipal interests at the site
- Supporting unified command coordination
- Communicating EOC objectives and priorities
- Relaying accurate site intelligence back to the EOC

The ESM does not override the Incident Commander's operational authority but ensures municipal coordination and strategic alignment.

Communication



COMMUNICATION

Clear and effective communications are vital to coordinated emergency response. All parties and stakeholders must know what is happening, what is expected to happen, and what their duties and responsibilities will be.

A pre-established communication plan is required to clarify the responsibilities and explain processes to be followed by each team when the Plan is activated. It will include:

Internal Communication

Communication with all internal stakeholders including CCG members and other Red Lake staff, as required.

External Communication

Communication between CCG members and Red Lake external stakeholders.

Public Notification

Process for issuing notifications to the public about any emerging events. It includes eligible conditions to issue public alerts, responsibilities, and authorities for issuing public messages and forms of communication.

The following methods will provide the public with information and updates regarding the emergency situation:

- Website – <https://www.redlake.ca/>
- Social Media
- Weather watches and warnings
- Media Partners including print, radio and TV
- Mass notification



Demobilization and Recovery



DEMOBILIZATION AND RECOVERY

EOC Demobilization

The EOC is demobilized when the incident no longer requires the coordination and support functions provided by CCG. Demobilization is the responsibility of the EOC Director and involves closing EOC, conducting exit interviews with CCG to capture lessons learned, and staff returning to their regular duties.

Recovery

Recovery operations commence when the emergency has been successfully mitigated and operations shift to dealing with the restoration of the emergency site, including environmental remediation and investigation. The progression into the recovery phase will be based on the direction of the CCG.

Regardless of phase, recovery considerations should be considered as soon as possible, even while emergency operations are on-going.

Requests for Assistance



REQUESTS FOR ASSISTANCE

Mutual Assistance Agreement

The EMCPA authorizes the municipality to enter into agreement(s) where each party would formally provide agreed upon assistance, in the form of personnel, services, equipment and/or material, if called upon to do so by the requesting municipality in times of emergency.

Mutual assistance agreements enable the Municipality, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Both the municipality requesting and the municipality providing assistance are therefore not required to negotiate the basic terms and conditions under stressful conditions. Any may request, offer and receive assistance according to predetermined and mutually agreeable relationships.

Assistance from the District

If local and mutual aid resources are insufficient, the Municipality may request support from the District level. This support may include emergency coordination, public works assistance, health unit resources, or specialized equipment. Requests are made through the District Emergency Management Coordinator or designated district contact.

Assistance from Province of Ontario

Under certain circumstances and/or when the resources of the municipality are deemed insufficient to control the emergency, then the Head of Council may request assistance from the Premier of Ontario. The requesting of said services shall not be deemed as a request for the Government of the Province of Ontario to assume authority and control of the Emergency.

Such a request shall be made via the Province Emergency Operations Centre (PEOC). Assistance may be requested at any time. EMO maintains a 24-hour PEOC and can coordinate assistance from a number of Provincial agencies and the Federal Government, including Military Aid to the Civil Authority.

When requested, the EMO may send staff to the EOC to act as a provincial liaison and advice on provincial matters.



EMG | Emergency
Management
Group*

Appendices

Appendix A – Version History / Updates

Appendix B – Declaration / Termination of Emergency Form

Appendix C – Emergency Management By-Law

Appendix D – IMS Terminology

Appendix E – IMS Forms Package

Appendix F – Glossary of Terms

APPENDIX A – VERSION HISTORY / UPDATES

Version History/Updates		
Author	Date	Description of Change/Update

APPENDIX B – DECLARATION / TERMINATION OF EMERGENCY FORM

Checklist in Consideration of a Declaration of Emergency

Note: All references in this Section refer to the Emergency Management and civil Protection Act, R.S.O. 1990, Chapter E.9, as amended (the Act).

This checklist is for used in considering the declaration of an emergency. This checklist is not intended to provide any sort of legal advice - it is merely a reference tool.

An emergency is defined under the Act as *"a situation, or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property"* [Section 1, Definition of an Emergency].

Under the Act, only the Head of Council (or his or her designate) and the Premier have the authority to declare an emergency. These individuals, as well as Municipal Council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

A Declaration of Emergency may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

When considering whether to declare an emergency, a positive response to one or more of the following criteria *may* indicate that a situation, whether actual or anticipated, warrants the Declaration of Emergency. Not all criteria needs to be met to declare an emergency.

See checklist on the next few pages.

General and Government

	Is the situation an extraordinary event requiring extraordinary measures? [Section 4 (1) permits the Head of Council to <i>"take such action and make such orders as he or she considers necessary and are not contrary to law"</i> during an emergency.]
	Does the situation pose a danger of major proportions to life or property? [Section 1, Definition of an Emergency]
	Does the situation threaten essential services such as power, water, sewage, medical care, or supply chains? [A Declaration of Emergency may authorize the Head of Council to take extraordinary actions or spend funds beyond normal municipal procedures to maintain or restore these services.]
	Is the event attracting significant media and/or public interest? [Experience demonstrates that the media and public often view the Declaration of Emergency as a decisive action toward addressing an emergency. It must be made clear that an "emergency" is a legal declaration and does not indicate that the Municipality has lost control. A Declaration of Emergency provides an opportunity to highlight action being taken under the Emergency Response Plan.]
	Has there been a Declaration of Emergency by another level of government? [A Declaration of Emergency on the part of neighbouring municipality or another level of government (e.g., District or Province) may indicate that you should declare an emergency. For example, in the event of a widespread disaster affecting numerous neighbouring municipalities, the County will likely need to enact its Emergency Response Plan and should strongly consider a Declaration of Emergency.]

Legal

Might legal action be taken against municipal employees or councilors related to their actions during the current crisis? [Section 11(1) states that *"no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, a minister of the Crown or a Crown employee for doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency."* Section 11(3), however, states *"subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality...."*]

Are volunteers assisting? [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational

Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel? [Section 4(1) permits the head of council to *"take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan."* Section 13(3) empowers a municipal council to *"make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."*]

Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis? [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13(3) states that the *"council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."*]

Operational

Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations? [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13(3) provides for mutual assistance agreements between municipalities.]

Does, or might, the situation require provincial support or resources? [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Municipal Emergency Control Group, can greatly facilitate multi-agency and multi-government response.]

Does, or might, the situation require assistance from the federal government (e.g., military equipment)? [Section 13(2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to enter into mutual assistance agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The Declaration of Emergency may assist the municipality in obtaining federal assistance.)

Does the situation involve a structural collapse? [Structural collapses involving the entrapment of persons *may* require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources are made through the Fire Coordinator.]

Is the situation a large scale or complex chemical, biological, radiological, or nuclear (CBRN) incident? [Response to CBRN incidents requires specialized resources and training. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment are made through the Fire Coordinator.]

Operational

Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock]? [Evacuee and reception centres often use volunteers as staff. As noted above, the Declaration of Emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protection against personal liability.]

Will the municipality be receiving evacuees from another community? [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial

Does the situation require major rerouting of people or vehicles, creating transportation disruption and potential liability risks (e.g., restricted home access or delayed commercial traffic)? Section 11 of the Act may provide certain protection from liability. Section 4(1) allows for extraordinary measures to be taken, providing they are not contrary to law.]

Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re establish commercial activity? [The Declaration of Emergency may facilitate the ability of the municipality to respond to economic losses.]

Is it possible that a specific person, corporation, or other party has caused the situation? [Section 12 states that "*where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost. ...*"]

Municipal Declaration of Emergency

ADD: [Municipality Letterhead]

To: Provincial Emergency Operations Centre (PEOC)

Fax: 416-314-0474

From:

Name: [Mayor or Head of Council]

Title: Head of Council

Municipality: Red Lake

Date: _____ at _____ (time)

Declaration of Emergency

Subject: Declaration of a Municipal Emergency – [Brief Nature of Emergency]

WHEREAS I am satisfied that an emergency, as defined in section 1 of the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9*, exists or may exist in [describe area or whole municipality];

AND WHEREAS the situation poses a danger of major proportions to property, the environment, or the health, safety, and welfare of the inhabitants;

NOW THEREFORE, I hereby DECLARE a state of emergency under section 4(1) of the *EMCPA*, effective at _____ on _____.

Signature: _____

Name: [Typed Name]

Title: Head of Council

Authorized by Resolution No.: [if applicable]

Municipal Termination of Emergency Form

ADD: *[Municipality Letterhead]*

To: Provincial Emergency Operations Centre (PEOC)

Fax: 416-314-0474

From:

Name: [Mayor or Head of Council or Council]

Title: Head of Council

Municipality: Red Lake

Date: _____ at _____ (time)

Termination of Emergency Declaration

Subject: Termination of Municipal Emergency – [Brief Nature of Emergency]

WHEREAS, it has been determined by the EOC Director / Community Control Group that the threat to property, health, safety, and welfare within the municipality is no longer present; NOW THEREFORE, the declared state of emergency is hereby TERMINATED effective at _____ on _____ under section 4(2) of the *EMCPA*.

Signature: _____

Name: [Typed Name]

Title: Head of Council or Council

APPENDIX C – EMERGENCY MANAGEMENT BY-LAW



THE CORPORATION OF THE MUNICIPALITY OF RED LAKE BY-LAW No. 08-2025

BEING A BY-LAW TO AMEND BY-LAW 94-2016,

BEING A BY-LAW TO ADOPT AN EMERGENCY MANAGEMENT PROGRAM FOR
THE MUNICIPALITY OF RED LAKE

WHEREAS the Council of The Corporation of the Municipality of Red Lake approved By-Law No. 94-2016 on December 1⁹th, 2016; and

WHEREAS it is deemed necessary to amend By-Law No. 94-2016;

NOW THEREFORE the Council of The Corporation of the Municipality of Red Lake hereby ENACTS AS FOLLOWS:

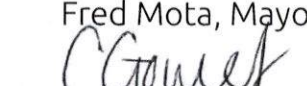
- 1 . THAT Schedule "B" Section 1 of the Emergency Management Program By-Law be deleted in its entirety and replaced with the following:
 - I. THAT Dale Butterfield is hereby designated as the community Emergency Management Program Coordinator and the CAO is hereby designated as the Alternate.
 - II. THAT By-Law No. 94-2016 is hereby amended.
 - III. THAT this By-Law shall come into force and take effect on the final passing thereof.

READ a FIRST and SECOND TIME this 18th day of February, 2025.


Fred Mota, Mayor


Christine Goulet, Clerk

READ a THIRD TIME and FINALLY PASSED this 18th day of February 2025.


Fred Mota, Mayor

Christine Goulet, Clerk

APPENDIX D - IMS TERMINOLOGY

IMS Principles

Establishment of Command

Incident Command is always clearly assigned.

Management by Objectives

Clear goals guide each operational period.

Incident Action Planning

Written or verbal plans direct all operations.

Common Terminology

Use standardized terms across all agencies.

Modular Organization

Structure expands, or contracts as needed.

Unity of Command

Each person reports to one supervisor.

Span of Control

Supervisors manage 3–7 direct reports.

Integrated Communications

All responders use coordinated systems.

Comprehensive Resource Management

Efficient tracking and use of resources.

Accountability

All personnel and actions are tracked

IMS Structure Overview



Key EOC Roles & Responsibilities

Role	Responsibility Summary
Mayor	Ensures public communication, supports Council's oversight, and represents community during emergencies.
EOC Director	Leads EOC operations, sets strategic priorities
Site Incident Commander	Manages the response at the incident location, ensuring coordination, safety, and tactical execution.
Emergency Information Officer (EIO)	Manages internal & external communication to ensure accurate and timely information.
Liaison Officer / CEMC	Acts as the primary point of contact between the Municipality and external agencies. Assists EOC Director with emergency coordination activities.
Risk Management Officer	Ensures safety protocols, risk mitigation, and compliance.
Scribe	Ensures accurate documentation of all incident activities, decisions, and reports for future analysis and legal compliance.

Role	Responsibility Summary
Operations Chief	Directs field-level response and support
Strike Team	A specialized team (Same resource type: e.g., 3 Roads staff).
Task Force	A multi-functional team (Different resource types (e.g. plice, fire, EMS).
Planning Chief	Develops Incident Action Plans (IAPs), maintains status
Resource Unit	Manages personnel & equipment tracking, forecasts needs, supports demobilization
Situation Unit	Collects & analyzes incident data, maintains situational awareness, updates reports
Documentation Unit	Maintains all incident records, prepares reports, supports information flow.
Demobilization Unit	Plans resource release, coordinates transition, supports after-action review.
Logistics, Finance, and Admin Chief	Provides resources and services Tracks costs, handles agreements and timekeeping
Resource and Supply Unit	Oversees procurement, inventory, and delivery of all supplies and equipment.
Facilities and Support Unit	Manages emergency facilities and responder support services.
Finance and Cost Unit	Directs financial tracking, cost control, and reimbursement processes.

Core IMS Documents

- Incident Action Plan (IAP) – Defines objectives for operational period (IMS 1001)
- Situation Report (SitRep) – Summary of key info and developments
- Resource Request Form – Used to request additional resources
- IMS 201 - 204 – Basic IMS forms (objectives, org chart, assignments)
- EOC Check-In Check Out (IMS 211B)
- Demobilization Checkout (IMS 221)

- AAR (After Action Review) IMS Template

Operational Period & Briefings

Typical Length: 4–12 hours

Includes:

- Situation update
- Review of current objectives
- Assignments and priorities
- Safety messages

Communication Flow

- All information flows up through the IMS structure
- Clear reporting lines help maintain accountability and reduce confusion
- All public communication must be coordinated through the EIO

APPENDIX E - IMS FORMS PACKAGE

The following IMS forms provide the fundamental documentation tools for tracking incidents within IMS.

			
IMS 201 - Incident Briefing_template.doc	IMS 202 - Incident Objectives_template.doc	IMS 203 - Organization Assignment List_template.doc	IMS 204 - Resource Assignment List_template.doc
			
1 IMS 1001 - Incident Action Plan.doc	IMS 211-B - EOC Check In_template.doc	IMS 221 - Demobilization Check Out_template.doc	After Action Review Template IMS .docx

APPENDIX F - GLOSSARY OF TERMS

CAO	Chief Administrative Officer
CCG	Community Control Group
CEMC	Community Emergency Management Coordinator
EIO	Emergency Information Officer
EOC	Emergency Operations Centre
EMO	Emergency Management Ontario
EMPCA	Emergency Management and Civil Protection Act
EMPC	Emergency Management Program Committee
ESM	Emergency Site Manager
HIRA	Hazard Identification and Risk Assessment
IAP	Incident Action Plan
IC	Incident Commander
IMS	Incident Management System
MNR	Ministry of Natural Resources
MP	Member of Parliament
MPP	Member of Provincial Parliament
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operation Centre

Schedule 'B'

**TO APPOINT A
COMMUNITY EMERGENCY MANAGEMENT CO-ORDINATOR
AND ALTERNATE FOR
THE CORPORATION OF THE MUNICIPALITY OF RED LAKE**

WHEREAS pursuant to O.Reg. 380/04, s. 10 (1) of the *Emergency Management and Civil Protection Act*, every municipality shall designate an employee of the municipality or member of the council as its Community Emergency Management Program Co-ordinator; and

WHEREAS pursuant to s. 10(2), the Community Emergency Management Program Co-ordinator shall complete the training that is required by the Chief, Emergency Management Ontario; and

WHEREAS pursuant to s. 10 (3), the Community Emergency Management Program Co-ordinator shall co-ordinate the development and implementation of the municipality's emergency management program within the municipality and shall co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside government that are involved in emergency management; and

WHEREAS pursuant to s. 10 (4), the Community Emergency Management Program Co-ordinator shall report to the municipality's emergency management program committee on his or her work under subsection (3); and

NOW THEREFORE the Council of The Corporation of the Municipality of Red Lake hereby **ENACTS AS FOLLOWS:**

1. **THAT** the Fire Chief is hereby designated as the Community Emergency Management Program Co-ordinator and the CAO is hereby designated as the Alternate.

Schedule 'C'

**TO ESTABLISH AND APPOINT MEMBERS TO
THE EMERGENCY MANAGEMENT PROGRAM COMMITTEE FOR
THE CORPORATION OF THE MUNICIPALITY OF RED LAKE**

WHEREAS pursuant to O. Reg. 380/04, s. 11 (1) of the *Emergency Management and Civil Protections Act*, every municipality shall have an Emergency Management Program Committee; and

WHEREAS pursuant to s. 11 (4), the Council shall appoint one of the members of the Committee to be the Chair of the Committee; and

WHEREAS pursuant to s. 11 (5) & (6), the Committee shall advise the Council on the development and implementation of the municipality's emergency management program; conduct an annual review of the municipality's emergency management program and make recommendations to the Council for its revision, if necessary;

NOW THEREFORE the Council of The Corporation of the Municipality of Red Lake hereby **ENACTS AS FOLLOWS:**

1. **THAT** the Emergency Management Program Committee is hereby established.
2. **THAT** the following are hereby appointed to the Emergency Management Program Committee:

Fire Chief/CEMC (Chair)
Chief Administrative Officer
Clerk
Treasurer
Director of Public Works
Director of Community Services
Mayor or Member of Council

Schedule 'D'

**TO APPOINT A
EMERGENCY INFORMATION OFFICER FOR
THE CORPORATION OF THE MUNICIPALITY OF RED LAKE**

WHEREAS pursuant to O.Reg. 380/04, s. 14 (1) of *the Emergency Management and Civil Protection Act*, every municipality shall designate an employee of the municipality as its emergency information officer; and

WHEREAS pursuant to s. 14 (2), the emergency information officer shall act as the primary media and public contact for the municipality in an emergency;

NOW THEREFORE the Council of The Corporation of the Municipality of Red Lake hereby **ENACTS AS FOLLOWS:**

1. **THAT** the Treasurer is hereby designated as the Emergency Information Officer.