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1. BACKGROUND

The development of the Incident Command System (ICS) was the result of hard-won lessons learned by responders battling bush and forest fires in California during the 1970s. The challenges identified the need to improve and standardize command and coordination of the broad spectrum of responder personnel, jurisdictions, and equipment, regardless of the scale of an incident using an all-hazards approach.

Over the years incident management processes were widely applied and, in some cases adapted by a multitude of users across Canada. With each adaptation, standardization of the systems grew further apart.

In April 2010 the Canadian Interagency Forest Fire Centre, one of the leaders in Canada for ICS, with support from Parks Canada, was awarded funding to develop an “All Hazards” *ICS Canada* curriculum. Several provincial, territorial and federal government agencies partnered on the project and over the years expanded to become what is now known as the ICS Canada Steering Committee.

The effectiveness of the ICS model has led to its broad application by a multitude of users across Canada. ICS Canada strives to maintain interoperability through ensuring that key functions and terms are standardized between user organizations.

2. PURPOSE

The committee is primarily focused on improving, maintaining and where possible, standardizing the ICS and related curricula currently in use across Canada, in order to develop a pan-Canadian training curriculum based on national and international best practices in incident management.

3. COMMITTEE OBJECTIVES

The ICS Canada Committee’s primary objectives are:

- Providing access to standardized course content for recognized training providers and in both official languages (English and French);

- Ensuring curriculum reflects best practices, employing consistent evaluation and delivery methods;
- Developing and maintaining specific ICS and Functional Position training for Command and General Staff Positions including support positions;
- Promoting the standardized usage of ICS Canada products among users;

4. KEY MILESTONES FOR THE ICS CANADA STEERING COMMITTEE

- Ensuring the continued integrity of ICS Canada products are maintained;
- Identify training resources and curriculum which may be complimentary or supportive and can be included to the ICS Canada product line.
- Promoting interoperability of ICS users and at all levels respecting jurisdictional differences and uniqueness;
- Providing input, assistance and guidance on the development of a Pan-Canadian Incident Management System concept similar to US National Incident Management System (NIMS) and the Australian Inter-service Incident Management System (AIIMS).

5. MEMBERSHIP

The ICS Canada Committee encourages a Pan-Canadian participation of all Provinces, Territorial and Federal departments. Currently, 11 provincial /territorial Emergency Management Organizations (EMOs) several federal departments and agencies have accepted responsibility for administering and maintaining interoperability requirements of *ICS Canada* materials as per the terms of their affiliation with *ICS Canada* in order to foster collaboration between agencies.

Agencies who have identified as the Authority Having Jurisdiction (AHJ) for ICS Canada include (have a vote on ICS Canada business):

Ontario Office of the Fire Marshal and Emergency Management - AHJ

Canadian Coast Guard - AAHJ

Transport Canada – Marine – AAHJ (yet to be declared)

City of Vancouver - AAHJ

Fire and Emergency Services, Newfoundland and Labrador - AHJ

EMO, Nova Scotia - AHJ

EMO, PEI - AHJ

EMO, New Brunswick - AHJ

Manitoba Office of the Fire Commissioner - AHJ

Saskatchewan Public Safety Agency - AHJ

Alberta Emergency Management Agency, Alberta - AHJ

Yukon Protective Services - AHJ

North West Territories EMO - AHJ

Search and Rescue Volunteer Association of Canada - AAHJ

Canadian Interagency Forest Fire Centre - AAHJ

Other non-voting agencies with current membership on ICS Canada Committee are engaged for the broader collaborative effort:

Ministère de la Sécurité Publique, Québec

Emergency Management BC, British Columbia

Emergency Response and Recovery, Nunavut

GSAR Council Canada

Royal Canadian Mounted Police (RCMP)

Transport Canada

Public Safety Canada (PSC)

Canada Energy Regulator

Canadian Food Inspection Agency

Global Affairs Canada

** When required, subject matter experts may be brought in on an ad hoc basis.*

6. RULES OF ENGAGEMENT

1. All Committee members are equal, and their rights are equal. Those rights are:
 - a. To attend meetings
 - b. To make motions and speak
 - c. To vote if and when necessary
2. Within the Committee a representative quorum of members is required to hold a meeting and make decisions whether it's a teleconference, videoconference or a face to face. A quorum is defined as 50% of the total A/AHJ membership plus 1. ICS Canada staff(s) are not included in the quorum numbers. Co-Chairs will remain cognizant that decisions significantly impacting Committee member agencies should be deferred until there is greater member representation than the minimum quorum. Members may choose to participate in a face to face meeting remotely through teleconference or videoconference. They will be included in the quorum number only while dialed in and actively participating in the discussion.
3. The decision to hold a face to face meeting shall be taken 30-days prior to the start. If a quorum of members is not met as per Clause 2, then the face to face meeting shall not take place.
4. All face to face meeting shall be "agenda driven" for Committees members.
5. One question at a time and one speaker at a time. Motions must be related to matters under consideration. Once a Committee member has been 'recognized' this individual has been granted 'the floor' and may not be interrupted by another member.
6. The intent of the discussion is to reach the consensus of the members. Consensus is general agreement, characterized by the absence of sustained opposition to issues by

any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments.

Consensus need not imply unanimity.

A set of guiding principles for applying consensus are as follows.

- All discussion should aim towards building a consensus.
- Reaching consensus includes a group discussion where everyone's opinions are heard and understood, and a solution is created that respects those opinions.
- Consensus results in the best solution that the Committee can achieve. This means that even if parties disagree, there is still overall consent to move forward in order to settle the issue.
- Use facilitation as a means to reassure diverse discussion by encouraging all members to share their opinions and perspectives.
- Motions must receive full debate. The meeting Co-Chair may not put a motion forward to a call for consensus as long as members wish to debate it. The debate can only be cut short by an overwhelming majority vote.
- Once a decision has been made, an identical motion must not be brought forward at the same meeting. Such a motion shall be ruled out of order by the meeting Co-Chair. If a Committee member wants a motion to be reconsidered it may be brought forward at another general meeting with an overwhelming majority vote.
- The ICS Canada Committee shall also work through a process that builds consensus for implementation of any new procedures, products, tools etc. It is incumbent on the Committees to achieve implementation consensus.
- Implementation Consensus will follow the same process for development of Consensus with voting by overwhelming majority as the fallback position when complete consensus cannot be reached.
- Committee members may choose a proxy to represent their interests at any meeting. The proxy will be expected to speak to the jurisdiction position and the principal agrees to abide by the proxies' decision in a consensus discussion or vote.

7. MEMBER ROLES

The committee will have two co-chairs from the membership group, with one of the co-chairs must be an Authority Having Jurisdictions (AHJ).

1. Co-chairs:

- Promote the goal and objectives on behalf of the larger membership.
- Provide leadership and direction to the ICS Canada Coordinator.
- Facilitate all ICS Canada meetings.

2. ICS Canada Coordinator:

- Coordinate ICS Canada meetings in coordination and by direction of committee co-chairs.
- Manage all aspects of the ICS Canada website; including ensuring content and contact information is current.
- Act as the primary contact for all ICS Canada inquiries.
- Maintain an up to date inventory of ICS Canada products and update website for instructor access.
- Ensure the required maintenance of the current ICS Canada I-series courses are completed.
- Communicate to AHJs on changes, updates and news on ICS Canada products.
- Maintain and update the ICS Canada Standards Documents and all other supporting documents of the ICS Canada products.
- Assist in the development and provide ongoing support and advice to the AHJs.
- Provide guidance and support to agencies, other than AHJs who are users of ICS Canada products.
- Provide guidance and support to certified ICS Canada instructors.
- Ensure the integrity and quality of assurance in curriculum use and delivery of ICS Canada products with the support of AHJs.
- Complete funding applications to support the future work of ICS Canada products and development.
- Provide advice on the future development of additional ICS Canada products to ensure consistency and connectivity to I-series curriculum.
- Provide advice, input and support, when appropriate, to external agencies who are designing and developing alternative training delivery methods of the I-series materials.
- Research and develop alternate and additional instructional tools for delivery for ICS Canada courses for approval by committee.
- Coordinate all action items of committee and project team.
- Develop operating guidelines for ICS Canada business approach and response.
- Will report to other groups as required.

3. A/AHJs:

- Responsible for the administration of the ICS Canada Curriculum and Standard Training document.
- Assist when possible in the guidance and support of the ICS Canada program and for ICS Canada projects in development.
- Collaborate whenever possible, through the delivery of training and encourage a multi-agency approach to learning.
- Provide training opportunities for other A/AHJs when possible.
- Promote a common ICS process in managing incidents.
- Seek opportunities within your jurisdiction to engage other private training providers not subscribing to the ICS Canada ICS, and have discussions on how they can help provide training in line with the ICS Canada Standard Training.

4. Other jurisdiction and agency members:

- Actively participate during meetings and bring your “agency perspective an input to the meetings.

8. MEETING FREQUENCY

- Meetings will be held, at a minimum, four times a year, with one being a face to face, at the request of the committee co-chairs. Meetings will be supplemented by e-mail and telephone correspondence on an issue by issue basis.

9. CONSENSUS MAKING PROCESS

- ICS Canada product decisions will be made following the ‘Rules of Engagements (Section 6) by majority of AHJs.
- Other committee decisions will be made by majority of all membership.
- A majority is defined as 50% plus one.

10. REPORTING

- Committee members are responsible for reporting back to their respective agencies and organizations re work of the committee and follow-up required.
- Regular updates will be provided by the co-chairs and coordinator to the broader group membership.

11. REVIEW OF TERMS OF REFERENCE

- The Terms of Reference for the will be reviewed annually by the committee.