

CITY OF GREATER SUDBURY

EMERGENCY RESPONSE PLAN

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RECORD OF AMENDMENTS

Amendment Number	Section(s) or Page(s) Amended	Date of Amendment
2014-01	Replace entire plan	March 5, 2014
2015-01	Update to Community Control Group members	December 17, 2015
2016-01	Revision of plan	December 16, 2016
2017-01	Update of Community Control Group members and Revision of plan	October 19, 2017
2017-02	Update of Community Control Group and Greater Sudbury Emergency Planning Committee members	December 18, 2017
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2019-01	Update of Community Control Group members and Revision of plan	December 12, 2019

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1.0 INTRODUCTION

The City of Greater Sudbury Emergency Response Plan establishes the framework to ensure that the City is prepared to deal with any hazards. It is the methodology through which the City will mobilize its resources in the event of an emergency, thereby restoring the municipality to a state of normalcy. It is designed to ensure that all agencies, which may become involved in an emergency, are fully aware of their respective roles and responsibilities during an emergency.

2.0 PURPOSE

The purpose of the City of Greater Sudbury Emergency Response Plan is to provide the guiding principles for protecting the health, safety, and welfare of the residents of and visitors to the City of Greater Sudbury when faced with an emergency. The Plan unifies the efforts of City Departments by outlining a comprehensive approach to the response, recovery, and mitigation of emergency situations.

3.0 SCOPE

The City of Greater Sudbury Emergency Response Plan applies to major emergencies or disasters that occur within the City of Greater Sudbury. These events may include, but are not limited to:

- Community evacuations
- Health-related emergencies
- Hazardous material releases
- Drinking water source protection emergencies
- Transportation emergencies
- Severe weather emergencies

The Plan is not intended to replace existing Standard Operating Procedures (SOP) or guidelines that are normally utilized at the scene of an emergency by first responder agencies. Departments and response agencies shall maintain detailed SOPs related to their area of expertise. These SOPs will not be included in this document.

4.0 LEGAL AUTHORITY

The *Emergency Management and Civil Protection Act* is the legal authority for all municipal and ministry emergency response plans in Ontario.

The *Emergency Management and Civil Protection Act* states that:

“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedure 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.” {Section 3 (1)}.

In accordance with Section 3(1) of the *Emergency Management and Civil Protection Act*, the City of Greater Sudbury has enacted By-law 2011-162: *A By-Law of the City of Greater Sudbury to Adopt an Emergency Management Program and to Adopt an Emergency Response Plan for the City of Greater Sudbury.*

5.0 PLAN ASSUMPTIONS

Since an emergency may occur with little or no warning and may escalate more rapidly than the City’s emergency response divisions can manage, the Plan must be flexible enough to adapt to a broad spectrum of disasters.

The City of Greater Sudbury Emergency Response Plan assumes:

- The Emergency Operations Centre will be activated and staffed by the City’s Community Control Group
- The Mobile Command Unit will be deployed in support of emergency site operations
- Adequate personnel, equipment and expertise will be available from the responding agencies
- The City will use its internal resources prior to requesting mutual aid from neighbouring municipalities, and/or requesting provincial/federal assistance
- Participating agencies are aware of the resources available from neighbouring municipalities and the private sector

- Public awareness and education programs will assist citizens in being self-sufficient, thereby minimizing their vulnerability during the first 72 hours of a community emergency
- Citizen and community preparedness will reduce the immediate demands on response organizations allowing responders to focus on the most critical situations
- Participating agencies are familiar with the contents of the Plan
- The Plan is tested annually
- The Plan is reviewed following any incidents or exercises where it is implemented

6.0 COMMUNITY BACKGROUND

The City of Greater Sudbury (CGS) is the largest municipality in Ontario, based on total geographic area (3,627 square kilometers including 330 lakes).

With a population of 161,531¹, the City of Greater Sudbury serves as the regional capital of Northeastern Ontario. Located 390 kilometres north of Toronto, 290 kilometres east of Sault Ste. Marie and 483 kilometres northwest of Ottawa, the CGS occupies a central location in Ontario at the convergence of two major highways - Highways 69 and 17 (Trans-Canada Highway).

The City is considered a rail service “hub” site, connecting rail lines across Ontario and Canada. All materials traveling between western Canada and southern Ontario or eastern Canada via rail or road pass through the City of Greater Sudbury.

The Sudbury area is one of Canada's richest mining areas. This elliptical feature known as the Sudbury Basin is believed to have been formed by a meteorite impact nearly two billion years ago. Nickel and copper ore have been mined for more than a century from more than 90 mines distributed around the rim of the basin. Greater Sudbury’s mining cluster is the biggest of its kind in Canada with continued exploration for nickel, copper and palladium group metals in the Sudbury Basin.

¹ 2016 Statistics Canada Census

7.0 EMERGENCY MANAGEMENT PROGRAM

The *Emergency Management and Civil Protection Act (EMCPA)* defines an emergency as “a situation or 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”.

The *EMCPA* requires municipalities to develop and implement emergency management programs consisting of emergency plans, training, exercises, public education and any other elements prescribed by legislation.

The goal of the City of Greater Sudbury’s emergency management program is to create, maintain and coordinate an effective community structure that provides for the safety and well being of the residents of Greater Sudbury. The Emergency Management Section coordinates projects and activities that support the five components of a comprehensive emergency management program:

- **Prevention:** actions taken to stop emergencies from happening.
- **Mitigation:** actions taken to reduce the impact of emergencies.
- **Preparedness:** actions taken to plan for emergency situations. This includes developing emergency response plans, conducting training and exercises and providing education and awareness information geared towards personal preparedness.
- **Response:** actions taken to react to an emergency that includes providing timely, relevant and accurate emergency information to the public.
- **Recovery:** actions taken to return the community to a state of normalcy. This includes developing and implementing measures that expedite a return to normal activities and the recovery of losses.

7.1 GREATER SUDBURY EMERGENCY PLANNING COMMITTEE

The Greater Sudbury Emergency Planning Committee meets twice a year under the direction of the Chief Administrative Officer (CAO) to provide overall leadership in the development and delivery of the community’s emergency management program.

The purpose of this committee is to:

- Review the City's emergency management program annually
- Provide advice to the Community Emergency Management Coordinator in the development of the emergency management work plan
- Support the development and delivery of emergency management program objectives, including exercises and staff training
- Make recommendations to Council for the continued development of the emergency management program
- Assist the Community Emergency Management Coordinator in meeting the legislated level of emergency management as dictated by the Province of Ontario

Core membership includes the Community Emergency Management Coordinator, the General Manager of Community Safety and the Executive Deputy Chief of Fire and Paramedic Services.

7.2 GREATER SUDBURY EMERGENCY MANAGEMENT ADVISORY PANEL

The role of the Greater Sudbury Emergency Management Advisory Panel (GSEMAP) is to provide advice on the development, implementation and maintenance of the Community's Emergency Management Program. GSEMAP has representation from local organizations, NGOs, post-secondary institutions, Health Unit, local industries, and municipal and provincial governments. Its mandate is to provide guidance and advice to the City's Emergency Services Division related to Emergency Management initiatives within the City of Greater Sudbury. The Panel's goal is to ensure that the City of Greater Sudbury is as much of a "disaster resilient" community as possible.

7.3 HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

As part of the City's annual hazards identification and risk assessment (HIRA) process², the City of Greater Sudbury's Emergency Management Section has determined that the community is vulnerable to numerous hazards. These hazards are grouped into three major categories:

- **Natural Events:** Events such as severe weather, floods, blizzards, tornadoes, food or human health emergencies.
- **Human-caused Events and Accidental Hazards:** Incidents intended to do harm to public safety and security, civil disorder, wars, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, biological, radiological and/or nuclear agents may be used on their own, or in combination with these devices.
- **Technological & Infrastructure Disruptions:** Incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents.

The Hazard Identification and Risk Assessment process incorporates Frequency, Probability, Consequence, and Response Capabilities. As a Northern Ontario community, the City of Greater Sudbury is one of the few large urban centres in Ontario that does not have an urban neighbor within one hour of travel time. Therefore, response capability is a major consideration as external resources may not be immediately available.

8.0 EMERGENCY RESPONSE PLAN

One of the many components of the Emergency Management Program is the establishment of a municipal emergency response plan. The City of Greater Sudbury's Emergency Response Plan establishes an operational framework to ensure that the City is prepared to deal with all potential community hazards. It is the methodology through which the City will mobilize its resources in the event of an emergency, coordinate the earliest possible response, and restore the municipality to a state of normalcy.

²The annual HIRA is available on the City's website

The Emergency Response Plan alone cannot guarantee an efficient, effective response to an emergency, but rather it is a tool that ensures all agencies involved in an emergency are fully aware of their respective roles and responsibilities.

8.1 CONCEPT OF OPERATIONS

The City of Greater Sudbury has adopted three operational levels to identify the nature of municipal emergency management response required in the community at any given time. They are:



Normal Operations

Normal Operations consists of the daily responsibilities that agencies must carry out to ensure readiness in the event of an emergency situation. Agencies are engaged in preparedness, training, exercise activities, review of departmental response plans and equipment checks to ensure a continuous state of readiness should the need arise.

Enhanced

At the Enhanced Level, there is an indication of a highly probable hazardous condition and a strong potential for property damage or loss of life. During this operational level, Emergency Management is alerted and engaged for full situational awareness, the Emergency Operations Centre (EOC) is staffed with EOC Support Personnel, and the Community Control Group is notified in anticipation of the City's Emergency Response Plan being activated.

Activation

Activation indicates that extremely hazardous conditions are imminent or occurring requiring the activation of the City's Emergency Response Plan. During this level, the Emergency Operations Centre may be partially or fully activated by members of the Community Control Group and EOC Support Staff.

As information about an incident is gathered and the situation is better understood, the level may be modified.

8.2 ACTIVATION OF THE PLAN

The City of Greater Sudbury's Emergency Response Plan can be activated by:

- i) Any member of the Community Control Group

and/or

- ii) The most senior on scene official (Police, Fire, Paramedic Services, Infrastructure Services) of the agency most directly involved in the response and/or mitigation of an emergency. The request for activation will be based on the size, seriousness, or complexity of the emergency and the response capability of that agency.

and/or

- iii) Any other municipal department or community partner most directly involved in the response and/or mitigation of an emergency. The request for activation will be based on the size, seriousness, or complexity of the emergency and the response capability of that agency.

8.3 STRATEGIC LEVEL RESPONSE

8.3.1 Community Control Group

The Community Control Group (CCG) is convened under emergency circumstances where the situation requires extraordinary measures that would affect the public (i.e. evacuation, restrictions on movement, etc). The CCG can be activated when emergency site personnel determine an emergency situation represents a threat which is beyond the ability of the agencies normally designated to handle such an emergency, or the emergency is of such a type as to threaten the well-being of the City of Greater Sudbury in large parts or as a whole.

The convening of the Community Control Group does not automatically require an emergency declaration. Emergency declarations will only be made if the Community Control Group feels it is warranted.

Collectively the CCG provides the strategic direction and coordination of emergency response operations within the City of Greater Sudbury. The primary function of the CCG is to provide executive leadership required for the City to meet its municipal responsibilities as stated in the *Emergency Management and Civil Protection Act*. The Community Control Group's priorities include, but are not limited to:

- Protecting the health and safety of emergency responders and the public
- Supporting emergency operations at the site(s)
- Issuing public warnings, orders, and instructions
- Establishing information centres for the public and news media
- Coordinating evacuations as required
- Assessing risks to the community outside of the emergency area
- Assessing the City's capacity to provide a sustained emergency response
- Requesting emergency assistance from community partners and/or other levels of government
- Ensuring municipal/emergency services are provided to the unaffected areas of the City
- Advising the Mayor as to whether the declaration, or termination, of an emergency is recommended
- Notifying the Office of the Fire Marshal and Emergency Management of any pending or declared emergencies
- Directing community recovery initiatives

The City of Greater Sudbury's Community Control Group consists of the following members:

- Chief Administrative Officer
- Community Emergency Management Coordinator
- Director of Human Resources & Organizational Development
- Director of Communications and Community Engagement
- Executive Director Finance, Assets and Fleet
- General Manager Community Development
- General Manager Community Safety
- General Manager Corporate Services
- General Manager Growth & Infrastructure Services
- Manager of Corporate Communications and French Language Services
- Medical Officer of Health, Public Health Sudbury & Districts
- Chief of Police
- City Solicitor
- Mayor

Depending on the nature of the emergency, external agencies not normally part of the Community Control Group may be asked to send a representative to join the CCG. These organizations may include, but are not limited to:

- Conservation Sudbury
- Greater Sudbury Utilities
- Health Sciences North/Horizon Santé-Nord
- Provincial Representatives, such as EMO Field Officers
- Search and Rescue
- Ontario Provincial Police
- ARES (Amateur Radio Emergency Services)
- Canadian Forces
- Any other officials, experts or representatives deemed necessary

8.3.2 Community Control Group Activation

Depending on the type of emergency, a partial or full activation of the Community Control Group may be considered. The Chief Administrative Officer and the Mayor must always be contacted.

The Mayor will contact the Councillor(s) in the affected ward(s).
Notification of the remaining Councillors will be at the Mayor's discretion.

8.3.3 Advisory Staff Activation

In the event additional municipal resources (personnel and/or equipment) are required to assist with the emergency response, an Advisory Staff Activation may be initiated by the Chief Administrative Officer or the Chief of Fire and Paramedic Services.

8.3.4 Declaration of an Emergency

The *Emergency Management and Civil Protection Act* states:

“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.” {Section 4 (1)}.

Should circumstances warrant an emergency declaration, the municipality must complete and submit a formal written “Declaration of Emergency” to Office of the Fire Marshal and Emergency Management. A declaration of emergency may only be made by the Head of Council, or the Acting Head of Council in consultation with the other members of the Community Control Group.

8.3.5 Termination of an Emergency

A municipal emergency may be declared terminated at any time by the Head of Council or the Council of a municipality, and/or by the Premier of Ontario through submission of a formal written “Termination of a Declared Emergency” to Office of the Fire Marshal and Emergency Management.

8.3.6 Request for Provincial/Federal Assistance

If deemed necessary, the Mayor may request provincial or federal assistance (including military support) through Office of the Fire Marshal and Emergency Management. The Office of the Fire Marshal and Emergency Management will evaluate the municipality's request and determine the availability of requested resources (i.e. personnel and equipment).

8.4 TACTICAL LEVEL RESPONSE

8.4.1 Incident Commander

The Incident Commander is appointed by the EOC Director based on the following criteria:

- The City service that is most likely to have the greatest involvement and legal responsibility in the handling of the emergency site
- Knowledge of emergency services, populations, property and infrastructure at and around the emergency site
- Emergency site management training

The Incident Commander assumes the responsibility for the overall coordination of all operations at the emergency site, but not the command of any specific response agency. Each response agency will have its own "Commander" or "Officer in Charge" at the emergency site, who will liaise with the Incident Commander.

The responsibilities of the Incident Commander include, but are not limited to:

- Ensuring the safety of all responders
- Assessing and reassessing the situation (this may require obtaining information from other levels of response)
- Determining goals, strategies, objectives, and priorities appropriate to the level of response

- Establishing an appropriate command structure
- Coordinating all incident management activities
- Coordinating overall incident activities with other levels of response
- Establishing and maintaining liaison with supporting or assisting organizations
- Providing information to / briefing senior and elected officials as required
- Establishing or activating response facilities as needed
- Establishing an operational planning cycle (as required)
- Approving an Incident Action Plan
- Managing incident resources
- Managing sensitive issues arising from the incident
- Authorizing the release of emergency information to the public in cooperation with other levels of response
- Ordering incident demobilization as appropriate
- Ensuring that priorities, tasks and tactics are established to contain and mitigate the emergency situation
- Communicating response decisions to the Emergency Operations Centre

8.4.2 Incident Management System

The Incident Management System (IMS) is a standardized command and control approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. Standardized processes and terminology allow incident responders to formulate a unified plan to manage the

situation. The standardized terminology reduces the risk of miscommunication among the many responders.

The Province of Ontario has developed an Incident Management System model for use by Ontario municipalities and organizations. The intention of this model is to provide a single, province-wide incident management system that is capable of ensuring the effective, coordinated response to large-scale and complex incidents by various response organizations in Ontario.

The City of Greater Sudbury is developing an implementation strategy to make IMS the standard response protocol for Greater Sudbury services and its partner agencies.

9.0 EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre (EOC) is the facility where the Community Control Group carries out the functions of managing the emergency at the strategic (“big picture”) level.

The functions performed in the EOC include but are not limited to:

- Collecting, gathering and analyzing data
- Making decisions that protect life and property
- Maintaining continuity of municipal operations
- Disseminating decisions to response agencies and the public

EOC functions **DO NOT** include tactical decisions for responders or resources at the emergency site. That responsibility lies with the Incident Commander who is appointed by the EOC Director. In situations where there is no site (i.e. health emergencies), tactical decisions will be made by the EOC.

10.0 MOBILE COMMAND UNIT

The City of Greater Sudbury’s Mobile Command Unit (MCU) provides a secure location at the emergency site from which response operations are coordinated by the Incident Commander. The MCU is equipped with technology that facilitates “real-time” information sharing between the emergency site and the EOC.

11.0 EMERGENCY INFORMATION

It is the responsibility of the Director of Corporate Communications & Community Engagement to fulfill the role of Emergency Information Officer as required under the *Emergency Management and Civil Protection Act*.

The Emergency Information Officer is responsible for:

- Activating and staffing the Emergency Information Centre
- Collecting and disseminating accurate and timely emergency information both during and immediately following an emergency
- Designating a spokesperson to address the media
- Planning all media conferences and briefings
- Preparing and circulating media releases
- Liaising with the media
- Providing information to the Citizen Inquiry Centre

11.1 EMERGENCY INFORMATION CENTRE (MEDIA)

The Emergency Information Centre provides a location for the media to obtain vital information regarding affected areas of the community and general information of public interest.

11.2 CITIZEN INQUIRY CENTRE

The Citizen Inquiry Centre (3-1-1) serves as the direct point of contact for the exchange of emergency information between the public and the City.

12.0 PLAN MAINTENANCE, REVISION AND TESTING

12.1 PLAN MAINTENANCE

The City of Greater Sudbury's Emergency Response Plan is developed and maintained by the Emergency Management Section under the authority of Municipal By-law 2011-162 and in accordance with the *Emergency Management and Civil Protection Act*.

The plan is reviewed and revised on an annual basis by the Emergency Management Section and circulated to all plan holders.

It is the responsibility of each person, agency, service or department named within the plan to keep their copy of the Emergency Response Plan current and to notify the Emergency Management Section of any required revisions.

This Plan has been filed with Office of the Fire Marshal and Emergency Management as required by the *Emergency Management and Civil Protection Act*.

12.2 PLAN TESTING

Annual exercises are conducted in order to test the overall effectiveness of the City's Emergency Response Plan and provide training to emergency response and recovery stakeholders in the City of Greater Sudbury. Recommendations stemming from these exercises are incorporated into the plan where necessary.

13.0 GLOSSARY OF TERMS

Activation Level

Part of the Emergency Response Plan Concept of Operations. The Emergency Response Plan is activated in response to extremely hazardous conditions that are imminent or occurring. The Emergency Operations Centre may be partially or fully activated by members of the Community Control Group and EOC Support Staff.

Advisory Staff Activation

A consideration to secure additional municipal human resources to assist with the emergency. Activation may be initiated by the Chief Administrative Officer or the General Manager of Community Safety.

Citizen Inquiry Centre

Location from which general public inquiries are answered by municipal Customer Service Centre representatives.

Community Control Group

A group comprised of key municipal department heads and officials who are responsible for decision-making and the provision of essential services needed to minimize the effects of an emergency on the municipality. The Chief Administrative Officer is responsible for coordinating the actions of the Community Control Group.

Community Control Group Activation

The notification of Community Control Group members to assemble at the Emergency Operations Centre. Depending on the type of emergency, a partial activation of the Community Control Group may be considered however, the Mayor and Chief Administrative Officer will always be contacted.

Consequence

Component of a Hazard Identification and Risk Assessment. Indicates how severe the impact of a hazard could be to the community.

Disaster Resilience

The ability of a community to withstand a significant emergency event, without suffering devastating losses or damage, and recover quickly from its impact.

Emergency

Situations or the threat of impending situations abnormally affecting the lives and property of society, which by their nature and magnitude require a controlled and coordinated response by many agencies distinct from routine operations.

Emergency Declaration

A decision made by the Head of Council in conjunction with the Community Control Group to declare a state of emergency. The declaration is made in writing by the Head of Council to Office of the Fire Marshal and Emergency Management in accordance with the *Emergency Management and Civil Protection Act*.

Emergency Information Centre

Location from which information, approved by the Community Control Group, is provided to the media.

Emergency Information Officer

A member of the Community Control Group responsible for disseminating information and directives to the public through the media in anticipation of or in response to an emergency.

Emergency Management and Civil Protection Act

Province of Ontario legislation which requires each municipality to develop, implement and maintain mandatory Emergency Management Programs in

conformity with regulations developed by Office of the Fire Marshal and Emergency Management.

Office of the Fire Marshal and Emergency Management

Part of the Community Safety Division of the Ministry of Community Safety and Correctional Services. Office of the Fire Marshal and Emergency Management is responsible for monitoring, coordinating and assisting in the development and implementation of emergency management programs throughout Ontario. They also respond to actual emergencies by providing advice and assistance to community officials, and coordinating the provincial and federal response.

Emergency Management Program

Organized, comprehensive programs and activities designed to deal with actual or potential emergencies or disasters. These include mitigation against, preparedness for, response to, and recovery from emergencies or disasters.

Emergency Operations Centre

A location outside of the Emergency Site with adequate space and communications for the Community Control Group to control emergency operations.

Emergency Operations Centre Director

Responsible for running the Emergency Operations Centre and coordinating all decisions or directions of the Community Control Group to all responding agencies.

Emergency Planning

A process whereby the designations of authority, agreements regarding the use of equipment and personnel, general operational concepts and emergency policies that form the basis for a coordinated approach to emergency response are identified and developed.

Emergency Preparedness

Actions taken prior to an emergency or disaster to ensure an effective response. These include developing an emergency response plan, establishing an Emergency Operations Centre, conducting training and exercises, and providing information to the public.

Emergency Response Plan

A plan of action for the efficient deployment and coordination of services, agencies, and personnel to provide the earliest possible response to an emergency.

Emergency Site

The location where the emergency exists.

Emergency Termination

A decision made by the Head of Council in conjunction with the Community Control Group to end a state of emergency. The termination is made in writing by the Head of Council to Office of the Fire Marshal and Emergency Management in accordance with the *Emergency Management and Civil Protection Act*.

Enhanced Level

Part of the Emergency Response Plan Concept of Operations. Emergency Management is alerted of a highly probable hazardous condition and engaged for full situational awareness. The Emergency Operations Centre (EOC) is staffed with EOC Support Personnel, and the Community Control Group is notified in anticipation of the Emergency Response Plan being activated.

Exercise

A simulated drill or sequence of events to evaluate plans and procedures. A focused practice activity that places participants in a simulated situation (i.e.: drill, tabletop, functional, full-scale exercise) requiring them to function in the capacity that would be expected of them in a real event.

External resources

Personnel and equipment that are owned by agencies other than the City of Greater Sudbury.

First Responders

Emergency response personnel who are normally the first to respond to an emergency. First responders include Fire, Police and Paramedic Services.

Frequency

Component of a Hazard Identification and Risk Assessment. Indicates how often a hazard has occurred in the community.

Greater Sudbury Emergency Management Advisory Panel

An advisory group comprised of local organizations, NGOs, post-secondary institutions, Health Unit, local industries, and municipal and provincial governments. The panel provides advice on the development, implementation and maintenance of the Community's Emergency Management Program to the Emergency Services Division.

Greater Sudbury Emergency Planning Committee

Committee comprised the City of Greater Sudbury's senior managers who provide overall leadership in the development and delivery of the community's emergency management program.

Hazard

An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

Hazard Identification and Risk Assessment

A process whereby the community identifies the hazards present within municipal boundaries and ranks those hazards based on Frequency, Probability, Consequence, and Response Capability.

Hazardous Materials

Substances which can cause death or injury to humans, short-term or irreparable damage to the environment, or result in property damage or evacuation if released into the environment.

Incident

See “Emergency”.

Incident Action Plan

A plan containing general objectives that reflect the overall strategy for managing an incident. It may include the identification of operational resources and assignments as well as attachments that provide direction and important information for management of the incident.

Incident Commander

The agency / individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.

Incident Management System

A standardized command and control approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.

Mitigation

Actions taken to reduce the impact of emergencies.

Mobile Command Unit

A mobile communications / central control centre from which the Incident Commander oversees and coordinates the management of the incident. The Mobile Command Unit provides a communication link between Incident Command and the Emergency Operations Centre.

Mutual Aid

An agreement among government and/or industry to share specific equipment, materials, or personnel in the event of an emergency.

Normal Operations Level

Part of the Emergency Response Plan Concept of Operations. Consists of the daily responsibilities that agencies must carry out to ensure readiness in the event of an emergency situation. This includes preparedness, training, exercise activities, review of departmental response plans and equipment checks to ensure a continuous state of readiness should the need arise.

Operations Planning Cycle

A sequence of meetings held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Preparedness

Actions taken to plan for emergency situations. This includes developing emergency response plans, conducting training and exercises and providing education and awareness information geared towards personal preparedness.

Prevention

Actions taken to stop emergencies from happening.

Probability

Component of a Hazard Identification and Risk Assessment. Indicates how likely a hazard is to occur in the community.

Recovery

Actions taken to return the community to a state of normalcy. This includes developing and implementing measures that expedite a return to normal activities and the recovery of losses.

Response

Actions taken to react to an emergency that includes providing timely, relevant and accurate emergency information to the public.

Response Capability

Component of a Hazard Identification and Risk Assessment. Indicates the community's ability to respond to a hazard.

Standard Operating Procedure

Formal department-based procedure that provides specific information and instructions on how a task is to be performed, ensuring that all members of a department perform the outlined tasks in a consistent manner.

Sudbury Amateur Radio Emergency Services (ARES)

Group of amateur radio operators, specializing in emergency communications. Volunteers can provide direct radio communication links to evacuation centres and backup communications at the Emergency Operations Centre and operational command centres.

14.0 ACRONYMS

ARES	Amateur Radio Emergency Services
CAO	Chief Administrative Officer
CCG	Community Control Group
CGS	City of Greater Sudbury
EMCPA	Emergency Management and Civil Protection Act
OFMEM	Office of the Fire Marshal and Emergency Management
EOC	Emergency Operations Centre
GSEMAP	Greater Sudbury Emergency Management Advisory Panel
HIRA	Hazard Identification and Risk Assessment
IMS	Incident Management System
MCU	Mobile Command Unit
SOP	Standard Operating Procedure