

STRONGER TOGETHER

**2025 GREATER SUDBURY HOSTING
OPERATIONS**

REVISION LIST

February 2022 - Launch of working group and development of plan.

March 2023 - Review and update of plan.

April 2025 - Review and update of plan to include general housekeeping items (year of plan, page numbers, spelling errors), identify revised roles and responsibilities by identified partners, reorganized content, clarify language, and inclusion of revision list and review and revision schedule.

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Introduction

In the Spring of 2022, the City of Greater Sudbury adopted the Stronger Together framework to help establish an operational plan for hosting First Nations evacuees. This framework aims to ensure that all voices are heard and respected throughout the planning, operations, and demobilization phases of hosting.

During the 2022 planning session, partners gathered in Greater Sudbury to contribute to and establish a singular vision, set of objectives, actions and timelines. This strategy complements each member's strengths, existing efforts, and formalizes collaborative relationships.

As a result of the meeting and continual nourishment of relationships, this hosting operational plan has been established. As relationships continue to enhance, so will the hosting operational plan and it is therefore important to note that this document is considered "evergreen."

The plan will be reviewed and updated annually by all partners, prior to the start of the flood and wildfire seasons.



The Story Of Stronger Together

The Stronger Together model is a framework specifically designed to assist First Nations and municipalities in their efforts to host emergency evacuations. There have been various examples of when both parties have wished to host, but neither had all the resources to do so independently. The Stronger Together model is about joining efforts, creating a shared vision, and operating as one during a time of crisis. The program is divided into four phases; Connect, Vision, Decide and Act.



Community Economic Development Initiative

This toolkit provides First Nation and municipal partners with a model for working collaboratively on community economic development initiatives. The circle and braid hold the framework in place and represent how the weaving together of different communities makes them healthier, more resilient, and stronger, together.



The Tree Symbol

The tree symbol was selected because of spiritual meanings found in many cultures. The tree is known to represent growth, stability, interconnectedness, strength, renewal, insight, and knowledge.



Stronger Together: Evacuation Partnerships

When combined, the logo represents a willingness of all participants to redefine First Nation emergency evacuation hosting. The model underscores the power of working together cohesively instead of simply coexisting.

Stronger Together Guiding Principles

Be present and listen

- Be fully present and listen to your own experience without judgment.
- Listen deeply to others with the goal of understanding and let go of planning your response.
- Relax and let the process unfold.

Speak from your experience

- Express what you are really thinking and feeling in the moment as the dialogue unfolds.
- Focus on sharing what is true for you without trying to make someone else wrong.

Welcome diversity

- Welcome differences and explore them fully even if this generates tension.
- Hold these differences as an important part of the group's relationship building, not as something to be avoided. Like in nature, diversity is essential for survival!

Engage curiosity, not judgment

- When you notice yourself judging what is being said, try to be curious so you can better understand and explore what is emerging. In other words, shift your reaction from judgment ("That is the most ridiculous thing I have ever heard!") to curiosity ("That is interesting. Can you help me understand where that idea comes from?").

Hold intensity

- At intense moments, try to hold this experience in your awareness without reacting, or without trying to do anything about it right away. Find a productive way to talk about and explore the source of the intensity without assigning blame. Look at it as a way to take the relationship to the next level.
- Aim to deescalate and take a step back to cool off before responding.

Welcome the unknown

- Allow space for the unknown rather than seeking to understand or explain things immediately. Know that you might not answer all the questions in one day.

Stronger Together Vision Statement

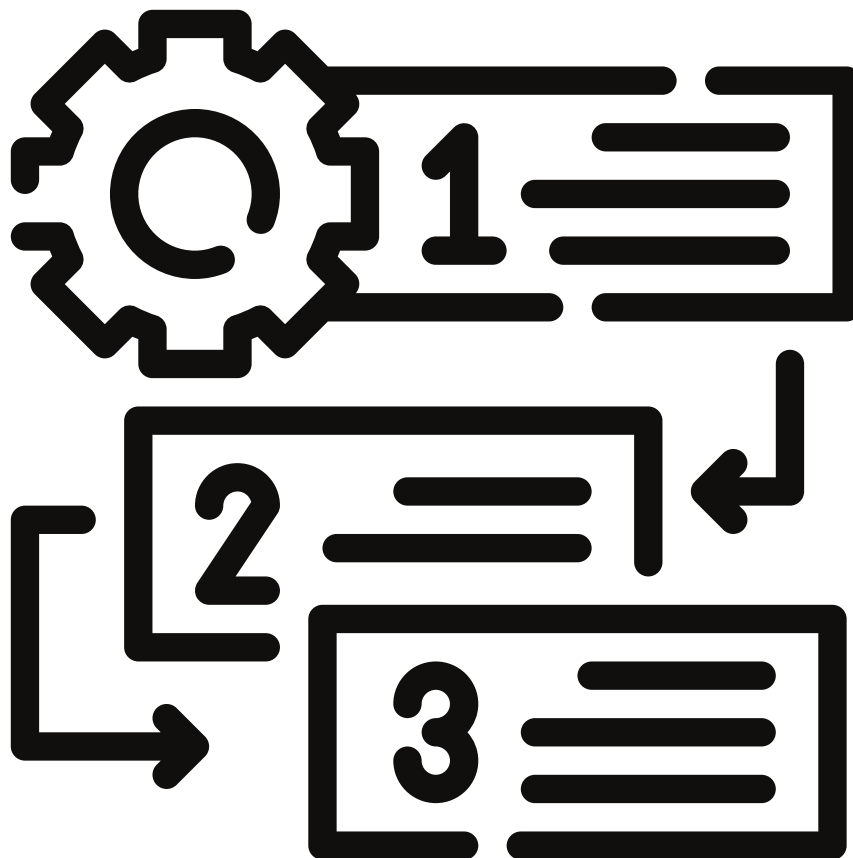
"Walk together in a good way to establish a holistic collaborative, cultural-based group that respects, serves and builds a safe and connected space for everyone."



2025 Operational Plan Overview

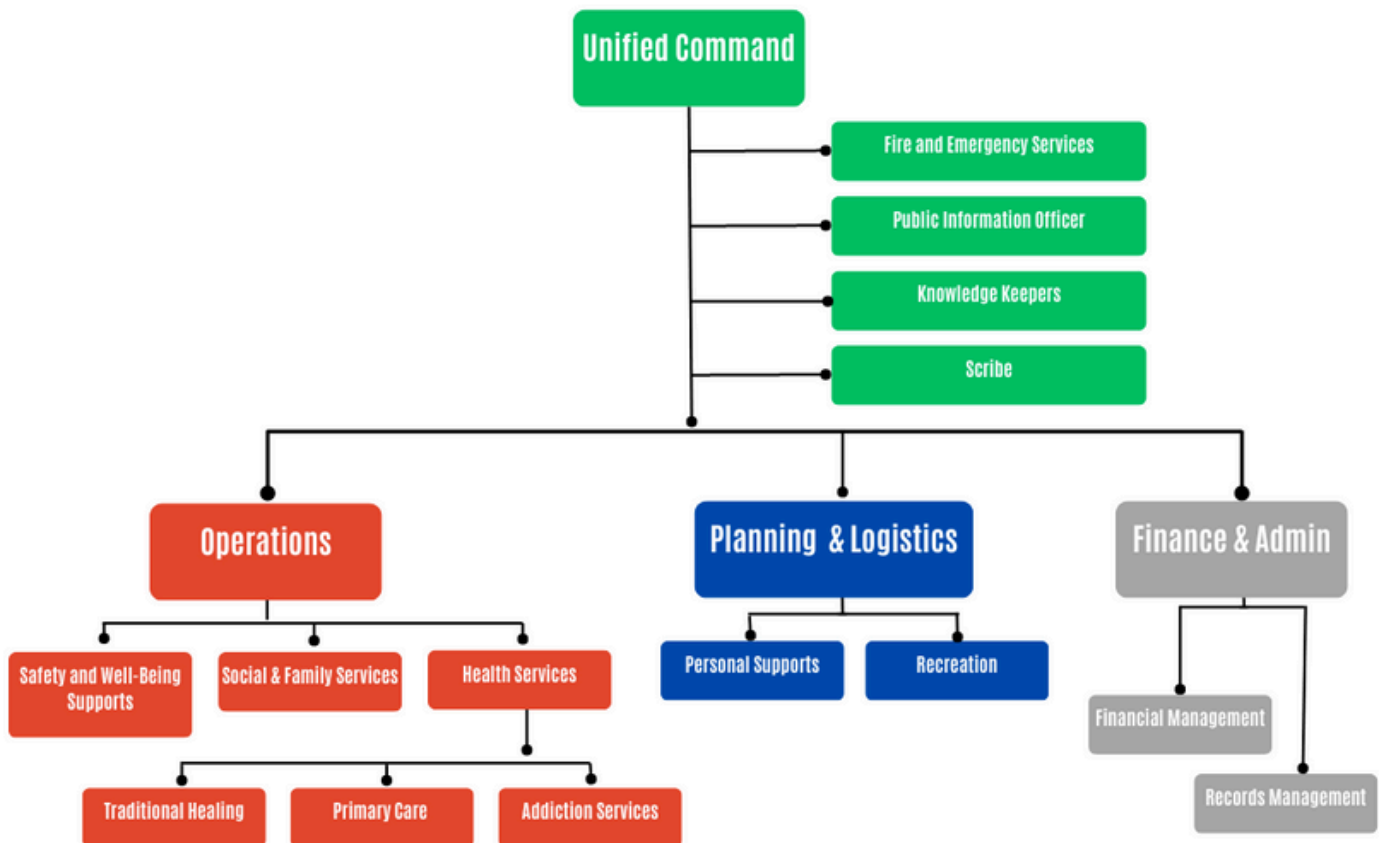
The foundations of the 2025 plan are based on the work completed by the partners of the Stronger Together planning session and subsequent feedback and review. The collective group worked through the Stronger Together toolkit to establish an actionable collaborative plan to support evacuees hosted in Greater Sudbury.

While the plan serves as a foundation to operate from, it is designed to be an "evergreen" document, allowing amendments to be made as partners and community needs are identified.



Command Structure

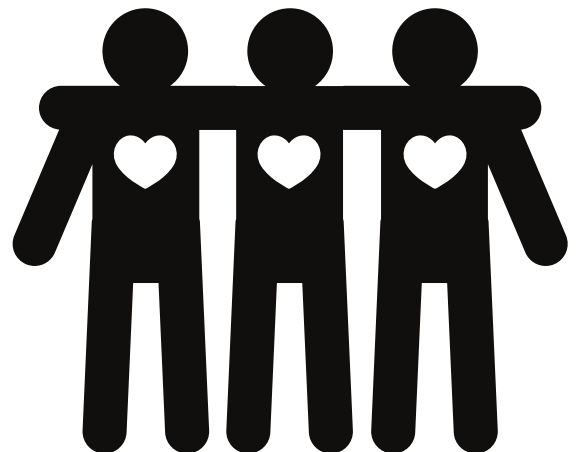
It is important to highlight that the IMS structure may change to meet the needs of the operations.



Roles Required

Emergency hosting requires multiple partners to be fully committed to provide services at a moment's notice. On-going staffing and resource constraints have created barriers for any one partner to be able to complete such a complex task. However, as a joint-venture, partners can often offset each other's constraints and establish a team to complement each another. The list below highlights a list of key positions required to successfully host a First Nations emergency evacuation.

- Decision Makers (Command)
- Traditional Knowledge Keepers (Liaison)
- Fire and Paramedic Services (Safety)
- Communications/Social Media (EIO)
- Family Services (Operations Branch)
- Social Services (Operations Branch)
- Safety and Wellbeing (Operations Branch)
- Health Services (Health Branch)
- Traditional Healing (Health Branch)
- Addiction Services (Health Branch)
- Personal Services and Supports (Planning/Logistics)
- Recreational Services (Planning/Logistics)
- Financial Management (Finance)



Roles Identified

Role	Organization
Decision Makers (Command)	Evacuated community Stronger Together Team City of Greater Sudbury CEMC
Traditional Knowledge Keepers (Liaison Officers)	Evacuated community Stronger Together Team
Fire and Paramedic Services (Safety Officer)	Evacuated community Stronger Together Team Greater Sudbury Fire and Paramedic Services
Communications/Social Media (Emergency Information Officer)	Evacuated community City of Greater Sudbury
Financial Management (Finance)	Stronger Together Team City of Greater Sudbury
Safety and Wellbeing (Operations Branch)	Evacuated community Stronger Together Peace Keepers Xpera Security Greater Sudbury Police Service

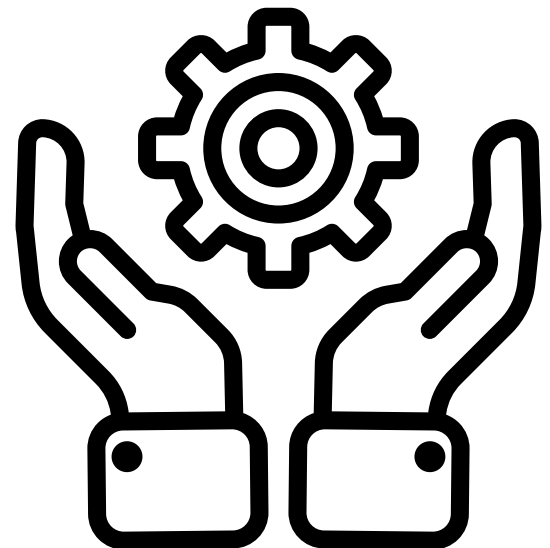
Role	Organization
Health Services (Health Branch)	<p>Evacuated community</p> <p>Shkagamik-Kwe Health Centre</p> <p>Better Beginnings Better Futures</p> <p>Health Science North</p> <p>Ontario Health North East</p> <p>Ontario Health and Home</p> <p>Public Health Sudbury & Districts</p>
Family and Social Services (Operations Branch)	<p>Evacuated community</p> <p>Nogdawindamin Child and Family Services</p> <p>Kina Gbezhgomi Child and Family Services</p> <p>N'Swakamok Native Friendship Centre</p> <p>Better Beginnings Better Futures</p> <p>City of Greater Sudbury</p>
Personal Supports (Planning/ Logistics)	<p>Evacuated community</p> <p>Stronger Together</p> <p>Canadian Red Cross</p>
Recreational Services (Planning/ Logistics)	<p>Evacuated community</p> <p>Stronger Together Team</p> <p>City of Greater Sudbury</p>

Resources Required

Emergency hosting operations require more than beds and food. To ensure that the emergency hosting operations can meet the needs of a community, certain physical infrastructure and resources must be in place. The JEMS document, which outlines expectations for hosting partners, highlights which resources are supported by Indigenous Services Canada. Some of these resources required include:

- Lodging
- Catering and seating space for meals
- Medical/wellness space and supporting equipment
- Recreational space (indoor and outdoor)
- Large meeting space
- Personal supports (medical and non-medical)
- Quiet space for Elders
- Centralized information centre
- Traditional ceremonial space (i.e., for smudging)

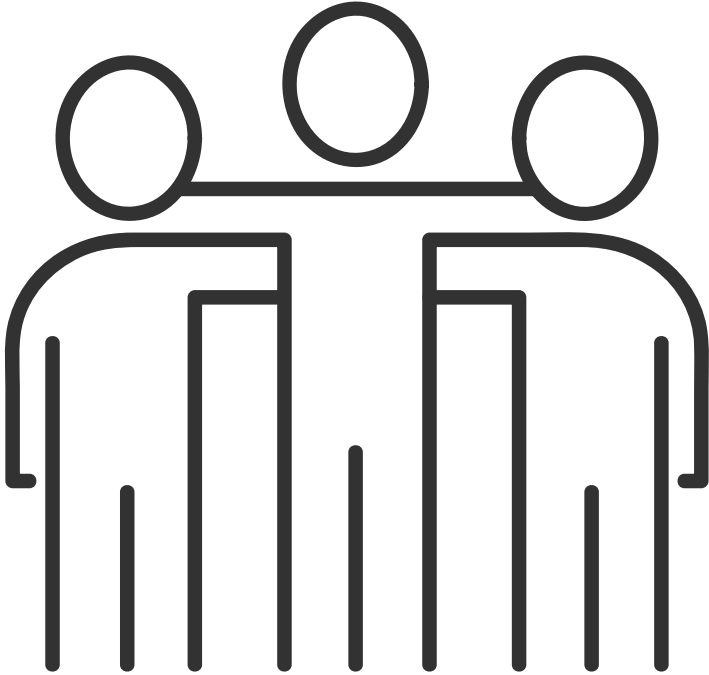
In addition, technology and means of communication provided by the host site need to be able to support significant use.



Resources Identified

Resource Required	Primary	Availability	Secondary	Availability
Lodging	Chateau Guay / Moonlight Suites	Variable	Moonlight Inn Suites	Variable
Catering	Chateau Guay / Moonlight Suites	Variable	Hiawatha's Catering Helvis Catering	Variable
Wellness/Clinic Space	At hotel	Variable	At service providers office	Variable
Wellness/Clinic equipment	Brought to hotel	Variable	At service providers office	Variable
Recreational Space-Indoor	Atikameksheng Anishnawbek Community Centre	Variable, under renovations in 2025	City Rec. centres	Variable
Recreational Space-Outdoor	Back of Chateau Guay Moonlight Beach	Variable	Neighbouring FN / City Facilities	Variable
Meeting Space	Command Vehicle at Hotel WINMAR building board room	Variable	City Facility Friendship Centre	Variable
Personal Supports (soaps, shampoos, diapers, laundry supplies)	Canadian Red Cross services	Variable	Stronger Together team	Variable

Resource Required	Primary	Availability	Secondary	Availability
Quiet Space for Elders	At hotel	Variable	Friendship Centre	Variable
Traditional healing space	Friendship Centre Better Beginnings, Better Future	Variable	Arbour at Atikameksheng Anishinabek Wahnapiatae First Nation	Variable
Centralized information centre	At hotel	Variable	Virtual	Variable
Bussing	GOVA Transit (City)	Variable	Private Charters	Variable
Airport access	Greater Sudbury Airport	Variable	N/A	Variable



Evacuation Processes for the First Nations Communities



EMERGENCY OCCURS

An emergency occurs at the local level where the Chief of the community declares an emergency and requests an evacuation. Host location is the Chiefs' decision.



REQUEST TO HOST

Team members and key partners come together, review request, resources and local capacity. In a unified command approach, the site will either say yes or no to hosting based on feedback from the team.



TEAM ACTIVATION

Team and partners prepare host site for receiving evacuees with an IMS 1001 form to be sent to all partners.



RECEIVING

Team brings medical and personal supports to airport and hotel, ensures translators are available, prepares tablets for self-registration, media communications go out via municipal communications.

Evacuation Processes for the First Nations Communities cont.

DAILY OPS

Greet the elders first thing.



Daily Ops meeting occurs with all partners, information board updated, critical information shared via registered emails.

IMS 209 forms sent to all partners.

Identify the problem, work the problem!

REPATRIATION

Chief has provided the go ahead to return home, flights / travel is organized with MNR and PEOC.



Team builds flight manifest, shares with evacuees ASAP.

Ensure essential needs (formula, diapers), mobility aids and snacks are available for travel.

IMS sent out to all partners.

2025 Operational Plan: Activation

Task	Assigned To	Notes:
Update hosting partners regarding the request to host	Sudbury CEMC	When a request is received from PEOC to Sudbury CEMC. Sudbury will not confirm unless all services are in place to support and consultation has happened with ST team.
Confirm availability of supporting partners	Stronger Together	Will call organizations evacuation point person.
Confirm hotel availability	Stronger Together	As per contracts.
Confirm catering availability	Stronger Together	As per contracts.
Confirm on-site health team availability	Stronger Together	One nurse will be set-up at hotel to provide 24hr coverage. Community health partners to establish schedule and clinics to supplement this based on consultation with evacuated community liaisons. (Develop pre-list, implement after consultations)
Confirm insurance pre-inspection was completed	Stronger Together	As per contracts
Confirm hotel fire prevention inspection was completed	Sudbury CEMC	Ontario Fire Code
Confirm modifications to hotel were shared with 911 (i.e., altering hotel room to medical room)	Sudbury CEMC	As per safety practices

2025 Operational Plan: Activation continued

Task	Assigned To	Notes:
Confirm security	Stronger Together Xpera Security	Security team is a FN Peace Keeper approach. Peace Keepers range in skills from basic security to social and crisis workers. All team members are trained in Naloxone, first aid and mental health first aid. 24/7 coverage.
Confirm airport readiness	Sudbury CEMC	Will confirm with airport staff, no need to use terminals- direct bussing.
Confirm transportation	Sudbury CEMC Stronger Together	Use of City busses
Confirm registration process and team is ready	Stronger Together	Stronger Together team to ensure language translators available, registration completed by Stronger Together team.
Confirm vehicle rentals	Stronger Together	As per JEMS
Confirm laundry arrangements	Stronger Together	Hotel laundry available.

2025 Operational Plan: Arrival

Task	Assigned To	Notes
Receive flight board	Sudbury CEMC	Sent from PEOC
Receive manifest (if possible)	Sudbury CEMC	Sent from PEOC
Plane arrival location identified (terminal/ gate)	Sudbury CEMC	As per airport policies & direction
Transportation to hotel on site	Stronger Together	City transit
Medical/Wellness team on site	Stronger Together	Nurse onsite as per Stronger Together model.
Light snacks and water on site	Stronger Together	As per JEMS
Community liaisons identified	Stronger Together	As per JEMS
Evacuees register as family units	Stronger Together	Completed by Stronger Together
Evacuees gather luggage and move into rooms	Stronger Together / Hotel staff	Stronger Together Peace Keepers assisting
Compile information and share room list with command team	Stronger Together	Registration list is confidential and can only be shared with the PEOC, partners directly involved with life safety aspects (Police, Fire, 911) and the community liaisons. Demographic breakdown and identified needs (ex. # of prenatal evacuees can be shared).

2025 Operational Plan: Daily Operations

Task	Assigned To	Notes
Morning briefing with nightshift command (i.e., security lead, community LO or other)	Stronger Together Sudbury CEMC	One partner may lead this task and inform the other partners of details, schedule TBD.
Collect information/ feedback from Elders and information board	Stronger Together	Evacuation team elders will work with community elders and liaisons to gather details.
Morning all-partners meeting (touch on current emergency situation, current hosting situation, operational plan [24 hrs], operational plan [72 hours])	Stronger Together Sudbury CEMC	Lead by the joint command team. All partners to join meeting; any meeting information is deemed confidential information. A daily email to share non-confidential information sent to all partners. (IMS 209)
Post information on communications board (recreational activity chart, daily menu, laundry hours)	Stronger Together	This is completed by compiling information from all partners and the evacuated community. Mass email communications can also go out to evacuees using the registration list.
Planning meeting	Stronger Together Sudbury CEMC	Multiple meetings will occur to address specific needs (ex. Health, recreational requests, security). Each meeting to include all relevant partners and an update to command team must be provided.

2025 Operational Plan: Daily Operations Continued

Task	Assigned To	Notes
Provincial all partners call	Community Liaisons Stronger Together Sudbury CEMC	This call is with the PEOC, sharing pertinent community information with Chief and Council, MNRF and host communities. Command team will share non- confidential information during daily meetings.
Daily briefing report (IMS 1001 or 209) sent to all partners	Stronger Together Sudbury CEMC	Sent around 7pm to touch on any daily occurrence as well as an overview of the upcoming 24hrs.
Site 360 (ensuring all needs met)	Stronger Together Sudbury CEMC	Touch points with all onsite partners to ensure needs are met (ex. recreation team is set with evening supplies, security has enough PPE).
Transfer command to nightshift	Stronger Together Sudbury CEMC	Command team rotates staffing to ensure 24hr coverage for all partners. Will be posted at hotel front desk and shared in daily IMS 209.

2025 Operational Plan:

Return Home

Task	Assigned To	Notes
Notify evacuated community that return planning is taking place	Evacuated Community Stronger Together Sudbury CEMC	This is done once Chief and Council have made the decision to return home and PEOC has advised aircrafts are available.
Determine who needs to return first	Community Liaisons with consultation from Chief & Council	
Build manifest	Community Liaisons Stronger Together	Be mindful of weight/ balance
Notify community members via room slips (see attached)	Community Liaisons Stronger Together Peace Keepers Information board	Ensure flight manifests are posted asap along with luggage weight reminders.
ON DAY OF FLIGHTS		
Confirm flight board and passenger capacity	Sudbury CEMC	
Adjust manifests if required with LO guidance	Stronger Together	
Check in each evacuee on each manifest, confirm age and gender	Stronger Together	
Weigh all luggage: green tape with weight on it if 40 lbs or less. Red tape with weight on it for bags over 40 lbs.	Stronger Together	

2025 Operational Plan: Return Home continued

Task	Assigned To	Notes
Record all "green tape" luggage weight on manifest	Stronger Together	
Load ALL luggage in trailer; red tape luggage to the front, green to the back	Stronger Together	
Load all passengers on the bus	Stronger Together	
Bus check, confirming all passengers are present	Stronger Together	
Ensure water, snack, diapers and formula are available	Stronger Together	
Send one flight manifest with busdriver, one flight manifest with luggage driver and email one to PEOC	Stronger Together	
Travel with bus to airport terminal and follow procedures for escorting passengers to plane	Stronger Together City of Sudbury	
Hand manifest to pilot / flight staff	Stronger Together	
Load all green tape luggage. Add red tape luggage if permitted (as per pilot)	Stronger Together Aircraft baggage handlers	Aircraft is responsible for loading luggage
Exit airside and await takeoff	Stronger Together	
Confirm wheels-up with PEOC	City of Sudbury CEMC	

Acknowledgements

Stronger Together: Evacuation Partnerships would like to acknowledge the First Nations, the City of Greater Sudbury and all of the supporting partners that informed the creation of this action plan through lived experiences, feedback, and advocacy efforts.



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