



# Emergency Management Plan

Schedule "A" Emergency Management Program  
and  
Emergency Management Plan By-Law



May 25, 2026

[www.sarnia.ca/EmergencyManagement](http://www.sarnia.ca/EmergencyManagement)

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# 1. Introduction

The City of Sarnia Emergency Management Plan (EMP) establishes a framework for responding to a number of risks the City faces. Developed with key officials, agencies and departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

Individuals and families are responsible for their own safety, preparedness, and wellbeing. In the event of a large-scale emergency, entire neighbourhoods may temporarily be isolated from local emergency service providers and utilities. Individuals and families should be prepared to take care of themselves for at least 72 hours in the event of an emergency.

The EMP document describes the framework of how the City of Sarnia will respond to, recover from and mitigate the impact of an emergency. It describes the legal authorities, concept of operations and functional roles and responsibilities.

## 1.1 Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies and City departments.

The Emergency Management and Civil Protection Act define an emergency as:

“A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”

## 1.2 Purpose

The purpose of the City of Sarnia EMP during an emergency is to facilitate the effective co-ordination of human and physical resources, services, and activities necessary to:

- a) Protect and preserve life and property;
- b) Protect the environment;
- c) Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the City of Sarnia;
- d) Provide a controlled and coordinated response; and
- e) Quickly and efficiently enable the recovery and restoration of normal services.
- f) Provide continuity of government

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City of Sarnia to protect the health, safety, and welfare of the residents of Sarnia during any emergency by:

- a) Identifying the governance structure for emergency response within the City of Sarnia;
- b) Identifying roles and responsibilities required in mitigating, preparing for, responding to, and recovering from emergencies and disasters;
- c) Identifying standard response goals for emergency response operations and decision making; and
- d) Providing a coordinated response by the municipality and partner agencies in managing emergencies.

### 1.3 Aim

The aim of this plan is to make provision for the extraordinary arrangements and measures that may be required to safeguard property, the environment and the health, safety and welfare of the residents, businesses and visitors of the City of Sarnia when faced with an emergency. The emergency management plan enables a centralized controlled and coordinated response to emergencies in the City of Sarnia and meets the legislative requirements of the Emergency Management and Civil Protection Act.

### 1.4 Public Access to the EMP

It is important that residents, businesses and interested visitors be aware of the Emergency Management Plan and its provisions. The City of Sarnia EMP is available on the City of Sarnia Emergency Preparedness and Management website at [www.sarnia.ca/EmergencyManagement](http://www.sarnia.ca/EmergencyManagement). The plan shall be made available to the public for inspection and copying during ordinary business hours at Sarnia Fire Rescue Services Headquarters, 240 East Street North, Sarnia, Ontario, N7T6X7

Supporting Plans do not form part of the EMP as they may be confidential and provide more detailed relevant information that may require frequent updating, be of a technical nature, or contain sensitive or personal information which could pose a security threat or violate privacy legislation if released.

### 1.5 Hazard Identification and Risk Assessment (HIRA)

The Emergency Management Program utilizes HIRA, which is a systematic process to identify hazards and related risks, vulnerabilities, and mitigation measures for associated risks that may occur in Sarnia. Results of the HIRA assist

with the development of training and exercise scenarios and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

**Prioritization:** HIRAs help prioritize hazards based on their severity and likelihood of occurrence.

**Informed Planning:** information gathered informs emergency plans, ensuring that resources are allocated to address the most critical risks.

**Risk Reduction:** by understanding the potential impact of hazards, organizations can implement mitigation strategies to reduce the likelihood and severity of emergencies.

As a result of the HIRA process, hazard risk profiles including emerging hazards in the City of Sarnia are identified. HIRA forms part of the supporting documents and are confidential.

Ontario Provincial Hazard Categories(alphabetized):

- Agricultural and Food
- Critical Infrastructure
- Environmental
- Extraterrestrial
- Hazardous Materials
- Health
- Public Safety
- Social
- Structural
- Supply and Distribution
- Transportation

## 1.6 Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency are:

- *The Emergency Management and Civil Protection Act*, R. S. O. 1990, c.E.9, as amended (the “Act”);
- Ontario Regulation 380/04; and
- The City of Sarnia By-Law “Emergency Management Program and Emergency Management Plan”

The Act requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law. An emergency management program must consist of:

- An emergency management plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Minister of Emergency Preparedness and Response.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an EMP which includes a municipal emergency control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC).

The City of Sarnia By-Law “Emergency Management Program and Emergency Management Plan” approves the enactment of the City of Sarnia EMP and other requirements for the City’s Emergency Management Program.

The Senior Official for the purposes of the City’s Emergency Management Program is the Chief Administrative Officer (CAO), or designated alternate.

### **1.6.1 Council Approval**

Where significant portions of the City of Sarnia EMP are revised, Council is required to approve the plan by by-law. Minor revisions may be made by the Emergency Management Program Committee (EMPC) as needed. Changes are grouped into three types of changes: Editorial, Administrative and Consequential.

*Editorial*- these changes typically involve fixing typos, improving punctuation, clarifying language, or reorganizing formatting. (Minor)

*Administrative*- the change is small and does not alter the essential meaning, conditions, or limitations of the original document or authorization. (Minor)

*Consequential*- the change is significant, important change that has substantial results or effects. (Council approved)

Approved updated plans will be shared with neighbouring municipalities.

### **1.6.2 Emergency Management Program Committee**

The Emergency Management Program Committee (EMPC) as required by the Emergency Management and Civil Protection Act consists of representatives from City departments and agencies, or designated alternates. The CEMC is the chairperson of the EMPC.

This committee reviews the emergency management program and plan annually, ensure training is provided to employees on their functions and recommend changes to the program as considered appropriate and refer recommendations to Council for further review and approval. Emergency Management Program Committee terms of reference can be found in Schedule "B" By-Law "Emergency Management Program and Emergency Management Plan"

### **1.6.3 Municipal Emergency Control Group (MECG)**

The municipality is required to have a MECG that is responsible for directing the municipal response during an emergency, including the implementation of the municipal emergency response plan. In the event of an emergency, the EOC Directors listed in the "Emergency Management Program and Emergency Management Plan" bylaw act as the Municipal Emergency Control Group as defined by Ontario Regulation 380/04 to oversee the City's emergency response. Members of the group shall complete the annual training that is required by the Chief, Emergency Management Ontario. Shall conduct an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency management plan and its own procedures.

### **1.6.4 Community Emergency Management Coordinator**

The Deputy Fire Chief is appointed as the Community Emergency Management Coordinator (CEMC) through the Emergency Management Program and Emergency Management Plan bylaw.

### **1.6.5 Emergency Information Officer**

The Manager of Communications (or designate) is appointed as the Emergency Information Officer (EIO) through the Emergency Management Program and

Emergency Management Plan bylaw. The EIO shall act as the primary media and public contact for the municipality in an emergency.

### **1.6.6 Department and Support Agency Emergency Procedures**

Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines outlining how it will fulfil its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency shall designate a member of its staff to review, revise and maintain its own emergency response procedures or guidelines on a periodic basis.

## **2. Declaration and Termination of an Emergency**

### **2.1 Prior to Declaration**

When an emergency exists, but has not yet been declared, the City of Sarnia employees and first responders may take such action(s) under the authority of this Plan necessary to protect lives and property.

### **2.2 Declaration of a Local Emergency**

Where serious and extensive steps to protect property and the health, safety and welfare of the public are deemed necessary in managing the emergency, The Mayor or Acting Mayor, as Head of the Council (HOC), is responsible for declaring that an emergency exists within the boundaries of the City of Sarnia. The HOC will identify the geographical boundaries of the emergency area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the Emergency Operations Centre Management Team (EOCMT). An official declaration of an emergency is not required for the EMP to be implemented.

Emergency Management Ontario [Ministry of Emergency Preparedness and Response (MEPR)] has developed a checklist for assessing whether a situation warrants the declaration of an emergency.

The EOCMT will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Several Regional representatives may be requested by EOCMT to attend the EOC:

- Aamjiwnaang First Nation
- Lambton Social Services
- Lambton Emergency Medical Services

- Lambton Public Health
- Chief Paramedic Services
- County CEMC

Upon declaring an emergency, the Mayor may authorize notification to any of the following:

- a) The Ministry of Emergency Preparedness and Response by phone call, email or fax, through the Provincial Emergency Operations Centre (PEOC). Must be notified;
- b) Members of Municipal Council; and
- c) County of Lambton Warden or designate, as appropriate.
- d) The Public, shall report regularly until it is terminated
- e) Local Member(s) of Provincial Parliament (MPPs)
- f) Local Member(s) of Federal Parliament (MPs)

## 2.3 Termination of a Local Emergency

The decision to terminate an emergency is usually made in consultation with the EOCMT. A community emergency may be terminated at any time by:

- Head of Council (Mayor or Acting Mayor); or
- Municipal Council; or
- Premier of Ontario

The City of Sarnia Mayor and/or Council will make an official termination of declared emergency in writing.

The EOC Director will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency may authorize notification to any of the following:

- a) The Ministry of Emergency Preparedness and Response must be notified
- b) Members of Municipal Council; and
- c) County of Lambton Warden or designate, as appropriate.
- d) The Public
- e) Local Member(s) of Provincial Parliament (MPPs)
- f) Local Member(s) of Federal Parliament (MPs)

Reporting to the Minister

The Head of Council shall provide a written report to the Minister respecting the emergency, which shall include.

- a) the date and time the emergency was declared;
- b) the date and time the termination of the emergency was declared;
- c) an explanation of why the HOC declared the emergency, including why the HOC was satisfied that the condition in (b) was met; and
- d) any other prescribed information.

## 2.4 County of Lambton Emergency Declaration

The County Warden (or Deputy Warden as alternate), as Head of Council (HOC), in consultation with the County of Lambton Emergency Control Group, affected municipalities and other stakeholders knowledgeable about the situation, may declare that an emergency exists for the County of Lambton.

The local area municipal declaration is the responsibility of the local municipal HOC, the County Warden does not declare an emergency on behalf of any local area municipality.

## 3. Concept of Operations

First responders and City departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support from within the City. The City may elect to call upon neighbouring municipalities and/or the County of Lambton to provide aid. The City may also call upon the Provincial government to provide supplemental financial and / or physical resources necessary to deal with the overall impacts of the public emergency.

The City's EMP adopts the principles of utilizing an Incident Management System (IMS). It provides a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The Incident Management System can be used in any size or type of emergency. Incident Management System principles include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities and comprehensive resource management. The basic functional modules of the Incident Management System (Command, Operations, Planning, Logistics and Finance & Administration) can be expanded or contracted to meet requirements as an event progresses.

There are multiple response parts to any emergency within the City of Sarnia which are as follows:

### 3.1 Site Response

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control.

### 3.2 Corporate Response

The Emergency Operations Centre (EOC) is a physical location where the leadership of the City of Sarnia can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency. The EOC is utilized, where necessary, to centralize and coordinate emergency response efforts.

### 3.3 Head of Council (HOC):

The Mayor or Acting Mayor is the HOC during an emergency. The HOC has all the powers set out in the Act and EMP for purposes of an emergency and/or declared emergency.

The Mayor is responsible for the following:

- Attending all emergencies. Will be notified along with MECG
- Provide overall leadership to the community
- Provide advice and information to council
- Represent the City with Senior government officials and making appropriate notifications
- Serve as media spokesperson for the municipality.
- Determine if and when an emergency is declared in consultation with MECG
- Declare an emergency
- Ensure council members are advised of the declaration and termination of an emergency
- Ensure council members are informed of the emergency situation as per corporate policy
- Declare termination of an emergency

#### 3.3.1 Councillors Role

It is important for Councillors to understand and support the coordinated and timely management of emergency information.

The main responsibilities of Councillors are to:

- Assist relaying approved information and emergency preparedness messages to their constituents;
- If calls from the media are received by a councillor, the information should be forwarded to the Emergency Information Officer and/or Mayor;
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the community;
- Liaise back through the Mayor concerns from within the community; and
- Follow leadership and requests of the Mayor.

### 3.4 City of Sarnia Emergency Control Group (MECG)

The City of Sarnia MECG is responsible for directing the municipality's response during an emergency, including the implementation of the City of Sarnia Emergency Management Plan.

The MECG shall be composed of the following:

- Mayor (HOC)
- Chief Administrative Officer or designate
- General Manager of Community Services
- General Manager of Engineering & Operations
- General Manager of Corporate Services
- Community Emergency Management Coordinator
- Fire Chief, Sarnia Fire Rescue Services
- Chief of Police, Sarnia Police Services

#### 3.4.1 Local Municipal (MECG) relationship with County of Lambton (CECG)

The Municipal Emergency Control Group remains in the municipality to manage local consequences of an emergency, the local municipality MECG collaborates with the County of Lambton Emergency Control Group (CECG) to ensure a controlled and coordinated response by the County of Lambton services and community agencies.

### 3.5 Emergency Operations Centre Management Team (EOCMT)

It is comprised of the municipal emergency control group and other support staff. The Emergency Operations Centre Management Team (EOCMT) provides for the overall management and coordination of site support activities and consequence management and is responsible for:

- Providing support to the Incident Command and site personnel;
- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Collecting situational awareness information and prioritizing, evaluating, summarizing, disseminating and displaying it;
- Establishing priorities based on all the information gathered and develop an EOC Incident Action Plan(s);
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day activities of the community outside of the emergency area.

The EOCMT is comprised of:

- EOC Director/Command
- Command Staff:
  1. Liaison Officer
  2. Risk Management/Legal Officer
  3. Emergency Information Officer
  4. IMS Policy Group Representative
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Admin Section Chief

### 3.6 Escalation of Emergencies in Sarnia

Sarnia uses the following five incident types based on their complexity and resource needs. Type 5(least complex) to Type 1(most complex). Incidents can also be classified as either planned events or unplanned situations. Examples include fires, hazardous material spills, search and rescue operations, and public health incidents. It is possible that one jurisdiction may identify an incident at one level of complexity while another jurisdiction may identify it as a different level.

#### **Incident Types**

**Type 5:** Small, single-resource incidents requiring minimal personnel and resources, expected to last only a few hours.

**Type 4:** Several single-resource incidents with a limited response time, requiring some IMS staff (Command and General Staff) to be activated.

**Type 3:** Incidents requiring more resources than initial response, possibly extending into multiple operational periods, with some or all IMS Command and General Staff activated.

**Type 2:** Incidents requiring regional, provincial or national resources, potentially spanning multiple operational periods, with most or all IMS Command and General Staff positions filled.

**Type 1:** National-level incidents requiring extensive resources, lasting multiple operational periods, and utilizing all IMS positions, including established branches.

## Planned vs. Unplanned Incidents

**Planned Events:** Often planned events can be prepared in advance. Common preplanned events include:

- National Holidays – Canada Day and New Years Eve celebrations
- Large Public gatherings – Music festivals, parades
- Sporting Events – Marathons, significant sporting events
- Outdoor public events – Beaches, parks, firework displays, river float down

**Unplanned Situations:** Unexpected incidents like natural disasters, accidents, or security breaches that require immediate response.

Response Level	Resources	Criteria	Time Span
<b>Type 5</b>	CEMC may be notified EOC activation is unnecessary.	Minimal effects on population immediately surrounding the incident.	A few hours, One operational period. Written Incident Action Plan

			is unnecessary.
<b>Type 4</b>	Key members of Municipal Emergency Control Group (MECG) notified Local MECG monitor situation. EOC may be necessary.	Limited effects on population immediately surrounding the incident.	One operational period. Written Incident Action Plan unnecessary. Operational brief completed.
<b>Type 3</b>	MECG notified and on standby, key members of Local MECG may convene EOC is likely necessary. EOCMT are notified as required. May require Municipal emergency declaration and/or County. PEOC may be notified	Moderate effects on population immediately surrounding the incident.	Multiple operational periods. Written Incident Action Plan required for each operational period.
<b>Type 2</b>	MECG convened. EOCMT convened. EOC is likely necessary. May require Municipal emergency declaration and/or County, Provincial PEOC notified	Significant effects on population immediately surrounding the incident.	Multiple operational periods. Written Incident Action Plan required for each operational period.
<b>Type 1</b>	MECG convened. EOCMT convened EOC activation is necessary. May require Municipal emergency declaration and/or County/Provincial/National. Notification of all CEMCs in Lambton County. PEOC notified	Significant effects on population immediately surrounding the incident.	Multiple operational periods. Written Incident Action Plan required for each operational period.

## 4. Requests for Assistance

When the City of Sarnia declares an emergency, it may submit a formal Request for Assistance (RFA) to the County through any member of the County Emergency Control Group or EOC Personnel.

It is possible to request assistance from the County of Lambton, other levels of government, or external partner agencies with specialized knowledge or expertise. It may be required by the City of Sarnia to help successfully respond to an emergency.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance or provide information and advice to the EOCMT.

### 4.1 Requesting Lambton County Support

The City of Sarnia may request further assistance such as staff and/or resources from the County of Lambton by contacting the Warden (or designate) or CAO (EOC Chair) with an RFA. Where required due to time restrictions, such requests can be made through the County of Lambton on-call CEMC who will submit the request to the appropriate designate.

Several County of Lambton representatives may be requested to attend or support the City of Sarnia EOC:

- County of Lambton Public Health representative
- County of Lambton Emergency Medical Services representative
- County of Lambton Social Services representative
- County of Lambton Public Works representative
- County of Lambton CEMC

Upon request, several Non-Government Organizations (NGO) such as the Canadian Red Cross and St. John Ambulance may provide resources on a cost recovery basis.

### 4.2 Requesting Provincial Assistance

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request shall be made through the Provincial Emergency Operations Centre (PEOC). Examples of support:

- St. Clair Sector Field Officer to provide provincial liaison and advice on provincial matters to providing
- Ontario Corps, manpower, resources to support various emergencies

For greater certainty, the head of council of the council of a municipality may request assistance respecting an emergency from the provincial emergency management organization, the Commissioner of Emergency Management or the Minister without declaring an emergency.

### 4.3 Requesting Federal Assistance

The federal government has developed the Federal Emergency Response Plan (FERP) to harmonize emergency response efforts by the federal and provincial/territorial governments, non-governmental organizations and the private sector. Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre who in turn liaises with the Federal Government Operations Centre.

### 4.4 Mutual Aid/Assistance Agreements

Large-scale incidents involving multiple victims can quickly overwhelm the City of Sarnia. Many City departments have mutual aid agreements in place to effectively obtain resources. Further, the Emergency Management and Civil Protection Act (EMCPA) authorize Municipalities to enter into agreements wherein each party may provide assistance, in the form of personnel, services, equipment and material, if called upon to do so by a requesting Municipality in times of emergency.

### 4.5 Support Agency Composition

When requested by the EOCMT, support agencies work in support of the EOC and site. They may be required for their knowledge and expertise, and include but are not limited to the following representatives of external groups and organizations:

- Emergency Management Ontario
- Aamjiwnaang First Nation
- Airport, Chris Hadfield airport
- Ontario Provincial Police (Lambton)
- Sarnia Refining and Petrochemical Sectors
- Bluewater Association for Safety, Environment, and Sustainability (BASES)
- Hydro One
- Bluewater Power
- Blue Water bridge (Federal Bridge Corporation)

- Bluewater Health – Sarnia hospital
- Canadian Red Cross
- Public Health Agency of Canada
- St Clair Region Conservation Authority
- CN and CP Railway Police
- Sarnia District Humane Society
- Lambton Kent District School Board
- St Clair Catholic District School Board
- Lambton County Radio Club – LCRC (Sarnia Amateur Ham Radio Club)
- Salvation Army
- St John Ambulance
- City of Port Huron, Michigan
- Various Provincial and Federal Ministries as required, i.e. Ministry of Transportation, Environment, Conservation and Parks, Coast Guard
- Representatives from any other service organization or agency deemed necessary by the EOCMT

## 5. Implementation

This Plan can be implemented as soon as an emergency occurs, or is expected to occur, which is of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for this Plan to be implemented to protect the lives and property of the inhabitants of the City of Sarnia.

When an emergency exists or appears imminent, but has not yet been declared, City of Sarnia employees may take such action(s) under this EMP as may be necessary to protect the lives and property of the inhabitants of the City of Sarnia. It authorizes employees to respond to an emergency in accordance with the emergency plan where an emergency exists but has not yet been declared to exist.

Emergency Services personnel are typically first on scene mitigating the incident during any emergency. When Fire, Police, EMS, or Engineering & Operations at the site considers the situation or potential situation beyond the capability of the municipality to manage or support without outside assistance, they will advise a member of EOCMT.

Any of the Emergency Operations Centre Management Team (EOCMT) members outlined in section 5.1 have the authority to activate the City of Sarnia EOC when they feel the activation of the EOC is necessary. They may receive

an initial warning of a potential emergency and/or arrives first at the scene of an emergency, and they feel the circumstances requires the support of the EOC activation.

EOCMT members will contact City of Sarnia Emergency Management or the City of Sarnia CEMC, or alternates to activate the EOC and have personnel assemble at the appropriate EOC location.

## 5.1 City of Sarnia EOC Notification System - (Fan Out)

All of the following Sarnia employees have the authority to implement the Plan, and a notification to assemble at the EOC:

- Mayor (HOC) (or alternate)
- Chief Administrative Officer (CAO) (or alternate)
- Fire Chief (or alternate)
- Corporate Services (or alternate)
- Community Services (or alternate)
- Engineering and Operations (or alternate)
- Community Emergency Management Coordinator (CEMC) (or alternates)
- Police Chief (or alternate)

Based on the scope of the emergency they will determine what additional EOC members, advisors and support staff are required and if so, will request their attendance through the Community Emergency Management Coordinator.

## 5.2 City of Sarnia Emergency Operations Centre (EOC) Activation

There is a primary and alternate location designated as the EOC. In the event of implementation of the Plan for a declared or undeclared emergency, EOC personnel will be notified to assemble at one of the designated locations or attend a virtual EOC option to share information and gain situational awareness.

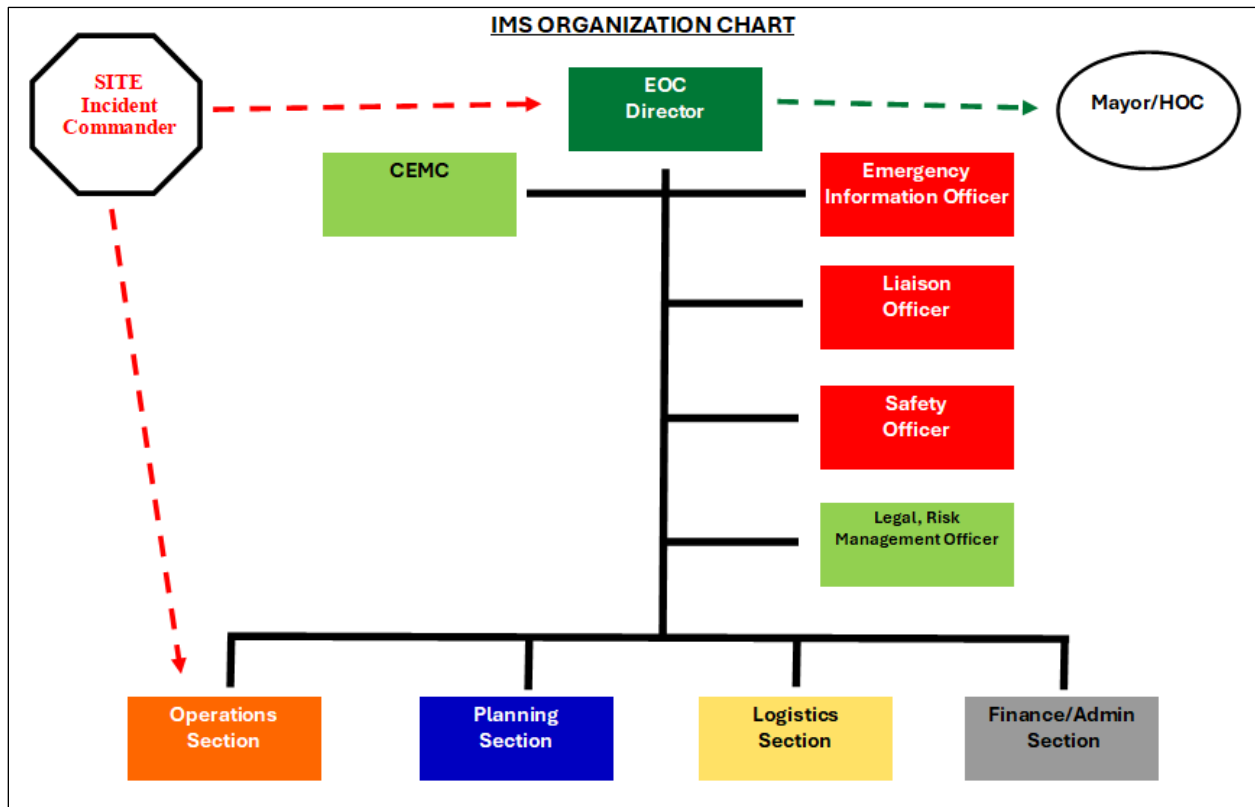
The Sarnia CEMC (or alternates) may notify the Lambton County on-call CEMC when the Sarnia EOC is activated.

## 6. Incident Management System

The City's EMP adopts the principles of the Incident Management System (IMS) at the emergency site and has adopted it at the Emergency Operations Centre. IMS is internationally recognized. Based on five core functions that must occur during any emergency situation.

- Command
- Operations Section
- Planning Section
- Logistics Section
- Finance/Administration Section.

IMS is a fully scalable system for use at every emergency incident, regardless of size. It creates greater efficiencies, ultimately reducing any duplication of individuals and resources required to manage a situation. Principles of the Incident Management System include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, and comprehensive resource management.



## 6.1 Incident Commander (Site)

The Incident Commander is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfil the function of Incident Command. However, under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all

incident activities are the responsibility of the Incident Commander. The Incident Commander reports to the Emergency Operations Centre Director and/or Operations section chief.

## 6.2 Response Goals

The following response goals are applied to all emergency situations. In order of priority, they are:

1. Provide for the health and safety of all responders.
2. Save lives.
3. Reduce suffering.
4. Protect public health.
5. Protect critical infrastructure.
6. Protect property.
7. Protect the environment.
8. Reduce economic and social losses.
9. Continuity of Government and city operations.

## 6.3 Incident Management System Functions

### 6.3.1 IMS Policy Group

Responsibilities of the IMS Policy Group include:

- Providing overall policy direction.
- Changing/amending bylaws or policies.
- Requesting County of Lambton and/or Municipal level assistance.
- Declaration of an emergency.
- Termination of a declared emergency.
- Acting as an official spokesperson.
- Ensuring members of the Council are notified of the emergency.
- Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports.

### 6.3.2 EOC Management Team (EOCMT)

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence

management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

The EOC Management Team consists of the following positions:

- EOC Director
- EOC Policy Group Rep
- CEMC
- Emergency Information Officer
- Safety Officer/Risk Management Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

### **6.3.3 EOC Director**

The EOC Director is responsible for the overall management of the Emergency Operations Centre, including the provision of support to an Incident Management Team at a site or EOC. In most cases, the EOC is used for executive decision-making and coordinating off-site support for Incident Command or Area Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, among other forms of off-site support.

In addition to Incident Support, it is important for organizations to maintain essential services. When possible, this should include areas impacted by the incident.

Under specific circumstances, it is possible that Incident Command and/or Area Command may be activated at the EOC-level. Unless otherwise delegated, all EOC activities are the responsibility of the EOC Director.

EOC Director:

- Determines what sections are needed, assign section chiefs as appropriate and ensures they are staffing their sections as required:
  - a) Operations Section Chief
  - b) Planning Section Chief
  - c) Logistics Section Chief
  - d) Finance Section Chief

- Determines which command staff positions are required and ensures they are filled as soon as possible:
  - a) Emergency Information Officer
  - b) Liaison Officer
  - c) Safety Officer/Risk Management & Legal Officer

#### **6.3.4 Community Emergency Management Coordinator (CEMC or alternate)**

The Community Emergency Management Coordinator is responsible and accountable for coordinating the development and implementation of the municipality's emergency management program. Provides support and assists all EOC staff as it relates to their roles and the overall effectiveness of the EOC organization. Serves as an advisor to the EOC Director and Section Chiefs ensuring compliance with existing emergency plans and procedures.

#### **6.3.5 Emergency Information Officer (EIO)**

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to the public. The EOC Director must approve all emergency information that the EIO releases. During a complex incident, assistants may be assigned to the EIO, as required. Tasks may be delegated to the appropriate assistant, if applicable

#### **6.3.6 Safety Officer**

The Safety Officer (SO) monitors safety conditions and develops safety measures to ensure the health and safety of all responders. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident responders. This is done in close conjunction with Command and the Operations Section Chief and the Planning Section Chief. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Tasks may be delegated to the appropriate assistant, if applicable.

#### **6.3.7 Liaison Officer**

The Liaison Officer (LO) serves as the primary contact for Assisting and Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants from other organizations also involved in the incident response. Tasks may be delegated to the appropriate assistant, if applicable

### **6.3.8 Operations Chief**

The Operations Section Chief (OSC) is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the Incident Action Plan, implementing the Incident Action Plan and organizing, assigning and supervising all resources assigned operational tasks within an incident. The Operations Section Chief must work closely with other members of the Command and General Staff to coordinate operational activities. Tasks may be delegated to the appropriate levels (i.e. Branch, Group, Sector, Task Force, Strike Team, etc).

### **6.3.9 Planning Section Chief**

The Planning Section Chief (PSC) is responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for developing the Incident Action Plan and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status of resources. This information is needed to understand the current situation, predict probable incident events, and lead the incident planning process. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Planning activities are the responsibility of the Planning Section Chief.

### **6.3.10 Logistics Section Chief**

The Logistics Section Chief (LSC) is responsible for providing facilities, services, and materials in support of the incident. The Section Chief participates in the development of the Incident Action Plan and activates and supervises the branches and units within the logistics Section. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Logistics activities are the responsibility of the Planning Section Chief.

### **6.3.11 Finance and Administration Section Chief**

The Finance and Administration Section Chief (FSC) is responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects. The Section Chief provides direction and supervision to Section staff and ensures compliance with financial policies and procedures. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Finance activities are the responsibility of the Finance Section Chief.

## 7.1 Emergency Management Plan Supporting Documents

This section outlines supporting documents and/or plans to help support the emergency response and recovery issues. The following list does not cover all available documents; some may be added as needed i.e. hazard specific plans.

Emergency Management Plan Supporting Documentation does not form part of the EMP and remain confidential.

### 7.1 Emergency Notification Procedure

The Emergency Notification Procedure outlines the procedure to notify EOC personnel to place them on alert or request that they respond to the EOC. The procedure includes the confidential contact information for EOC personnel.

In normal circumstances, EMPC members and EOC staff will be contacted by public alerting software, which reaches recipients by any combination of phone call, text message, and email.

If the software is not available, the EMPC member triggering the assembly process should contact the CEMC to begin the notification process or contact the remaining required personnel directly by phone.

### 7.2 EOC User Manual

The EOC User Manual provides further information regarding the EOC facility including staffing, physical layout, equipment, and resources available in the centre, as well as procedural material.

### 7.3 Emergency Information Plan

This document outlines the coordination of communications from city departments, agencies, and boards to media outlets, city employees, businesses and residents to deliver information before an impending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with City staff are also outlined.

If required, in the event of a major emergency requiring a response from other levels of government, Lambton County, or other municipalities, communications from the City of Sarnia will be coordinated with these entities.

## 7.4 Sarnia Flood Support Plan

The Flood Support Plan outlines the procedures for responding to a flood emergency within the City of Sarnia.

## 7.5 IMS in the EOC Standard Operating Guidelines

This document outlines the procedures involved in activation and operation of the EOC facility. This includes guiding principles, managing information and resources, and roles and responsibilities for functions within the Incident Management System. As a supplement to the City of Sarnia Emergency Plan, it provides information to enable EOC support staff to fulfil their key responsibilities in managing an emergency.

## 7.6 Recovery Plan

One of the last responsibilities that the EOCMT has during an emergency, is to establish a Recovery Committee. Its role is to return the community and its citizens to its pre-emergency state, in order to ensure continuity between the emergency and recovery operations.

Depending on the type of the emergency, the recovery phase could be minimal with respect to resources required, monies spent and/or time needed to return the community to its pre-emergency state.

The nature of the emergency, and the final authority responsible for it, will take the lead role in the recovery. If the City was responsible for controlling the emergency, the City would lead the recovery effort. Similarly, if the emergency was declared at a higher level of government, then that level leads the recovery efforts in coordination with the municipality.

## 7.7 Social Services at Reception Centres & Emergency Shelters Plan:

County of Lambton Social Services Division collaborates with the City of Sarnia to provide short term emergency social services (ESS). This response includes both city staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, registration and inquiry, personal services, and financial assistance. The responding social services supervisor provides support to the municipality's Reception Centre Manager.

# 8. Compensation for Losses

The Municipal Disaster Recovery Assistance (MDRA) program may or can help municipalities address extraordinary emergency response costs and damage to

essential property or infrastructure like bridges, roads and public buildings, as a result of a natural disaster.

The Disaster Recovery Assistance for Ontarians (DRAO) program may or can help aid individuals, small businesses, farmers and not-for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

For further information, visit the website of the Ministry of Municipal Affairs and Housing.

## **9. Emergency Management Plan Review, Maintenance, Training and Exercises**

The City of Sarnia EMP will be maintained and distributed by the Community Emergency Management Coordinator (CEMC) to the public via the City of Sarnia public website.

### **9.1 Plan Review and Maintenance**

The Plan will be reviewed annually by the Emergency Management Program Committee. The review and recommended revisions will be coordinated by the CEMC.

The Plan shall be revised only by By-law; however, revisions to the appendices and minor administrative or housekeeping changes may be made by the CEMC and EMPC in consultation with the City Clerk.

It is the responsibility of each person, agency, service or department identified within Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or supporting plans.

The CEMC is responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each Department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis.

### **9.2 Training**

The success of any emergency management plan or program is contingent on the comfort level and ease experienced by those individuals, departments and agencies, both internal and external, involved in making it operational.

In order to ensure this level of familiarization exists within the City of Sarnia, under the direction and authorization of the Community Emergency Management Coordinator will ensure that all involved staff and stakeholders are provided with opportunities to take training in:

- Basic Emergency Management
- Incident Management System
- Emergency Operations Centre
- Emergency Social Services
- Other training related to emergency management plans and procedures.

Responding personnel are expected to maintain competency with respect to their roles and responsibilities. The municipal standard for training consists of a minimum of four (4) hours annually for members of the Municipal Emergency Control Group (MECG).

Training may include a combination of delivery methods, depending on organizational needs, associated costs, availability of in-house expertise and other limiting factors.

Training will meet legislated requirements of the Emergency Management and Civil Protection Act.

### 9.3 Exercising of the Emergency Management Plan

In most circumstances at least one exercise will be organized and conducted annually by the CEMC and MECG to test the overall effectiveness of the Plan. There are circumstances where a municipality can request an exercise exemption. Recommendations arising from the annual exercise shall be considered by the CEMC and Emergency Management Program Committee for revisions to the Plan.

### 9.4 Plan Distribution

Copies of the Plan may be provided to EOC personnel, partner organizations and agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Sarnia.

## 10. Definitions and Acronyms

### 10.1 Definitions

**Administrative Change:** is a minor modification or update to an organization's internal processes, documents, or rules that does not affect the core

requirements, responsibilities, substantive rights, or fundamental conditions of the original terms or authorization.

**Command Post:** The physical location of the tactical level, on-scene incident command and management organization.

**Consequential Change:** is a significant, important change that has substantial results or effects, which can be positive or negative. It can also refer to a change that follows as a direct result or effect of a previous event or action. The change is not minor or trivial; it has major implications or outcomes.

**Contamination:** The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

**Coroner:** Responsible for inquiry and determination of circumstances and cause of all violent, sudden, or unusual deaths.

**Critical Infrastructure:** is the interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in the organization.

**Damage Assessment:** The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as water and sanitation systems, communications networks, utilities, and other infrastructure networks resulting from a man-made or natural disaster.

**Disaster:** A term which is used by the provincial and federal government to describe a major emergency which is governed by those levels of government. Is a natural or man-made (or technological) hazard that has come to fruition, resulting in an event of substantial extent causing significant physical damage or destruction, loss of life, or drastic change to the environment.

**Disaster Recovery Assistance for Ontarians (DRAO):** is designed to help people affected by natural disasters get back on their feet. A provincial financial assistance program intended to alleviate the hardship suffered by individuals, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged in a sudden and unexpected natural emergency, such as a severe windstorm, tornado, flood, forest fire or ice storm.

**Editorial Change:** is a correction or adjustment to a document that improves its clarity, consistency, or grammar without altering its substantive meaning or technical requirements

**Emergency:** “Emergency” means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

**Emergency Area:** The area in which the emergency exists.

**Emergency Management Program:** A program that is based on a hazard identification and risk assessment process and leads to a comprehensive program that includes the four core components of mitigation/prevention, preparedness, response and recovery. The program will consist of a risk analysis, a current emergency response plan based on that analysis, the operation of an Emergency Management Program Committee, an Emergency Operations Centre, a formalized training and exercise program, a Community Emergency Information Plan, a Community Public Awareness Program, and will be reviewed annually.

**Emergency Information Officer (EIO):** The Emergency Information Officer coordinates the internal and external dissemination of approved emergency information to the public.

**Emergency Management Ontario (Provincial):** is a branch within the Ministry of Emergency Preparedness and Response (MEPR) with overall provincial emergency management responsibility. Emergency Management Ontario is responsible for the coordination, promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario and for the coordination of these programs with the federal government.

**Emergency Management Program Committee:** Mandatory committee which advises council on the development and implementation of the emergency management program and conducts an annual review of the emergency management program.

**Emergency Operations Centre:** A designated and appropriately equipped facility where officials from an organization(s) assemble to manage the response to an emergency or disaster. The EOC can be virtual.

**Emergency Social Services (ESS):** The provision of food, clothing, shelter, registration and inquiry, and personal services during and following an emergency in order to meet essential human needs. ESS also provides temporary rehabilitation assistance until regular pre-emergency social services resume operations, or until other plans and programs come into effect.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**First Responders:** Emergency response personnel who are normally the first to respond to any emergency. They include e.g. the Fire department, the Police Service and Paramedic Services.

**Flood:** A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal water, unusual or rapid accumulation or runoff of surface waters, or mudslides, mudflows caused by accumulation of water.

**Hazard Identification Risk Assessment (HIRA):** Identification of hazards or risks to public safety, public health, the environment, property, *critical infrastructure* and economic stability from natural, human-caused and technological sources/activities and evaluation of the importance of the activity to the continued operation of the community. The vulnerability of the community to each activity should also be evaluated.

**Head of Council (Local Municipality):** The Head of Council is the Mayor of Council. In the event that the Head of Council is unavailable, the powers and duties of the Head of Council granted under the Act or the Emergency Response Plan shall be exercised by the Acting Mayor.

**Head of Council (County):** County Council elects a Warden and Deputy Warden from amongst the Councillors every two years in December. The Warden chairs County Council meetings and represents the County at a wide range of functions and activities.

County Council governs the County of Lambton. Council consists of 17 representatives from the 11 local municipalities. The local municipalities' Mayors, along with additional Councillor Appointees when more than one County Council seat exists, come together to represent the entire County.

**Incident Commander:** The person at the incident site from the lead agency who coordinates and manages the response to the emergency.

**Incident Management System (IMS):** A standardized system that defines the basic command structure, and roles and responsibilities required for the effective management of an emergency incident or situation.

**Inner Perimeter:** A restricted area in the immediate vicinity of the emergency scene as established by an Officer-In-Charge/ Incident Commander from a

responding emergency service. Access to the inner perimeter is restricted to those essential emergency personnel actively involved in the occurrence.

**Local Municipality:** Local Municipality means the City of Local Municipal Emergency Response Plans may be cited as Municipal Emergency Response Plans.

**Memorandum of understanding (MOU):** A formal agreement between two or more parties.

**Municipal Emergency Management Plan (EMP):** An Emergency Management Plan prepared by one of the Local Municipalities. Commonly referred to an Emergency Response Plan (ERP)

**Mutual Aid Agreements:** An agreement developed between two or more emergency services (usually fire services) to render aid to the parties of the agreement. These types of agreements can include private sector emergency services when appropriate.

**Mutual Assistance Agreement:** An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types of agreements could include neighbouring, cities, regions, provinces or nations.

**Operational Period:** The period of time scheduled for execution of a given set of operational actions as specified in the incident action plan (IAP). Operational periods can be of various lengths, although usually not over 24 hours.

**Outer Perimeter:** The geographic area surrounding the inner perimeter. This area will serve as a co-ordination and assembly point for essential emergency personnel. Access to the outer perimeter is restricted to essential emergency personnel as determined by the Incident Commander.

**Paramedic:** is a healthcare professional who provides pre-hospital emergency medical care to patients with injuries or illnesses and transports them to medical facilities.

**Provincial Emergency Operations Centre (PEOC):** The designated facility established to manage the response to and recovery from the emergency or disaster for the Province of Ontario.

**Reception/Evacuation Centre:** A reception/evacuation centre is the site where emergency services (food, clothing, referral to shelter, referral to social services, registration and inquiry) are offered to persons displaced by the emergency.

**Recovery:** The recovery phase begins immediately following an emergency, with efforts to restore minimum services and continues with long-term efforts to return the community to normal. Immediate recovery activities include assessing damage, clearing debris, providing shelter, and restoring food supplies and utilities. Long-term recovery activities include rebuilding and redeveloping the community and implementing mitigation programs.

**Media Information Centre:** The location from which the media may gather for updated media releases and press conferences. This location will be determined by the Emergency Information Officer (EIO).

**Medical Triage:** is a process of prioritizing patients for treatment based on the severity of their condition, particularly in situations where resources are limited. It involves quickly assessing patients and categorizing them based on their need for immediate medical care, with the goal of maximizing the number of survivors.

**Resource Management:** Those actions taken by an organization to identify sources and obtain resources needed to support emergency response activities; coordinate the supply, allocation, distribution, and delivery of resources so they arrive where and when they are most needed; and maintain accountability for the resources used.

**Response:** In emergency management applications, activities designed to address the immediate and short-term effects of the emergency.

**Temporary Morgue:** A facility that is reorganized from its original purpose to serve for a limited time as a laboratory where deceased persons and their effects undergo processing. This includes medical examination, identification, engineering, and inventorying to support an accident investigation and determine cause(s) of death.

## 10.2 Acronyms

<b>Abbreviation</b>	<b>Description</b>
<b>AAR</b>	After Action Report
<b>ARES</b>	Amateur Radio Emergency Service
<b>BASES</b>	Bluewater Association for Safety, Environment, & Sustainability

<b>BWH</b>	Bluewater Health Hospital
<b>CACC</b>	Central Ambulance Communication Centre
<b>CAER</b>	Community Awareness/ Emergency Response
<b>CAO</b>	Chief Administrative Officer
<b>CBRN</b>	Chemical, Biological, Radiological, Nuclear and Explosive
<b>CCAC</b>	Erie St. Clair Community Care Access Centre
<b>CECG</b>	County Emergency Control Group
<b>CEMC</b>	Community Emergency Management Coordinator
<b>COL</b>	County of Lambton
<b>CP</b>	Canadian Pacific and Kansas City Southern Railway
<b>CSD</b>	Community Services Department
<b>DRAO</b>	Disaster Recovery Assistance for Ontarians
<b>ECG</b>	Emergency Control Group
<b>EIO</b>	Emergency Information Officer
<b>EMCPA</b>	Emergency Management and Civil Protection Act
<b>EMP</b>	Emergency Management Plan (commonly known as an ERP)
<b>EMPC</b>	Emergency Management Program Committee
<b>EMO</b>	Emergency Management Ontario

<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Centre
<b>EOCMT</b>	Emergency Operations Centre Management Team
<b>ERP</b>	Emergency Response Plan (see EMP)
<b>ESS</b>	Emergency Social Services
<b>FERP</b>	Federal Emergency Response Plan
<b>GIS</b>	Geographic Information System
<b>HAZMAT</b>	Hazardous Materials
<b>HIRA</b>	Hazard Identification and Risk Assessment
<b>HOC</b>	Head of Council
<b>HUSAR</b>	Heavy Urban Search and Rescue
<b>IAP</b>	Incident Action Plans (IAP)
<b>IC</b>	Incident Commander
<b>IMS</b>	Incident Management System
<b>LCRC</b>	Lambton County Radio Club
<b>MDRA</b>	Municipal Disaster Recovery Assistance
<b>MECG</b>	Municipal Emergency Control Group
<b>MOECC</b>	Ministry of Environment and Climate Change
<b>MEPR</b>	Ministry of Emergency Preparedness and Response

<b>MOH</b>	Medical Officer of Health
<b>MOHLTC</b>	Ministry of Health and Long-Term Care
<b>MOU</b>	Memorandum of Understanding
<b>MNR</b>	Ministry of Natural Resources
<b>MP</b>	Local Members of Federal Parliament
<b>MPP</b>	Local Members of Provincial Parliament
<b>MSDS</b>	Material Safety Data Sheet
<b>MTO</b>	Ministry of Transportation
<b>OPP</b>	Ontario Provincial Police
<b>PEOC</b>	Provincial Emergency Operations Centre
<b>PHO</b>	Public Health Ontario
<b>PSV</b>	Paramedic Services
<b>SAR</b>	Search and Rescue
<b>SCRCA</b>	St Clair Region Conservation Authority
<b>SFCC</b>	Sarnia First Call Centre
<b>SFRS</b>	Sarnia Fire Rescue Services
<b>SPCA</b>	Society for the Prevention of Cruelty of Animals
<b>SPS</b>	Sarnia Police Services
<b>STS</b>	Sarnia Transit Servies

<b>RFA</b>	Request for Assistance
<b>USAR</b>	Urban Search and Rescue