

Emergency Management Plan



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Brock University Emergency Plan – Response and Recovery

1.0 Introduction

Brock University provides a full life-experience for its students. That experience includes a regular regimen of study and research along with opportunities for cultural, recreational and social interaction. Part of that experience is encountering the unusual, the unexpected and the spontaneous. Campus Administration is organized and staffed to address the more common of the unusual and the unexpected.

However, the University recognizes that events of an emergent nature may and will occur, and that it must be prepared to respond to such situations in a timely and professional manner.

The Emergency Management Plan will serve key officials and officers of Brock University as an operational guideline for managing an appropriate response to any emergency situation occurring within the boundaries of the Main University Campus, defined as university lands and buildings lying west of Glenridge Avenue/Merrittville Highway, and east of Glenridge Avenue also known as Academic East and Quarryview Residence development.

The Emergency Management Plan provides the operational framework for managing emergency response and recovery (with the appropriate adjustments) for all satellite campuses and other University facilities.

The plan defines an emergency situation; prescribes an emergency control structure and emergency operations structure; describes the process for recovery actions and includes information with respect to emergency/support from external agencies.

For this Emergency Management Plan to be effective, all stakeholders must be familiar with its provisions and contents. In addition, it must be maintained and updated on a regular basis, as officials, departments, services and organizational structures change over time.

1.1 Short Title

This Brock University Main Campus Emergency Management Plan may be cited as the “Emergency Plan” or within this document as “the plan”.

1.2 Quality Statement

An emergency plan is a document that must remain fluid for a dynamic world. This statement of quality for emergency planning has been developed as a means to stimulate a focus on the highest level of service possible as the baseline for evaluating exercises, responses to actual events and revisions to the plan:

Brock University will focus on these quality categories:

- Human excellence – quality of planning in detail, options and alternatives with a goal of ensuring readiness for all potential eventualities
- Human skill – training efforts focussed on understanding the details of the plan; knowledge of one's role; and developing an ability to apply that knowledge effectively in cases of emergency
- Human sustenance – financial and technical support required to implement the intent of this emergency planning document

- Human curative – development of staff and faculty knowledge with a focus on ensuring that appropriate pre-emptive measures are explored and, where practical, implemented in a fashion that prevents emergency situations from arising

1.3 Mandate

The aim of the plan is to provide a structure for the effective implementation, co-ordination and administration of extra-ordinary actions, arrangements or measures to be taken by or on behalf of Brock University to protect the life, health, safety and welfare of students, faculty, staff and visitors; as well as the records, research and infrastructure of the institution.

The Emergency Plan has been approved by the Vice-President, Finance and Administration; Senior Administrative Council, the President of the University and the Board of Trustees.

Nothing in this plan suggests, directs, authorizes or condones actions that may be contrary to provincial or federal legislation, or prescribed regulations. In the event of a conflict between the plan and such legislation/regulation, the legislative provisions prevail.

The plan has precedence over all other policies, procedures and plans of the University, in the event there is a conflict between them, except as noted herein. Those officials of the University with authority to approve other policies, procedures and plans on behalf of the University will have cognizance of the plan, and ensure conformity with it.

The plan does not supersede the existing Fire Safety Plan for the Brock University Main Campus, approved February 11, 2004. Rather, it relies on that plan, and supports it.

1.4 Definition of Event Response Levels

Campus Security Services maintains a 24-hour, 7day per week presence on the University campus. Immediate response to any situation is available via Campus Security Services and is actively encouraged by the University. In the majority of situations, Campus Security Services is able to effectively manage and provide competent, professional response and control. The plan relies on the faculty, staff and students to contact Campus Security Services in such cases.

1.4.1 Emergency

An “emergency” is viewed as a situation of an emergent nature that has (or has the potential to have) a major impact on the university – that requires (or may require) a co-ordinated response by one or more of campus security; environment, health and safety; clinical services, health services; facilities management; or residence services divisions.

It is nonetheless within the general resource capabilities of the University, realizing that some emergency service resources may be required from local government sources or community service agencies as part of their general, day-to-day emergency service mandate.

1.4.2 Crisis

A “crisis” is viewed as a significant event that threatens (or could threaten) the well-being of one or more individuals on campus; or the Main University Campus as an entity, that requires support and guidance of senior University administrators (the Crisis Management Group).

It is an event that could (and most likely will) require the support and assistance of the broader community in either or both response and recovery operations.

1.4.3 Disaster

A “disaster” is an event of such significant scale that it is beyond the resources of the University to handle, and/or one that impacts one or more of the surrounding communities that may require isolated self-sufficiency for 72 hours or more.

1.5 Activation of the Plan

The plan is to be activated whenever an “emergency”, “crisis” or “disaster” occurs or is imminent. The plan is considered activated at any time the Emergency Response Team (ERT) members or Crisis Management Group (CMG) are alerted and instructed to assemble at their Emergency Operations Centre.

The procedure for alerting key University officials of an emergency or potential emergency, crisis or disaster and instructing them to assemble at their Emergency Operations Centre, and thereby activating the plan are described in Annex 1 – Emergency Alerting System – ERT and CMG

1.5.1 Authority to Activate the Plan

The following persons (or their designated alternates) have the authority to activate the plan by initiating the Emergency Alerting System:

- President and Vice-Chancellor
- Provost and Vice-President Academic
- Vice-President, Finance and Administration
- Associate Vice President, Student Services
- Chief Information Officer
- Executive Director, Human Resources and Environment, Health & Safety
- Executive Director, Facilities Management
- Director, University Communications
- Director, Campus Security Services
- Director, Clinical Services, Health Services
- Director of Residences
- Manager, Environment, Health and Safety
- Emergency and Life Safety Officer

1.6 Hazards/Risks

The plan is maintained to address any emergency situation that could occur at any time within the boundaries of the main campus.

A Hazardous Incident Risk Assessment has been completed to identify, review and classify hazards that could impact the University, and has ranked those hazards for purposes of identifying future emergency management program priorities.

The Brock University Hazardous Incident Risk Assessment is attached to this plan as Annex 2 - HIRA

2.0 Emergency Control Structure–The Emergency Response Team

When a situation requiring an emergency response arises, the initial response should be to immediately notify emergency response agencies such as fire, police and/or ambulance. In those situations, persons are educated to contact 9-1-1. In the majority of situations however, Campus Security Services is able to effectively manage and provide competent, professional response and control.

Emergencies, crises and disasters are events, which by their nature or magnitude, require a co-ordinated response from multiple divisions and departments, and potentially from emergency services and other community agencies, under the control and direction of appropriate officials. Should one of these events occur, (or be identified as imminent) the procedures within the Emergency Management Plan are to be initiated.

Brock University has adopted a 'tiered' Emergency Control Structure.

Generally, first response to an emergency, crisis or disaster event is the responsibility of the Emergency Response Team. The Emergency Response Team has the responsibility for and authority to initiate and manage operational response and control of emergencies within the initial 12-hour period of the occurrence.

When the time required to control emergency events extends beyond that initial 12-hour period, and/or when the management/recovery of such events extends beyond that initial 12-hour period, the Crisis Management Group will be assembled.

When a crisis or disaster occurs or is imminent, the Crisis Management Group will be assembled (See Section 3 of this plan). In these situations, the Crisis Management Group will provide leadership and direction to the Emergency Response Team. It will consider and act upon recommendations of the Emergency Response Team, and/or provide direction, as outlined in the plan.

2.1 Emergency Response Team

The Emergency Response Team consists of senior administration of the University who will manage the first response to an event within the boundaries of the main campus. The Emergency Response team will be responsible for managing first response and control of events that can be contained, managed and mitigated within approximately 12 hours.

2.1.1 Emergency Response Team Members

The members of the Emergency Response Team include:

- Director, Campus Security Services (Chair)
- Executive Director, Facilities Management (Co-Chair)
- Manager, Environment, Health and Safety
- Registrar
- Communications Officer, Office of University Communications
- Director, Telecommunications and Network Services
- Director, Clinical Services, Health Services
- Director of Residences
- Emergency and Life Safety Officer
- Information Officer, Human Resources and Environment, Health & Safety (Recording Secretary)
- Personnel may be added to the team in an advisory capacity

2.2 Collective Responsibilities

In order to provide a controlled and co-ordinated emergency response, the collective responsibilities of the Emergency Response Team are as follows:

- To advise and support the decisions and directions of Emergency Response Team Chair
- To confirm the appointment of the Campus Security Supervisor as the Brock University Emergency Site Manager, and to appoint another person(s) in relief of that supervisor
- To advise and support the Brock University Emergency Site Manager
- To order and implement an emergency evacuation of any facility on the main campus.
- To order and implement the pre-emptive use of a sport, recreational or cultural facility as an emergency shelter for up to 12 hours
- To order and secure the closure of any facility on the campus
- To authorize and to establish the restrictions governing entry of a closed facility (to secure personal belongings, corporate archives, research and/or teaching materials, infrastructure) in co-operation with and in recognition of the directives of local law enforcement and emergency response authorities
- To order and implement the temporary housing of students on-campus or off-campus for emergency purposes for up to 12 hours
- To order and implement the closing of the University campus and facilities to general visitor access, and/or to restrict access by students, faculty and university staff
- To commit the University to emergency expenditures, with a total upset limit of \$50,000.00, without prior approval, in order to address these responsibilities
- To recommend the closure of any facility on campus for more than 12 hours, and to implement that closure upon approval of the Crisis Management Group
- To recommend the preparation of plans for housing students off-campus for emergency purposes for more than 12 hours, and to implement those plans upon approval of the Crisis Management Group
- To develop plans for addressing pending crises or disasters and to implement those plans upon approval of the Crisis Management Group

2.3 Individual Responsibilities

2.3.1 Director, Campus Security Services

The Director, Campus Security Services is designated as the Chair of the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Director, Campus Security Services is also responsible for:

- Providing leadership and direction to the ERT
- Chairing the meeting portion of the Operation Cycle
- Leading the planning and implementation of procedures to close and secure any facility that is subject to loss of use
- Serving as the initial spokesperson with respect to the emergency situation on behalf of the University during the initial 12 hours of the occurrence
- Ensuring, through the Assistant Director, Campus Security Services (or designated alternate), that the ERT/CMG operation centres are appropriately equipped, provisioned for food and beverages, secured for restricted access and security for the duration of the emergency
- Requisitioning and redirecting the use of University vehicles
- The preparation (in conjunction with the Co-Chair) of briefing materials and their presentation to the CMG, as may be necessary and appropriate
- Advising the Vice-President, Finance and Administration of the existence of an Emergency, Crisis, or Disaster or that one is pending, and providing other information as may be required

- Ensuring that regular updates are provided to the Vice-President, Finance and Administration throughout the event
- Other duties may be added as requested or directed by the appropriate authorities

2.3.2 Executive Director, Facilities Management

The Executive Director, Facilities Management is designated as the Co-Chair of the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Executive Director, Facilities Management is also responsible for:

- Providing leadership and direction to the ERT in the absence of the Chair of the ERT
- Assuming responsibilities of the Chair in the absence of the Chair of the ERT
- Identifying required resources and developing plans for protecting, safe-guarding, maintaining and restoring the utilities and physical infrastructure of the University
- Other duties may be added as requested or directed by appropriate authorities

2.3.3 Manager - Environment, Health and Safety

The Manager, Environment, Health and Safety may activate the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Manager, Environment, Health and Safety is also responsible for:

- Identifying, creating and implementing resources and plans for responding to environmental spills, accidental venting of hazardous gases, as required by law and as directed by the Chair of the ERT and/or the CMG
- Other duties may be added as requested or directed by appropriate authorities

2.3.4 Director, Clinical Services, Health Services

The Director, Clinical Services, Health Services may activate the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Director, Clinical Services, Health Services is also responsible for:

- Identifying required resources and creating plans for managing isolation/quarantine procedures that are developed and implemented as required by law and as directed by the Chair of the ERT and/or the CMG
- Ensuring that the University's Medical Emergency Response Plan is both current and operational and is able to lead its implementation when directed to do so (see Annex 8-Medical Emergency Response Plan)
- Ensuring that resources and plans for providing medical assistance are developed and implemented as directed by the Chair of the ERT and/or the CMG
- Organizing emergency medical aid and triage assistance to Emergency Medical Services personnel as requested by EMS and/or as directed by the Chair of the ERT and/or the CMG
- Other duties may be added as requested or directed by appropriate authorities

2.3.5 Director of Residences

The Director of Residences may activate the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Director of Residences is also responsible for:

- Identifying required resources and creating plans for managing operations to house students and/or staff in temporary facilities on or off campus are developed and implemented as directed by the Chair of the ERT and/or the CMG
- Ensuring that the University's Emergency Transportation Plan is current and operational and leading its implementation when directed to do so (see Annex 9-Emergency Transportation Plan)

- Ensuring that resources and plans for managing emergency transportation plans as may be appropriate are developed and implemented as directed by the Chair of the ERT and/or the CMG
- Other duties may be added as requested or directed by appropriate authorities

2.3.6 Registrar

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Registrar is also responsible for:

- Identifying resources and developing plans for the registration of persons temporarily displaced from their usual campus residence, and for implementing emergency contact programs as directed by the Chair of the ERT and/or the CMG
- Ensuring that resources and plans for acquiring, equipping and operating temporary lecture/classroom/lab facilities or office facilities are developed and implemented as directed by the Chair of the ERT and/or the CMG
- Establishing and operating a University Inquiry Centre to effectively respond to and direct inquiries from university students, families of university students and members of faculty and staff and their families, and the general public. (see Annex 5-Inquiry Centre, page)
- Other duties may be added as requested or directed by appropriate authorities

2.3.7 Director, Telecommunications and Network Services

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Director, Telecommunications and Network Services is also responsible for:

- Ensuring that required resources and plans for providing communications capabilities (telephony, VOIP [Voice Over Internet Protocol], radio, digital) throughout the emergency for both the ERT and CMG are developed and implemented as directed by the Chair of the ERT and/or the CMG
- Other duties may be added as requested or directed by appropriate authorities

2.3.8 Communications Officer, University Communications

The Communications Officer, University Communications may activate the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Communications Officer is also responsible for:

- Providing information, assistance and support to the ERT spokesperson
- Establishing and managing a Media Information Centre (see Section 6.1.1) and, where it is deemed appropriate by the Chair of the ERT and/or the Chair of the CMG, establishing and managing an On-site Media Centre (See Section 6.1.2)
- Developing and distributing accurate, factual and timely information to the University community, the media and the broader community
- Other duties may be added as requested or directed by appropriate authorities

2.3.9 Emergency and Life Safety Officer

The Emergency and Life Safety Officer may activate the Emergency Response Team. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Emergency and Life Safety Officer is responsible for:

- Providing assistance and support to the Chair of the Emergency Response Team
- Reviewing the log of ERT meetings with the Recording Secretary at regular intervals
- Assisting with the preparation of briefing reports to be delivered by the Co-Chairs to the Crisis Management Group
- Facilitating the liaison between the Chair and external emergency response agencies

- Developing plans for alternate Emergency Operations Centres to be activated in the event that primary centre sites are rendered inaccessible by the emergent situation, or have the potential to be rendered inaccessible
- Other duties may be added as requested or directed by appropriate authorities

2.3.10 Recording Secretary, Emergency Response Team

The Recording Secretary is responsible for maintaining an accurate record of the decisions made and directions given by the Emergency Response Team, ensuring that:

- Notes taken during meeting segments of the operational cycle include reported summaries, indicating the time of the report and identifying the person(s) reporting
- Time of and decision/direction taken, party identified to act are recorded, and recording compliance and time thereof
- Preparing summaries of meeting notes and distributing same to members of the Emergency Response Team, highlighting assignments not yet completed
- Other duties may be added as requested or directed by appropriate authorities

3.0 Emergency Control Structure-The Crisis Management Group

Initial management of an emergency, crisis or disaster is the generally the responsibility of the Emergency Response Team. Where the CMG is not convened, the ERT has the responsibility for and authority to initiate and manage operational response and control of emergencies within the initial 12-hour period (See Section 2 of this Plan).

When control of such events extends beyond that initial 12-hour period, when the management/recovery of such events extends beyond that initial 12-hour period, and/or when a crisis or disaster occurs or is imminent, the Crisis Management Group will be activated.

The President of the University and the Vice-President, Finance and Administration each has the authority to activate the Crisis Management Group. (See Annex 1-Emergency Alerting System ERT and CMG)

3.1 Crisis Management Group

The Crisis Management Group consists of senior University officers who provide leadership and direction to the Emergency Response Team in responding to and recovering from the event.

3.1.1 Crisis Management Group (CMG) Members

The members of the Crisis Management Group include:

- President and Vice-Chancellor
- Provost and Vice-President Academic
- Vice-President, Finance and Administration
- Associate Vice-President, Student Services
- Executive Director of ITS
- Executive Director, Human Resources and Environment, Health & Safety
- Director, University Communications
- Emergency and Life Safety Officer
- Personnel may be added to the group in an advisory capacity

The Recording Secretary for the Crisis Management Group is the Executive Assistant to the President.

3.2 Collective Responsibilities

In order to provide a controlled and co-ordinated emergency response, the collective responsibilities of the Crisis Management Group are as follows:

- To advise and support the decisions and directions of the Crisis Management Group Chair
- To advise the Emergency Response Team and the Brock University Emergency Site Manager
- To order and implement the pre-emptive use of a sport, recreational or cultural facility as an emergency shelter for periods longer than 12 hours
- To authorize and to confirm the restrictions governing entry of a closed facility (to secure personal belongings, corporate archives, research and/or teaching materials, infrastructure) established by the Emergency Response Team, for periods longer than 12 hours
- To order and implement the temporary housing of students on- or off-campus for emergency purposes for periods longer than 12 hours
- To commit the University to emergency expenditures, with a total upset limit of \$500,000.00, without formal tender or further approval, in order to address these responsibilities

- To approve the closure of any facility on campus for more than 12 hours upon the recommendation of the Emergency Response Team
- To consider plans for addressing pending crises or disasters, and to authorize the Emergency Response Team and/or others to implement those plans when it is in the best interest of the University to do so

3.3 Individual Responsibilities

3.3.1 President and Vice-Chancellor

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the President will serve as the official spokesperson for the University while this plan is in effect, except in those specific circumstances where a subject specialist with technical expertise is clearly required to represent the university position (subject always to the discretion of the President). Even in those circumstances, the President should be clearly identified as the person to whom and through whom communications are directed.

3.3.2 Vice-President, Finance and Administration

The Vice-President, Finance and Administration is the Chair of the Crisis Management Group. In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Vice-President is responsible for ensuring the necessary authorities facilitate the emergency commitments authorized in this plan (i.e. emergency expenditures, contract awards without formal tender, etc.).

3.3.3 Executive Director of ITS

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Executive Director of ITS is responsible for ensuring that telephony, VOIP [Voice Over Internet Protocol] and/or radio communications are available and maintained for use of the University. Computer service is to be maintained with appropriate Internet access and firewall/security controls in place. Where such security measures are breached or lost, the Executive Director of ITS will provide advice and information to the CMG as to the potential risks involved, and will recommend steps to be taken to minimize such risks and to bring security back on line.

3.3.4 Director, University Communications

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Director, University Communications is responsible for developing and finalizing the content of all official messaging to be issued on behalf of the University, and for recommending the timing and manner of release of such messaging. Once the Crisis Management Group has approved the content, the Director is responsible for ensuring its release in a timely manner.

3.3.5 Emergency and Life Safety Officer

In addition to fulfilling the duties, responsibilities and accountabilities of his/her position, the Emergency and Life Safety Officer is responsible for assisting and supporting the Chair of the Crisis Management Group. The Emergency and Life Safety Officer will review the log maintained by the Recording Secretary to maintain accuracy and to ensure that action has been initiated/completed with respect to directives issued by the Chair and/or the CMG.

3.3.6 Recording Secretary, Crisis Management Group

The Recording Secretary is responsible for maintaining notes of the decisions made and directions given by the Crisis Management Group, ensuring that

- Notes taken during meeting segments of the operational cycle include reported summaries, indicating the time of the report and identifying the person(s) reporting

- Time of and decision/direction taken, party identified to act are recorded, and recording compliance and time thereof
- Preparing summaries of meeting notes and distributing same to members of the Crisis Management Group, highlighting assignments not yet completed
- Other duties may be added as requested or directed by the appropriate authority

4.0 Emergency Operation Centres

4.1 Emergency Operations Centres - General

In the event of an emergency at Brock University's main campus, one or more Emergency Operations Centres will be established.

The Emergency Response Team (ERT) will assemble in and co-ordinate its response to the event from the Kenmore Centre and the Campus Security Services Offices.

When convened, the Crisis Management Group (CMG) will assemble in the Meditation Room, immediately adjacent the Sankey Chamber (See Section 5).

When the Crisis Management Group assembles, the Sankey Chamber will be made available to the Emergency Response Team should it be required as an Emergency Operations Centre.

The Emergency and Life Safety Officer will take appropriate steps to identify and secure the use of facilities off-campus that may be occupied as an alternate Emergency Operations Centre, should the primary site be inaccessible, or should the potential exist that it may be rendered inaccessible during the emergent situation.

4.2 Operations Management

Emergency Operations Centres have been designed and equipped to facilitate effective communication/co-ordination between emergency control/support staff, the emergency site(s) and other agencies/persons not located within the Emergency Operations Centre.

It is the responsibility of the Chair, Emergency Response Team and the Chair, Crisis Management Group, to manage the overall business operations with their Emergency Operations Centres. The Chairs are assisted by the Emergency and Life Safety Officer and other support staff as needed.

4.3 Building Security and Access - General

Access to the Emergency Operations Centres will be limited to members of the ERT (and their designated alternates) and members of the CMG (and their designated alternates) who will carry and openly display their official identification badges. (For details regarding Emergency Identification Badges, see Annex 3.)

Authorized visitors may be signed in by ERT and/or CMG members (and their designated alternates) and will be issued with "Visitor" badges which they will openly display when entering and while in the Emergency Operations Centre.

4.3.1 Building Security and Access - ERT

While it is in use as the ERT Operations Centre, access to the Kenmore Centre will be restricted to the main entrance. Members of the Campus Security Services staff will continue to access their normal business area, but will accede use of their offices/meeting rooms to members of the ERT when required to do so.

The Kenmore Centre Lounge will be configured as the formal meeting room for the Emergency Response Team.

4.3.2 Building Security and Access - CMG

Campus Security Services staff will direct the set up of the Meditation Room to serve as an Operations Centre for the CMG, and provide appropriate security at a checkpoint outside the room and the Sankey Chamber whenever required to do so.

Other nearby rooms and offices will be made available and will be allocated by the CMG according to the nature of the event and needs of their support resources.

4.3.3 Emergency Operations Centres Equipment

To promote effective emergency management, Emergency Operations Centres will be equipped with the following:

- Tables and chairs to accommodate 10–14 persons, with sufficient room for support materials. While not obligatory, an open U-shaped configuration is recommended
- Additional seating and tables should be available for visitors and/or support resources
- A minimum of two (2) flip charts; a black (or white) board; large campus and regional maps
- Computer connections to both the University system and to the Internet, and land line telephone access
- Log books and paper for each team member, writing materials, tape, pins,
- Fax and photocopier
- Radio communication to the Brock University Emergency Site Manager, and other resources as may be required

4.4 Support Staff

Members of the ERT and/or the CMG may require the assistance of support staff.

ERT and CMG members will have worked with their staff groups to determine assignments in the event of an emergency. Some members will have developed departmental annexes to this plan to ensure timely and effective response to emergencies, crises and/or disasters. (See Annex 4 – Departmental Emergency Plans).

One current copy of every Departmental Emergency Plan is to be filed with the Director, Campus Security Services and is to be kept in a readily accessible location within the offices of Campus Security Services (To be identified here in future updates of the plan).

5.0 Emergency Operations Cycle

The primary means by which effective control and response is managed is the “emergency operations cycle”.

5.1 Emergency Operations Cycle

The Emergency Operations Cycle references the three-part schedule of activity to which the ERT and the CMG will adhere. The three parts are:

- Operations Cycle Meeting
- Operations Cycle Tasking
- Operations Cycle Updating

5.2 Operations Cycle Meeting

When first activated, the ERT and/or the CMG will assemble in their respective Emergency Operations Centres and the Chairs will convene an operations cycle meeting to ensure members receive an overview of the event, actions taken to date, the current situation, and enumerate those matters requiring attention.

The ERT and the CMG will convene at regular intervals throughout the event for additional operations cycle meetings.

At each meeting, members will receive a briefing from the Chair and/or Co-Chair that will include a review of actions taken, matters requiring attention, and that will provide advice and recommendations to the Chair as to the manner in which those matters should be addressed.

The Chair will seek consensus where possible, or give direction as to the actions to be taken. Discussion will be focused, brief and controlled to minimize the time required to reach decisions.

Directions and decisions will be recorded by the Recording Secretary.

As soon as the necessary direction is completed, the meeting will be adjourned with a direction to convene at a specified time for the next meeting.

5.3 Operations Cycle Tasking

When the meeting is adjourned, individual members of the ERT and/or the CMG/support will immediately address assigned tasks. This is the “tasking” component of the Operations Cycle.

It is the responsibility of every member to inform the Recording Secretary when assigned tasks are initiated or completed for notation into the log summary.

5.4 Operations Cycle Updating

As a prelude to the next Operations Cycle Meeting, every member of the ERT or CMT/support will prepare an update of activities and events within his/her area of responsibility. This includes progress reports of assigned tasks, situational updates, response from the perspective of his/her operational area; requests for action/assistance/resources; and/or advice or suggested courses of action.

Members of the ERT and/or the CMG will assemble for the next operations cycle meeting, and the cycle will be repeated until the emergency is controlled and recovery is nearing completion.

6.0 Emergency Information

Upon the implementation of the plan, it will be necessary for Brock University to communicate with its faculty, staff, students, the extended Brock family and the general public through the media and by other means concerning various aspects of the emergency. This includes:

- Issuing information to faculty, staff and students
- Issuing authoritative instructions to students, parents and others
- Releasing accurate information to the news media in a timely manner
- Responding to/redirecting individual requests for/reports on information

The President and Vice-Chancellor is acknowledged as the spokesperson on all University matters. This plan designates the Chair, Emergency Response Team as the primary spokesperson for Brock University during the initial 12-hour response to an emergency. The President may speak on behalf of the University during the initial 12-hours of an emergency either in concert with the Chair, Emergency Response Team, or separate and apart from comments by the Chair, Emergency Response Team.

The Plan designates the President as the primary spokesperson for Brock University in times of crisis or disaster, and assigns that role to the President during an emergency once the Crisis Management Group is activated.

6.1 Emergency Information Centres

Depending upon the scope of the event, the University should be prepared to provide information to the media in an organized manner from a specific location.

6.1.1 Media Information Centre

The University will establish a formal media information centre to provide timely and accurate information to members of the media, and to provide a location where the media may receive media releases, media briefings, public service announcements, etc. It should be located in the vicinity of the Crisis Management Group's Emergency Operations Centre.

6.1.2 On-site Media Centre

Depending on the nature and extent of the event, it may be appropriate to establish an on-site media centre. Its location and operation should be established in consultation with the Brock University Emergency Site Manager and the Emergency Response Team.

6.1.3 Inquiry Centre

A University Inquiry Centre will be required respond to and redirect inquiries from university students, families of university students, members of faculty and staff and their families, and the general public. It should be located in the vicinity of the Crisis Management Group's Emergency Operations Centre.

The Registrar is responsible for the establishment and operation of the Inquiry Centre. See Annex 5-Inquiry Centre.

6.2 Media Co-ordinator

The Director, University Communications and/or the Communications Officer, University Communications will be the Media Co-ordinator, and will be responsible for leading media relations, drawing necessary resources from across the University as set out in Annex 6.

This includes, but may not be limited to:

- Establishing and maintaining communication links with the media as directed by the Chair of the Emergency Response Team.
- Directing the preparation of media releases and public information notices, faculty and staff information notices, and disseminating their release once authorized by the ERT or the CMG
- Liaising with Campus Security Services to ensure that media centres are provided with appropriate security and that media representatives are appropriately identified
- Organizing media briefings and preparing the spokesperson(s) prior to each media briefing
- Ensuring that information provided to the media is shared with the University's emergency responders, the University community and the Inquiry Centre in a timely manner
- Organizing media monitoring activities, identifying issues, concerns and misinformation that can be addressed through the media and preparing appropriate responses for approval

7.0 Emergency Assistance to Students, Faculty and Staff

Whenever the plan is activated, Brock University must be prepared to render assistance to students, faculty and staff. The nature of the occurrence will dictate the type and scope of assistance required. The University will develop 'risk-specific' plans for providing assistance to those in need. These plans, as they are developed and approved, will become annexes to the plan.

7.1 Temporary Registration, Reception and Shelter

Once a 'risk-specific' plan for temporary reception and shelter is adopted by the University, it will guide University resources in providing that assistance. In the interim, the Emergency Response Team will have regard for the guidelines in this Section.

7.1.1 Temporary Reception and Shelter in the Walker Complex

In the event of a fire or other emergency that renders all or a portion of a University residence complex uninhabitable, the University will use the Walker Complex as a temporary reception and shelter facility for the initial 12–24 hour period.

The Director of Residences is the designated lead for planning and organizing the set-up and operation of the Walker Complex as a temporary reception and shelter facility. That plan will have regard for:

- Receiving and registering students who are temporarily displaced from their housing by the emergency
- Locating students who are temporarily displaced by the emergency, but who have not registered at the temporary shelter, including determining whether such students have been transferred off-site for medical attention.
- Establishing and maintaining a sign-out registry for students who choose to leave the temporary shelter of their own volition
- Providing facilities for displaced students to contact family members to advise of their condition, and for family members to obtain information with respect to the health and welfare of their children/wards (see Annex 4-Inquiry Centre)
- Providing assistance in gaining access to alternate sources of prescription medicines where the student's supply is inaccessible due to the occurrence
- Providing access to showers, restroom facilities, and blankets/sleeping arrangements on a temporary basis
- Providing emergency clothing, toiletries, meals and funds
- Providing assistance in replacing lost/misplaced documentation
- Assisting in the implementation of transfers from the temporary shelter to other accommodation

7.1.2 'Safe Sites' for Students

The intensity of emergency situations can create stress and anxiety for students. The Director, Clinical Services, Health Services will be responsible for leading the establishment of one or more 'safe sites' where those affected by the emergency may gather for comfort and/or counselling.

7.1.3 Other Temporary Shelter Locations

While the Walker Complex is designated as the emergency shelter location, the Emergency Response Team will identify other potential locations that may be used as emergency shelters, both on and off University property.

The details of the University's emergency shelter plans are outlined in Annex 7-Emergency Shelter Plan

7.2 Medical Emergency Response Plan

The welfare of students, faculty and staff may be impacted by a medical emergency that requires the University's response on its own or as part of a co-ordinated community response. In such circumstances, the Medical Emergency Response Plan may be activated (see Annex 8 – Medical Emergency Response Plan)

The Director, Clinical Services, Health Services is the designated lead for the implementation of the Medical Emergency Response Plan and/or for leading the development/implementation of a plan to address medical emergencies until that plan is activated.

7.3 Emergency Assistance to Faculty and Staff

The nature of the occurrence may impact faculty and/or staff of the University. In such circumstances, the Emergency Response Team will establish a temporary assistance facility for faculty and/or staff, which may include:

- Provisions for registering faculty and/or staff, and for identifying faculty/staff who should have, but have not registered, and a methodology for attempting to locate them
- Provisions for faculty/staff to contact family to report their location and physical condition
- Clear advice/direction with respect to reporting loss of personal belongings, equipment, notes/research materials, etc.
- Clear advice/direction with respect to arranging child/parent care on a temporary basis due to gaps in such care as a result of attendance to emergency roles or delayed departure from the workplace attributable to the emergency
- Providing access to food and drink, showers, shelter, etc. due to emergency roles or delayed departure from the workplace attributable to the emergency
- Providing access to/registration for Employee Family Assistance Plan (EFAP) and other counselling services as required

The Manager, Environment, Health and Safety is the designated lead for planning and organizing plans for temporary assistance for faculty and/or staff.

7.4 Temporary Accommodation

In the event that the nature of the emergency renders residential accommodation uninhabitable for more than 24 hours, the Emergency Response Team will develop a plan for providing temporary accommodation for those affected and present the recommended plan to the Crisis Management Group in a timely manner. That plan will be implemented under the leadership of the Director of Residences.

That plan will have regard for accommodation, meals, transportation and such other matters as may be determined by the Crisis Management Group.

7.5 Temporary Lecture/Laboratory Facilities

In the event that the nature of the emergency renders lecture/laboratory facilities unsuitable for more than 24 hours, the Emergency Response Team will develop a plan for providing facilities on a temporary basis, and present the recommended plan to the Crisis Management Group in a timely manner. The Registrar is the designated lead for the planning, organization and implementation of plans as approved by the Crisis Management Group.

These plans may require the co-operation and collaboration of others in co-ordinating furnishing of facilities, transportation and parking issues, access to foodstuffs, etc. The Emergency Response Team will co-ordinate the development of these efforts, and their implementation at the direction of the Crisis Management Group.

8.0 Emergency Resources

While the University is a large and complex organization with a wealth of talented, educated and competent faculty and staff, there is a danger in taking the position that it must always be capable of responding to every type of emergency situation on its own.

There are a number of community agencies and organizations that have resources and experience in responding to and providing emergency assistance irrespective of the nature or location of the emergency. Brock University's Emergency Plan is intended to ensure that the Emergency Response Team and the Crisis Management Group are connected to and are able to make contact with a number of emergency assistance organizations in St. Catharines, Thorold and Niagara Region.

8.1 Emergency Transportation

The risk of fire is high on the University's Hazardous Incident Risk Assessment, and a particular hazard is the possibility of a fire in a student residence complex. While the residential facilities provide alarms and emergency exit information, students displaced by fire will need to be transported on a temporary basis should such an occurrence arise.

The Director of Residences is designated as the lead in the development and implementation of the University's Emergency Transportation Plan.

That plan includes a process for moving affected students from one area of the campus to another on a one-time, short-notice basis, and will also make provision for transporting students who have been temporarily relocated off-campus to and from the St. Catharines campus for classes, labs and study/research.

That plan also address the issue of providing parking for faculty, staff and students.

The details of the University's emergency transportation plan are outlined in Annex 9- Emergency Transportation Plan.

8.2 External Resources

Brock University is fortunate to be a key member of the St. Catharines and Niagara Region communities. The University has access to the resources of a number of emergency service focussed organizations, and a number of public sector organizations that may be willing and able to assist the University in responding to an emergency situation.

The following list outlines a sampling of the external resources that Brock can call upon. Maintaining a comprehensive, current database is critical to timely access to external organizations in times of emergency.

8.2.1 Resources and Services They Offer

- The Canadian Red Cross – Niagara Chapter
 - Provide emergency shelter, clothing and funding assistance.
 - Have solid community contacts to arrange sleeping cots, bedding, etc.
 - Emergency training and services in establishing and operating Inquiry Centres
- The Salvation Army
 - Provide emergency feeding capability with a self-contained mobile kitchen with a capacity of 300 meals daily
 - Have capability to arrange for sleeping cots, bedding, etc.

- The District School Board of Niagara
 - A potential source of temporary classroom space
 - A potential source of advice re emergency planning
- The Catholic School Board of Niagara
 - A potential source of temporary classroom space
- Niagara College
 - A potential source of temporary classroom space
- The Hotel Dieu Shaver Hospital
 - A potential source of temporary shelter space
 - A potential source of temporary laboratory space
 - A potential source of temporary classroom space
- Amateur Radio Emergency Services (ARES) Niagara
 - A potential support for emergency communications

Current contact information is contained in the Annex 10-Emergency Resource Database. The Emergency and Life Safety Officer is responsible for maintaining the currency of this list.

8.3 Brock University as an Emergency Resource

Brock University is viewed as integral to emergency response by the cities of St. Catharines and Thorold, and by The Regional Municipality of Niagara. The University is seen as a potential emergency evacuation centre, an emergency shelter, and as a potential staging site/triage site for emergency response.

Brock University has the capability to generate its own heat and electricity. As a result, it is identified in a number of agency plans as an evacuation/shelter site. The University is also identified as a 'safe haven' by one or more elementary/secondary schools in the area.

The Emergency and Life Safety Officer is responsible for initiating and maintaining ongoing contact with organizations, agencies and individuals within the community. The Emergency and Life Safety Officer is the designated contact within the University for those organizations seeking to include the University as a resource in times of emergencies.

9.0 Emergency Recovery

Emergency recovery operations commence when the impact of an occurrence has been successfully mitigated and once the threat/hazard is no longer apparent. At that time, the focus of emergency operations shifts from dealing with the event itself to dealing with the aftermath of the event.

The aim of emergency recovery operations is to provide the structure for effective administration, co-ordination and implementation of any extra-ordinary arrangements or measures required to recover from an emergency.

The Emergency Recovery Plan will be developed and implemented on an occurrence-specific basis by a Recovery Committee appointed by the Crisis Management Group.

9.1 Implementation of Emergency Recovery Plan

Implementation of the Brock University Emergency Recovery Plan will depend on the specific emergency situation. Under certain circumstances, it may be implemented before the emergency has been terminated. Once implemented, the Emergency Recovery Plan will remain activated until all recovery operations are completed.

9.2 Recovery Committee

The type of emergency and magnitude of the event will be key considerations in defining the role of the committee. These considerations will also be factors in determining the membership in the Recovery Committee.

The key responsibility of the Emergency Recovery Committee is to develop recommendations for plans and programs to bring Brock University back to its pre-occurrence state, in as timely a manner as is practical. The Emergency Recovery Committee will present those recommendations to the Crisis Management Group, and provide updates on progress and implementation to the Crisis Management Group as directed by that Group.

9.2.1 Emergency Recovery Committee Membership

While membership will vary depending on the circumstances of the emergency, the following positions are the core of every Recovery Committee:

Vice-President, Finance and Administration
Associate Vice-President, Student Services
Executive Director, Human Resources and Environment, Health and Safety
Executive Director, Facilities Management
Director, University Communications
Recording Secretary

Additional members may be added to the Recovery Committee as the nature and scope of recovery efforts demand.

9.3 Focus of Recovery Efforts

Issues that need to be dealt with fall into three general areas:

- Human needs
- Infrastructure
- Finance

Depending on the magnitude of the emergency, the recovery effort in one or more of the general areas may require significant resources, so the Recovery Committee should be empowered to establish sub-committees as appropriate.

9.3.1 Human Needs

Key issues of concern in the area of human needs include:

- Ensure the continued operation of the emergency shelters, temporary accommodations and inquiry centres; and recommending the timely closure of such facilities once they have served their purpose.
- Ensure that physical and emotional health needs are being addressed
- Ensure that Critical Incident Stress and other counselling services are available to students, faculty and staff
- Assist affected persons in recovery/replacement of documents that may have been lost/destroyed in the occurrence
- Assist affected persons in the recovery/storage of personal property that cannot be immediately secured by the person
- Ensure that appropriate financial records relating to human needs activities are maintained

9.3.2 Infrastructure Needs

Key infrastructure issues of concern include:

- Determine the extent of damage to physical structures, telecommunications assets, library holdings, research materials, etc.; and develop a plan or plans for addressing same
- Ensure that access to unsafe areas or structures is restricted
- Maintain liaison with insurance adjusters concerning damaged structures and other assets
- Establish an ordered plan for access to secure/remove personal property in affected structures
- Ensure that appropriate financial records relating to infrastructure needs activities are maintained

9.3.3 Finance Needs

Key financial issues include:

- Manage financial expenditures for actions to recover from the event
- Develop a plan for the timely award of contracts essential to recovery
- Develop appropriate financial reports/record keeping documentation for recovery efforts
- Maintain liaison with insurance adjusters and legal advisors regarding potential litigation
- Explore avenues for funding relief/grants to offset any shortfall in insurance recovery

This plan assumes that Media Co-ordination will continue during the recovery phase.

10.0 Emergency Exercises

In order for the plan to be effective, it must be tested on a regular basis. The plan will be tested using emergency exercise of varying duration/complexity to ensure its contents remain appropriate, current and ready for implementation at any time.

10.1 Exercise Responsibility

The Emergency and Life Safety Officer is responsible, in co-operation with the Vice-President, Finance and Administration, for the budgeting, co-ordination and implementation of regular exercises to test components of the plan.

10.1.1 Annual Training Exercise

At least once each calendar year, the Emergency Response Team and the Crisis Management Group will participate in an emergency exercise designed to test and evaluate the capability of the team/group to respond effectively to an emergency occurrence.

Exercises can vary in complexity and duration, but should require the activation of this plan and/or annexes to this plan.

Exercises can be classified as:

- Static – (case study/tabletop/paper)
- Communication – (functional/equipment/alerting)
- Field – (functional/general/speciality)

The University should examine the opportunities and practicality of conducting joint exercises with local emergency authorities and/or agencies/organizations involved in emergency response and assistance.

Learning from these exercises should be incorporated into this plan through regular revisions.

10.2 Training of Emergency Response Team Members

The Executive Director, Human Resources and Environment, Health and Safety, will oversee the provision of management/response training to all members of the Emergency Response Team. Initially, all members of the Emergency Response Team should complete formal training by the end of the 2007 calendar year. Contact with Emergency Management Ontario will provide the opportunity to access provincial emergency management training.

The Executive Director, Human Resources and Environment, Health and Safety will develop a plan to ensure that persons who serve as designated alternates for Emergency Response Team members will receive emergency management training over a three to five year period.

10.2.1 Training of members of the Crisis Management Group

Members of the Crisis Management Group will benefit from formal emergency management training. This can be obtained through Emergency Management Ontario and/or in conjunction with training offered to municipal councils in St. Catharines or adjacent communities. Such training can be included as a prelude to training exercises.

The Emergency and Life Safety Officer is responsible for ensuring that members of the ERT and the CMG receive the opportunity to attend formal training, and that a listing of courses attended is maintained for all team members.

11.0 Plan Maintenance and Distribution

The plan will be maintained by the Emergency and Life Safety Officer, with assistance from the Director, Campus Security Services, members of the Emergency Response Team and the Executive Director, Human Resources and Environment, Health and Safety.

It is the responsibility of each person, division and department cited in this plan to notify the Director, Campus Security Services and the Emergency and Life Safety Officer of any and all changes that affect plan activation and/or operability.

11.1 Plan Revision

The plan is considered a living document. It must be revised on an ongoing basis to ensure that its content remains current and that annexes to the plan reflect current information and processes.

The plan will be reviewed annually as part of the Emergency Management process. The annual revision will be co-ordinated by the Emergency and Life Safety Officer in co-operation with the Chair and members of the Emergency Response Team.

An annual report will be submitted to the Crisis Management Group that outlines amendments to the plan, training initiatives undertaken in the past 12 months and outlines the emergency exercise conducted together with an evaluation report of that exercise.

11.1.1 Minor and Major Revisions

Minor revisions constitute ongoing/administrative changes to the plan, such as changes in contact names or other contact information. Such minor revisions are made by the Emergency and Life Safety Officer and communicated directly to those affected.

Major revisions that alter the responsibilities, described or the operational structures contained in the plan, will be made in consultation with the Emergency Response Team and the Vice-President, Finance and Administration, and must be reported to the Crisis Management Group and approved by the Vice-President, Finance and Administration.

11.2 Circulation of the Plan

The plan is considered to be a 'public document' and is available for public inspection. However, plan attachments, annexes and databases are not public documents as they contain private and confidential information.

General circulation of this plan does not include such confidential attachments.

11.2.1 Restricted Circulation

Restricted copies of this plan include all confidential annexes, databases and attachments and will only be circulated to those on the Restricted Circulation List. All restricted copies of this plan are and remain the property of Brock University and are numbered. Persons who receive a restricted copy of the plan must surrender the copy upon the request of the Director, Campus Security Services, and will return their numbered copy at the time they leave the service of the University.

The Restricted Circulation List is Annex 11-Restricted Circulation List Database

11.2.2 Record of Amendments

Any time this plan is revised, an updated Record of Amendments will be produced and a copy will accompany the revision that is circulated to persons noted on the Restricted Circulation List.