



Brock University
**EMERGENCY
MANAGEMENT
PLAN**

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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 can and will occur, and that it must be prepared to respond to such situations in an organized 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 occurring within the boundaries of University owned and leased property, or one that impacts the operations and activities of the University and its communities.

The plan defines an emergency; 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.

Short Title

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

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 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

Mandate

The aim of the plan is to provide a structure for the effective implementation, coordination 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. Ultimately, the standard response goals for any event, whether it is an exercise, or actual emergency are:

1. Safety & Health of Responders
2. Save lives
3. Reduce suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property & the Environment
7. Reduce Economic & Social Losses

The Emergency Plan has been approved by the Vice-President, 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 approved fire safety plans; rather, it relies on those plans, and supports it.

Definition of Event Response Levels

Campus Security Services (CSS) maintains a 24/7/365 presence on the University campus. Immediate response to any situation is available via CSS and is actively encouraged by the University. In many situations (Simple Incidents), CSS can effectively manage and provide competent response and control. The plan relies on the faculty, staff and students to contact CSS via ext. 3200 in such cases.

Brock University has three Emergency Response Levels:

Level 1 (Day-to-Day Emergency): A situation exists that represents a danger to the University and or specific buildings/areas; however, it can be handled by the University First Responders (Campus Security, Facilities Mgmt. Department of Residences, etc.) and municipal first response from Fire, Police and/or Ambulance. These situations are typically defined as “Simple Incidents” and the expected duration of the emergency response phase is less than 12 hours.

Level 2: A serious “Emergency” or “Complex Incident” that exists and represents a danger to the University that poses an immediate threat to the Brock University community, students, staff, faculty and visitors, or the public that cannot be satisfied by evacuating the building (e.g. major fire, dangerous weather, civil disturbance, building collapse). The expected duration of the emergency response phase is between 12 to

24 hours and it is beyond the capabilities of the First Responders. This level requires activation of the Emergency Management Group (EMG).

Level 3: A disaster or crisis exists that seriously affects the University community's safety, the environment, or operations and may be a direct and immediate threat to the Brock University community, students, staff, faculty and visitors, or the public (e.g. tornado, chemical spill evacuation, major blizzard). It requires a significant response from the Municipal emergency response agencies and is expected to have more than 24-hour duration for emergency response; again, this level requires full activation of the Emergency Management Group (EMG).

Commonly used terms:

Incident

A single distinct occurrence, which requires response action to prevent or minimize loss. It may be described as having the potential to cause interruption, disruption, emergency, crisis, disaster or catastrophe. Incidents can be broken down into two categories:

- 1. Simple Incidents:** Are incidents that are not of an emergent nature may be serious, but may only involve a few resources and or specific departments of the University and generally short. In these situations, the affected department head and/or their designate will remain in charge of the situation and/or events. They will communicate and notify the appropriate department personnel and members of the University executive staff in coordination with the Director, Communications & Public Affairs as required.
- 2. Complex Incidents:** Are incidents that involve a coordinated response of both internal and external resources, affect a larger area and or multiple facets of the University and are longer in duration due to the actual emergency or the extended recovery based on the incident.

Emergency

The *Emergency Management & Civil Protection Act, R.S.O. 1990, c.E.9 (EMCPA)* defines emergency as: ***“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.”***

Therefore, any situation occurring within / impacting Brock University that meets the above definition may precipitate the activation of this Plan.

An emergency per the above definition is usually the result of an existing hazard, a passing hazard or the threat of an approaching hazard abnormally impacting the life, health, safety, and/or property of the University. Regardless of the specific hazard that results in an emergency, it is essential to recognize that emergency events as defined in this Plan are different and distinct from what would be considered normal daily operations carried out by University staff. Emergencies require (or may require) a coordinated response by one or more of the following:

- Campus Security Services
- Department of Health, Safety & Wellness
- Student Health Services
- Facilities Management, or
- Department of Residences

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.

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 in addition to the EMG.

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.

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.

Incident Management System (IMS)

The combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

Command

Command is the “act of directing, ordering, or controlling by explicit statutory, regulatory, or delegated authority.”

Incident Command

The term ‘Incident Command’ means the function of Command as exercised in respect to developing and carrying out the Incident Action Plan (IAP) for each specific incident.

The individual who exercises the function of Command is the Incident Commander (IC). The IC is responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident.

Only one person will exercise the function of Command at any one time, for a given incident. Therefore, while several departments may respond at the same time to the same incident there will only be one IC. As other staff and/or other levels are activated they work in support of Command and the Command and General Staff together are commonly referred to as the Emergency Management Group (EMG).

Models of Incident Command

There are **two models** of Command that may be used during the response to an incident:

1. Single, or
2. Unified.

Single Command model

Single Command exists when the decision-making process needed to direct the response is straightforward and independent. This typically is the case when an incident is the responsibility of a single department. A Single Command model may be arrived at:

- By default, when only one department is involved
- By design when multiple departments that are involved decide and agree on a Single Command

Unified Command model

Unified Command (UC) may be used on rare occasions when incident decision-making is complex, and extends beyond the resources already managing the emergency, requires multiple emergency response agencies or a Single Command cannot be established. Organizations work together through their designated members of the UC, to establish a common set of objectives and strategies and a single IAP.

Under the UC model, there is only one Operations Section Chief, normally appointed, by agreement, from the group with the greatest functional involvement. He or she will implement the Incident Action Plan (IAP) coordinated by the Planning Section Chief (PSC) and approved by the Unified Command team.

Incident Action Plan (IAP)

Objectives reflecting event strategy and specific actions for the next Emergency Operational Cycle; every incident requiring the assembly of the EMG requires an IAP. The IAP MAY be written or spoken, but must be understood by the Team; Essential elements of the IAP are:

- Clear overall objectives based on the facts and Emergency Operational Cycle
- Tactics and strategies to be used
- List of resources assigned to the IAP
- Resources being provided and used
- Safety guidelines and or requirement

Emergency Operational Cycle

A period scheduled for an execution of a given set of actions as specified in the action plan

Activation of the Emergency Management Plan

The plan may be activated using the IMS response model whenever an “emergency”, “crisis” or “disaster” occurs or is imminent. The plan is considered activated at any time the EMG are alerted and instructed to assemble at their Emergency Operations Centre (EOC).

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

NOTE 1: Not all IMS positions need to be activated for every incident - In keeping with the IMS ‘toolbox approach’¹, Brock may activate only the positions/people needed for a specific incident. In many cases, a handful of individuals can effectively manage an entire incident response.

NOTE 2: One person may fulfill multiple IMS functions or positions - For complex incidents, staff may be assigned to every IMS function or position. Alternatively, for less complex incidents, one person may be assigned multiple IMS functions/ positions.

Authority to Activate the Emergency Management Plan

Any member of the EMG (or their designated alternates) can activate the EMP. At the time that the EMP is activated the Emergency Management Group (EMG) will immediately assemble in the Kenmore Centre classroom (KC-120) Emergency Operations Centre.

¹ **‘toolbox approach’**: Use only the tools that suit your needs; It’s not necessary to use all IMS tools and resources

Organizational Structure

When a situation requiring an emergency response arises, the initial response should be to immediately notify CSS at ext. 3200 and then the emergency services @ 9-1-1. During normal business operations, various University departments (CSS, FM, etc.) may be required to respond to an impending threat and/or hazardous situation. The organizational structure for emergency response is composed of the following major elements:

- First Responders
- Emergency Management Group (EMG)

This structure will be mobilized to the extent necessary to effectively deal with the situation.

First Responders

First Responders are the first line resource for all levels of emergency operations on University property. First Responders are typically those working in CSS, Facilities Management (FM) Department of Residences, etc. as well as municipal first response from Fire, Police or Ambulance.

First Responders from affected departments and or buildings are the first level of decision-making within the University's emergency response organization and is responsible for all first line activities related to an emergency on University property. They co-ordinate activities of all University resources present at the location of the emergency as well as municipal emergency services personnel (Police, Fire, Ambulance, Public Health, etc.) and contract emergency response resources (Horizon, etc.).

Emergency Management Group (EMG)

Brock University has adopted the **Incident Management System (IMS)** model for emergency response, which is the combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. The IMS is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.

The Emergency Management Group (EMG) consists of individuals or groups within the University representing all operational functions; at a minimum upon initial activation of the EMG the members (or their Alternate) identified below will make up the IMS Command Structure. They are charged with managing the first response to an event within the boundaries of the main campus. The EMG will be responsible for managing first response and control of events that can be contained, managed and mitigated. The EMG will be activated for all Level 2 and Level 3 incidents.

The IMS is predicated on the understanding that in any incident, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

Incident Command System staffing

Response utilizing the full IMS roll-out including all levels is divided into three (3) areas, those are:

- 1. Incident Command**
- 2. Command Staff**, which includes the Emergency Information Officer, Risk Management/Safety Officer and the Liaison Officer
- 3. General Staff**, which includes 4 sections, - Operations, Planning, Logistics and Finance, Admin & Human Resources

EMG Members

Once activated, the members of the EMG (or their Alternate) representing the 5-sections will include:

INCIDENT COMMAND

Primary	Alternate
Vice-President, Administration	Vice-Provost and Associate Vice-President, Academic
	Vice-Provost, Enrollment Management & International

EMERGENCY INFORMATION OFFICER

Primary	Alternate
Director, Communications & Marketing	Media Relations Officer

RISK MANAGEMENT/SAFETY OFFICER

Primary	Alternate
Health and Safety Officer	Health, Safety & Wellness Coordinator

LIAISON OFFICER

Primary	Alternate
Manager, Emergency Preparedness & Life Safety	TBD

OPERATIONS SECTION

Primary	Alternate
Director, Campus Security Services	Operational Inspector, Campus Security Services
	Administrative Inspector, Campus Security Services
Associate VP, Facilities Management	Associate Director, Maintenance & Utilities Services / Manager, Mechanical Services
	Director, Capital Planning & Project Management

PLANNING SECTION

Primary	Alternate
Director, Health, Safety & Wellness	Health and Safety Officer
Registrar	Assistant Registrar

LOGISTICS SECTION

Primary	Alternate
Associate VP – Ancillary Services	Director, Ancillary Business Operations
Associate Vice-President, ITS	Manager, ITS

FINANCE, ADMIN & HUMAN RESOURCES

Primary	Alternate
Director, Accounting & Treasury, Finance & Administrative Services	Manager, Financial Reporting
	Director, Procurement Services
Associate Vice-President, Human Resources	Director, Systems & Special Projects, Human Resource

The Scribe for the EMG is the Executive Assistant to the Vice-President of Administration.

The EMG, working under the IMS has the responsibility for and authority to initiate and manage operational response and control of emergencies; it is not the role of the EMG in the IMS model to make tactical field level decisions (those decisions are left to those managing the emergency in the field), rather the EMG makes strategic decisions to “get ahead” of the unfolding emergency in addition to consequence management. In simple terms, the role and objectives of the EMG can be defined as follows:

- Identify the problems and situations;
- Prioritize the problems and situations based on seven (7) standard response goals (listed in the [MANDATE](#) section); and,
- Make provisions to manage the prioritized goals.

Reminder:

- Not all IMS positions need to be activated for every incident - In keeping with the IMS ‘toolbox approach, Brock may activate only the positions needed for a specific incident. In many cases, a handful of individuals can effectively manage an entire incident response.
- One person may fulfill multiple IMS functions or positions - For complex incidents, staff may be assigned to every IMS function or position. Alternatively, for less complex incidents, one person may be assigned multiple IMS functions/ positions.

EMG functions:

- Provide direct support to the operations of the First Responders;
- Evaluate and prepare for the impact of the emergency on the overall operation of the University;
- Minimize the effect of the emergency on the rest of the University;
- Communicate with municipal authorities;
- Deal with regulatory agencies;
- Manage all communications with the media and the public;
- Long term planning for the emergency operation;
- Plan for and initiate post incident recovery operations;
- Facilitate decision making and take direction from the senior university administrators as necessary; and,
- Maintain documentation on all decisions and actions of the EMG as well as acting as the archive for all documentation related to the individuals responding on-site at the emergency.

To provide a controlled and coordinated emergency response, the collective responsibilities of the EMG are as follows:

Incident Command

Command is the first and primary organizational component of the IMS structure.

Some of the Incident Command responsibilities include:

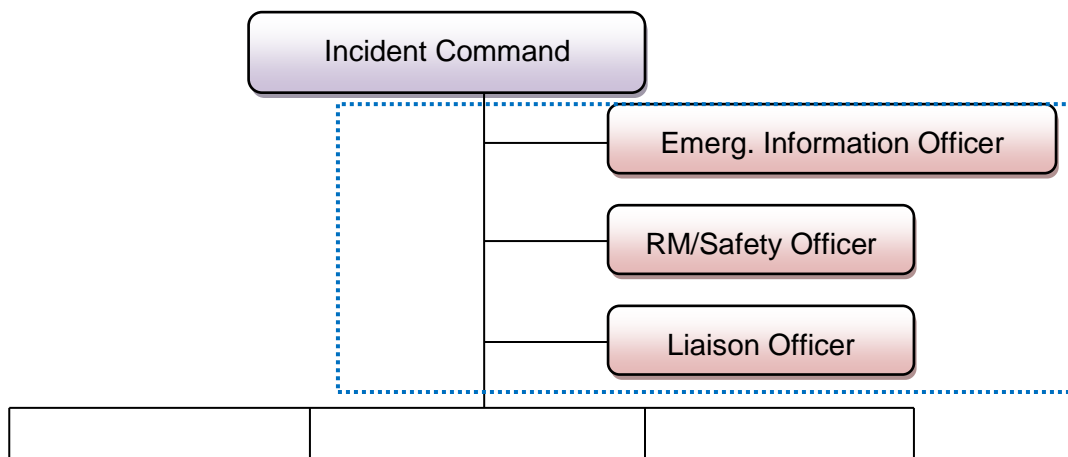
- Establishing an appropriate command structure; working with the initial responding EMG members to identify additional resources (as required);
- Assessing and reassessing the event as it unfolds, which is done through timely status checks and “pulse checks” with the group;
- Determining the goals, strategies, objectives and priorities appropriate to the level of response;
- Approve IAP in relation to the appropriate Operations Cycle;

- In keeping with the Media Policy, authorize the release of emergency information to the public in cooperation with the Media Relations staff; and,
- Ordering incident demobilization as appropriate.

NOTE: The role of the Incident Commander MAY be fulfilled by another, more qualified individual based on the nature of the emergency and as is deemed appropriate at the time. For example, if the nature of the emergency is Medical and or pandemic in nature, it may be appropriate for the Director, Student Health Services, or his/her designate to assume Command.

Command Staff

The Command Staff are identified as the Emergency Information Officer, Safety Officer, Liaison Officer, and other subject matter experts or specialists as required (e.g. Legal) which supports Command. Command Staff may have an assistant or assistants, as needed.



Emergency Information Officer

Using the approved Brock University Media Relations Policy, the Emergency Information Officer (EIO) is responsible for the development and release of information regarding the incident to the public on all forms of media. **The position of the EIO will be fulfilled by a designated member from the University Marketing & Communications Department.** Command must approve all emergency information that the EIO releases.

Some of the responsibilities of the EIO include:

- Advising Command on issues related to media/public emergency information dissemination and media relations;
- Ensuring there is a primary contact for anyone who wants emergency information about the incident and any response to it;
- Consulting with Command and Planning regarding any constraints on the release of emergency information to the media and the public;
- Obtaining emergency information from the community, the media, and if emergency information to the Planning Section Chief (PSC) and Command, as appropriate;
- Establishing an emergency information centre (EIC) as per the Media Relations Policy;
- Establishing key messages for spokespersons and media products;
- Monitoring of the various Social Media outlets; and,
- Being the spokesperson in the early stages of an incident or emergency until designated spokespersons are required.

Larger or more complex incidents may require the establishment of an Emergency Information Centre (EIC). This is a facility with appropriate infrastructure (e.g. electricity, telephones, and computers), where many of the functions listed above can take place.

Risk Management / Safety Officer

The Risk Management/Safety Officer (RM/SO) monitors safety conditions and develops safety measures for members of the EOC and the Field Teams.

While each person who is assigned a leadership role is responsible for the safety of their personnel working under them (either in the EOC or in the field), the RM/SO is tasked with creating systems and procedures related to the overall health & safety of ALL incident responders. This is done in close consultation with the Operations and Planning groups. The RM/SO must have the knowledge and professional experience to be able to consult on control measures to reduce the occupational hazards and exposures; **the position of the RM/SO will be fulfilled by a designated member from the University's Department of Health, Safety & Wellness.**

Some of the responsibilities for the RM/SO include:

- Working closely with all Group heads to ensure that responders are as safe as possible given the circumstances, including wearing appropriate protective equipment and implementing the safest operational options;
- Conduct risk assessments and job task assessments based on the tasks assigned to the responders during the emergency;
- Altering, suspending and or terminating tasks or functions that are deemed to be unsafe, or because of the emergency become unsafe;
- Assist in the development and on-going review of the Incident Action Plan(s); and,
- Identify safety concerns as they appear.

Liaison Officer

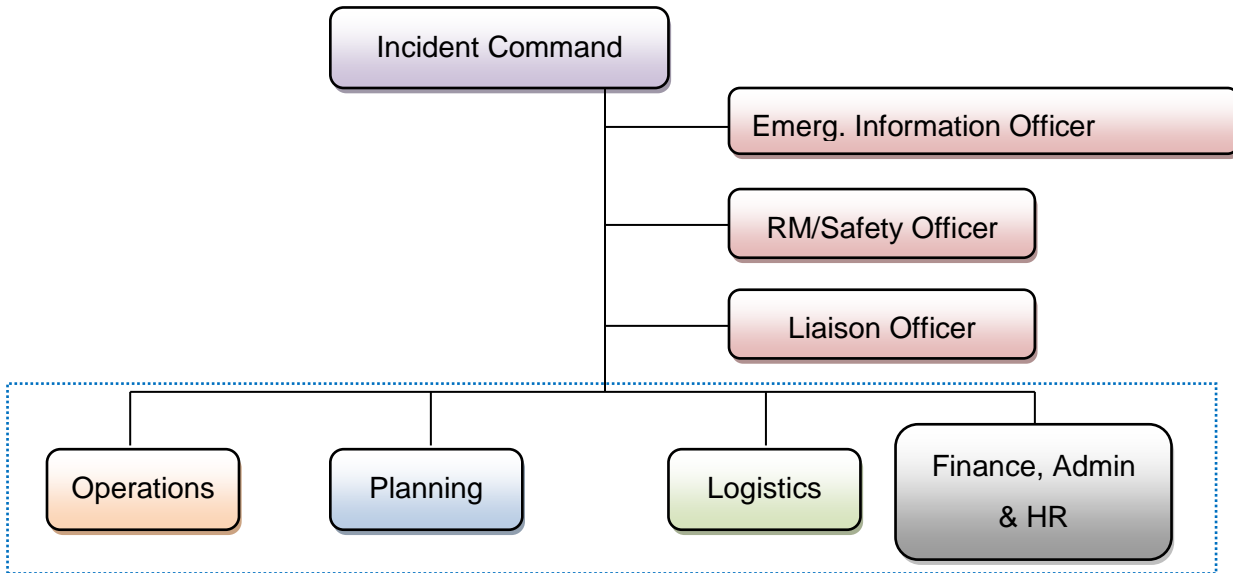
The Liaison Officer (LO) serves as the primary contact for assistive or supporting agencies that may be required during an emergency, for example the Region of Niagara, Red Cross, etc. These supporting agencies may be relied upon to provide a resource or support services to the EMG directly managing the emergency. The LO advises Command of issues relating to outside assistance and support, including current or potential inter-organizational needs. **The position of the LO will be fulfilled by the Manager, Emergency Management & Life Safety (or a suitable designate).**

Some of the responsibilities for the LO include:

- Gathering information from and about organizations that are involved with the incident, including obtaining from their representatives' information about standard and specialized resources they may have or special support they may need based on the emergency;
- Serving as a coordinator and point of contact for organizations/resources not represented in the EOC;
- Where applicable, communicating the Incident Action Plan to the supporting agencies and how it affects their organization;
- Provide operational briefings about the emergency to organizations providing support, how it's unfolding and how they may be impacted; and,
- Maintaining a list of supporting and assisting organizations and keeping it up-to-date as the incident evolves.

General Staff

The General Staff normally consist of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. General Staff support Command in a variety of ways to plan, coordinate, and carry out the response to an incident. See diagram below for the basic General Staff structure.



Operations Section

The Operations Section (the “doers”) is the group that implements the IAP and is headed by one of two groups, either FM or CSS; **the decision of who will heads the Operations Section will be based on the cause or nature of the emergency that is occurring.**

- NOTE: The role of the Operations Section Chief (OSC) MAY be fulfilled by another, more qualified individual based on the nature of the emergency and as deemed appropriate at the time.

Events such as bomb threats, suspicious packages, fires, protests, etc. are more suited for a CSS managed response with FM providing support as required. Alternatively, events related to loss of power, structural emergencies and physical infrastructure impairments are more suited for a FM managed response with CSS providing support as required.

Responsibilities of the OSC, regardless of who heads the section include:

- Developing and managing the Operations Section to accomplish the goals and objectives agreed to in the IAP;
- Organizing, assigning, and supervising all resources assigned to the incident; and,
- Working closely with the other members of the EOC to coordinate operational activities.

Expansion of the Operations Section may occur during an emergency where an increasing number of resources are required beyond the acceptable span of control².

Expansion of the Operations Section may occur during an incident where an increasing number of assigned resources may make it difficult for the Operations Section Chief to manage these resources directly. The Operations Section usually develops from the bottom up by inserting additional supervisory levels as resources exceed the optimum span of control. To maintain the optimum span of control, the OSC should control no more than 7 individual resources at any given time during an incident, should

² **Span of Control** refers to the number of persons, groups or resources managed by one person at a signal time. Optimal span of control is 3-7 people, groups or resources. If more than 7 are being managed a supportive division shall be created.

this occur, the OSC has the option to develop groups consisting of single resources or a team of resources (e.g. electricians, plumbers, etc.)

It should be noted that there are no role-specific titles pre-scripted for these components of the Operations Section. This allows great flexibility to establish functions as dictated by the nature of each incident. For example, in response to an extended campus power outage / blackout, it is likely that an Electrical Team/Group/etc. (as required) would be established as part of the Operations Section to render assistance.

Contraction of the Operations Section (or any established section) may occur at some point when the incident activities scale down. The decision to contract will be based on the achievement of incident objectives as determined by the IC. Demobilization planning begins upon activation of the first personnel and continues until the IMS organization ceases operation.

Planning Section

The Planning Section takes a lead role in developing the IAP; this section represents various analytical functions required to support response and recovery efforts. **Upon initial activation of the EMG, the Director of Health, Safety & Wellness is identified as the Planning Section Chief (PSC); the Planning section will also include representation of the Registrar's Office and expand to include additional resources as required after the initial assessment.**

- NOTE: The role of the PSC MAY be fulfilled by another, more qualified individual based on the nature of the emergency and as deemed appropriate at the time.

In general, the Planning Section is responsible for anticipating long-range planning needs of the EOC and field teams, collecting, evaluating and disseminating information as required. The major activities of the Planning Section may include:

- Managing the planning process including preparing and documenting the IAP for each operational period;
- Conducting long-range and or contingency planning;
- Developing plans for demobilization in preparation for when the incident concludes;
- Maintaining incident documentation;
- Tracking resources assigned to the Planning section; and,
- Working closely with the Command team and members of the General staff to ensure that information is shared effectively and results in efficient planning to meet the needs of the incident.

Expansion of the Planning Section may occur during an incident where the increasing number of assigned resources may make it difficult for the PSC to manage these resources directly. To maintain an appropriate span of control (no more than 7 individual resources at any given time during an incident) the Planning Section can be expanded by adding Units.

Contraction of the Planning Section will occur as soon as units are no longer needed.

Logistics Section

The Logistics Section is responsible for ensuring the EOC is operational and provides support and resources (through procurement) to the incident. **Upon initial activation of the EMG, the Associate VP – Ancillary Services is identified as the Logistics Section Chief (LSC); the Logistics section will also include representation from the ITS Department and others as required to include additional resources as required after the initial assessment.**

- NOTE: The role of the LCS MAY be fulfilled by another, more qualified individual based on the nature of the emergency and as deemed appropriate at the time.

In a Simple incident or one that MAY not require all sections of the IMS to be rolled out, the Logistics Section can assume the Finance & Administration functions - see the Finance & Administration responsibilities for roles and responsibilities.

The major activities of the Planning Section may include:

- Obtaining, maintain and accounting for personnel, equipment and supplies beyond those not immediately accessible to the Operations Section;
- Developing a Telecommunications Plan (where required) and providing incident telecom/IT services and resources;
- Arranging for food, supplies, lodging (if required), transportation for the responders both in the field and in the EOC;
- Setting up and maintaining the incident facilities;
- Providing support transportation; and,
- Arranging medical support services to incident personnel.

Expansion of the Logistics Section may occur during an incident where the increasing number of assigned resources may prevent the LSC from being able to manage these resources directly.

Contraction of the Logistics Section will occur as soon as units are no longer needed.

Finance, Administration & Human Resources Section

This section is made up of both Finance & Human Resources (HR) and as such, the section provides:

- The financial and cost analysis support to an incident. Smaller incidents/emergencies may only require minimal Finance & Admin. Support, if any, and this task may be handled by Operations, Logistics or Planning Personnel;
- HR Support related to employee issues e.g. payroll, pension, benefits, etc. Also, assists Finance with tracking overtime costs, staffing hours of work, lay-overs, etc.

Upon initial activation of the EMG, the Associate Vice-President, Human Resources is identified as the Finance, Administration & Human Resources Section Chief (FA/HRSC). The Finance & HR Section will also include representation from the Finance Department and expand to include additional resources as required after the initial assessment.

- NOTE: The role of the FA/HRSC MAY be fulfilled by another, more qualified individual based on the nature of the emergency and as deemed appropriate at the time.

In a simple incident or one that MAY not require all sections of the IMS to be rolled out, one of the other operating Sections may assume the Finance & Administration functions. If the scope and scale of the incident grows to a level where additional support in this area is required, the Section may be established by the Command Staff.

Tasks and activities typically associated with this section may include:

- Monitoring sources of funding, tracking & reporting on financial usage;
- Tracking hours associated with incident response staff to keep accurate account of the cost of incidents and emergencies;
- Where necessary, making reimbursements for out of pocket expenses;
- Contract negotiation beyond those already in place prior to the incident;
- Prepare a cost analysis, including the identification of incremental and extraordinary costs associated directly with the incident;
- Procuring equipment as required; and,

- Reconciliation in conjunction with the other Sections based on expenditures incurred.

Expansion of the Finance and Administration Section may occur during large incidents, where the need for financial and administrative analysis and support may be substantial.

Contraction of the Finance and Administration Section would occur as soon as expanded units are no longer required.

Incident Action Planning

The primary responsibility for developing and monitoring the Incident Action Plan of any emergency (whether oral or written) falls to the Planning Section. During the initial Operation Cycle Meeting an IAP will be developed for the next operational period. Every incident should have an IAP, which formalizes the EMT's objectives for the operational period based on the standard response goals (listed in the [MANDATE](#) section).

While an IAP is applicable to all incidents, each incident will dictate the level of detail to which an IAP is prepared; oral/spoken IAPs are usually sufficient in simple incidents. A written IAP should be used in complex incidents, and/or when the organization is growing, and new participants must have a clear understanding of the tactical actions associated with the next operational period.

Incident Action Planning

The initial IAP is typically developed in five broad steps after Command is established.

These are:

1. Assess the Situation.

- a. Referred to as “size-up”, the goal of this step is to determine the exact nature of the incident. In some cases, it may begin prior to an incident with the gathering of pre-incident information and emergency response or event planning (e.g. Brock’s response to Hurricane Sandy in 2012). It is carried out upon arrival at the incident or incident facility.

2. Establish Incident Objectives and Strategy

- a. IMS uses a “management by objectives” approach. Once the problem or problems associated with the incident are identified, the next step is to establish incident objectives and choose appropriate strategies to meet the objectives.

3. Develop the Plan

- a. An example of a technique for the development of IAP objectives is to utilize the “SMART” principal:
 - i. Specific – The wording of the IAP must be precise in describing the objective;
 - ii. Measurable – The IAP objectives for the operational period should be measurable and achievable;
 - iii. Action Oriented – Objectives must describe the expected accomplishments;
 - iv. Realistic – Objectives must be achievable with the resources that the University has available or can make available; and,
 - v. Time Sensitive – Each operations cycle should have a start and projected end time based on the objectives identified.

- b.** Essential elements of the IAP are:
 - i.** Clear overall objectives based on the facts and Emergency Operational Cycle;
 - ii.** Tactics and strategies to be used;
 - iii.** List of resources assigned to the IAP;
 - iv.** Resources being provided and used; and,
 - v.** Safety guidelines and or requirement.

4. Implement the Plan

- a.** Once the IAP has been developed, the final stage before action occurs is to issue orders or directives. For simple incidents, orders are typically given face-to-face or via radio or phone directly to those who are assigned to action them.
- b.** Sometimes orders or directives will need to be given before the entire plan is developed, for example, to save lives or to contain a rapidly deteriorating situation. Whenever actions are taken before a complete plan is developed, it is important that these actions not be outside the scope of the incident objectives and chosen strategy.

5. Evaluate

- a.** Ongoing evaluation ensures maximum effectiveness of an IAP. Command must constantly assess and re-evaluate objectives and strategies during an incident.

Emergency Operations Cycle

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

- Operations Cycle Meeting;
- Operations Cycle Tasking; and,
- Operations Cycle Updating.

Operations Cycle Meeting

When first activated, the EMG will assemble in the EOC and the Incident Commander 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 EMG will convene at regular intervals throughout the event for additional operations cycle meetings.

At each meeting, members will receive a briefing, which will include a review of actions taken and issues requiring attention. They will discuss and provide advice and recommendations to the EMG as to the way those matters should be addressed. 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 decisions or directions are determined, the meeting will be adjourned with a direction to convene at a specified time for the next meeting.

Operations Cycle Tasking

When the meeting is adjourned, individual members of the EMG will immediately address assigned tasks. This is the “tasking” component of the Operations Cycle.

Operations Cycle Updating

Every Section 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.

Emergency Operation Centres

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, as required.

- The Primary EOC where the EMG will assemble and coordinate its responses is in the Kenmore Centre Classroom (KC-120) which is in the rear of the CSS Offices.
- The Alternate EOC will be in the Sankey Chambers, which is located on level 300 of MacKenzie Chown A-Block

Other areas within the University or outside the University may be designated as Emergency Operations Centre(s) if the Kenmore Centre and or Sankey Chamber are within an area which may be unsafe to gather.

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;
- 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 intranet and to the Internet, and land line telephone access;
- Radio communication to the Responders; and,
- Other resources as may be required.

Brock University Media Relations

In keeping with the [Media Relations Policy](#) (Annex 6), the Office of Communications and Public Affairs is solely authorized to handle media communications on behalf of the University as an institution. This includes issuing Brock University news releases and official University statements to the media; responding to or coordinating responses to inquiries from journalists; and scheduling interviews or news conferences.

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 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; and,
- Responding to/redirecting individual requests for/reports on information.

The Director, Communications & Marketing is the official University spokesperson and principal contact between the University and media representatives. He/she relates Brock's official position on issues of University-wide interest or significance, or for situations that may be sensitive. All media inquiries about such matters should be referred to him/her.

The department of Marketing & Communications (MARCOM) must be notified of all potentially sensitive, contentious or controversial media inquiries regarding Brock. In cases requiring a public statement by the University, the Director, Communications & Marketing will work with other University officials to establish the known facts of a situation summarize the University's position and issue official statements. In some situations, another appropriate spokesperson may be identified, and interviews or statements arranged as required.

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.

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. This location will be determined by the EMG in consultation with the Policy Group. The location will depend on the incident.

Inquiry Centre

A University Inquiry Centre will be required to respond to and redirect inquiries from students, families of students, members of faculty and staff and their families, and the public. It should be near the Emergency Operations Centre.

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

Emergency Assistance to Students, Faculty and Staff & Greater Brock Community

Whenever the plan is activated, Brock University must be prepared to render assistance to students, faculty and staff and possibly members of the public using our facility. The nature of the occurrence will dictate the type and scope of assistance required. The EMG will identify the needs for such plans and specifically the Planning & Logistics Sections will develop 'risk-specific' plans for helping.

Temporary Registration, Reception and Shelter

Once a 'risk-specific' plan for temporary reception and shelter is adopted by the EMG, based on the plans developed by the Planning & Logistics Sections, the EMG will guide resources in providing that assistance.

Temporary Reception and Shelter in the Walker Complex

In the event of an 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 Planning & Logistics Sections will call upon the required personnel resources and take the 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-in/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);

- Helping 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;
- Helping in replacing lost/misplaced documentation; and,
- Assisting in the implementation of transfers from the temporary shelter to other accommodation.

Temporary Accommodation

If the nature of the emergency renders residential accommodation uninhabitable for more than 24 hours, the Planning & Logistics Sections will develop a plan for providing temporary accommodation for those affected and present the recommended plan to the Finance, Admin & Human Resources Section to verify the financials in a timely manner. That plan will be implemented under the leadership of the Logistics Section.

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

Temporary Food Supply

If the nature of the emergency disrupts the supply of food for more than 6 hours, the Planning & Logistics Sections will develop a plan for providing temporary food supply for those affected. The plan will be implemented under the leadership of the Logistics Section.

Temporary Lecture/Laboratory Facilities

If the nature of the emergency renders lecture/laboratory facilities unsuitable for more than 24 hours, the Planning Section will develop a plan for providing facilities on a temporary basis, and present the recommended plan to the EMG Incident Commander. The Registrar, working within the Planning Section and members of the Provost Office is the designated lead for the planning, organization and implementation of plans as approved by the EMG.

These plans may require the co-operation and collaboration of others in co-ordinating furnishing of facilities, transportation and parking issues, access to food, etc. The EMG

will coordinate the development of these efforts, and their implementation at the direction of the EMG.

Other Temporary Shelter Locations

While the Walker Complex is designated as the emergency shelter location, the EMG 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.

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 addresses the issue of providing parking for faculty, staff and students.

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 coordinated community response. In such circumstances, the Medical Emergency Response Plan may be activated (see Annex 8 – Medical Emergency Response Plan)

The responsibility for implementing the Medical Emergency Response Plan is under the direction of Brock University Medical Director, in consultation with the Director of Clinical Services, the EMG, and the Niagara Region Medical Officer of Health.

The Director, Clinical 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 with the support and coordination with the Medical Director, Student Health Services and the EMG.

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 several emergency service focussed organizations, and several public-sector organizations that may be willing and able to assist the University in responding to an emergency.

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.

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 provisions from 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 Niagara Catholic District School Board
 - 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. Should external resources be required or contact outside the University be required, the Liaison Officer will take a lead role in doing so.

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 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 central heat and electricity for several main campus buildings subject to seasonal limitations. Thus, it is identified in several agencies 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 Manager, Emergency Preparedness & Life Safety Officer is responsible for initiating and maintaining ongoing contact with organizations, agencies and individuals within the community. Should external resources be required or contact outside the University is required, the Liaison Officer will take a lead role in doing so.

Business Continuity Planning & Emergency Recovery

Business Continuity Planning

Business Continuity Planning (BCP) is a tool that the University uses to prepare for possible incidents, emergency or otherwise that affect its “core-business” functions. The overall goal for business continuity planning is to prepare for maintaining operational requirements in the event an occurrence (major or minor) interrupts any or all the services the institution offers. Appropriate planning can reduce the long-term impacts on the core business as well as reputational impacts.

Keeping mission-critical people, processes and systems operating normally always are the key ingredients of business continuity besides anticipating and mitigating risks. Business Continuity Planning encompasses all critical/essential operations and functions of academic and administrative departments at the University which in turn contributes to a “return to normal operations” state.

Departmental Emergency Plans

In accordance with the Brock University Emergency Response Plan, some Departments will have developed a Departmental Emergency Plan (DEP) to ensure timely and effective response to emergencies. A copy of the DEP is to be filed with the Manager, Emergency Management & Life Safety. The DEP consists of the following sections:

1. **Departmental Information** – this section identifies the physical location(s) of the Department and the persons working within it as well as the Department’s Emergency Coordinator who is ultimately responsible for the completion and maintenance of the DEP.
2. **Department Assembly Area** – this section identifies the Department’s designated meeting location where all Department personnel (faculty, staff and students) are to proceed once they have evacuated their area(s),
3. **Emergency Wardens** – identifies the persons trained as Emergency Wardens (Fire Wardens) and who assist during evacuations.

4. **Department Evacuation Plan** – identifies how and where a Department will evacuate their location; includes special circumstances that the Department and or persons may experience during an evacuation.
5. **Emergency Warden/First Aid Certified Personnel** – identifies the person(s) on the floor trained as Emergency Wardens as well as those who have received first aid training.
6. **Essentials to Emergency Response** - identifies the essential tools, manuals, devices, etc. that the Department requires to continue their operation (or some version of the operation) outside the normal office environment. May also include items like, USB keys, external hard-drives, etc.
7. **Departmental Essential Functions** - Preparations made in advance to maintain and or resume “business as usual”. These are the functions deemed as mission critical and contribute to the continuity of the University operations as well as departmental continuity. Things to consider are IF these functions MUST be done within a certain time frame, the length of time these functions can be delayed (if any) and what is required if they can be done from off-site.
8. **Special Needs for the Department** - indicate any departmental specific requirements to be considered should the department need to be evacuated and or relocated for an extended period; 1-day, 2-5 days, etc.).
9. **Business Impact Analysis** - A business impact analysis (BIA) predicts the consequences of disruption of a business function and process and gathers information needed to develop recovery strategies. Potential loss scenarios should be identified by the department during a risk assessment. Operations may also be interrupted by the failure of a supplier of goods or services or delayed deliveries. There are many possible scenarios which should be considered. The BIA should identify the operational and financial impacts resulting from the disruption of business functions and processes. Impacts to consider include: loss of income, delay in sales/income, increased expenses, regulatory fines and penalties, contractual penalties or loss of grants and other funds.
10. **Chain of Command** - List name(s) and phone numbers in order of succession; indicate work number / home number / mobile number or all. May also attach a Departmental Org. Chart.

11. **Personnel Roster** - List personnel assigned to each work location; this list is to be used at the Designated Meeting location to account for staff within the department

Business Continuity Planning is a component of the University's overall EMP. The EMP outlines the actions and responsibilities necessary in the event of any emergency occurring within the boundaries of University owned and leased property, or one that impacts the operations and activities of the University and its communities.

The DEP provides a planning template to facilitate a consistent methodology for crisis preparedness throughout the University. The purpose is to assist Academic / Administrative / Research departments / unit specific preparedness, response, and recovery activities. This entails taking steps to maintain/continue operations during a business disruption.

The BCP requires that not only pre-disruption procedures exist, but also technology and procedures to ensure critical information systems are brought back to operation with minimum delay. Each department's DEP must be in place to address a variety of issues, including: 1) organizing and mobilizing staff; 2) ensuring communication among various groups is possible; and, 3) facilitating movement of business operations to an alternate processing site.

Responsibilities

Role of Academic & Administrative Division Heads:

Academic & Administrative Heads and/or their Designates shall:

- In the event of a business disruption incident, take every reasonable precaution to protect workers and students;
- Ensure that each department/division/centre, etc. has a current DEP in place;
- Ensure that managers, supervisors and/or responsible persons review the DEP and develop work plans for their respective units. Such plans should include provision for continuity of student learning and the provision of ongoing essential services; and,
- Liaise with EMT as appropriate in the case of a crisis impacting the University.

Role of Manager, Supervisor, Responsible Person

The Manager, **Supervisor**, Responsible Person shall:

- Ensure that a BCP is developed and maintained for their area of responsibility;
- Inform, communicate, and ensure employees are educated about the BCP;
- Ensure employees are aware of the emergency contact and absence reporting protocol in case of a business interruption;
- Complete the Business Continuity Workbook and ensure it is in a central and secure location; and,
- Adhere to the protocols and requirements established in the DEP and the Emergency Management Plan in the event of a business interruption.

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, coordination 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 EMG.

Implementation of Emergency Recovery Plan

Implementation of the Brock University Emergency Recovery Plan will depend on the specific emergency. 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.

Recovery Committee

The type of emergency and magnitude of the event will be key considerations in defining the role and personnel make-up of the committee. These considerations will also be factors in determining the membership of 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 EMG, and provide updates on progress and implementation to the EMG.

Focus of Recovery Efforts

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

- Human needs;
- Infrastructure; and,
- Finance.

Dependent 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.

Human Needs

Key issues of concern in human needs include:

- Ensure the continued operation of the emergency shelters, temporary accommodations and inquiry centres;
- Recommending the timely closure of such facilities once they have served their purpose; and,
- Ensure that Critical Incident Stress and other counselling services are available to students, faculty and staff.

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;
- Establish an ordered plan for access to secure/remove personal property in affected structures/areas.

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; and,

- Develop appropriate financial reports/record keeping documentation for recovery efforts

Emergency Exercises

For the plan to be effective, it must be tested on a regular basis. The plan will be tested using emergency exercises of varying duration/complexity to ensure its contents remain appropriate, current and ready for implementation at any time. The Manager, Emergency Management & Life Safety in cooperation with the Vice-President, Administration, for the budgeting, coordination and implementation of regular exercises to test components of the plan.

Annual Training Exercise

At least once each calendar year, the EMG 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.

Training of Emergency Management Team Members

The Manager, Emergency Management & Life Safety, will oversee the provision of management/response training to all members of the EMG.

The Manager, Emergency Management & Life Safety, in conjunction with the EMG will develop a plan to ensure that persons who serve as designated alternates for EMG members will receive emergency management training over a three to five-year period.

The Manager, Emergency Preparedness & Life Safety is responsible for ensuring that members of the EMG and the Policy Group receive the opportunity to attend formal training, and that a listing of courses attended is maintained for all team members.

Plan Maintenance and Distribution

The plan will be maintained by the Manager, Emergency Management & Life Safety, with assistance from the Director, Campus Security Services and members of the EMG.

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

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 coordinated by the Manager, Emergency Management & Life Safety in co-operation with the IC and members of the EMG.

Minor and Major Revisions

Minor revisions constituting ongoing/administrative changes to the plan, such as changes in contact names or other contact information are carried out by the Manager, Emergency Management & Life Safety 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 EMG and the Vice-President, Administration.

Circulation of the Plan

The plan is 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.

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.

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.

Acronyms

- EMP, “the plan”, Emergency Plan – Emergency Management Plan
- IMS – Incident Management System
- IC – Incident Commander
- EIO – Emergency Information Officer
- LO – Liaison Officer
- RM/SO – Risk Management/Safety Officer
- OSC – Operations Section Chief
- PSC – Planning Section Chief
- LSC – Logistics Section Chief
- FA/HRSC – Finance & Admin/Human Resources Section Chief
- EOC – Emergency Operations Centre
- CSS – Campus Security Services
- FM – Facilities Management
- UC – Unified Command
- BCP – Business Continuity Planning
- DEP – Department Emergency Plan
- BIA – Business Impact Analysis
- SMART:
 - Specific – The wording of the IAP must be precise in describing the objective;
 - Measurable – The IAP objectives for the operational period should be measurable and achievable;
 - Action Oriented – Objectives must describe the expected accomplishments;
 - Realistic – Objectives must be achievable with the resources that the University has available or can make available; and,
 - Time Sensitive – Each operations cycle should have a start and projected end time based on the objectives identified.