

EMERGENCY PLAN

Preparedness | Response | Business Recovery



Emergency Plan



1) Foreword

Through its vision, mission and strategic directions, The Fanshawe College of Applied Arts and Technology offers a wide variety of undergraduate and post-graduate programs and courses that lead to employment opportunities in the areas of health care, human services, electronics, business administration, information technology, music production, art, design, manufacturing, hospitality, transportation, broadcasting, environmental science and civil engineering.

Fanshawe is committed to providing an inviting, functionally enriched learning and working environment where its community members can learn, work, live, and carry out their activities in a safe, respectful setting. Fanshawe is further committed to protecting the welfare of its community members as well as property and the environment.

The College advances its mission and commitments towards providing a safe college campus environment through the normal day-to-day operations conducted through its academic faculties/ schools and service divisions/ departments. However, under emergency conditions, critical College functions must work together under central coordination to provide appropriate, timely response to mitigate any adverse impacts on our campus. Under such conditions, the highest priorities of life safety, property and environmental protection and restoration become the interim mission and direction of the College.

Using best practices for emergency management planning and adopting an Incident Command System (ICS) structure for emergency response, this Emergency Plan has been developed so that our preparedness enables a timely and appropriate response should emergency conditions adversely impact the College Campus. Although these situations can be unpredictable, the Emergency Plan is designed for flexible response, regardless of the nature, complexity or severity of the emergency conditions, and for seamless coordination within an Unified Command System framework among the College and its public emergency services/ public agencies involved, thereby minimizing danger to our campus.

While serving the College as a whole, this Emergency Plan is primarily intended to support and be used by those who manage emergencies on campus; those who must maintain the business operations side of the College functional; and those who must restore to normal College operations in academic learning and service.

Emergency awareness and preparedness is a shared responsibility and every member of the College community should be aware of and understand their role during emergency conditions. To be effective, this Emergency Plan requires the support, cooperation, and commitment of the entire College community.

Please take a few moments to familiarize yourself with this document so that you, too, can support your fellow employees in promoting a safe college campus environment for the College community to enjoy and for protecting our students, employees and visitors should an emergency arise.

Original Signed
Harry F Bakker, PEng, RPA
Director, Facilities Management & Emergency Director

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4) Introduction

Functional emergency management planning is vital for any organization to be prepared to deal and cope with, respond to, and recover from any significant, perilous incident (either natural or human-induced and of a physical or technological nature that may strike it).

The College, like any other business, is not immune against disaster. Emergency situations can occur suddenly with little to no warning, creating situations in which the College's normal business operations of academic learning and service may become strained, even overwhelmed. As a result of these operational challenges, the College has developed this Emergency Plan so that the College's state of preparedness enables appropriate, timely response measures be taken to safely control and terminate an emergency, then recover from such emergency and resume the College's normal business operations of academic learning and service in a safest, most-expedient manner practicable.

Under emergency conditions:

- The primary priority of the College is to protect human life before the protection of secondary priorities such as the environment and property, including valuable intellectual property and applied research; and
- The primary objective of the College is to respond appropriately to emergency conditions and manage the business continuity/ recovery operations to restore the College's normal business operations in academic learning and service.

While serving the College as a whole, this Emergency Plan has been prepared primarily for the people who will use it. This Emergency Plan is a management guide supporting those with key emergency response assignments and responsibilities.

4.1) Emergency Management Phases & Principles

The College's Emergency Plan considers commonly used emergency management phases and principles which have been summarized in this section to provide the reader with a basic overview.

The following illustration identifies five commonly used emergency management phases.



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Five emergency management phases include:

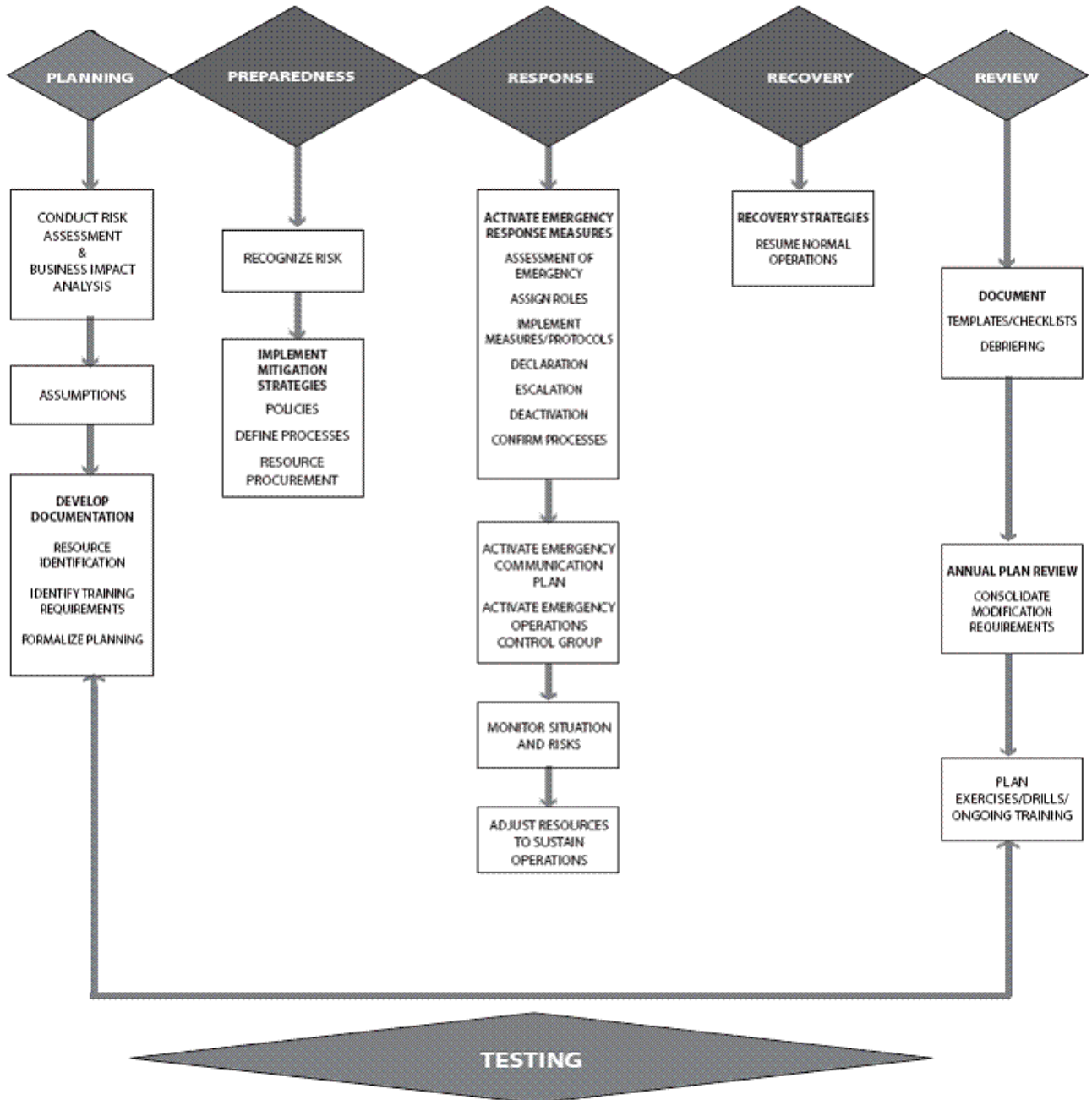
- **Planning Phase:** The Emergency Planning phase overarches and embraces all of the subsequent emergency and risk management phases. The dynamic nature of organizational risk ensures that planning is never concluded and is an ongoing process within emergency management. Planning entails identifying structured, operational processes to ensure maximum utilization of available resources and to ensure a timely response;
- **Preparedness Phase:** The preparedness phase defines the period of time when risk is foreseen and resources must be predetermined or operational demands decreased to mitigate the impact of an incident;
- **Response Phase:** Emergency response occurs when risk is imminent or occurring, and/or resources are deployed to resolve issues in order of priority. The response phase is the process of planning for and/or implementing the reaction to an incident. The primary goals of the response phase are to protect life, ensure the safety and health of personnel, limit and contain damage within facilities and equipment, stabilize operational, service and public impacts of an incident, and manage and communicate information regarding the incident to College Stakeholders through emergency response and business continuity/ recovery operations, including incident and crisis management and crisis communications.
- **Recovery Phase:** The recovery phase encompasses the process of returning business to normal by directing resources to resume activities that may have been suspended or otherwise terminated due to the incident.
- **Review Phase:** The review phase requires the assessment of performance during the preparedness, response, and recovery phases of an incident and the root causes of the incident itself. This assessment should indicate the type of organizational threat and the real impacts of the threat. This is also the time after an incident to debrief and relevant information about the incident is assembled and documented for further review. Activities documented in the review phase will include analysis of key decisions during the event and the reasoning and justification for those decisions. Lessons learned should also be recorded and analyzed. The College will complete a review to enhance crisis management capabilities and further planning that will drive opportunities for process improvement encouraging feedback and change and the Emergency Plan modified as necessary.

Emergency management principles are vital in coordinating the communication, management, and relationship between internal and external response teams, and are vital to all other stakeholders that have a legitimate interest in the response. Seven emergency management principles include:

- **Recognition:** Classifying, labelling and defining risk helps stakeholders to identify, recognize and determine the risk, nature and intensity of the response. Risk classification and labelling determines the effect on stakeholders and human resources. Inaccurate terminology can mislead and incite poor response, particularly with numerous stakeholders.
- **Notification:** Information is communicated to specific internal and external resources through cascading systems. Notification procedures are distinguished between notifications and advisories. (Notification leads to the activation of a specific response, whereas advisories are meant only for disseminating information). Responding groups will be notified according to structure.
- **Activation:** A sequence of steps are activated which will mean coordinating multiple responses activities within the entity and with external stakeholders, requiring a distinct understanding of when a plan is activated.
- **Deployment:** Specifies the movement of staff, equipment, expertise and information. Resources will be deployed based on the demand of the emergency.
- **Operations:** Describes all the responses needed to resolve issues in sequential priority.
- **Recovery:** The process of returning business to normal by utilizing resources to restart activities that may have been suspended due to the incident.
- **Review:** Review will to ensure that emergency preparedness standards have been met. Example: Review documentation of the actions taken during an emergency to determine deficiencies within an emergency management plan. Review will allow for recommendations to be made, either improving emergency

management planning or confirming its effectiveness.

The integration of these key emergency management principles with each of the emergency management phases is illustrated in the chart below.



4.2) Incident Management

Emergency management planning at the College adopts the Incident Command System (ICS) structure and model. The defined organizational structure, roles and responsibilities, processes and practices are integral characteristics

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of the ICS for the efficient and effective establishment of quantifiable goals, delegation of authority to achieve goals, and empowerment of authority to direct emergency response.

The ICS adopts common terminology, unified command structure, modular organization, designated roles and responsibilities, manageable span of control, consolidated action plans, and integrated communications for effective operations and clear, concise communications. Elements of the ICS are interchangeable.

Given these inherent strengths, the ICS structure is adopted by many emergency services and public agencies across Canada, the United States and other countries. Many Ontario municipalities, emergency services and related public agencies integrate some form of ICS principles and best practices into their emergency response protocols, enabling a coordinated, unified, integrated, and seamless approach to incident management and response involving multiple response agencies.

5) Plan Authority & Scope

5.1) Plan Authority

The Fanshawe College of Applied Arts and Technology is a non-share capital corporation and agent of the Crown established by Ontario Regulation 34/03 under the *Ontario Colleges of Applied Arts and Technology Act*.

The College Campus is the private property of The Fanshawe College of Applied Arts and Technology and the College reserves the rights at all times to maintain full jurisdiction and control over College Property and any and all activities thereon.

The College conducts its normal business operations in academic learning and service through its academic faculties/ schools and its service divisions/ departments. The College enacts and promulgates policies and procedures to support its business operations, such policies and procedures may from time to time be amended, re-enacted, supplemented, revised or replaced, in whole or in part, as recommended by the College's Administrative Council and approved by the College President.

College Policy 1-D-09, Emergency Preparedness and Response requires the College to establish, maintain current and test an Emergency Plan to ensure emergency preparedness and response measures are in place at the College Campus. In accordance with this College Policy, the President:

- assigned the Vice President, Planning & Administrative Services, as the Executive Sponsor; and
- appointed the Director, Facilities Management, as the Emergency Director.

5.1.1) Executive Sponsor

Plan sponsorship is a vital part of the College's emergency preparedness phase during the College's normal operations in academic learning and service. The Executive Sponsor provides strategic leadership to the Emergency Director and is authorized to resolve any cross-functional issues arising within the College that may impede the functional maintenance of the Emergency Plan.

5.1.2) Emergency Director

The Emergency Director is assigned overall stewardship responsibility for the College's Emergency Plan and is charged with the ultimate responsibility and overall accountability for emergency preparedness, response, and business continuity/ recovery at the College.

In accordance with College Policy 1-D-09, Emergency Preparedness and Response, the Emergency Director is authorized to:

- establish and maintain current a functional Emergency Plan for preparedness, response and business continuity/ recovery for plausible fire, medical, hazardous materials releases, security, infrastructure, and natural hazardous conditions, including:
 - procuring equipment, materials, supplies, and outside contractor services and establishing any mutual aid agreements for emergency preparedness (prevention and mitigation included) and response, if and as required;
 - establishing an emergency team and providing emergency preparedness and response training for employees having emergency response assignments and responsibilities;

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- promoting emergency preparedness and response awareness, education and training so that for the College community can be familiar with the Emergency Plan and procedures to follow; and
- conducting Emergency Plan Exercises (EPE) to test the College's preparedness; and
- if an Incident arises on the College Campus, activate the Emergency Plan and assume command and control of the Incident to stabilize and respond to resolve the Incident and resume the College's normal business operations in academic learning and service, including:
 - determining an Incident's response: Occurrence, Event, Emergency, Disaster;
 - determining persons authorized to be at the Incident Scene, Hot/Warm/ Cold Zones, the Incident Command Post (ICP), and the Emergency Operations Centre (EOC), regardless of power, position or reporting hierarchy;
 - determining site security requirements, restricting access at the Incident Scene, Hot/Warm/ Cold Zones, the Incident Command Post (ICP), and the Emergency Operations Centre (EOC) to authorized personnel;
 - ordering the full or partial shelter-in-place/ lockdown or evacuation of the College Campus/ property/ building, in whole or in part, if and as required;
 - using any College employees, equipment, materials and supplies, engage any outside contractor services, activate any mutual aid agreements, and procure any additional equipment, materials and supplies, if and as required;
 - directing the Crisis Communications Team to manage media and public relations and stakeholder communications;
 - declaring an Incident terminated and deactivating the Emergency Response Plan; and
 - activating Business Continuity/ Recovery Plan to clean-up and restore the Incident Scene and to return to normal the College's business operations in academic learning and service, as appropriate and necessary.
- perform audits and reviews of the Emergency Plan's effectiveness, identifying non-conformities and recommending and implementing corrective/ preventive actions to improve the Emergency Plan functionality.

5.2) Plan Scope & Expectations

In accordance with College Policy 1-D-09, Emergency Preparedness and Response, this Emergency Plan applies to and shall be observed, adhered to and complied with by:

- College employees, students, contractors and tenants; and
- visitors and all other persons on College Property.

College employees, students, contractors, and tenants shall:

- know how to report an emergency upon discovery and what to do in the event of an emergency;
- identify any personal requirement for participating in the Assisting Buddy Program as a result of any permanent or temporary physical condition, limitation or other impairment impeding mobility or ability to egress effectively;
- know Shelter-in-Place/ Lockdown and Evacuation procedures, including nearest Emergency Exits and designated Evacuation Assembly Areas, and follow such procedures in the event of an emergency;
- fully participate, as directed, in Emergency Plan Exercises (EPE), including Fire Drills; and
- follow Emergency Instructions issued by emergency personnel.

Visitors and other persons on College Property shall:

- fully participate, as directed, in Emergency Plan Exercises (EPE), including Fire Drills; and
- follow Emergency Instructions issued by emergency personnel.

5.3) Plan Non-Observation, Non-Adherence or Non-Compliance

Any person failing to observe, adhere to or comply with the requirements of this Emergency Plan, including, without limitation, any refusal to either:

- evacuate a College Campus or building, in whole or in part, upon a fire alarm or other evacuation order; or
- follow emergency instructions issued by emergency personnel during an emergency, a fire drill included,

is in violation of College Policy 1-D-09, Emergency Preparedness and Response.

Any person in violation of College Policy 1-D-09, Emergency Preparedness and Response, may be subject to remedial and/ or disciplinary action including, without limitation, remedies outlined in any applicable by-law, law, ordinance, rule, regulation, standard, statute or code now or hereafter enacted, amended, revised or replaced, in whole or in part, and promulgated by a governmental authority having jurisdiction, whether municipal, provincial or federal, current Student Code of Conduct, current Collective Agreements or other terms and conditions of employment and remedies outlined in other contracts and agreements.

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6) Plan Management & Administration

6.1) Plan Purpose/ Concept of Operations

The purpose of this Emergency Plan is to provide a systematic, structured approach for preparedness, response and business continuity/ recovery at Fanshawe College so that the College and the College Community can be prepared for and, if necessary, appropriately respond to, deal and cope with, and recover from an incident that may adversely impact the College Campus. The Emergency Plan further identifies the management structure (together with key roles, responsibilities and assignments) and general guidelines to follow in emergency preparedness, emergency response, and business continuity/ recovery functions.

Using best practices for emergency management planning and adopting an Incident Command System (ICS) structure for emergency response, this Emergency Plan has been designed to be an “all-hazards” management plan containing concepts, relationships, responsibilities, and guidelines that apply during incident response, regardless of the nature or origin of the incident; it does not address unique conditions resulting from any particular hazard or situation.

Should an incident arise that disrupts the College’s normal business operations in academic learning and service, the Emergency Plan has been established to address any immediate requirements and special measures that must be taken to:

- ensure the welfare of students, employees, and the public;
- manage immediate communications and information regarding emergency response operations and on-campus safety;
- provide and manage critical services and operations to maintain the business side of the College functional;
- provide and analyze essential information supporting decision-making and action plans implementation; and
- manage College resources effectively during emergency response operations and continuity/ recovery operations.

This Emergency Plan does not replace the College’s systems currently in place for health and safety, campus security, hazardous materials management or other measures already established and implemented at the College, rather the Emergency Plan supplements the College’s existing safe work programs and procedures, standard operating procedures and administrative practices with a temporary emergency management structure, which provides for an immediate administrative focus on response operations and an early transition to business continuity/ recovery operations.

Based on an “all-hazards” approach to emergency management, the design of this Emergency Plan provides inherent flexibility for the management of communications, information, activities, and operations during an incident, regardless of the magnitude, complexity or severity of the incident, be it an occurrence, event, emergency or disaster. Such flexibility ultimately enables the College to activate the Emergency Plan in whole or in part, as appropriate, and to mobilize existing resources to incident response efficiently and effectively for a smooth transition from response to business continuity/ recovery to restore to normal the College’s business operations in academic learning and service, thereby minimizing danger to the College Campus. Given the ICS structure in place, this Emergency Plan further provides a framework that enables the College to seamlessly coordinate incident response within a unified command structure among any public emergency services and public agencies, should they become involved and/ or assume control of a response effort.

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6.2) Plan Objectives

The objectives of this Emergency Plan are to:

- Organization:
 - Provide clear, easy-to-follow checklist-based guidelines for the most critical functions and liaisons during emergency management response and business continuity/ recovery operations;
 - Provide this Emergency Plan in an organized, easy-to-follow format in which users can quickly determine their roles, responsibilities, and primary tasks;
 - Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall emergency management response, in which all entities have access to the emergency management response process and know what is going on at the College; and
 - Provide a basis for training staff and organizations in emergency management response and business continuity/ recovery operations.
- Communications and Information Management:
 - Provide a central point of communications both for receipt and transmission of urgent information and messages;
 - Provide an official point of contact for the College during emergencies when normal channels are interrupted;
 - Provide 24-hour, comprehensive communication services for voice, data and operational systems; and
 - Collect and collate all disaster information for notification, public information, documentation and post-incident analysis.
- Decision Making:
 - Provide a clear decision-making process for emergency management response and business continuity/ recovery operations; and
 - Determine, through such process, the level of emergency management response and the extent of emergency management control and coordination that should be activated when incidents occur.
- Response Operations:
 - Utilize efficiently College resources to implement a comprehensive and efficient emergency management response and recovery team; and
 - Continuously be prepared with a pro-active emergency response and business continuity/ recovery management action plan, for the possibilities and eventualities of emerging incidents.
- Recovery Operations:
 - Transition emergency management response operations over to the College's normal business operations in academic learning and service, as safe and effectively practicable; and
 - Support emergency management business continuity/ recovery plans and processes, as needed, during business recovery phases.

6.3) Plan Format

While serving the College as a whole, this Emergency Plan is a management guide supporting those individuals with key response assignments and responsibilities during emergency conditions. Accordingly, this Emergency Plan has been formatted as follows:

- Plan Authority & Scope;
- Plan Administration & Management;
- Emergency Preparedness;

- Emergency Response;
- Business Continuity/ Recovery; and
- Appendices & Annexes.

Appendices and Annexes supporting and/ or supplementing this Emergency Plan include but are not limited to:

- Definitions, terms & acronyms;
- Emergency Guidelines for Employees, Students and Other Users of College Property;
- Emergency contact lists;
- Emergency Management forms & checklists;
- Critical property maps;
- Maps of critical facilities, facilities infrastructure and life safety systems, equipment and supplies;
- Departmental Action Plans;

such Appendices and Annexes attach to and form part of the controlled version of this Emergency Plan.

Since this Emergency Plan has been prepared primarily for the people who will use it, non-controlled versions of this Emergency Plan made available electronically will not normally include any Appendix or Annex given the sensitive, confidential nature of content and further will not normally be copied to, communicated with or otherwise made available to another party. Controlled versions of this Emergency Plan, which include Appendices and Annexes, may only be shared with another party with the advance consent of the Emergency Director.

Definitions set out in the Appendices shall apply to this Emergency Plan, including Appendices and Annexes, and shall have the meanings therein ascribed to them unless the context expressly or by necessary implication otherwise requires. All derivatives of any of the definitions set forth therein shall have the meanings appropriate to the derivation of the definition.

6.4) Plan Review

Plan Review is an integral process to ensure that the Emergency Plan remains effective and functional by continually reflecting the College's requirements and accurately describing current and relevant best practises with respect to emergency management principles and strategies.

To ensure that the Emergency Plan remains effective, an annual review of the Emergency Plan will be conducted and random audits/ reviews of the Emergency Plan may be conducted:

- as part of an Emergency Plan Exercise (EPE) to test the Emergency Plan and the College's preparedness;
- randomly as a part of a process audit of the Emergency Plan; or
- as a result of an Incident where deficiencies/ non-conformities have been identified during post-incident debriefing.

6.4.1) Post-Exercise Analysis & Review (PEAR)

As part of any Emergency Plan Exercise (EPE) testing the Emergency Plan and the College's preparedness , a Post-Exercise Analysis & Review (PEAR) may be conducted to identify any non-conformities observed during the Emergency Plan Exercise (EPE) and provide any recommendations for improvements to the Emergency Plan for consideration of the Emergency Operations Control Group (EOCG).

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An observation group will be selected prior to the exercise/ test of the Emergency Plan, such group may include members of the Emergency Operations Control Group (EOCG), the College Community and/ or external organizations, including public emergency services and peer institutions.

The PEAR meeting will normally be conducted immediately following the Emergency Plan Exercise's conclusion with the selected observation group and the Emergency Operations Control Group (EOCG) in attendance. The observation group will identify Emergency Plan strengths observed during the Emergency Plan Exercise (EPE) as well as non-conformities observed. The observation group will provide recommendations for corrective/ preventive action to improve the effectiveness of the Emergency Plan for consideration of the Emergency Operations Control Group (EOCG) and the Emergency Director.

Any relevant PEAR processes and forms will be contained in applicable Appendices of the Emergency Plan.

6.4.2) Post-Incident Analysis & Review (PIAR)

As part of any Incident activating the Emergency Plan, a Post-Incident Analysis & Review (PIAR) may be conducted to identify any non-conformities observed an Incident activating the Emergency Plan and provide any recommendations for improvements to the Emergency Plan for consideration of the Emergency Operations Control Group (EOCG). In the event an Incident is declared a Response Level 3: Emergency or a Response Level 4: Disaster, a PIAR will be conducted within a reasonable time post-Incident termination.

The date, time and location of the PIAR, including required participants, will be determined by the Emergency Director.

Any relevant PIAR processes and forms will be contained in applicable Appendices of the Emergency Plan.

6.4.3) Annual Review

To assist with the review process, anyone wishing to submit proposed changes to the Emergency Plan may do so in writing to the Emergency Director or designate at least 30 days prior to an annual review.

Any major changes will be presented by the Supervisor, Emergency Management Office, Campus Security Services to the Emergency Operations Control Group (EOCG) for consideration of acceptance or otherwise. The Emergency Operations Control Group (EOCG) will make recommendations to amend the Emergency Plan for final approval by the Emergency Director. If accepted, recommendations amendments will be effective as soon as practicable and once incorporated into a formal amendment to the Emergency Plan.

The date, time and location of the Annual Review, including required participants, will be determined by the Emergency Director.

Minor changes will be noted, collected, and forwarded to the Supervisor, Emergency Management Office, Campus Security Services for consideration of revision to the Emergency Plan. Minor changes may be implemented at any time during the year at the discretion of the Emergency Director.

6.4.4) Monitoring

The Emergency Director shall report, at least annually, to the College's Administrative Council any recommended changes to College Policy 1-D-09, Emergency Preparedness and Response.

6.5) Plan Revision

The Emergency Plan will be revised and updated as necessary through the Plan Review process to ensure that the Emergency Plan continually reflects the College's requirements and accurately describes current and relevant best practises with respect to emergency management principles and strategies.

Interim revisions to the Emergency Plan may be made when one of the following occurs:

- A change in the College Campus and/ or facility configuration that materially alters the information contained within the Emergency Plan or otherwise materially affects implementation/ maintenance of the Emergency Plan;
- A material change identified as part of the hazard identification and risk assessment (HIRA) process, the emergency preparedness process, emergency response process, resources;
- Internal assessments after an actual incident occurs or experience in actual incident responses identify significant changes should be made in the Emergency Plan as part of the Post-Incident Analysis & Review (PIAR) process;
- Internal assessments or third party reviews of Emergency Plan Exercises (EPE) identify significant changes should be made in the Emergency Plan as part of the Post-Exercise Analysis & Review (PEAR) process;
- Internal assessments identify changes should be made in the Emergency Plan as part of the Emergency Plan's Annual Review process;
- New laws, regulations or college policies are enacted/ implemented that affect the contents within, or the implementation and maintenance of the Emergency Plan; or
- Other changes impacting the Emergency Plan deemed significant.

The Supervisor, Emergency Management Office, Campus Security Services under direction of the Emergency Director, will be responsible for the Emergency Plan Revision process to ensure that approved changes, updates, and revisions to the Emergency Plan are recorded and distributed accordingly.

Amendments will normally be published and distributed to Planholders within 30 days of approval.

6.6) Related Policies, Documents & References

The following policies and documents support directly/indirectly this Emergency Plan:

- 1-C-10: Corporate Communications;
- 1-D-03: Corporate Health and Safety;
 - Corporate Health & Safety Management System;
- 1-D-05: Safe College Campus;
- 1-D-07: College Alcohol Management Policy;
- 1-D-08: Special Constable Authority; and
- 1-D-09: Emergency Preparedness and Response.

The above policies and documents may be viewed electronically on the College's website:

www.fanshawec.ca/EN/portal/portal/admin.asp

The following references are cited in the development and support of this Emergency Plan:

- NFPA 1600: 2007 Edition: Standard on Disaster/ Emergency Management and Business Continuity Program.
- CSA Z1600: 2008 Edition: Emergency Management and Business Continuity Program.

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7) Emergency Preparedness Plan

Emergency preparedness is about establishing action plans, processes, measures and/or protocols which either reduce the severity of an incident or likelihood of an incident. Preparedness decreases the physical and emotional impact by identifying and minimizing associated risks.

There are many preparedness strategies stated in the Emergency Plan, most notable, is the specific emergency response teams that are trained to effectively deal with incidents most probable in our unique College environment.

Other strategies outlined in the Emergency Plan include the proper identification of incidents, the establishing protocols and action plans, utilizing equipment and resources, drawing situational awareness through risk assessment, emergency preparedness awareness and education; and establish ongoing training programs for College emergency responders.

7.1) Emergency Preparedness Responsibilities

7.1.1) Executive Sponsor

Plan sponsorship is a vital part of the College's emergency preparedness phase during the College's normal operations in academic learning and service. It is the role of the Executive Sponsor to provide strategic leadership to the Emergency Director and assist resolving any cross-functional issues that may arise within the College that may impede the establishment/ functional maintenance of the Emergency Plan.

During the College's normal operations in academic learning and service, the Executive Sponsor is responsible to ensure that:

- the Emergency Plan is established, maintained and tested to be functional; and
- academic faculties and schools, and service areas, divisions and departments support and contribute as required to the Emergency Planning and operational requirements of the Emergency Plan.

7.1.2) Emergency Director

The Emergency Director is assigned overall stewardship responsibility for the College's Emergency Plan and is charged with the ultimate responsibility and overall accountability for emergency preparedness, response, and recovery at the College.

During the College's normal operations in academic learning and service, the Emergency Director is authorized to establish and maintain current a functional Emergency Plan:

- developing preparedness, response and business continuity/ recovery plans for plausible fire, medical, hazardous materials releases, security, infrastructure, and natural hazardous conditions;
- procuring equipment, materials, supplies, and outside contractor services and establishing any mutual aid agreements for emergency preparedness (prevention and mitigation included) and response, if and as required;
- establishing an emergency team and providing emergency preparedness and response training for employees having emergency response assignments and responsibilities;
- promoting emergency preparedness and response awareness, education and training so that for the College community can be familiar with the Emergency Plan and procedures to follow; and
- establishing and equipping an Emergency Operations Centre;

Emergency Plan

- conducting Emergency Plan Exercises (EPE) to test the College's preparedness; and
- performing audits and reviews of the Emergency Plan's effectiveness, identifying non-conformities and recommending and implementing corrective/ preventive actions to improve the Emergency Plan functionality.

The Manager, Campus Security Services, and Supervisor, Emergency Management Office, Campus Security Services normally provide assistance to the Emergency Director in these Emergency Plan undertakings.

7.1.3) Emergency Operations Control Group (EOCG)

The Emergency Operations Control Group (EOCG) will provide administrative oversight with respect to the Emergency Plan and will make recommendations to the Emergency Director relating to:

- appropriate training needs as required;
- effectiveness of training provided for emergency response assignments; and
- findings of annual review of the Emergency Plan.

7.1.4) Deans, Chairs, Directors, Managers and Supervisors

Deans, Chairs, Directors, Managers and Supervisors are responsible for:

- providing new and current employees necessary plan awareness, education and training outlined in the Emergency Plan;
- ensuring employees participate in College emergency planning sessions and Emergency Plan Exercises (EPE) as appropriate;
- conducting necessary Workplace Inspections, as required by the College's CHSMS and Section 7.8), correcting any observed/ reported hazards, as required; and
- developing Departmental Actions Plans as appropriate for their areas of responsibility. Departmental Action Plans are to be reviewed annually and staff training completed as necessary. These plans are essential to unique emergency needs of the department.

7.1.5) Employees, Students, Contractors and Tenants

Employees, students, contractors and tenants are responsible for:

- familiarizing themselves with response guidelines, particularly shelter-in-place/ lockdown and evacuation guidelines;
- participate in College emergency planning sessions and Emergency Plan Exercises (EPE) as appropriate; and
- identifying and reporting observed hazards, including those identified through Workplace Inspections, as required by the College's CHSMS and Section 7.8) and suspicious occurrences.

7.1.6) Faculty

In addition to their employee responsibilities outlined in Section 7.1.5) above, Faculty are further responsible for the following:

- Provide their class with general information related to emergency procedures. This information is normally posted at the front of most classrooms and should be shared during the first week of class;
- Know how to report an emergency from the classroom being used and/or know of the nearest emergency phone;
- Assure that persons with disabilities have the assistance they require during an emergency. Faculty shall

ensure a plan of action with the student outlining who will provide the assistance if or when it is required. A buddy system as stated in the Emergency Plan should be implemented; and

- Take charge of the classroom and follow emergency procedures for all building alarms and emergencies as stated in the Emergency Plan.

7.1.7) Other Persons

Other persons who host, sponsor or conduct events or otherwise bring non-College attendees to the College Campus are expected to:

- Assess the emergency planning and response needs of the hosted group and ensure that necessary steps are taken to prepare for effective emergency response. This information is normally posted at the front of most common areas of the College;
- Be familiar with and follow applicable procedures found in the Emergency Plan;
- Ensure that event staff are provided with and understand campus emergency response procedures; and
- Communicate necessary information to their host group to ensure effective emergency response.

7.2) Hazard Identification and Risk Assessment (HIRA)

The College may be exposed to many hazards, all of which have the potential for disrupting the College community, causing casualties, and damaging or destroying College, public and/ or private property.

A number of consequences may arise from each potential hazard. The general approach to screening level hazard identification and risk assessment can be applied for situations of varying levels of magnitude, complexity, or severity. The potential consequences for each hazard scenario can be classed in terms of:

- Public health and safety;
- Property and environment; and
- Business operations.

The likelihood or the probability of hazard occurring can be classed in terms of:

- **Low (L) probability** when an incident is not likely to occur but is plausible;
- **Moderate (M) probability** when an incident is likely to occur once within a period of time; or
- **High (H) probability** when an incident is likely to occur frequently within a period of time.

The estimated impact or the consequence or severity of the hazard occurring can be classed in terms of:

- **Low (L) impact** when an incident is likely to cause little to no significant injury, illness or trauma, damage to property and/ or the environment and/ or disruption to the College's normal business operations in academic learning and service;
- **Moderate (M) impact** when an incident is likely to cause significant trauma or casualty, limited damage to property and/ or the environment or significant disruption to a portion the College's normal business operations in academic learning and service; or
- **High (H) impact** when an incident is likely to cause mass medical illness, trauma or casualties, extensive damage to property and/ or the environment and/ or extensive disruptions to the entire or a significant portion of College's normal business operations in academic learning and service.

Not every class of estimated impact may have relevance in assessing a given hazardous risk scenario and it is quite common, when conducting a risk assessment, to focus on specific area, eg public health and safety, property and environment, or business operations.

The table below presents probability and impact criteria that may be valid for typical college operations.

	Probability of Occurrence, P	Estimated Impact in Terms of		
		Public Health & Safety	Property & Environment	Business Operations
Low (L)	Incident is not likely to occur but is plausible P < 0.10	Limited trauma, casualties Non-life-threatening illnesses, injuries First Aid, Medical Aid	Loss ≤ \$100K	Disruption ≤ 2 mos Closure ≤ 25%
Moderate (M)	Incident is likely to occur at some time within a 10--year period 0.10 < P ≤ 1	Mass trauma & casualties Mass, non-life-threatening illness, injury Limited life-threatening illnesses, injuries Fatality	\$100K < Loss ≤ \$1,000K	2 mo < Disruption ≤ 6 mo 25% < Closure ≤ 60%
High (H)	Incident is likely to occur more than once per year P > 1	Mass trauma & casualties Mass life-threatening illnesses, injuries Multiple fatalities	Loss > \$1,000K	Disruption > 6 mo Closure > 60%

The following lists some of the potential hazards as well as the assigned level of risk, including the probability that the hazard will occur and the estimated impact that the potential hazard will have on public health and safety and on property and environment:

Type of Incident	Probability of Incident Occurrence			Estimated Impact on Public Health & Safety			Estimated Impact on Property & Environment			Estimated Impact on Business Operations		
	L	M	H	L	M	H	L	M	H	L	M	H
Fire												
Minor Fire		X		X			X			X		
Major Fire	X				X				X			X
Explosion	X					X			X			X
Medical												
First Aid Injury			X	X			X			X		
Medical Aid Injury			X	X			X			X		
Food Poisoning	X				X		X				X	
Infectious Disease Outbreak	X					X		X			X	
Influenza Pandemic	X					X		X				X
Critical Injury or Fatality		X			X		X			X		
Mass First Aid/ Trauma/ Casualties	X					X	X					X

Type of Incident	Probability of Incident Occurrence			Estimated Impact on Public Health & Safety			Estimated Impact on Property & Environment			Estimated Impact on Business Operations		
	L	M	H	L	M	H	L	M	H	L	M	H
Hazardous Material												
Hazardous Material Spill/ Release	X					X		X			X	
Chemical/ Biological Spill/ Exposure	X					X		X			X	
Natural Gas Service Rupture	X				X			X			X	
Radiation Exposure	X					X		X			X	
Infrastructure												
Telecommunications Service Failure	X			X			X				X	
IT Service Failure			X	X			X				X	
Electrical Service Failure		X		X			X				X	
HVAC/ Mechanical Service Failure	X			X			X				X	
Elevator Service Failure			X	X			X			X		
Security & Life Safety Service Failure	X			X			X				X	
Water Service Rupture/ Building Flooding		X		X				X			X	
Structural Failure/ Building Collapse	X					X			X			X
Aircraft Crash	X					X			X			X
Security												
Bomb Threat			X	X			X				X	
Motor Vehicle Collision			X	X			X			X		
Campus Violence			X	X			X			X		
Sexual Assault		X			X		X			X		
Stalking/ Relationship Violence		X			X		X			X		
Weapons		X			X		X				X	
Homicide	X				X		X				X	
Missing Student		X		X			X			X		
Study Abroad Incident/ Accident	X			X			X			X		
Vandalism			X	X				X		X		
Hostage Situation	X				X		X				X	
Civil Unrest/ Protest/ Mass Gathering		X		X			X			X		
Terrorism	X					X			X			X
Natural												
Flooding	X			X				X			X	
Severe Snow Storm			X	X			X			X		
Ice Storm			X	X			X				X	
Thunderstorm/ Severe Weather			X	X				X			X	
Tornado		X				X			X			X
Earthquake	X					X			X			X

7.3) Planning Assumptions

Emergency management planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions and the standard practice is to base planning on the worst-case scenario.

For Fanshawe College, natural hazards (tornado) pose the most probable threat of worst-case scenario emergency conditions. Using the natural hazard model, the Emergency Planning assumptions incorporated into this Emergency Plan include:

- Critical lifeline utilities may be interrupted, including water delivery, electrical power, natural gas, telecommunications systems, including telephone, cellular and repeater-based radio systems, and information technology systems;
- Federal, provincial and local municipal services, including emergency services and public agency services, may not be available for at least 72 hours;
- Major roads, overpasses, bridges, and local streets may be unsafe to travel and/ or damaged;
- Buildings and structures, including residential homes, may be damaged and/ or destroyed;
- Damage may cause mass displacement of people as well as mass trauma and casualties;
- Normal supply vendors may be unable to deliver supplies, equipment and materials;
- Supplies, equipment and materials may be seconded and/ or redirected to other services deemed essential by federal, provincial and/or municipal authorities;
- Contact with families and households of the College Community may be interrupted;
- People may become stranded at the College Campus, and conditions may be unsafe to travel off-campus;
- Emergency conditions that affect the College Campus will likely affect the surrounding community, including the City of London and the County of Middlesex proper;
- The College will not receive outside assistance in rapid damage assessment and will need to conduct its own situation analysis and deployment of on-site resources and management of emergency operations on-campus, through the Emergency Team and the Emergency Operations Control Group (EOCG) while emergency conditions exist;
- Communications and exchange of information will be one of the highest priority operations for the Emergency Team and the Emergency Operations Control Group (EOCG). The College's internet/ intranet may be offline.

7.4) Emergency Plan Awareness, Education & Training

The achievement of the Emergency Plan necessitates the College maintain a constant position of readiness to guarantee the proficient and organized conversion from regular activities to those associated with emergency situations.

Emergency preparedness is a shared responsibility. Emergency awareness and prevention education for the Fanshawe community will be promoted by the College as well as emergency preparedness training programs provided for Employees.

In order to maintain the effectiveness of the Emergency Plan, employees having emergency response assignments and responsibilities will be provided mandatory training as outlined in the emergency preparedness and response training matrix appended to this Emergency Plan. The level, type and frequency of training provided will be tailored to correlate with the nature and level of responsibility attributable to the employee's emergency response assignment.

7.5) Emergency Plan Exercises (EPE)

Emergency Plan Exercises (EPE) will be conducted to test the Emergency Plan and the College's preparedness to response to an emergency incident. An Emergency Plan Exercise may include any means of test including a fire drill, a tabletop emergency plan exercise, and/ or a live exercise or simulation of an emergency incident.

A Post-Exercise Analysis & Review (PEAR) may be conducted upon completion of an Emergency Plan Exercise (EPE) in accordance with the Emergency Plan Review process to identify any non-conformities observed during the Emergency Plan Exercise (EPE) and to provide any recommendations for improvements to the Emergency Plan.

7.6) Fire Safety Plan

The College is mandated by the Ontario Fire Code to establish a Fire Safety Plan. The Fire Safety Plan details response protocol, training requirements, and frequency of training to efficiently react to a fire without compromising life safety.

The Fire Safety Plan, including Fire Drill Protocols, is attached to the Emergency Plan.

7.7) Community Awareness, Partnership and Orientation

Fostering a strong community partnership with key public organizations is paramount to the successful execution of the Emergency Plan. To do this, the College will continually seek new ways to enhance the profile of the Emergency Plan by participating in education and/or training venues that promote or enhance emergency preparedness and awareness.

The College will also continually furnish up-to-date emergency mapping and other relevant Plan documentation to local emergency response services.

7.7.1) Emergency Mapping

In an effort to increase emergency response efficiency, the College has developed and will continue to maintain current emergency mapping documents outlining emergency location points, roadways, staging areas for emergency vehicle and personnel marshalling areas, possible locations for medical triage, facilities design and layout of critical facilities infrastructure.

7.8) Workplace Inspections

Workplace inspections form an integral part of the College's Corporate Health and Safety Management System (CHSMS). Workplace inspections are an integral process towards preventing and mitigating incidents from occurring.

Deans, Chairs, Directors, Managers and Supervisors are responsible for:

- Providing periodic inspection of their work areas to ensure evacuation routes are illuminated, free and clear of obstructions;
- Ensuring their work areas are well-lit for egress and free from fire hazards including unsafe location, handling, and storage of flammable and combustible materials;
- Ensuring flammable and combustible materials are properly stored;

- Ensuring service areas demonstrate evidence of good housekeeping;
- Ensuring chemical Material Safety Data Sheets (MSDSs) are available and maintained current;
- Ensuring a pre-start safety review (PSR) is conducted for any new or materially altered piece of equipment or machinery and providing proper training;
- Ensuring the appropriate hand cleansing products are readily available in the workplace; and
- Ensuring appropriate equipment cleaning and maintenance procedures are developed and adhered to.

Employees, as applicable, are responsible for:

- Checking the workplace to ensure evacuation routes are free and clear of obstruction;
- Properly transporting, handling, storing and dispensing flammable and combustible materials;
- Ensuring the workplace remains secure;
- Promptly reporting observed deficiencies of life-safety equipment or systems; and
- Ensuring the workplace is free from unnecessary clutter.

The Security Control Centre is responsible for:

- Checking, inspecting, and testing emergency communications systems for proper function and operations;
- Ensuring life safety systems are functional; and
- Documenting and reporting any observed deficiency.

Campus Security Services is responsible for:

- inspecting facility corridors during routine patrols to ensure evacuation routes are illuminated, free and clear of obstructions;
- Ensuring interior and exterior access points are properly secured, as required;
- Ensuring patrol areas are free of fire hazards and in doing so, show evidence of good housekeeping;
- Testing internal security protection alarms including asset protection, motion, entry, duress, or panic alarms for proper function and operation; and
- Documenting and reporting any observed safety and/or fire hazard.

7.9) Departmental Action Plans

While the Emergency Plan can be used as a reference for integrating internal plans into the college's operational plans, it does not replace the responsibilities of departments to develop and test their own departmental action plans in the event of an emergency. With this in mind, departments can use this manual as a model to help determine the relationships, responsibilities, and general guidelines to establish in their detailed "quick action" emergency guides. Likewise, departments can use this guide as a reference in creating emergency-related checklists, departmental action plans, and standard operating procedures.

Deans, chairs, directors, managers and supervisors, as appropriate, are responsible for the development, completion and approval of their departmental action plans supporting this Emergency Plan and for promulgating their departmental action plans, together with this Emergency Plan, within their departments. Approved departmental action plans shall be forwarded to the Emergency Director so that such plans can be appended to this Emergency Plan.

7.10) Internal Emergency Notification

7.10.1) Campus Emergency Line

The College provides an internal phone system that may be used to rapidly summon emergency response during an incident. A direct campus emergency line (519-452-4242) has been established and is used in to call the Security Control Centre which will respond accordingly.

The emergency line is programmed in the emergency call boxes and/or phone towers located close to most main entrances, elevators, outside parking lot areas. Each is visibly recognizable with suitable signage. The outside phone towers are identified as a large red rectangular tower with a blue light on top. When a call is made using this device, the blue light illuminates to indicate that help has been summoned.

There are public payphones located on campus that are pre-programmed to call campus security and may be used free of charge. To access the emergency line on a public payphone, the caller can simply pick up the receiver, then press the button identified as emergency line. The caller will then be linked to the Security Control Centre.

7.10.2) Duress/ Panic Alarms

Duress/panic alarms are portable (worn on person) or stationary (hardwired) and are used to summon the assistance of campus security personnel.

The panic button is worn and engaged by individuals in designated areas that are wide spread throughout the College. When the button is pressed it sends a signal to the Security Control Centre notifying personnel that an immediate security response and attention is required. The panic button is available to be used in circumstances that directly or indirectly threaten the security of anyone or their environment.

Some panic buttons are linked to a blue strobe light which is either mounted in conspicuous or non-conspicuous locations near the location of the panic button. The blue strobe light alerts others in the area assist in the interim and awareness and/or for way-finding purposes for responding security.

7.10.3) Computer Soft-Key Panic Alert

Future. Reserved.

7.10.4) Fire Alerts

As per the Ontario Fire Code, Fanshawe College is protected by an automated fire alarm system. Its function is to alert all occupants of a fire. If there is a fire, occupants and College emergency responders will execute fire/evacuation emergency response protocols.

All fire alarm systems are fully functional at all times.

A single stage system, such as that utilized by the College, sounds a constant audible (bell) alarm throughout the affected building. The reaction is total building evacuation. To activate the fire alarm, engage a manual pull station, heat detector, flow valve detection, and/or sprinkler head.

When activated, the fire alarm system will automatically alert the Security Control Centre and an outside alarm monitoring service authorized by the College.

The alarm monitoring service along with the Security Control Centre will then alert the London Fire Communications Centre.

7.10.5) Portable Radios

The College utilizes portable radios as the primary means of two-way communications for the College's emergency responders. Radios are normally located at the Security Control Centre.

The College also maintains two repeater frequencies as authorized by Industry Canada in order to sustain the internal radio system.

7.10.6) Electronic Computer System Pop-Up Alert

Future. Reserved.

7.10.7) Personal Device Aids/Pagers (PDA's)

The College provides PDA's to applicable staff in order to facilitate communications. The device is primarily used to transmit text and voice communications through a telecommunications server and a cellular phone network.

Alpha-numeric pagers are also utilized to assist the hearing impaired. The College allocates pagers to hearing impaired students in order to facilitate emergency notification information. Pagers can be assigned through Counselling and Student Life, F3011.

7.10.8) Teletypewriter Telephones (TTY)

Teletypewriter telephones are available for hearing impaired students. TTY's are available at Counselling and Student Life, F3011 and the Security Control Centre, D1027.

7.11) Emergency Equipment & Supplies

7.11.1) Life-Safety Keys & Access Cards

The College keeps readily available Emergency Life-Safety Keys and Access Cards which are to be used by public emergency services to facilitate access to campus facilities during an emergency.

Life-Safety Keys and Access Cards are kept in the Security Control Centre and are only made available at the discretion of the Incident Commander or the Emergency Director.

The Security Control Centre will generate and sustain a log of information providing agency type, name and the persons contact information who is requesting keys and cards.

7.11.2) Emergency Equipment & Supplies Room

To support emergency response efforts, the College maintains an Emergency Equipment and Supplies Room.

The Emergency Equipment and Supplies Room is the responsibility of Campus Security Services who will provide access as appropriate or as directed by the Incident Commander or Emergency Director.

Information about the location and equipment inventory for the Supplies Room is attached to the Emergency Plan.

7.11.3) Emergency Services Resource Bag

The purpose and function of the resource bag is to provide portable need-to-know information to better serve responding Emergency Services.

Unless stipulated in the response procedures, only the Incident Commander and/or the Emergency Director can grant authorization to release the Emergency Services Resource Bag.

The bag is secured at the Security Control Centre.

The person requesting and receiving the Emergency Services Resource Bag must provide agency type, name and the persons contact information. All information is recorded, tracked, and maintained at the Security Control Centre by the on-duty Security Dispatcher.

Campus Security Services is responsible to maintain an Emergency Services Resource Bag containing site maps, contact information, hazardous materials information, and College infrastructure information and more specifically the Emergency Services Resource Bag contains:

- A copy of the Emergency Plan;
- Contact information for selected College areas and service contract providers;
- Contact information for external resources, including, but not limited to The London Transit Commission, taxi companies, etc.;
- Site maps for way-finding of amenities and defining campus infrastructure;
- Site maps plotting literals of utility shut-offs including gas, water, and power;
- Emergency mapping information;
- Fire Safety Plan;
- Hazardous materials inventory list and location;
- Life-safety keys and access cards; and
- Portable radio to be signed out by the Security Control Centre;

7.11.4) Emergency Evacuation Chair

An Emergency Evacuation Chair is available to assist with the safe transportation of mobility impaired persons and is specifically designed to be utilized on stairwells. The Chair is available through Campus Security Services.

7.11.5) College Emergency Responder Identification

Contingent upon role and function, College emergency responders will be readily identifiable visually.

Attached to this Plan is the Responder Identification Plan which further describes identification measures that are to be taken by designated responders.

7.12) Asset Protection

The College deploys a variety of asset protection strategies and/or measures to ensure an adequate level of physical security.

7.12.1) Video Surveillance

Under College policy, video surveillance helps ensure safety and security of all who attend the College Campus. The College has made a commitment to pursue best practices for implementing and deploying a video surveillance system. Current video surveillance information, including system standards, location and access capabilities resides with Campus Security Services.

7.12.2) Physical Alarm Systems & Monitoring

The College deploys a strategy to maintain security to offices and sensitive areas within the College through the use of security alarm systems.

Security alarm system standards and processes are established and installed under the direction and guidance of Campus Security Services. All alarm systems are monitored either directly or indirectly by the Security Control Centre. A record of all alarm system installations are maintained and kept at the Security Control Centre.

7.12.3) College Identification Cards/Student Access Entry List

All staff, students and authorized contractors are given College identification cards to assist with the identification of College occupants.

The Security Control Centre adheres to a sign-in procedure and/or process which allows contractors information to be logged and temporary identification and/or access cards to be issued.

Student and/or staff access to areas of the College is also monitored. Names of students with authorized entry to certain areas within the College are listed and maintained through a database shared with Campus Security Services via electronic access.

7.12.4) Key/Card Access Control

The College maintains a key/card access program. Most perimeter, offices, classrooms and other sensitive service area doors are either secured by a key lock or card access system at main entry points.

Generally, facility access is regulated according to one's role and function within the College. Students and staff are given access privileges based on recommendation by a Chair, Dean, Director or Manager.

Key and card access control and process is the responsibility of Campus Security Services. For more information, contact the Security Control Centre.

8) Emergency Response Plan

Emergency response is a strategy for implementing and deploying College resources in a timely manner based upon incident priority and the potential impact real or otherwise on the College's operations.

8.1) Normal Operations (Code Green)

Normal Operations (Code Green) describes that the business operations of academic learning and service are operating normally.

While incidents may occur from time-to-time, the Normal Operations (Code Green) state of the College Campus or of any building within the College Campus will only change if a significant incident --- an event, emergency or disaster --- adversely affects the normal business operations of academic learning and service of the entire College Campus or that building as further illustrated within this Section.

8.2) Emergency Codes

The Emergency Plan utilizes a colour code system to help quickly identify the type of emergency risk and ensure a certain measure of discreteness/ confidentiality when emergency communication strategies and response protocols are invoked.

The following illustration depicts identified risks matched with a corresponding colour:

Normal Operations	No Adverse Incident	Code Green
Fire	Minor/ Major Fire, Smoke or Explosion Building or Non-Building	Code Red
Medical	First Aid/ Medical Aid Injury, Food Poisoning, Infectious Disease Outbreak, Influenza Pandemic, Critical Injury, Fatality, Mass First Aid/ Trauma/ Casualties	Code Blue
	Bomb Threat	Code Black
Security	Motor Vehicle Collision, Campus Violence, Weapons, Vandalism, Sexual Assault, Stalking, Relationship Violence, Missing Student, Study Abroad Incident/ Accident Hostage Situation, Terrorism, Civil Disturbance/ Riot	Code White
Hazardous Material	Hazardous Material Spill/ Release, Chemical/ Biological Spill/ Exposure, Radiation Exposure, Asbestos Release	Code Brown
Infrastructure	IT/ Telecommunications Service Failure, Utilities Service Failure (Electricity, Natural Gas, Water), Building Flooding (Sanitary/ Storm Sewer Backup, Roof Leak, Pipe Burst), Structural Failure, Aircraft Crash	Code Orange
Natural	Flooding, Ice/ Snow Storm, Tornado/ Severe Weather, Earthquake	Code Purple

8.3) Response Levels

The Emergency Plan utilizes a level of response system to help quickly identify the severity and priority of emergency risk providing a certain measure of discreteness/ confidentiality when emergency communication

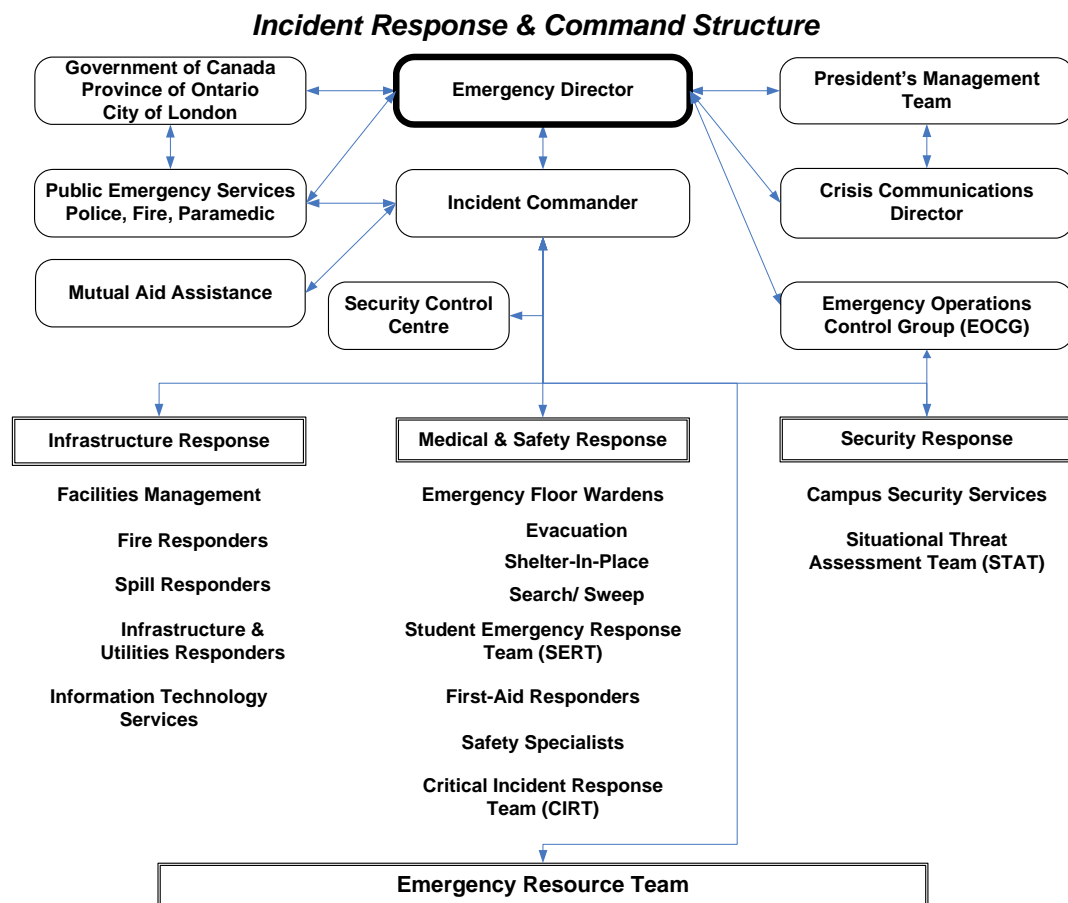
strategies and response protocols are invoked. The following chart shows examples of incidents together with corresponding emergency code and level of response. It should be recognized that all incidents are multi-faceted and may increase or decrease in severity at any given point in time, resulting levels of response may accordingly escalate or de-escalate. The response levels are further defined below.

	Level 1 Occurrence	Level 2 Event	Level 3 Emergency	Level 4 Disaster
Fire	<ul style="list-style-type: none"> • Smell of Smoke 	<ul style="list-style-type: none"> • Fire Alarm 	<ul style="list-style-type: none"> • Minor Fire 	<ul style="list-style-type: none"> • Major Fire • Explosion
Medical	<ul style="list-style-type: none"> • Bee Sting • Minor Abrasion/ Laceration • First Aid 	<ul style="list-style-type: none"> • Respiratory Distress • Serious Medical Aid Incident • Medical Emergency 	<ul style="list-style-type: none"> • Limited Infectious Disease Outbreak • Fatality 	<ul style="list-style-type: none"> • Widespread Infectious Disease Outbreak • Influenza Pandemic • Mass Trauma/ Fatalities
Bomb Threat	<ul style="list-style-type: none"> • Suspicious Package 	<ul style="list-style-type: none"> • Bomb Threat 	<ul style="list-style-type: none"> • Confirmed Bomb Threat 	<ul style="list-style-type: none"> • Bomb Detonation
Security	<ul style="list-style-type: none"> • Suspicious Person • Criminal Code Violation • Student Code of Conduct Violation 	<ul style="list-style-type: none"> • Threats • Disturbance • Physical Altercation • Confirmed Person with Weapon • Robbery • Motor Vehicle Collision 	<ul style="list-style-type: none"> • Hostage Taking • Barricaded Person 	<ul style="list-style-type: none"> • Use of Firearm • Homicide
Hazardous Material	<ul style="list-style-type: none"> • Small In-Room HazMat Spill • Smell Natural Gas 	<ul style="list-style-type: none"> • Minor, Floor-Wide HazMat Release 	<ul style="list-style-type: none"> • Significant, Building-Wide HazMat Release, On- or Off-Campus 	<ul style="list-style-type: none"> • Major, Campus-Wide HazMat Release, On- or Off-Campus
Infrastructure	<ul style="list-style-type: none"> • Minor Water Leak • Telecommunications/ IT Failure 	<ul style="list-style-type: none"> • Major Water Leak 	<ul style="list-style-type: none"> • Partial Structural Failure • Major Building Flooding • Prolonged Blackout 	<ul style="list-style-type: none"> • Building Collapse • Aircraft Crash
Natural	<ul style="list-style-type: none"> • Watch/ Warning for: • Tornado/ Severe Thunderstorm • Winter Storm 	<ul style="list-style-type: none"> • Severe Winter Storm (Snow/ Ice) • Severe Thunder Storm 	<ul style="list-style-type: none"> • Winter Ice Storm • Tornado • Earthquake • Causing Infrastructure Damage 	<ul style="list-style-type: none"> • Winter Ice Storm • Tornado • Earthquake • Causing Disastrous Infrastructure Collapse

- Level 1 – Occurrence/ Heightened Readiness
 - Incident of a minor nature that invokes a limited response usually dealt with by College Responders only
 - Situation, usually weather related, where a potential hazardous condition exists or hazardous conditions are imminent.
- Level 2 – Event
 - Any incident that will invoke immediate response from College Responders as well as Emergency Services.
 - Limited to a contained space or location and with limited or no disruption to College operations
- Level 3 – Emergency
 - Any incident that is major in severity, potential or actual, that involves serious injury or death; or severe damage to property and/or building (s) which will interrupt the operations of the College; or any incidents which will attract substantial media attention
- Level 4 – Disaster
 - Any Incident that seriously impairs or stops College operations.
 - May be a single or multi-hazard situation that is broad and complex requiring extensive coordination with public emergency services and agencies.

8.4) Emergency Team Function

Guided by the ICS, the College's key emergency team structure is shown in the following illustration.



8.4.1) Emergency Director

The Emergency Director provides overall coordination of all internal emergency response strategies as stated in the Emergency Plan.

8.4.2) Incident Commander

The Incident Commander is the lead emergency responder with overall responsibility for the coordination of response measures with respect to incidents and will work closely with public emergency services to mitigate the incident.

The Incident Commander role will be assumed by:

- the Security Response Leader in the event of an incident that has a significant security risk/ hazard, i.e, bomb threat/ detonation, violence, civil disturbance;
- the Infrastructure Response Leader, in the event of an incident that primarily affects infrastructure, ie fire, explosion, hazardous materials spill, infrastructure failure, weather, etc.;
- the Medical Response & Safety Leader in the event of an incident that is primarily related to a medical condition, ie a medical emergency or infectious disease outbreak, pandemic;

8.4.3) Emergency Operations Control Group (EOCG)

The Emergency Operations Control Group (EOCG), chaired by the Emergency Director, provides guidance and operational support to the Emergency Director. The EOCG is essential to manage long term response and recovery efforts and will isolate Incident Command activities from outside inquiries.

The EOCG consists of the following College stakeholders, as assigned by the Emergency Director:

	Primary	1st Alternate	2nd Alternate
Emergency Director (Chair)	Director, Facilities Management	Supervisor, Emergency Management Office	Manager, Campus Security Services
Academic	Dean, Faculty of Arts, Media & Design	Dean, Faculty of Health Sciences & Human Services	Dean, Centre for Community Services
Communications	Director, Corporate Marketing & Communications	Manager, Corporate Marketing & Communications	Manager, Corporate Marketing & Communications
Human Resources	Director, Human Resources	Manager, Client Services	Manager, Labour Relations
Student Counselling	Manager, Counselling & Student Life	Assistant Manager, Counselling & Student Life	
Office of the Registrar	Registrar, Office of the Registrar	Associate Registrar, Office of the Registrar	
Information Technology	Director, Information Technology Services	Manager, Network Services and Computer Operations	Manager, Technical Support Network Services
Finance & Administration	Manager, Institutional Research & Planning	Manager, Purchasing & Accounts Payable	Manager, Financial Services

Other individuals may be asked to provide knowledge and assistance based on the complexity of the Incident.

Members of the EOCG will perform coordination functions, as assigned by the Emergency Director, and will gather at regular intervals to inform each other of actions taken and/or problems encountered. Frequency of meetings and agenda items will be established by the Chair. Meetings will be kept as brief as possible, allowing members to carry out their individual responsibilities.

8.4.4) Crisis Communications Functions

A crisis communications plan is integral to ensure the release of accurate information to stakeholders, issue current information to the media and respond to or redirect individual requests for, or reports on, information concerning any aspect of an emergency. The crisis communications plan also ensures that infrastructure is in place to plan, prepare, mitigate and/or respond to an emergency. For the purpose of communications planning, issues or events will be categorized as Emergency, Urgency, or Important.

Critical crisis communications functions to be performed during and after an incident emergency include the following, as appropriate:

- Media Relations;
- Public Relations;
- Emergency messaging;
- Web site;
- Fanshawe Online (working with Learning Systems Services);
- E-mail all stakeholders as possible;
- Fax all;
- Telecommunications (working with Information Technology and Office of the Registrar);
- General Inquiries hotline;
- E-mail inquiries; and
- Communications to area campuses.

In order to perform these critical communications functions during an incident, the following positions will be established:

- Crisis Communications Director;
- Media Relations Coordinator;
- Stakeholder Communications Coordinator; and
- Emergency Communications Team.

8.4.5) President's Management Team (PMT)

The Presidents' Management Team (PMT), the College's executive administrative leadership team, consists of the following:

- President (chair);
- Senior Vice-President of Academic Services;
- Vice President of Finance and Corporate Services;
- Vice President of Planning and Administrative Services;
- Vice President of Student and Staff Services; and
- Others who are invited on an ad-hoc basis.

The President's Management Team provides strategic leadership in conjunction with the Board of Governors and has overall responsibility for the management and operations of the College. PMT is responsible for:

- Advancement of the interests of the College and the college system regionally, provincially, and nationally;
- Assumes responsibility to ensure implementation of all Board policies, creating and implementing appropriate administrative policies and practices;
- Assumes responsibility to ensure that decisions made are in the best interest of the College;

During an Incident, the President's Management Team primary role shifts to supporting immediate response measures of the Emergency Director and the Emergency Team, and providing leadership, direction and any approvals necessary with respect to business continuity/ recovery measures of the Emergency Director and the Emergency Operations Control Group (EOCG).

8.4.6) Infrastructure Response Function

The response to any facility-related incident is one that is governed by the College's Facilities Management personnel who are trained in many facets of Facilities Management. Response activities may also be supported by other approved contract service providers and vendors.

An infrastructure response is led by the Facilities Response Team Leader.

8.4.7) Medical Response & Safety Function

Safety response functions are supported by Health and Safety Services and approved vendors and/or contractors that are under their leadership.

8.4.7.1) Medical Response Function

Medical response measures are conducted by a variety of student volunteers, contract staff and employees trained in providing First Aid. Medical response provided by the College is limited to First Aid.

8.4.7.2) Safety Function

The response is led by the Safety Team Leader who is responsible for the following:

- Workplace safety incident assessment;
- Delivers safety awareness, risk prevention and detection strategies when the Emergency Plan is activated;
- Liaises with the Incident Commander as appropriate;
- Maintains an active log of all hazardous materials/substances stored at the College;
- Provides ongoing site risk assessment to ensure legislative safety compliance during Plan activation;
- Provides information and direction when a hazardous release or emergency site safety issue arises;
- Determines the security concern of toxic, combustible, or caustic materials;
- Ensures hazardous materials are safely controlled and/or neutralized within the affected area; and
- Liaises and coordinates response actions with the Ministry of the Environment, Ministry of Labour, Provincial and Federal Government departments and other external agencies.

8.4.8) Security Response Function

Campus Security Services is comprised of uniformed contract security and College employees and volunteers skilled in a variety of security response activities.

Campus Security Services provides a security presence and response function 24 hours a day, 365 days per year.

Campus Security Services also provides an on-duty supervisor to coordinate an immediate response to any security incident.

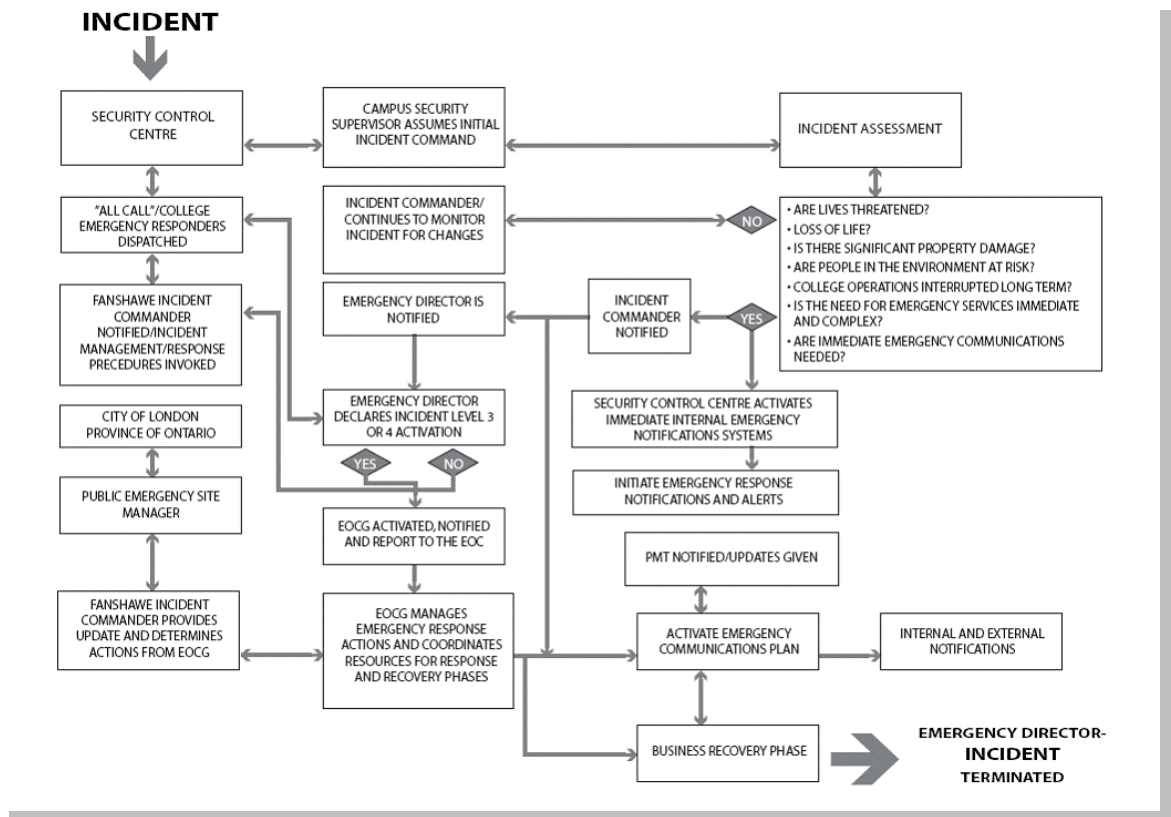
8.4.9) Evacuation, Shelter-in-Place and Search Response Function

Another safety response measure is the College's Emergency Floor Warden Program. The Program entails the use of designated College personnel who are trained to provide direct assistance and support during evacuation procedures. The Program is comprised of assigned roles which include but are not limited to Emergency Floor Wardens who are assigned to a specific floor of a building and/or location and are prepared to execute the duties and responsibilities as outlined in the Emergency Floor Warden Manual.

8.4.10) Emergency Resource Team (ERT)

The Emergency Resource Team is a resource of cross-trained College personnel that are promptly assembled in an emergency to provide a variety of response protocols, supporting the overall Plan.

8.5) Incident Response Process



This Emergency Plan will be activated whenever emergency conditions exist that:

- Endangers (including a real or perceived threat to endanger) human health and life safety;
- Damages (including a real or perceived threat to damage) the environment or College property; and/or
- Adversely disrupts (including a real or perceived threat to adversely disrupt) critical services supporting the College's normal business operations of academic learning and service;

and when immediate action is required to:

- Save and protect lives;
- Coordinate communications;
- Prevent damage to the environment, property and systems;
- Provide critical services;
- Temporarily assign College employees to perform emergency work;
- Invoke emergency authority and measures necessary to procure and allocate resources;
- Activate and operate the Emergency Operations Centre (EOC).

8.6) If You Discover an Emergency

If you discover an emergency incident, Students, Employees, Contractors, and Visitors should:

- As an initial responder, secure the scene, asking persons to either assist with initial response efforts, or leave the incident vicinity immediately;
- Alert others in the surrounding area to the imminent dangers of the incident;
- Report the Emergency/ Incident by calling the College Emergency line at (519) 452-4242 or by trigger any emergency call boxes/ towers or any duress/ panic alarms. Refer to Reporting an Emergency for further details;
- While waiting for the emergency responders to arrive:
 - Make any safe, suitable actions to minimize the impact of the Incident;
 - If trained to do so and if no life safety hazards exist, perform basic rescue and First Aid, as necessary,
 - If no other life safety hazards are present and if trained, use fire extinguisher to contain any small fires;
 - Maintains safe distance to preserve personal protection;
- Provide an update and transfer control to first emergency responder arriving upon scene;
- Follow all emergency guidelines and/or instructions issued by emergency responders;
- If a passer-by, assess the situation and hazards then assist with preliminary response or leave the immediate vicinity of the incident; and
- If the magnitude of an incident is severe, notify your immediate family members to let them know of your personal situation (whether on or off campus).

8.7) Reporting an Emergency

If you discover an incident/ emergency, call the Campus Emergency Line (Campus Security Services) at:

- 519-452-4242, if calling from an external telephone; or
- 4242, if calling from an internal College telephone extension, an emergency call box or on-campus pay phone (free of charge).

Campus Security Services will assess the situation and alert, when appropriate, local emergency services personnel including Police, Paramedics, and/or Fire Responders via 911 call.

Should you happen to call 911 directly, be sure to notify Campus Security Services using the Campus Emergency Line so that Campus Security Services is aware of the incident, can dispatch an interim response, and can facilitate directing emergency services personnel to the incident location.

Remain composed when reporting the emergency and in detail state the nature and location of the emergency to the Security Control Centre operator. Stay calm and keep others around you calm. Do not hang up the phone until instructed to do so.

Specify the following information:

- Your name;
- Nature of the emergency/ incident;
- Location of emergency/ incident;
- Extent of any injuries, including nature and number of injuries;
- Telephone extension that you are calling from;
- Your location; and
- Action, if any, that has already been taken;

If safely able to do so, remain at the location until First Responders arrive.

8.8) Plan Activation

The Emergency Plan will be deemed to have been activated by the Security Control Centre once alerted to the potential or actual occurrence of an Incident. The Security Control Centre will notify the College's incident command staff and emergency responders, as appropriate, to initiate measures to stabilize and respond to the Incident.

Alert/ Notification	Protocols	Activation/ Deactivation
Level 1 – Occurrence/ Heightened Readiness		
Notify, as necessary: <ul style="list-style-type: none"> • Radio Call College Responders 	Initiate/ Establish: <ul style="list-style-type: none"> • Routine operational procedures 	Building Status: Code Green College Campus Status: Code Green Response Initiated by: <ul style="list-style-type: none"> • Security Control Centre upon Alert/ Alarm/ Call Incident Terminated by: <ul style="list-style-type: none"> • College Responders when response activities subside
Level 2 – Event		
Notify, as necessary: <ul style="list-style-type: none"> • “All-Call” College Responders • Emergency Services • Incident Commander • Persons within Impact Area Alert, as necessary: <ul style="list-style-type: none"> • Emergency & Crisis Communications Directors 	Initiate/ Establish: <ul style="list-style-type: none"> • Emergency Response Procedures • Incident Command Post • Stabilization Measures: Perimeter control, restricted access Activate/ Establish: <ul style="list-style-type: none"> • EOC & EOCG: On Stand-by 	Building Status: Emergency Code College Campus Status: Code Green Response Initiated by: <ul style="list-style-type: none"> • Security Control Centre upon Alert/ Alarm/ Call Incident Level Declared/ Escalated by: <ul style="list-style-type: none"> • Incident Commander Incident Terminated by: <ul style="list-style-type: none"> • Incident Commander

Alert/ Notification	Protocols	Activation/ Deactivation
Level 3 – Emergency		
Notify, as necessary: <ul style="list-style-type: none"> • “All-Call” College Responders • Persons within Impact Area • Emergency Services • Incident Commander, Emergency & Crisis Communications Directors • Public agencies, as required Alert, as necessary: <ul style="list-style-type: none"> • President, PMT • Official College Spokesperson • Employees, Students, Visitors 	Initiate/ Establish: <ul style="list-style-type: none"> • Emergency Response Procedures • Incident Command Post • Stabilization Measures <ul style="list-style-type: none"> • Perimeter/ Campus Closure • Access Control • Authorized Personnel • Critical Services • Crisis Communications Plan Activate/ Establish: <ul style="list-style-type: none"> • EOC & EOCG • ERT/ CIRT: Stand-by 	Building Status: Emergency Code College Campus Status: Emergency Code, if appropriate Response Initiated by: <ul style="list-style-type: none"> • Security Control Centre upon Alert/ Alarm/ Call Incident Level Declared/ Escalated by: <ul style="list-style-type: none"> • Incident Commander Incident Terminated by: <ul style="list-style-type: none"> • Emergency Director
Level 4 – Disaster		
Notify, as necessary: <ul style="list-style-type: none"> • Radio “All-Call” – College Responders • Persons within Impact Area • Emergency Services • Incident Commander • Emergency & Crisis Communications Directors • President, PMT • Chair, Board of Governors Alert, as necessary: <ul style="list-style-type: none"> • Employees, Students, Visitors – Campus-wide • College Community • General Public • Other Key Stakeholders 	Initiate/ Establish: <ul style="list-style-type: none"> • Emergency Response Procedures • Incident Command Post • Stabilization Measures <ul style="list-style-type: none"> • Perimeter/ Campus Closure • Access Control • Authorized Personnel • Critical Services • Response Measures • Crisis Communications Plan • College Website for Stakeholder Updates Activate/ Establish: <ul style="list-style-type: none"> • EOC & EOCG • ERT/ CIRT • Unified Command with Public emergency services/ Agencies 	Building Status: Emergency Code College Campus Status: Emergency Code Response Initiated by: <ul style="list-style-type: none"> • Security Control Centre upon Alert/ Alarm/ Call Incident Response Level Escalated/ Declared by: <ul style="list-style-type: none"> • Emergency Director Incident Terminated by: <ul style="list-style-type: none"> • Emergency Director

8.9) Interim Command & Control

As an emergency condition progresses, it may be necessary to alter the emergency response measures depending the time of day of the Incident and the availability of and estimated time of arrival for emergency responders. Under these circumstances, while emergency responders are being dispatched and travelling enroute, first responders to any Incident must assume command and control of the Incident on an interim basis.

When the first emergency responder arrives at the scene, incident command and control will be transferred from the first first responder. As an incident progresses, incident command and control will be transferred to the appropriate, most senior emergency response person having emergency authority to handle such incidents, ultimately the Incident Commander and, then, the Emergency Director.

Campus Security Services employees and contractors are typically first first responders at any Incident Scene on the College Campus, especially at times outside of the College's normal business hours of operations, including weekends and holidays.

8.10) Incident Response Measures

8.10.1) Initial Response Measures

As with any emergency, invoking a timely response through procedures and/or guidelines is paramount to the successful resolution of the emergency.

The initial response strategy of the Emergency Plan involves the mobilization of initial emergency responders and establishment of the Incident Command Post to implement incident stabilization measures before implementing response strategies to resolve the incident and return to normal the College's business operations in academic learning and service, as follows:

- Identify **Hot Zone** (hazardous area impacted by and surrounding Incident Scene)
 - Announce Hot Zone area to be avoided by all responders, employees, students, etc;
- Establish Warm Zone Perimeter:
 - Coordinate set-up of access control perimeter strictly controlling area around Hot Zone and restricting access/ movement in and out of Hot Zone;
- Establish Cold Zone Perimeter
 - Establish pedestrian and vehicular traffic control points, restricting access to authorized personnel, establishing access control protocol to from Scene/ Hot Zone;
- Establish Incident Command Post (ICP) near Cold Zone Perimeter:
 - Assign persons to perform Logistics, Planning, Operations, Information & Intelligence, and Finance & Administration Functions, as appropriate;
- Establish any Staging Areas, as appropriate;
- Identify and request additional resources, as necessary:
 - Assess need early; order stand-by at staging area for movement to Scene, as required;
- Reassess and adjust incident stabilization measures, as appropriate;

8.10.2) Operational & Strategic Response Measures

The main response strategy of the Emergency Plan resides in the deployment of the College's Emergency Operations Control Group to support the Incident Command Post. The Emergency Operations Control Group is critical to support the successful resolution of any emergency at the College. The Group provides leadership and strategic direction in an effort to mitigate any emergency and/or disaster affecting College operations.

As described earlier in the Emergency Plan, the Emergency Operations Control Group will be activated upon the request of the Emergency Director. In any incident characterized as a level 3 or 4, the Group will be called upon to convene at the designated Emergency Operations Centre and will be required to perform the following functions:

- Determine the location and composition of the Emergency Operations Control Group is appropriate;
- Determine the frequency of group meetings relative to the emergency's dynamics;
- Assess and evaluate the emergency situation and its impact on College operations (short and long- term);
- Determine the need to establish task, advisory groups and/or subcommittees or working groups for any aspect of emergency response measures by developing action plans including business recovery strategies;
- Ensure that essential information regarding the emergency is promptly forwarded to the appropriate response personnel as assigned in the Emergency Plan;
- Maintain a log outlining decisions made, actions taken, and to submit a summary report of the actions taken for Post-Incident Analysis and Review (PIAR) meeting, as required;
- Notify/request assistance from and/or liaison with the City of London and any public or private agencies outside of Fanshawe College's control;
- Recommend solutions to issues impacting the delivery of Academic Programs;
- Identify and secure the College's critical infrastructure;
- Identify when or how the College will operate with essential services;
- Terminate Incident and return to normal the College's business operations in academic learning and service;
- Coordinate Post-Incident Analysis and Review (PIAR), as necessary and implement approved recommendations for corrective and preventive action to Emergency Plan.

The Security Control Centre will be responsible to activate a call-out of the Emergency Operations Control Group and it is assumed that the Group will convene within 90 minutes upon activation.

8.10.3) Incident Coordination Among Emergency Services/ Public Agencies

Should an incident occur where the magnitude, complexity, severity or enormity of that incident exceeds the effective capacity of responding public emergency services/ public agencies, the City of London may activate the City's Community Control Group and assume control of all further emergency response activities.

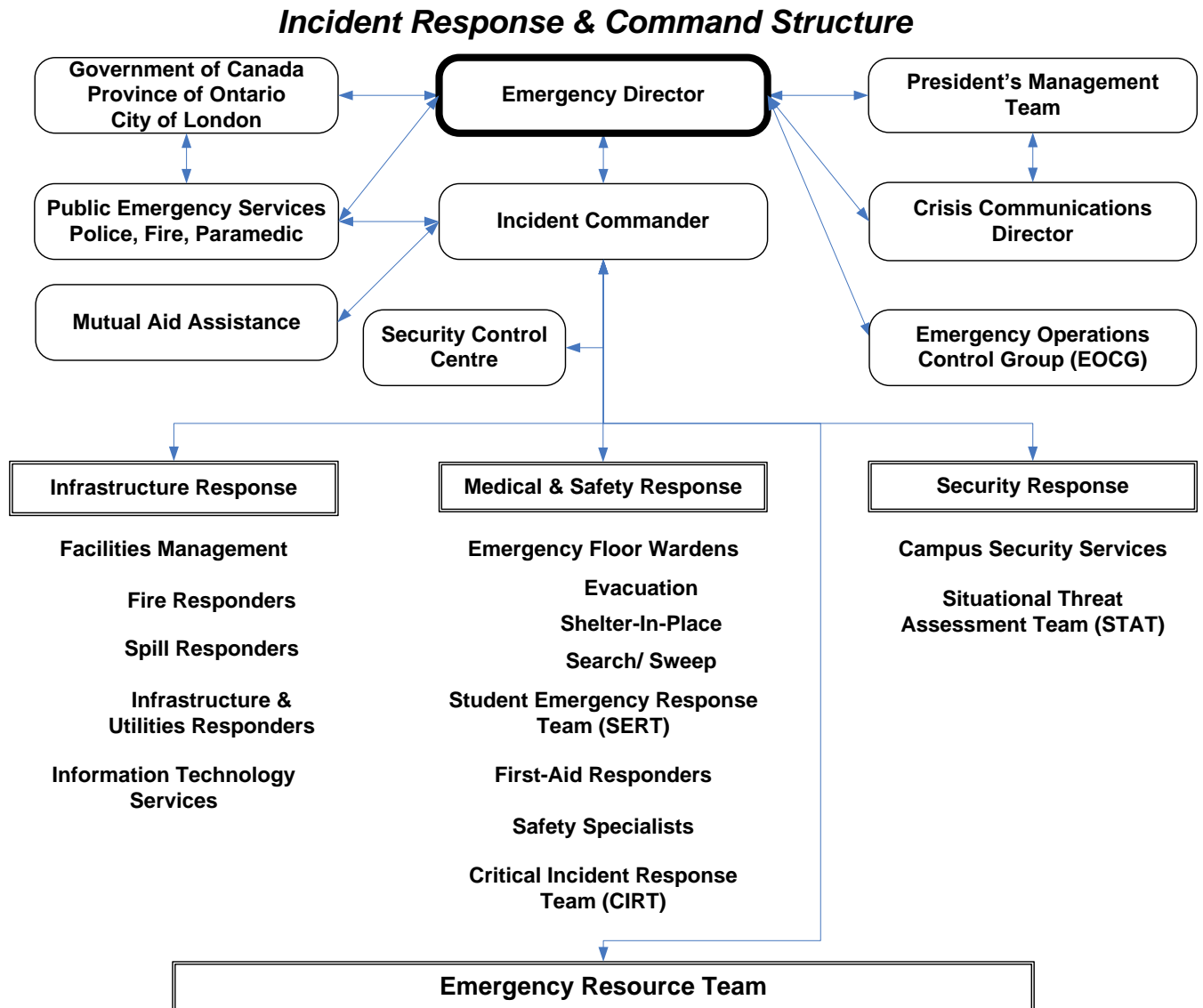
In accordance with the City's Community Control Group's mandate, the Mayor of the City of London may declare the area affected by an Incident as an "Emergency Area" under Section 4 of the Emergency Management Act, RSO 1990. Under such declaration, other community resources may be called upon to assist with emergency response and recovery efforts (including organizations such as St. John's Ambulance, Canadian Red Cross, Salvation Army).

Based on the complexity and severity of the emergency, assistance of the Governments of Ontario and/ or Canada may be officially requested through the City of London's established protocol.

Attached to the Emergency Plan are response procedures which have been identified under each category of incident or description. It outlines general roles and responsibilities of College responders including the general response for employees and students.

8.11) Emergency Team Responsibilities

Guided by the ICS, the College's key emergency team structure is shown in the following illustration.



8.11.1) Emergency Director

The Emergency Director provides overall coordination of all internal emergency response strategies as stated in the Emergency Plan.

If an Incident arises, the Emergency Director is authorized under College Policy 1-D-09, Emergency Preparedness and Response, to activate the Emergency Plan and assume control:

- determining an Incident's response: Occurrence, Event, Emergency, Disaster;
- determining persons authorized to be at the Scene and in the Emergency Operations Centre regardless of power, position or reporting hierarchy;

- determining site security requirements, limiting access at the Scene and in the Emergency Operations Centre to authorized personnel;
- ordering the full or partial shelter-in-place/ lockdown or evacuation of the College Campus/ property/ building, in whole or in part, if and as required;
- using any College staff, equipment, materials and supplies, engage any outside contractor services, activate any mutual aid agreements, and procure any additional equipment, materials and supplies, if and as required;
- directing the Crisis Communications Team to manage media and public relations and stakeholder communications;
- declaring an event terminated and deactivating the Emergency Response Plan; and
- activating Business Continuity/ Recovery plans to clean-up, restore the Scene and resume the College's normal operations in academic learning and service, as necessary.

8.11.2) Incident Commander

The Incident Commander is the lead emergency responder with overall responsibility for the coordination of response measures with respect to incidents and will work closely with public emergency services to mitigate the incident.

Reporting to the Emergency Director, the Incident Commander is overall responsible for the following:

- Assumes Site Command, establishing control and communications protocols;
- In conjunction with public emergency services, supports/ initiates Incident stabilization measures:
 - Identifies **Hot Zone** (hazardous area impacted by and surrounding Incident Scene)
 - Announces Hot Zone area to be avoided by all responders, employees, students, etc;
 - Establishes Warm Zone Perimeter:
 - Coordinates set-up of access control perimeter strictly controlling area around Hot Zone and restricting access/ movement in and out of Hot Zone;
 - Establishes Cold Zone Perimeter
 - Establishes pedestrian and vehicular traffic control points, restricting access to authorized personnel, establishing access control protocol to from Scene/ Hot Zone;
 - Establishes an Incident Command Post (ICP) near Cold Zone Perimeter:
 - Establishes any Staging Areas, as appropriate;
 - Identifies and requests additional resources, as necessary:
 - Assesses need early, ordering stand-by at staging area for movement to Scene, as required;
 - Reassesses and adjusts incident stabilization measures, as appropriate;
- Once stabilization has been achieved, initiates Incident response resolution measures;
 - Attains equipment, materials, and supplies essential for Operations and the Incident Command Post (ICP) to sustain incident command operations;
 - Coordinates all emergency response functions and activities;
 - Invokes necessary outside contractor service and mutual aid agreements as required.
- Maintains communications among stakeholders:
 - Provides regular updates to the Emergency Director as required;
 - Liaises with the Infrastructure Response Leader, Medical Response & Safety Leader and Security Response Leader, as appropriate;
 - Supports Unified Command structure, liaising with and assisting incident commanders of public emergency services responding;

- Maintains an active log of stabilization and response measures/ actions taken;

The Incident Commander role will be assumed by:

- the Security Response Leader in the event of an incident that has a significant security risk/ hazard, i.e, bomb threat/ detonation, violence, civil disturbance;
- the Infrastructure Response Leader, in the event of an incident that primarily affects infrastructure, ie fire, explosion, hazardous materials spill, infrastructure failure, weather, etc.;
- the Medical Response & Safety Leader in the event of an incident that is primarily related to a medical condition, ie a medical emergency or infectious disease outbreak, pandemic;

8.11.3) Incident Command Post (ICP)

In consultation/ partnership with public emergency services, and Incident Command Post (ICP) may be established safely near the Cold Zone Perimeter. The Incident Command Post (ICP) is a location or venue for which interoperability functions and emergency response measures between the College and public emergency services are coordinated.

Normally the Incident Command Post (ICP) will be set-up at the Security Control Centre (D1027) or in a room situated near the Cold Zone Perimeter. In situations where the Cold Zone Perimeter extends beyond a College Campus building, a fully equipped Mobile Incident Command Post (MICP) is available to be will transported to and set-up near the extended Cold Zone Perimeter.

Information about the functionality, operational capabilities and the activation process for the Mobile Incident Command Post is attached to this Emergency Plan.

8.11.4) Emergency Operations Control Group (EOCG)

The Emergency Operations Control Group provides guidance and operational support to the Emergency Director. The EOCG is essential to manage long term response and recovery efforts and will isolate Incident Command activities from outside inquiries. Members of the EOCG will perform coordination functions, as assigned by the Emergency Director, and will gather at regular intervals to inform each other of actions taken and/or problems encountered. Frequency of meetings and agenda items will be established by the Chair. Meetings will be kept as brief as possible, allowing members to carry out their individual responsibilities.

8.11.5) Emergency Operations Centre (EOC)

Established by the Incident Commander at a location normally situated safely near the Cold Zone Perimeter, the Incident Command Post (ICP) is a work area where the following functions are performed:

- **Resources Coordination** where Incident related staff support, materials supply, and support services are managed;
- **Planning & Analysis Coordination** where progressive Incident stabilization and response action plans are developed;
- **Operations Coordination** where Incident stabilization and response measures are implemented and overseen;
- **Information & Intelligence Coordination** where information and intelligence about the Incident are gathered and analysed;
- **Finance & Administration Coordination** where Incident costs, employee time records, and materials,

supplies and service procurement costs are managed.

Normally the Incident Command Post (ICP) will be set-up at the Security Control Centre or in a room situated near the Cold Zone Perimeter. In situations where the Cold Zone Perimeter extends beyond a College Campus building, a fully equipped Mobile Incident Command Post (MICP) is available to be will transported to and set-up near the extended Cold Zone Perimeter.

Established by the Emergency Director, the Emergency Operations Centre is a work area that has been defined and equipped with resources in order to facilitate the execution and management of the Emergency Plan.

Should the emergency situations warrant an off-site location, based on safety, hazards, or concerns, the Emergency Operations Centre will be moved to another location at the Emergency Director's discretion.

Campus Security Services will be responsible for all operating functions of the Emergency Operations Centre.

The Emergency Operations Centre setup and function protocol is appended to the Emergency Plan.

8.11.6) Crisis Communications Director

Reporting to the Emergency Director, the Crisis Communications Director is responsible for the following:

- Ensures critical crisis communications functions are performed during and after an incident;
- Assigns the duties of Media Relations Coordinator and Stakeholder Communications Coordinator;
- Assembles the Emergency Communications team as necessary;
- Meets immediately with, and is briefed by, the Emergency Director or designate and other EOCG members as required ;
- Determines, based on the severity of the Incident, the Official College Spokesperson and liaises with the Official College Spokesperson;
- Sets up an Emergency Communications Centre as appropriate (depending on the nature of the emergency, determines location such as Marketing and Communications office for inclement weather; Control Centre for major emergency; H1005 conference room for ongoing urgency such as a strike; off-site centre if campus is deemed unsafe);
- Establishes communication links with the Media Relations Coordinator, the Stakeholder Communications Coordinator and any other media coordinator(s) (i.e. municipal, provincial, federal, private industry, etc.) involved in the incident;
- Consults with the Emergency Director and ensures ongoing liaison and communication to all stakeholders, both internal and external (i.e. City of London);
- Consults with the Emergency Director to determine the extent of the emergency and deploys appropriate Emergency Communications Plan. For example, the Crisis Communications Director will determine which category is applicable (emergency, urgency, important) ;
- Determines whether communications (based on the category determined) should be maximized or minimized;
- Oversees the work of the Media Relations Coordinator, if different than Emergency Information Coordinator;
- Maintains close contact with College officials, community (Communications) officials (i.e. emergency services, hospitals) and all other persons necessary to ensure effective emergency communications before, during and immediately after an emergency;
- Consults with appropriate staff professionals (i.e. counsellors) and notifies next of kin, family and others affected by the emergency if requested by the Emergency Director;

- Reports back to the Emergency Director on the communications progress; and
- Evaluates and contributes to the College's Emergency Plan.

8.11.7) Official College Spokesperson

The Official College Spokesperson is responsible for the following:

- serves as Fanshawe College's official spokesperson;
- delivers College-scripted communications to the media and to the general public through the media;
- conducts College-sanctioned interviews with the media; and
- performs any other media/ public relations activity determined by the Crisis Communications Director.

8.11.8) Media Relations Coordinator

Reporting to the Crisis Communications Director, the Media Relations Coordinator, collaborating with the Crisis Communications Director, is responsible for the following:

- Identifies media timelines and outlines anticipated media needs (in consultation with College spokesperson – if different than Crisis Communications Director) and establishes a schedule for media tactics including statements, news releases and news conferences as appropriate;
- Establishes a media holding site;
- Ensures that all information released to the media and public is timely, full and accurate;
- Ensures ongoing liaison with the Emergency Operations Control Group;
- Logs all media inquiries; and
- Evaluates and recommends media contingency to the Crisis Communications Director.

8.11.9) Stakeholder Communications Coordinator

Reporting to the Crisis Communications Director, the Stakeholder Communications Coordinator is responsible for the following:

- Follows direction of the Crisis Communications Director, including briefings on the current emergency communications strategy for the incident regarding any changes or updates to be reflected in the messaging;
- Establishes a communications link and regular liaison with all stakeholder groups as appropriate;
- Executes all of the operational aspects of emergency communications, such as working with the Chief Information Officer or his designate to setup hotlines and use telecommunications for emergency communications;
- Staffs citizen inquiry lines with personnel and works with personnel to establish consistent messaging;
- Develops content for web based applications and other digital communications regarding the emergency, providing direction to stakeholders;
- Contacts consultant to translate relevant written communications into appropriate languages to reach international students;
- Works with the Media Relations Coordinator and monitors news coverage and public information and corrects any misinformation as necessary;
- Reports on and redirects inquiries pertaining to the emergency;
- Reports progress to the Crisis Communications Director; and
- Evaluates and recommends stakeholder communications during the Continuity Plan.

8.11.10) Crisis Communications Team

Reporting to the Crisis Communications Director, the Crisis Communications Team is responsible for the following:

- Consults and assists the Crisis Communications Director, the Media Relations Coordinator, and the Stakeholder Communications Coordinator, as applicable, with communications tasks, as assigned;
- Advises the Crisis Communications Director on all matters and tactics related to communications;
- Assists with setting up the Crisis Communications Centre and resources it as necessary, including staffing and equipment;
- Works with Human Resources to oversee staff communications before general release (i.e. strike communications);
- Assists with stakeholder communications including students, staff, Board of Governors, volunteers, contracted services, external contactors, visitors and the general public;
- Liaises with student leaders; and
- Evaluates communications following an emergency and continues to operate as needed during the continuity or recovery period.

For more information on the positions required to perform emergency communications and on the Crisis Communications Team, see the attached Crisis Communications Plan.

8.11.11) President's Management Team (PMT)

During an Incident, the President's Management Team primary role shifts to supporting immediate response measures of the Emergency Director and the Emergency Team, and providing leadership, direction and any approvals necessary with respect to business continuity/ recovery measures of the Emergency Director and the Emergency Operations Control Group (EOCG).

8.11.12) Infrastructure Response Function

The response to any facility-related incident is one that is governed by the College's Facilities Management personnel who are trained in many facets of Facilities Management. Response activities may also be supported by other approved contract service providers and vendors.

An infrastructure response is led by the Facilities Response Team Leader.

The Facilities Response Team Leader is responsible for the following functions:

- Facility incident assessment;
- Utilities emergency management;
- Locates and identifying the source of all facilities related emergency response incidents;
- Conducts emergency utility shut-off as appropriate;
- Addresses electrical power and back-up generator failures;
- Liaises with the Incident Commander, as appropriate;
- Manages and coordinates the prioritized response and exchange of function requirements of power, gas, and water utilities of all buildings and adjoining land within Facilities Management;
- Assumes the lead responsibility for emergency inspection, damage assessment, repair, and restoration of all campus power and water utilities, facilities roadways, and grounds; and
- Assists by providing emergency power and support to field operations.

8.11.13) Medical Response & Safety Function

Safety response functions are supported by Health and Safety Services and approved vendors and/or contractors that are under their leadership.

8.11.13.1) Medical Response Function

Medical response measures are conducted by a variety of student volunteers, contract staff and employees trained in providing First Aid. Medical response provided by the College is limited to First Aid.

8.11.13.2) First Aid Responders

The College has a resource of qualified First Aid responders located throughout the College.

First Aid qualifications are managed through Health and Safety Services who also maintains a variety of accessible First Aid boxes. A list of qualified First Aid responders is strategically posted at workplace locations throughout the College.

Furthermore, Campus Security Services staff are trained to provide medical First Aid treatment, including the use of defibrillators.

Medical response measures are supplemented by the College's Occupational Health Nurse 24 hours a day, 365 days per year and by the Fowler Kennedy Medical Clinic.

8.11.13.3) Student Emergency Response Team (SERT)

The Student Emergency Response Team is a volunteer service comprised of Fanshawe College students who are committed to providing medical emergency first response.

The Team's main responsibility is to stabilize patients with life threatening injuries prior to the arrival of an advanced life-support ambulance, treat non-life threatening injuries, assist Campus Security Services in triaging patients, and to provide standby First Aid coverage when possible for College sponsored events.

The Student Emergency Response Team will follow College direction and is responsible for the following:

- Provides emergency response First Aid;
- Liaises with Campus Security Services and Emergency Medical Services with the set up of an on-site triage area as required;
- Assists with the identification of injured persons, including name, contact information, and nature of injury;
- Liaises with ambulance services to determine the hospital location that each person requiring medical attention will be taken, then provides this information to Campus Security Services; and
- Assists with the allocation of medical resources on campus during emergency response.

8.11.13.4) Critical Incident Response Team (CIRT)

Critical incidents have a direct impact on ones thoughts and emotions. Often a critical incident will evoke panic, fear, and confusion.

The Critical Incident Response model of intervention allows individuals or groups to share their experiences, vent their feelings and learn about reactions and symptoms that often occur after experiencing a critical incident.

The Critical Incident Response Team provides counselling to students during and after a traumatic emergency incident that may have significant impact on the College community and the community as a whole.

Critical Incident Response for employees may be obtained through the Employee Assistance Program, and may be accessed on an individual level or through the Critical Incident Response Team.

The Critical Incident Response Team will be activated upon direction from the Emergency Director.

The following are some emergency examples in which the Critical Incident Response Team may be utilized:

- Campus shooting;
- Death of a student or staff member;
- Life-threatening injury;
- Fire/explosion; and
- Infectious disease/health emergency.

A copy of the Critical Incident Response Team's activation protocol is attached to the Emergency Plan.

8.11.13.5) Safety Function

The response is led by the Safety Team Leader who is responsible for the following:

- Workplace safety incident assessment;
- Delivers safety awareness, risk prevention and detection strategies when the Emergency Plan is activated;
- Liaises with the Incident Commander as appropriate;
- Maintains an active log of all hazardous materials/substances stored at the College;
- Provides ongoing site risk assessment to ensure legislative safety compliance during Plan activation;
- Provides information and direction when a hazardous release or emergency site safety issue arises;
- Determines the security concern of toxic, combustible, or caustic materials;
- Ensures hazardous materials are safely controlled and/or neutralized within the affected area; and
- Liaises and coordinates response actions with the Ministry of the Environment, Ministry of Labour, Provincial and Federal Government departments and other external agencies.

8.11.14) Security Response Function

Campus Security Services is comprised of uniformed contract security and College employees and volunteers skilled in a variety of security response activities.

Campus Security Services provides a security presence and response function 24 hours a day, 365 days per year.

Campus Security Services also provides an on-duty supervisor to coordinate an immediate response to any security incident.

8.11.14.1) Situational Threat Assessment Team (STAT)

The Situational Threat Assessment Team (STAT) is a multi-disciplinary team comprised of key College personnel who will be responsible to conduct threat assessments of students who are or who have exhibited threatening behaviour.

The Situational Threat Assessment Team (STAT) assists with strategies to mitigate the risk of students who engage in threatening behaviour directly or indirectly against the College community. The Situational Threat Assessment Team (STAT) will intervene when and how appropriate to mitigate the risk, prevent injury to self or others, and assist the student to receive the help he or she requires, thus addressing issues contributing to high-risk behaviour.

The Situational Threat Assessment Team (STAT) protocol is attached to the Emergency Plan.

8.11.15) Evacuation, Shelter-in-Place and Search Response Function

Another safety response measure is the College's Emergency Floor Warden Program. The Program entails the use of designated College personnel who are trained to provide direct assistance and support during evacuation procedures. The Program is comprised of assigned roles which include but are not limited to Emergency Floor Wardens who are assigned to a specific floor of a building and/or location and are prepared to execute the duties and responsibilities as outlined in the Emergency Floor Warden Manual.

Emergency Floor Wardens are responsible for the following:

- Provides on-site direction and marshalling of building occupants to safe areas during evacuations;
- Searches workplace and other locations for suspicious items and/or lost persons; and
- Liaises and communicates with the Security Control Centre as appropriate.

8.11.16) Emergency Resource Team (ERT)

The Emergency Resource Team is a resource of cross-trained College personnel that are promptly assembled in an emergency to provide a variety of response protocols, supporting the overall Plan.

Responses include, but are not limited to the following: relays information, provides equipment, secures perimeter and protects site, assists with access control and searches and provides additional assistance as required.

8.12) Continuity/ Delegation of Authority

The College has in place a process relating to the delegation of authority for administrators. When emergency conditions exist, the authority to take all necessary and appropriate actions on behalf of the appropriate executive, academic or service administrator will be delegated to an administrator in accordance with established College procedures, with such authority being delegated to the highest ranked College administrator on the College's Administrator Emergency Contact List whom the College, represented by the Emergency Director, the Crisis Communications Director, Campus Security Services or the Security Control Centre, is able to contact.

- **President.** In the case of the President, authority will be delegated to the highest ranked administrator contacted in the following order:
 - Senior Vice President, Academic Services;
 - Vice President, Planning & Administrative Services;
 - Vice President, Student & Staff Services;

- Vice President, Finance & Corporate Services;
- Emergency Director.
- **Emergency Director.** In the case of the Emergency Director, authority will be delegated to the highest ranked administrator contacted in the following order:
 - Supervisor, Emergency Management Office, Campus Security Services,
 - Manager, Campus Security Services
 - Alternate Chair, Emergency Operations Control Group, as designated by the EOCG in the Director's absence.
- **Incident Commander.** In the case of the Incident Commander, authority will be delegated to the highest ranked administrator contacted in the following order:
 - In the event of an incident that has a significant security risk/ hazard, i.e, bomb threat/ detonation, violence, civil disturbance, the Security Response Leader being:
 - Manager, Campus Security Services;
 - Supervisor, Campus Security Services;
 - Contract Supervisor, Stinson Security Services;
 - Security Guard, Stinson Security Services.
 - In the event of an incident that primarily affects infrastructure, ie fire, explosion, hazardous materials spill, infrastructure failure, weather, etc., the Infrastructure Response Leader being:
 - Manager, Facilities Planning & Development
 - Manager, Facilities Operations;
 - Assistant Manager, Facilities Operations or Assistant Manager, Facilities Planning & Development;
 - Security Response Leader.
 - In the event of an incident that is primarily related to a medical condition, ie a medical emergency or infectious disease outbreak, pandemic, the Medical Response & Safety Leader being:
 - Manager, Health & Safety Services;
 - Assistant Manager, Health & Safety Services;
 - Either the Infrastructure Response Leader or the Security Response Leader.
- **Academic Faculty & School/ Service Division & Department Administrator.** In the case of an administrator within an Academic Faculty & School/ Service Division & Department, authority will be delegated to the highest ranked administrator within that unit contacted in the following order:
 - Dean/ Director;
 - Chair/ Manager;
 - Operations Manager/ Assistant Manager; or
 - Other administrator.

8.13) Plan De-Activation

For any Incident classified as an occurrence or event, plan de-activation, including incident termination and minor incident recovery, is based on the conclusion of an Incident and demobilizing College responders by the Incident Commander. For any Incident classified as an emergency or disaster, only the Emergency Director may, when appropriate, terminate an Incident, initiate business continuity/ recovery plans, and de-activate the Emergency Plan.

9) Business Continuity/ Recovery Plan

Business continuity/ recovery encompasses the process of returning to normal College's operations in academic learning and service, by directing resources to restart activities that may have been suspended due to an Incident.

This section provides a general overview of the Business Continuity/ Recovery Plan, which details the College's plans for business recovery/ continuity after an Incident including those recovery plans of individual academic faculties and schools and service divisions and departments.

9.1) Business Continuity/ Recovery Priorities

As the response phase transitions towards the business continuity/ recovery phase, the focus of the College's senior leadership team and the Emergency Operations Control Group (EOCG) will also transition towards supporting the following short- and long-term business continuity/ recovery strategies:

- Communications to College Stakeholders;
- Crisis Counselling for Students and Employees;
- Scene Security, Protection and Preservation;
- Damage Assessment and Remediation/ Reparation/ Replacement;
- Academic and Service Business Resumption;

9.2) Communications

The accuracy and timely release of information to the College Community is vital during emergency conditions and through business continuity/ recovery operations . A high priority for the Emergency Operations Control Group (EOCG) will be to gather as much information about the emergency as quickly as possible. Information about the emergency should be obtained through those directly involved in responding to the emergency, namely the Incident Commander and/or Emergency Director. The method of communications will be coordinated by the Crisis Communications Director.

9.3) Crisis Counselling

Post-Traumatic Stress Disorder (PTSD) is an [anxiety disorder](#) that can develop after exposure to a terrifying event or ordeal in which grave physical harm occurred or was threatened. It is a severe and ongoing emotional reaction to some extreme psychological trauma.

The Emergency Director may, if required, invoke the Critical Incident Response Team in order to address any anxiety felt by students as a result from an emergency or disaster.

Critical Incident Response for employees may be obtained through the College's Employee Assistance Program (EAP) and may be accessed on an individual level or through the Critical Incident Response Team.

9.4) Scene Security, Protection & Preservation

With any serious incident affecting facilities infrastructure, there will or may exist many scene safety hazards and security related issues if the scene is left unguarded or unprotected until which time these issues are corrected. It may expose liability issues and may negatively impact and/or influence any subsequent investigation or civil action.

Campus Security Services when required will make arrangements to physically safeguard identified scenes address on site safety issues as deemed appropriate by the Emergency Operations Control Group.

9.5) Damage Assessment & Remediation/ Repair/ Replacement

Facilities Management is responsible for assessing damage caused by the incident and take the necessary actions to repair or replace critical facilities infrastructure.

The Managers, Facilities Planning & Development and Facilities Operations will provide operational oversight to ensure the following actions are taken if appropriate and necessary:

- Ensures structural integrity of affected area (Engineer Certification);
- Identifies the impact and/or loss to critical facilities infrastructure;
- Obtains photographic evidence of damaged area/equipment;
- Determines the extent of damage and impact on College Operations;
- Obtains College asset information on damaged equipment through the purchasing department, including costs;
- Contacts, liaises and follows the instructions of the College's insurer and in particular the insurance adjuster;
- Coordinates the recovery and clean up activities as deemed appropriate;
- Liaises with the EOCG and provides updates as required; and
- Identifies critical services staff of the College.

9.6) Academic & Service Business Resumption

As with any emergency or disaster, there is likelihood the College facilities will be negatively impacted. An emergency or disaster may render the College facilities unusable in a number of ways, which would include, but is not limited to, structure failure or collapse, air quality issues, fire and smoke damage, major utilities failure, temporary seizure of the facility by Police or any part thereof, as a crime scene.

Rescheduling and planning for an alternate learning environment and/or adjusting academic timetables for learning classrooms and labs will become a high priority if or when the College's facilities become unusable.

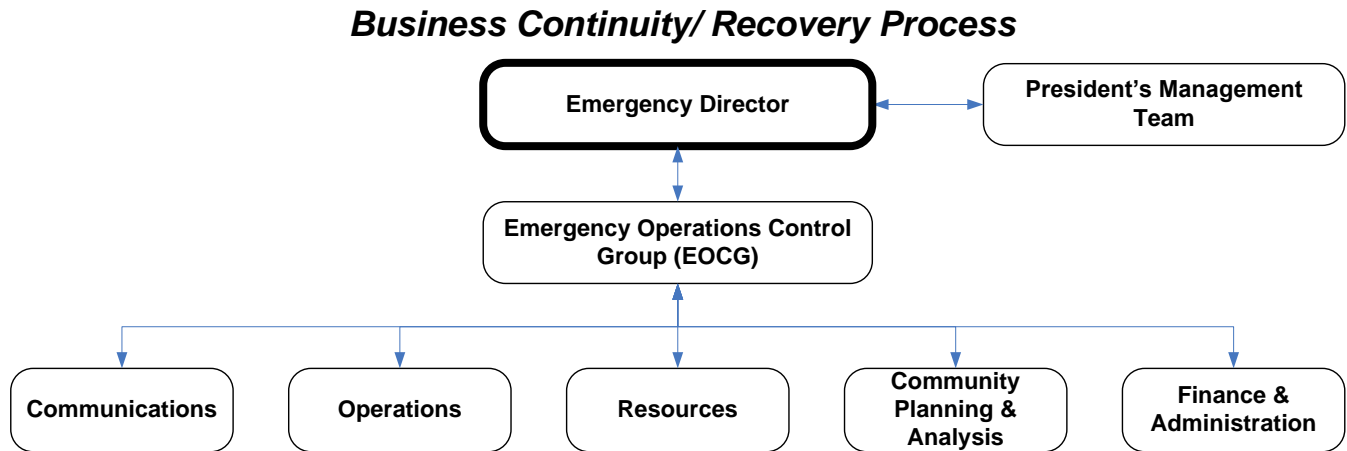
9.7) Business Recovery Process

As the response phase transitions towards the recovery phase, the function of the Emergency Operations Control Group (EOCG) will be essential for supporting short- and long-term recovery efforts.

9.7.1) Emergency Support Function Activities

- Incident Command: Supports functions such as, but not limited to, the allocation and acquisitions of resources.
- Monitors, Informs and Alerts: The EOCG must give and receive information. The EOCG gathers to identify potential problems and provides prompt notification to students, employees, and related organizations in relation to.
- Communications: The EOCG works with the Crisis Communications Director to ensure the College community, as well as external stakeholders and agencies know about the emergency and the College's response.
- Verifies and Documents Response: The EOCG verifies the steps taken to respond to the emergency and records the actions taken to protect employees, infrastructure, and the overall corporate interests; and
- Provide to the President the necessary progress and implementation updates with respect to Business Recovery Activities.

In support of the above stated strategies, the Group will address and provide action with respect to five key Business Continuity/ Recovery Processes as illustrated in the diagram below.



Each business recovery function is assigned to a coordinator who will be required to coordinate all activities within that recovery function.

Each Coordinator will be required to make the necessary contacts and arrangements in order to execute predetermined action plans and checklists.

To facilitate recovery phase activities, the Emergency Director may expand the Group to include other members of the College or outside organizations to provide guidance/assistance when and where required in support of the designated Business Recovery Function.

9.7.2) Communications Coordination

The Crisis Communications Director will ensure the College community is aware of return to work/recovery communications once an emergency is terminated and will use protocol outlined in the Emergency Communications Plan.

9.7.3) Operations Coordination

The Operations Coordinator is responsible for the following activities (if appropriate):

- Ensures structural integrity of affected area (Engineer Certification);
- Identifies the impact and/or loss to critical facilities infrastructure;
- Obtains photographic evidence of damaged area / equipment; and
- Determines the extent of damage and impact on College operations including equipment.
- Contacts, liaises and follows the instructions of the College's insurer and insurance adjuster;
- Coordinates recovery and clean up activities as deemed appropriate;
- Identifies critical services to sustain College infrastructure and staff to maintain those services; and
- Completes site security and access control.

9.7.4) Resources Coordination

The Resource Coordinator is responsible for the coordination and execution of the following activities, as appropriate:

- Sets up all logistics for procurement and delivery of resources, both College resources and outside good and services;
- Tracks the distribution of equipment and supplies requested by the Group;
- Arranges for transportation to support emergency operations, including personnel, students and supplies; and
- Obtains and allocates food and water supplies to support emergency responders.

9.7.5) Community Planning & Analysis Coordination

The Community Planning and Analysis Coordinator is responsible for the coordination and execution of the following activities, as appropriate:

- Determines academic impact due to loss of College facilities or infrastructure and provides viable solutions for remedy via rescheduling of classes or other alternate teaching deliverables and liaises with Communications to determine appropriate content and method of communications;
- impact on pending College sponsored events and obtains contact information for those responsible;
- Coordination of labour relation and client services, liaises with Human Resources regarding Union related issues; and
- Consultation with the College's legal counsel.

9.7.6) Finance & Administration Coordination

The Finance and Administration Coordinator is responsible for the coordination and execution of the following activities, as appropriate:

- Establishment of an accounting process for tracking expenses for procurement of goods and services;
- emergency purchases;
- Compilation of College asset information on damaged equipment including replacement costs; and
- Notification and coordination with the College's insurer provides insurance related reports and/or documentation as appropriate.

9.8) Post-Incident Analysis & Review (PIAR)

At the discretion of the Emergency Director, a Post Incident Analysis and Review (PIAR) may be conducted for any incident that activated the Emergency Plan. For any incident declared at a Response Level 3; Emergency and Response Level 4: Disaster, a review must be conducted within a reasonable time after the incident has been terminated. The date, time and location of the review, including required participants will be determined by the Emergency Director. Any relevant processes and document forms will be contained in the Emergency Plan and its applicable Appendices.

10) Appendices & Annexes