



EMERGENCY MANAGEMENT PLAN

Version 8.9

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1.0 Introduction

Nipissing University places the health, safety and well-being of all students, faculty, staff and visitors as its most important priority. Despite having policies and procedures in place to address various health and safety issues, an emergency may nonetheless occur. For this reason, an Emergency Management Plan (EMP) has been developed to deal with those types of events that require a greater concerted effort to effectively resolve the situation. This EMP is specific to the Nipissing University main campus only and does not include our Brantford or Bracebridge campuses. They will have their own site-specific plan.

1.1 Purpose

Since it is impossible to prepare for every conceivable incident, the Emergency Management Plan will serve as a systematic, decision-making framework for those responding to an emergency. Although it is assumed that the plan will be followed, those responding to the emergency can and will need to make decisions as a situation develops which may differ from the EMP. The health, safety and well-being of individuals will take precedence over all other matters when determining proper actions to be taken.

The EMP Steering Committee is charged with the responsibility of creating, implementing and maintaining the plan. To ensure the effectiveness of this document, it is essential that all stakeholders are familiar with the plan as well as their roles and responsibilities within it. Once the EMP is developed, meetings will be held regularly to review and update the plan as required. Furthermore, certain members of this committee will play a crucial role if or when the plan is activated.

1.2 Situation report at Nipissing University

Nipissing University's main campus is located in North Bay Ontario, a community of approximately 53,000 people. The University is situated on top of an escarpment overlooking North Bay and Lake Nipissing to the south. To reach the main campus, one must travel up a steep incline which can cause access problems during inclement weather. The University is located on the periphery of city limits and therefore, makes it more susceptible to loss of essential services such as power, water, telecommunications, etc. The University is on the east-west approach/take-off flight path for Jack Garland Airport.

At any given time, several thousand people, or the equivalent of a small community, can be found on our campus. This includes the student population, staff, faculty and others who visit the University. Furthermore, Nipissing University has four Residences which have the capacity to house approximately 1000 students.

Nipissing University shares its main campus with Canadore College. It is assumed that an emergency at either location will directly affect the other. For this reason, it is crucial that both institutions work together in the event of an emergency.

1.3 Objectives

The EMP has four main objectives. They include:

- Awareness and education – raising awareness of and familiarity with the procedures to be followed in the event of an emergency
- Emergency preparedness – detailed roles and responsibilities for emergency personnel as well as resources that may be needed
- Emergency management – the EMP assigns decision making powers to certain Emergency Management Group (EMG) members and incorporates regular testing and reviews
- Damage mitigation – reducing and preventing any further injury or damage following an emergency and ensuring a timely return to normal operations

2.0 Definitions

Communication Coordinator (CC) – Person who is responsible for developing a communication strategy.

Emergency – Emergency¹ is defined as a sudden state of danger, conflict, etc. requiring immediate action

1. *The Canadian Oxford Dictionary*, 2001 (p. 457)

Emergency Control Centre (ECC) – Location where the EMG may be required to meet during an Emergency.

Emergency Management Group (EMG) – Group selected by the EM to assist in fulfilling the EM's responsibilities. Typically consists of EMSC members and other applicable subject experts.

Emergency Management Plan (EMP) - Systematic, decision-making framework for those responding to an emergency.

Emergency Management Steering Committee (EMSC) – Members charged with the responsibility of creating, implementing and maintaining the EMP.

Emergency Manager (EM) – Person who oversees the emergency response for Nipissing University.

Emergency Site Coordinator (ESC) – Person selected by the EM who supports the efforts of the EM.

Plan Activation Authority (PAA) – Prioritized list of persons with authority to activate EMP.

Recording Secretary – Person who keeps an accurate record of actions taken during an emergency.

Level I Incident - An event that is unlikely to result in personal injury or extensive property damage (eg burst water pipe, leaking roof). It is normally resolved using internal personnel and resources and usually does not require assistance from external agencies. Typically, a Level I Incident would not warrant the activation of the EMP, however, it could escalate in magnitude and consequently be reclassified.

Level II – Crisis - A event that results in major disruptions and is likely to endanger the well-being of the University community and/or cause major damage to property (eg transformer malfunction, runaway Bus, collapsed stage). Emergency responders will likely require the assistance of external agencies. An EMG may be formed and a subsequent ECC chosen.

Level III – Disaster - A catastrophic event that cannot be managed by resources available at the University alone (eg gas explosion, airplane crash into University, structural collapse). External assistance will be required to effectively deal with the situation. An EMG will be formed and a ECC chosen.

3.0 Roles and Responsibilities

Emergency Management Steering Committee (EMSC)

- develop a EMP and ensure that it is reviewed at least annually or following an emergency
- schedule table-top exercises and mock disaster scenarios to test the plan
- where required, make amendments to the plan so that it remains current.

The EMSC shall consist of the following members:

1. President
2. Vice-President, Finance & Administration
3. Vice-President, Academic & Research
4. Associate Vice-President, Human Resources
5. Manager of Administrative & Facility Services
6. Assistant Vice-President, Students and International
7. Registrar
8. Dean – Faculty of Arts & Science
9. Dean – Faculty of Education
10. Dean – Faculty of Applied and Professional Studies
11. Executive Director, University Advancement
12. Chief Information Officer
13. Director of Institutional Planning and Analysis
14. Director of Residence & Conference Services
15. Executive Director, Library Services
16. Director of Facility Services, Capital Projects and Construction (Nipissing)
17. Director, Facilities Operations (Canadore)
18. Manager of Integrated Marketing & Communications
19. Manager, Environmental Health & Safety
20. Brantford Campus representative
21. Bracebridge Campus representative

Emergency Manager (EM)

- ensure that the EMP remains current by coordinating regular EMSC meetings
- schedule and participate in EMP exercises
- liaise with external agencies
- determine priorities during an emergency and ensure necessary resources are available
- when required select EMG members and a ESC
- when required oversee the integration of EMG and external agencies' activities
- review and approve all media releases
- update the President
- oversee post emergency recovery and restoration efforts

Emergency Management Group (EMG)

An EMG group may be selected by the EM during a Level II or Level III event. Members of the EMG will be selected from the EMSC and may also include other applicable subject matter experts. The group's primary responsibilities are to:

- assist the EM/ESC fulfill their duties
- when required, assign duties to staff and/or faculty to provide for effective emergency response

Emergency Site Coordinator (ESC)

An ESC may be appointed by the EM during a Level II or Level III event. The role of this person is to oversee, in consultation with the EM and the EMG, the operational aspects of the emergency response. Their primary responsibilities are to:

- assist the EM in fulfilling his/her duties
- give and take directions from members of the EMG
- monitor the deployment of resources and ensure that protection of human life is the top priority
- liaise with external agencies

Communication Coordinator (CC)

- develop, review and revise the Crisis Communication Plan on an ongoing basis
- attend and participate in EMSC meetings
- ensure that key staff are familiar with the EMP in case assistance is required during and following an event
- act as the key media contact

Director of Facility Services, Capital Projects and Construction (Nipissing) / Director, Facilities and Operations (Canadore)

- attend and participate in EMSC meetings
- ensure that their staff are fully aware of their roles and responsibilities within this plan
- have the authority to declare an evacuation of all or part of a building

Security Officer

- must be familiar with this plan
- assist external agencies when requested and where it is safe to do so
- assist with crowd and traffic control and cordon off areas
- provide first-aid when required
- has the authority to declare an evacuation of all or part of a building

Recording Secretary

- keep an accurate record of decisions made and actions taken by the EM and EMG

4.0 Emergency Control Centre (ECC)

The Emergency Control Centre (ECC) is a location where members of the EMG may meet during a Level II or III event. This is where strategic decisions would be discussed and made. The ECC would usually be activated by the EM during a Level II or III emergency.

Appendix C identifies the location as well as the items that will need to be available when the ECC is activated. These items should already be available or, at the very least, in close proximity to the ECC. Furthermore, the Emergency Manager will designate an individual(s), likely from the Emergency Management Group, to gather and assemble this equipment when required.

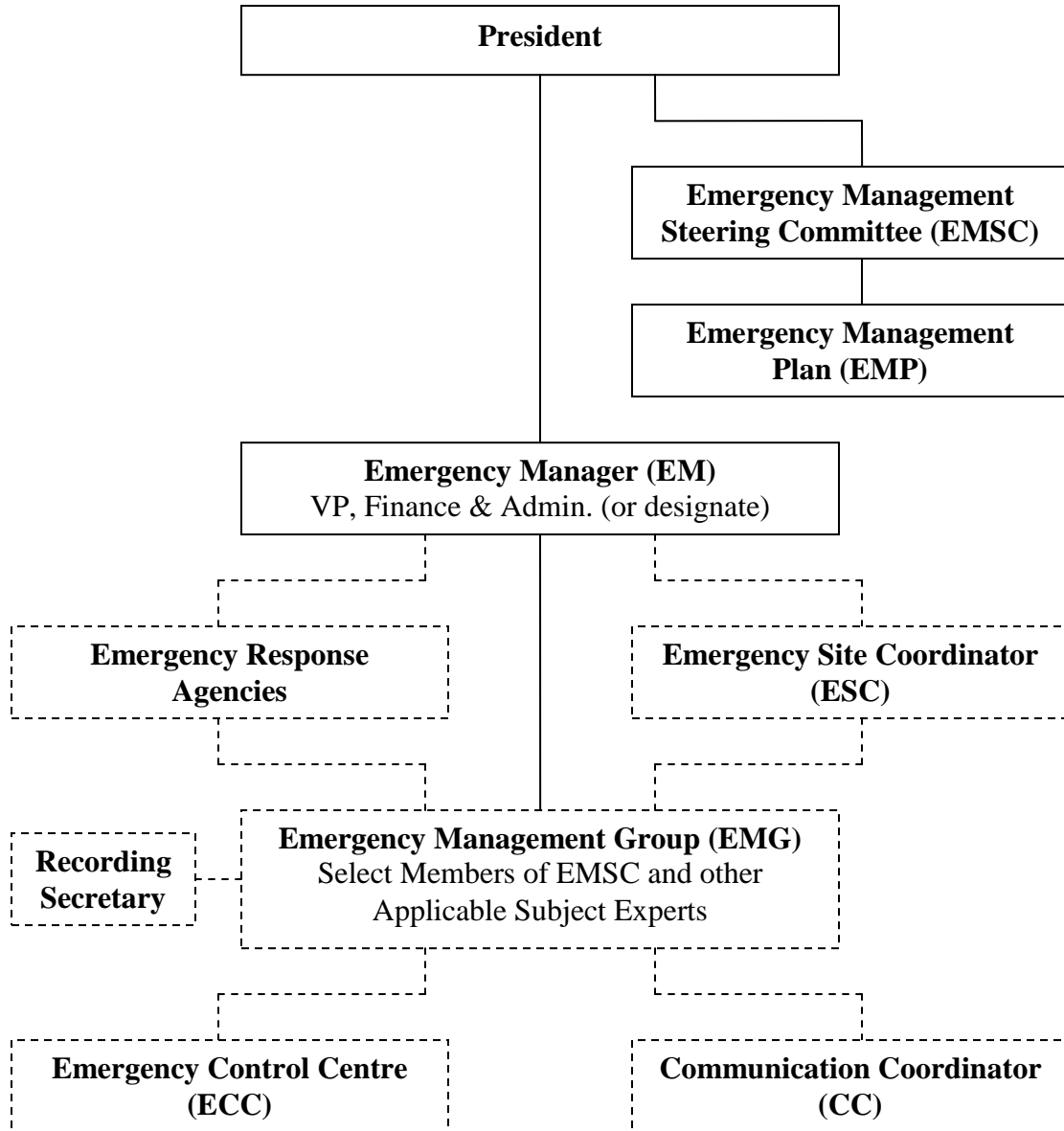
5.0 Plan Activation

The authority to activate and manage the plan's operation is given to the Vice President, Finance and Administration who is the first member identified on the Plan Activation Authority list (see Appendix A). In the absence or unavailability of the VP, Finance and Administration the authority to activate the plan is transferred in a descending order as outlined in Appendix A. This person will assume the role of acting EM until the VP, Finance and Administration becomes available.

Once available, the VP, Finance and Administration will assume the role of EM, however, they can designate another member of Senior Administration as the EM. Throughout an emergency the President of Nipissing University will continue to exercise their authority.

6.0 Emergency Response Structure

This diagram serves to demonstrate the structure of emergency planning and response.



----- The dashed lines indicate individuals or locations that may be required depending on the level of emergency.

7.0 General Emergency Response Procedures

Although responsibilities have been assigned, it is understood that the EM may designate someone other than the identified individual to complete a task or may give someone additional duties. The flexibility of the entire EMP is crucial to its success.

Four stages of emergency response have been established in this plan:

- **Assessment and notification** – the emergency is assessed, the EM classifies the appropriate Level and external agencies are contacted (if required)
- **Resource mobilization** – EM forms the EMG (if required) and requests members to convene, possibly at the ECC. Essential resources are gathered.
- **Resource coordination** – roles and responsibilities are clarified, priorities are determined and action plan is implemented (with possible assistance from external agencies)
- **Recovery and restoration** – the emergency is declared over, normal operations resume, if required counseling services are made available, continuous improvement cycle begins

7.1 **Assessment and notification**

Security Officer

- respond to an emergency and assess the situation
- if warranted initiate Evacuation Procedures
- take immediate measures to secure the area
- if necessary, notify external emergency services (e.g. police, fire department, ambulance, etc.)
- notify the Director, Facilities Operations (Canadore) and the Director of Facility Services, Capital Projects and Construction (Nipissing) immediately

Director of Facility Services, Capital Projects and Construction (Nipissing) / Director, Facilities and Operations (Canadore)

- assess the situation to determine emergency level
- notify the Emergency Manager (EM) immediately and provide details

Emergency Manager (EM)

- assess the situation to confirm or reclassify emergency level
- if necessary notify applicable persons/groups, including the EMSC, CC, President, external agencies and other applicable persons/groups
- assess the situation to determine if Notice of Disruption signage (see Appendix L) and procedures are warranted

7.2 Resource mobilization

Emergency Manager (EM)

- advise the President when appropriate
- if necessary, activate the EMP
- if needed, select members of the Emergency Management Group (EMG)
- if needed, choose an Emergency Control Centre (ECC) location
- if needed, appoint an Emergency Site Coordinator (ESC)
- if needed, appoint a Recording Secretary
- contact the Communication Coordinator (CC)
- allocate sufficient funds and resources necessary to respond to emergency

Emergency Management Group (EMG)

- if needed, arrange to have all required resources available at the ECC

7.3 Resource coordination

Emergency Manager (EM)

- with input from others, determine priorities
- using this plan as a guideline assign roles and responsibilities accordingly
- ensure concerted effort realized between external and internal resources
- if selected, oversee actions taken by EMG
- if one has been chosen, oversee the actions taken by the ESC
- in coordination with the Communication Coordinator, ensure the University community and other stakeholders are kept informed of the situation
- remain in contact with the President

Emergency Site Coordinator (ESC)

- report any important issues to the EM/EMG immediately and assist in determining priorities
- with input from EM/EMG/Security Services/external agencies, determine whether a portion or the entire campus needs to be evacuated
- provide logistical, administrative and material support to the EM
- obtain and deploy resources as directed by EM
- remain in contact with external agencies

Emergency Management Group (EMG)

- support and assist EM/ESC with any functions
- identify and contact additional personnel who can contribute to emergency response due to knowledge and/or experience
- ensure that ECC has all required equipment and supplies
- remain in contact with CC and provide him/her with regular updates
- in consultation with the EM, assist the CC in coordinating communications

Director, Facilities Operations (Canadore) / Director of Facility Services, Capital Projects and Construction (Nipissing)

- discontinue any service or utility that may be hazardous
- support and assist the EM/ESC/EMG
- provide all available resources to assist in ending the emergency
- provide EMG and external agencies with applicable maps, blueprints and architectural drawings
- remain in contact with EM, ESC and EMG
- liaise with external agencies (e.g. fire department, police, etc.)

Communication Coordinator (CC)

- if required, “turn on” the emergency website
- if required, prepare a written statement, and in consultation with the President, EM and/or EMG determine a spokesperson(s)
- if required, coordinate joint Nipissing University/Canadore College communication team
- ensure all essential equipment is available at media centre
- determine communication channels and affected stakeholders
- remain in contact with EMG

Recording Secretary

- keep an accurate record of decisions made and actions taken by the EM and EMG

7.4 Recovery and Restoration

Emergency Manager (EM)

- de-activate the EMP once the emergency has ended
- if applicable, close ECC
- allocate sufficient funds and resources necessary for normal operations to resume
- oversee the resumption of normal operational activities including the re-opening of buildings, classes and other activities
- in coordination with the CC, make a public announcement to stakeholders
- in consultation with the EMG prepare and provide a post-incident report to the President

Emergency Management Group (EMG)

- arrange for counseling services for any person who may require it, including themselves
- provide input to EM/ EMSC on corrective / preventative initiatives

Emergency Management Steering Committee (EMSC)

- review the emergency and determine what corrective / preventative measures can be implemented to prevent a recurrence
- in consultation with external agencies, review EMP to determine what was successful and where improvements can be made, and update accordingly

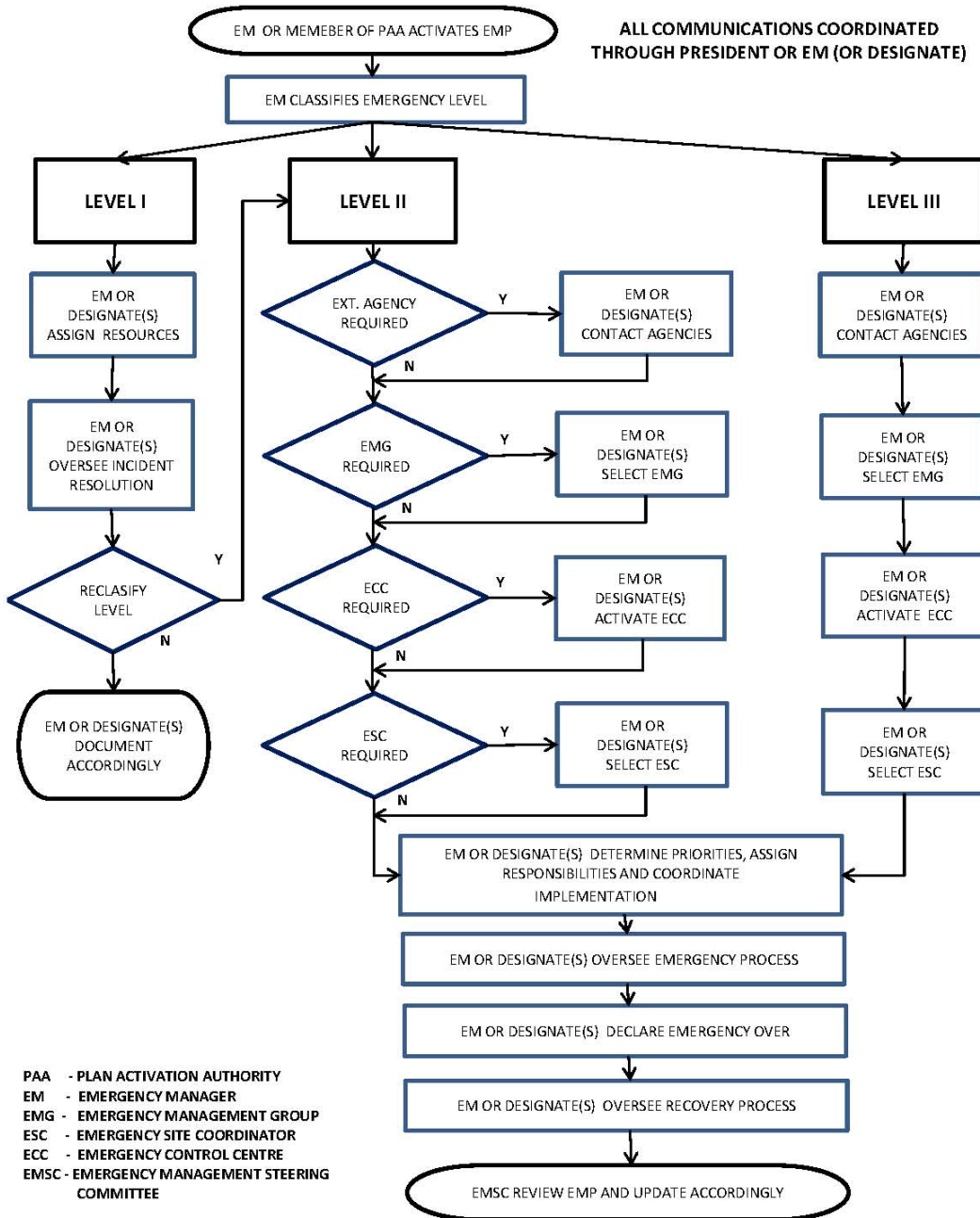
Communication Coordinator (CC)

- revise all communication channels (e.g. media, website, telephone, etc.) with applicable periodic updates
- prepare a public announcement and/or information packages for stakeholders

Recording Secretary

- provide a copy of the minutes to the EM or designate

MANAGEMENT PROCESS FLOWCHART



9.0 Communications

Ensuring that a clear, consistent message is delivered during and after an emergency is essential. A confusing, inconsistent or false statement can seriously damage the University's image during and following an event. It is Nipissing's policy to be forthright and timely in all communications with affected stakeholders. Only the President, Emergency Manager (EM) or designate will be allowed to officially speak on behalf of Nipissing University. The University will adopt the Crisis Communication Plan, developed by the Manager, Integrated Marketing & Communications, as an official and separate document from the EMP. The Crisis Communication Plan will act as a resource and a guide.

Various methods to keep all interested parties informed may be used by the Communication Coordinator (CC). These, as well as the media contact information (see Appendix E), are also included in the Crisis Communication Plan.

The communication team would normally convene during a Level II or Level III emergency and be strategically located in close proximity to the ECC. Furthermore, a media centre would be used as the primary location where information would be disseminated to stakeholders, including media, university community, parents, etc.

10.0 Emergency Exercises

For this plan to succeed, it is crucial that all those who have roles and responsibilities are familiar with these and know how to apply them. Furthermore, the EMP will need to be tested on a regular basis beginning with small, relatively simple exercises slowly progressing to full scale, multi-faceted emergencies. This will help to ensure that the plan is current and can be activated at a moment's notice. Plan testing should include emergency scenarios that were identified during the impact analysis stage of the plan's development.

The VP, Finance and Administration, with the assistance of the Manager, Environmental Health & Safety will be responsible for scheduling and testing the EMP a minimum of once per year after the plan has been finalized. This should be done in conjunction with local emergency services (e.g. police, fire department, city of North Bay, etc.)

Generally, it is advantageous to have the maximum number of people participate in a test exercise. Maximum participation increases awareness, buy-in, and ownership in achieving successful EMP implementation. It is also valuable to rotate personnel involved in the testing in order to prepare for the loss of key individuals, as a result of a disaster or due to employee turnover.

Select members of the EMSC will participate in emergency management training provided by recognized training providers such as Emergency Management Ontario (EMO). Full scale, multi-faceted emergencies should only be conducted after the majority, and ideally all, of the EMSC members have attended this training

11.0 Plan Integration

Nipissing University may require assistance from the City of North Bay during an emergency. Seeing that the city has an existing emergency plan (City of North Bay Community Emergency Plan – CNB-CEP), it is important that both parties be familiar with each other’s plan and know each other’s roles within these plans. For this reason, our EMP will be shared with the CNB-CEP Coordinator.

11.1 Assistance to Nipissing University

In the event of a disaster it is presumed that external response agencies will be deployed to the Education Centre to assist. The EMSC recognizes that those responding are highly trained professionals who have experience dealing with situations of this nature. For this reason, the EM and EMG will work closely with these agencies and allow them to take command of an area or the entire site.

11.2 Assistance to community

An emergency affecting the community may require applicable authorities to request the assistance of Nipissing University personnel and/or facilities. Such assistance would most likely involve providing temporary shelter and care for victims of an emergency (as identified in the CNB-CEP). Nipissing University will cooperate to the degree that is possible in any emergency assistance operation that is requested by applicable authorities. Such assistance may require activation of the EMP.

12.0 Plan Update and Distribution

The EMP will be reviewed annually to ensure its adequacy and that it remains current. Table top exercises and/or mock disaster scenarios will also be conducted periodically. The EMP will be updated in accordance to lessons learned from these reviews and exercises as well as from any emergency events realized.

It is the responsibility of the Emergency Management Steering Committee (EMSC) to put procedures in place to ensure that there is broad EMP awareness within and outside the Nipissing University community. The EMSC is also responsible for identifying which members within the community should receive formal copies of the EMP and its associated appendices.

The body of the EMP is considered to be a ‘public document’ and is available for public inspection. However, EMP appendices are not public documents as they contain private and confidential information. Restricted copies of the EMP include all confidential information and will only be distributed to those found on the EMP and appendices distribution list (see Appendix F). All restricted copies of the EMP are and remain the property of Nipissing University. Persons who receive a restricted copy of the plan must

surrender their copy upon request from the Vice-President, Finance & Administration, and/or when they leave the University.

All changes to the EMP will be documented in Appendix G – Record of amendments. It is the responsibility of the Manager, Environmental Health & Safety to ensure that the plan is distributed to the appropriate people when amended and an accurate record is kept of all such actions.

13.0 List of Appendices

Appendix A: Plan Activation Authority

Appendix B: Emergency Personnel Contact Information

Appendix C: Emergency Control Centre Requirements and Locations

Appendix D: Emergency Telephone Numbers

Appendix E: Media Contact Information

Appendix F: EMP and Appendices Distribution List

Appendix G: List of Amendments

Appendix H: Nipissing University Main Campus and Monastery Maps

Appendix I: Townhouse Residence Complex Site Plan

Appendix J: Education Centre – Upper Residence Overview Map

Appendix K: Monastery and Lower Residence Overview Map

Appendix L: Notice of Disruption Signage