

GEORGIAN COLLEGE

Emergency Management Plan

Revision D
7/26/2021

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List of Abbreviations

EIC Emergency Information Centre

EIO Emergency Information Officer

EMC Emergency Management and Business Continuity Coordinator

EMP Emergency Management Plan

EMSC Emergency Management Steering Committee

EMPCA Emergency Management and Civil Protection Act

EOCG Emergency Operations Control Group

EOC Emergency Operations Centre

ERL Emergency Response Level

ERP Emergency Response Procedure

FSC Finance Section Chief

HIRA Hazard Identification and Risk Assessment

IC Incident Commander

IMS Incident Management System

LO Liaison Officer

LSC Logistics Section Chief

OFMEM Office of the Fire Marshal and Emergency Management

OHS Occupational Health and Safety

OSC Operation Section Chief

OSF Operational Support Function

PSC Planning Section Chief

RTO Recovery Time Objectives

SO Safety Officer

SOP Standard Operating Procedures

Version Control

Change Record			
Date	Author	Change	Version
April 18 2018	Chris Varney, Manager, Safety and Emergency Planning	n/a	Initial Release – A
February 7 2019	Chris Varney, Manager, Safety and Emergency Planning	Clarified EMSC roles	B
November 13 2019	Chris Varney, Manager, Safety and Emergency Planning	Changed executive sponsor, updated department names and procedure #'s	C
November 23 2020	Chris Varney, Manager, Safety and Emergency Planning	Updated position titles, addition of EOC org chart	D
July 29, 2021	Chris Varney, Manager, Safety and Emergency Planning	Added details regarding continuity of education plans	E

1 Introduction

Georgian College recognizes the potential safety, operational, financial, strategic and reputational risks associated with a critical incident and the importance of effective emergency management and strategic business continuity. Under emergency conditions, critical College functions must work together under central coordination to effectively 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.

This Emergency Plan has been developed using best practices for emergency management planning and adopts an Incident Command System (ICS) structure for emergency response, to ensure 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 a flexible response, regardless of the nature, complexity or severity of the emergency conditions, and for seamless coordination within a Unified Command System framework among the College and its public emergency services/ public agencies involved, to minimize risk to the Georgian College community.

The Georgian College **Emergency Management Plan (EMP)** serves as a strategic framework and operational guideline for managing an effective and coordinated response to any emergency situation impacting the College. The plan is supported by risk specific Emergency Response Procedures (ERP).

This plan is a living document and will be maintained and updated on a regular basis to reflect evolving hazards and threats within the College and surrounding communities. It is designed to be flexible and scalable to any emergency or crisis impacting the College. However, documented plans alone are not effective unless operationalized. Therefore, it is imperative that all stakeholders be made aware of its provisions, participate in regular training and exercise programs, contribute to the annual review and collaborative planning process and be prepared to carry out their assigned functions and responsibilities in the event of an emergency.

1.1 Purpose

The purpose of the Emergency Management Plan is to ensure that Georgian college is prepared to respond to a wide range of emergencies in a coordinated, effective and timely manner. The EMP is designed to guide decision making, communication, and overall coordination of a response. The emergency plan is intended to increase the emergency response capability of the College by identifying a plan of action to efficiently and effectively employ emergency services of the College and external service agencies.

In particular, this plan establishes an emergency management system framework for the following purposes:

- To protect the safety and security of students, faculty, staff and visitors
- To ensure continuity of essential core College services and functions

- To promote an efficient coordination of response and recovery activities
- To safeguard property, infrastructure and the environment
- To ensure orderly functioning of academic and administrative activities
- To protect corporate finance, people and reputation and promote enterprise risk management

The plan unifies efforts of the departments and faculties across the College for a comprehensive and integrated approach for responding to and reducing the impacts of emergencies, whether they affect the College alone or the Georgian College Community as a whole.

1.2 Definition of Emergency

An emergency, as defined by the **Emergency Management and Civil Protection Act (EMPCA)** R.S.O 1990, Chapter E.9 means, “a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise”. These situations threaten public health, the environment, critical infrastructure, property and economic stability.

1.3 Planning Framework

The EMP is a risk specific plan, applicable to the full spectrum of natural, technological and human-caused emergencies as identified through a Hazard Identification and Risk Assessment (HIRA) process.

Alignment with Legislation and Standards

For the purposes of the Emergency Management System, Georgian College shall be considered a *community* and follow the spirit of legislation by voluntarily adopting plan and program elements contained in the Emergency Management and Civil Protection Act. The EMCPA requires municipalities (communities), provincial ministries and designated agencies, boards, commissions and other branches of government to develop and implement emergency management programs consisting of emergency plans, training, exercises, public education and any other elements prescribed by Regulation. In addition, the EMP is aligned with the Canadian Standards Association (CSA) Z1600 Emergency Management and Business Continuity Programs voluntary standard.

Program Elements

The Georgian College emergency management program consists of:

- a) An Emergency Management Plan
- b) Operational procedures outlining response actions for hazards or events that may occur (Emergency Response Procedures)
- c) Training programs and exercises for College staff and other persons outlining the procedures to be followed in emergency response
- c) Education to the Georgian College Community on risks to their safety posed by potential emergencies, and general emergency preparedness

- d) Assigned responsibilities to College staff, by position, respecting implementation of the emergency response procedures and emergency management plan
- e) Procedures for notifying members of the Georgian College EMSC (Emergency Management Steering Committee) of threats

Planning Assumptions

The EMP is a realistic approach to the problems likely to be encountered at Georgian College during an emergency. However, due to the unpredictable nature of such events it is necessary to make the following assumptions:

- a) During normal operations, routine incidents or minor emergencies are handled by Campus Safety Services, Facilities Management, Information Technology Services, Student Services and other key departments.
- b) An emergency may occur at any time of the day or night, weekend or holiday, with little or no warning.
- c) The succession of events in an emergency are not predictable, therefore, published support and operational plans will serve only as a guide, and may require field modification in order to meet the requirements of the emergency.
- d) Emergencies may affect residents within geographical proximity to Georgian College.
- e) The Director of Campus Safety Services or his/her designate may declare an emergency if information indicates that such a condition is developing or is probable.
- f) Events can quickly overwhelm internal resources and capabilities and may require the assistance of local emergency response agencies such as Barrie Police Services, Simcoe Emergency Medical Service local municipal Fire Departments, and regional services such as Public Works, Public Health, Community Services, etc.
- g) The College Emergency Operations Centre (EOC) will be activated and staffed by College personnel. However, during a large scale emergency, external response agencies may also assign staff to the EOC. The EOC may be “virtual” if it is not safe to attend a physical location.

1.4 **Scope**

The Georgian College EMP applies to and shall be observed, adhered to and complied with by:

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

College employees, students, contractors, and tenants shall:

- Understand how to report an emergency upon discovery and what to do in the event of an emergency;
- Know the Lockdown and Evacuation procedures, including nearest Emergency Exits, and follow such procedures in the event of an emergency;
- Fully participate, as directed, in Emergency Plan Exercises (EPE), including Fire and Lockdown 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 and Lockdown Drills; and
- Follow Emergency Instructions issued by emergency personnel.

1.5 Objectives

The objectives of the EMP are:

Organization:

- Provide clear, easy-to-follow guidelines for the most critical functions and liaisons during emergency management response and business continuity/recovery operations;
- Provide emergency management information in an organized, easy-to-follow format in which users can quickly determine their roles, responsibilities, and primary tasks (Employees also refer to the Georgian College Emergency Response Guide);
- Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall emergency management response; and
- Provide a basis for training staff in emergency management response and business continuity/recovery operations.

Communications and Information Management:

- Identify a central point of communications both for receipt and transmission of urgent information and messages;
- Identify 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 emergency 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 the level of emergency management required and the extent of emergency management control and coordination that should be activated when incidents occur.

Response Operations:

- Utilize College resources to implement a comprehensive and efficient emergency management response and recovery team; and
- Be prepared with pro-active emergency response plans, 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 ie Continuity of Education and processes, as needed, during business recovery phases.

1.6 Hazard Identifications and Risk Assessment (HIRA)

The **Hazard Identification and Risk Assessment (HIRA)** process used by Georgian College is based on Emergency Management Ontario’s Hazard Identification and Risk Assessment manual, adjusted to meet the needs of a college. It focuses on three hazard categories: natural hazards, technological hazards, and human caused hazards. Each category is subdivided into specific events to address their associated individual risks and hazards. The HIRA process assesses which risks and hazards pose the greatest threat to Georgian College in terms of how likely they are to occur and how great their potential impact on the College may be.

Specifically, HIRAs help to answer the following questions:

- What risks and hazards exist?
- How frequently do they occur?
- How severe can their impact be on the College?
- What actions should be considered to mitigate or control the risks?

The purpose of the HIRA is to identify the hazards that have occurred or have the potential to impact Georgian College. If successful, the HIRA process should result in the following outcomes:

- A prioritized list of emergency management and business continuity risks and hazards;
- Information to guide prevention and mitigation measures;
- Information to direct and sequence program, plan and procedure development;
- Consolidated risk information that can contribute to overall risk management programs.

The Georgian College HIRA is intended to be an ongoing process; a collaborative HIRA for the college will be conducted at least every 2 years, unless it is deemed necessary to conduct it earlier. When hazards are identified as having a high level of risk, emergency management programs should attempt to minimize this risk through prevention, preparedness, mitigation, response, and recovery measures. If these measures are successful, then the risk of the hazard will decrease. For a more detailed description of the methodology behind the HIRA process at Georgian College, please refer to the “EMS 2.0 Georgian College Hazard Identification and Risk Assessment procedure”, available from Campus Safety Services.

2 Authority

The Georgian College EMP is the result of input of many individuals and groups, both internal and external to the campus community.

The Emergency Management Policy adopted by the Board of Governors, outlines the role of Georgian College in an emergency. This Policy requires development of a plan to manage emergency situations on campus and places responsibility for the plan and its operation with the *Vice President Human Resources*.

The Vice President, Human Resources is the Executive Sponsor of the program and, along with the **Emergency Management Steering Committee (EMSC)**, will provide leadership, commitment and assume overall program responsibility, accountability, and authority. During a declared emergency the EMSC will provide executive decision-making, support and guidance as the Emergency Operations Control Group (EOCG).

The Manager, Safety and Emergency Planning is the **Emergency Management Program Coordinator (EMPC)** and is responsible to lead and manage the development, implementation, evaluation and maintenance of the overall program. The Program Coordinator will also chair the Emergency Management Steering Committee and provide advice to the Executive Sponsor.

The Emergency Management Steering Committee will consist of the President and CEO, The Emergency Management Program Coordinator, and Senior Leadership team members from the following departments:

- Campus Safety Services
- Marketing and Communications
- Facilities Management
- Information Technology
- Academic
- Finance
- Process and Strategic Initiatives
- Student Services
- Corporate Services
- Human Resources and Organizational Development (Executive Sponsor)

3 Incident Management System

Georgian College has adopted the **Incident Management System (IMS)** in order to facilitate the coordination of response activities. IMS utilizes a *functional* approach to emergency management encompassing personnel, facilities, equipment, procedures and communications operating within a common organizational structure. IMS creates a unified command structure for managing people, resources and equipment that will be necessary for the successful outcome of any incident, however large or small.

IMS presents an organizational structure, functions, processes and terminology. The standardized structure outlines the command and control chains. Standardized processes allow all who respond to the same incident to formulate a unified plan to manage the incident. The use of standardized IMS plain-language terminology reduces the risk of miscommunication among the many responders and the simplicity and flexibility of the IMS structure makes it suitable to expand and contract. IMS is predicated

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

There are five major management functions that are the foundation upon which the IMS organization develops, regardless of the type of incident: **Command, Operations, Planning, Logistics, and Finance and Administration Sections**. IMS operates at both the site of the emergency and in the Emergency Operations Centre (EOC).

3.1 **Command**

The Georgian College Incident Commander is the liaison between the emergency site and the EOC. The Commander advises the **Emergency Operations Control Group (EOCG)** of the status of the emergency, what resources are required, etc. The Commander is responsible for the overall management of the EOC including the provision of support to a location. In addition to incident support, the Commander ensures continuity of essential College services.

3.2 **Command Staff**

Liaison Officer

The Liaison Officer (LO) serves as the primary contact for assisting and supporting Georgian College and advises Command of issues related to external assistance and support, including current or potential organizational needs. The LO may be assigned assistants from other organizations also involved in the incident response. The LO reports to Command.

Emergency Information Officer

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to College stakeholders. Command must approve all emergency information that the EIO releases. During a complex incident, assistants may be assigned to the EIO, as required.

Safety Officer

The Safety Officer (SO) monitors safety conditions and develops safety measures to ensure the health and safety of all responders. The SO controls or reduces occupational hazards and corporate exposures.

3.3 **General Staff**

Each section of the General Staff has a Section Chief who will lead the group, serve as the point of contact for the section, and help determine the level of staffing and expertise needed within the section to respond to the emergency. The following sections are General Staff that **may** be needed to respond to an emergency or to provide support in the Emergency Operation Centre.

Operations Section

Operations Leads

The Operations Leads shall be responsible for implementing the action plan for their assigned area (IT, Facilities , Academic and others as necessary).

Logistics

The Logistics Section Officer (LSO) is responsible for providing facilities, services and materials in support of the incident. The LSC participates in the development of the Incident Action Plan and activates and supervises the branches and units within the logistics section. All logistics activities are the responsibility of the Planning Section Officer. LSO reports to Command.

Finance and Administration

The Finance/Administration Section Officer (FSO) is responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects. The FSO provides direction and supervision to Section staff and ensures compliance with Georgian College financial policies and procedures. The FSO reports to Command.

Specialists

Specific expertise may be added to standard IMS functions such as Technical and IT Disaster Recovery (and others as required).

4 Emergency management Steering Committee (EMSC)

Ontario Regulation 380/04 S.2 and S.3, indicates the requirement to maintain an Emergency Management Program Committee. The EMPC is a key organizational group that supports the ongoing emergency management program. The EMPC provides strategic advice and direction regarding the ongoing maintenance of the program including an annual review. The committee represents the various College departments that have direct participation in implementing and maintaining the EMP. At Georgian College, this function shall be met by the **Emergency Management Steering Committee (EMSC)**.

The EMSC shall oversee emergency response for the College, proposing procedures, protocols and practice. In the event of a declared emergency, the Emergency Management Steering Committee will also act as the Emergency Operations Control Group, (EOCG) who will provide the College with an effective vehicle for developing and implementing contingency planning and the co-ordination of emergency activities which will ensure the following objectives:

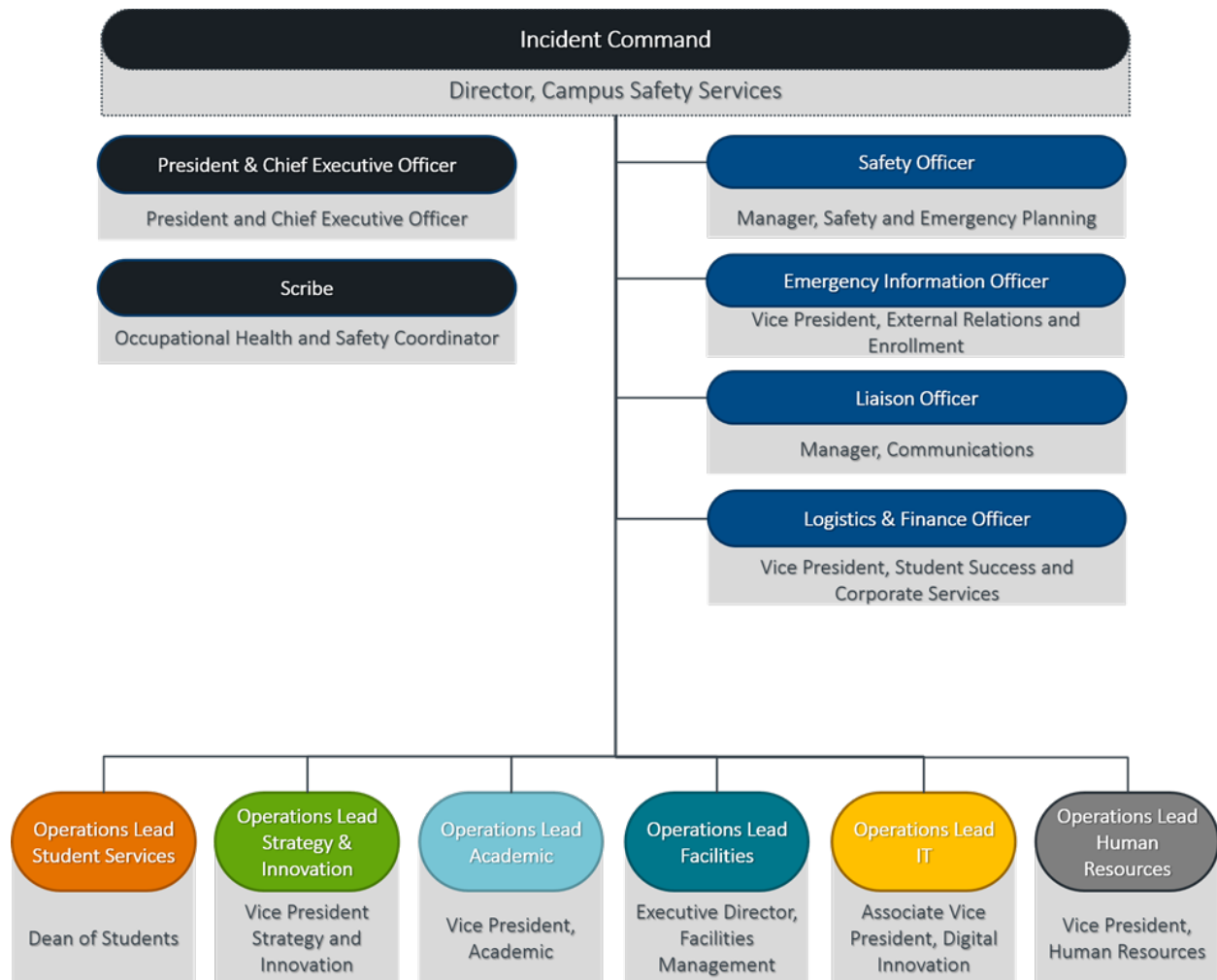
- Immediate response to an emergency
- The mobilization of all College, outside government, and private agencies
- Overall command and emergency control of operations
- The rescue of trapped and injured persons
- Prompt provision of medical aid

- Isolation of danger areas within College facilities
- Preventing of further injury, loss of life, property damage, etc.
- Alternate accommodation for evacuated persons (temporary holding areas)
- Establishment of an information center for public and news media
- Protection of essential records
- Restoration of utilities and other essential services

Note : Each member of this group shall have a trained alternate

Membership (Assigned **Incident Command System** role in brackets)

- Director, Campus Safety Services (INCIDENT COMMANDER)
- VP External Relations and Enrolment (EMERGENCY INFORMATION OFFICER)
- Manager, Communications (LIAISON OFFICER)
- Manager, Safety and Emergency Planning (SAFETY OFFICER)
- Director, Financial Planning (FINANCE AND ADMINISTRATION OFFICER)
- VP Student Success and Corporate Services (LOGISTICS OFFICER)
- Dean of Students (OPERATIONS LEAD STUDENT SERVICES)
- VP Academic (OPERATIONS LEAD - ACADEMICS)
- Executive Director, Facilities Management (OPERATIONS LEAD – FACILITIES)
- VP Strategy and Innovation (OPERATIONS LEAD- STRATEGY AND INNOVATION)
- Associate VP Digital Innovation (OPERATIONS LEAD - IT)
- VP Human Resources (OPERATIONS LEAD – HUMAN RESOURCES)
- Scribe (Health and Safety Coordinator)
- President and CEO



5 Activation and Response

5.1 Incident Notification

All Employees

In the event of an emergency situation that poses an immediate threat to life or property requiring Police, Ambulance, or Fire response, immediately Dial 911. Advise the 911 Dispatch Operator of your exact campus location and briefly describe the situation. Listen carefully to the 911 Operator and answer their questions with as much information as possible. After calling 911, contact the **SECURITY CONTROL CENTRE 24/7 AT (705) 722- 4000**. Campus Security may also be reached from any College phone by dialing 4000. Provide Campus Security with the same information provided to the 911 Operator. Provide a call back number in the event Campus Security needs to contact you again. Campus Security will notify key department staff of the incident using an Emergency Contact List and will maintain situational awareness.

Campus Emergency Notifications

Upon awareness of an emergency situation that requires immediate notification to the Georgian community, security dispatch shall follow communication directions outlined in the applicable Emergency Management Procedure;

- CS 08 Lockdown
- CS 14 Tornado/Severe Weather
- CS 12 Hold and Secure
- CS 15 Bomb Threat and Suspicious Packages
- CS 13 Utility/Building Failure

Activation of any emergency procedure may result in notifications to the college community using the **Emergency Notifications System (ENS)**, which is initiated through the Informacast system by security dispatch. Informacast may send notifications through the following channels:

1. All Computers connected to the Georgian College Network will display the predetermined emergency message as a “pop-up”.
2. All Georgian College speaker phones will play a pre-recorded or live emergency message.
3. All computers equipped with speakers and connected to the Georgian College network will play a pre-recorded emergency message.
4. Public Address system speakers will play a pre-recorded or live emergency message.
5. All devices that have installed the Safe@Georgian application will receive a push notification.

Alert and Notification of the Emergency Operations Control Group

When the Director of Campus Safety Services receives a warning of a real or potential emergency, they shall immediately contact the EMPC and the Manager of Security to assist with notifications. As soon as possible, an email shall be sent to all employees listed on the “Emergency Contacts List” available through the Emergency Management SharePoint site. This email shall contain pertinent details including;

- A brief situational awareness summary (e.g. what, when, where, who is impacted and why);
- Threat Level and EOC activation level;
- Incident status report (e.g. ongoing response or incident resolved/return to normal operations);
- A time and place for the EOCG to meet, and who is required to meet. This meeting may take place virtually using Teams.

Required members of the EOCG may be contacted at their emergency numbers at the discretion of the Director, Campus Safety Services. If appropriate, the individual EOCG members will initiate their own internal department notification procedures.

5.2 **Emergency Management Plan Activation**

The EMP is activated whenever an emergency or crisis is imminent, occurring, or has occurred. The EMP is considered activated any time the EOCG is alerted and notified to assemble (or partially assemble) at the Emergency Operations Centre or meet remotely through Teams.

Criteria for activation may include one or a combination of the following;

- a. Conditions exist on or within the vicinity of the campus which result from natural or human caused disasters or civil disorders which pose a threat of serious injury to students, faculty and staff.
- b. Extraordinary measures are needed to avert, alleviate, or repair damage to College property and environment or to maintain orderly operation of the campus.
- c. Serious disruption occurs to College infrastructure resulting in a continuity of operations crisis.

5.3 Emergency Levels

Emergency Level/Name	Description	Activation Criteria
<p>Threat Level 1 Occurrence/ Heightened Readiness</p>	<ul style="list-style-type: none"> • Incident of a minor nature that invokes a limited response, usually dealt with by College responders only. Involves a response that follows a written Georgian College Procedure using only on-site resources with the expectation of escalation being limited or unlikely, i.e. minor power outage from blown fuse. • Situation where a potentially hazardous condition exists or hazardous conditions are imminent, i.e. severe weather is forecasted. 	<ul style="list-style-type: none"> • Notify Georgian College Security Command center at ext. 5100. • Security shall elevate the issue as per written emergency procedures. • Director Campus Safety Services or designate will notify affected parties as necessary.
<p>Threat Level 2 Event</p>	<ul style="list-style-type: none"> • Any incident that will invoke immediate response from college responders as well as emergency services i.e. medical emergency or small fire. • Limited to a contained space or location and with limited to no disruption to college operations. Exceeds a college-based response and requires support from outside authorities. • There is no immediate threat, but the possibility of future disruption to the college ie. pandemic 	<ul style="list-style-type: none"> • Georgian College Security shall notify the manager of Security and the Director of Campus Safety Services. • Director of Campus Safety Services shall contact members of the EMSC, if necessary, and will send alert and situational awareness to stakeholders.
<p>Threat Level 3 Emergency</p>	<ul style="list-style-type: none"> • Any incident that is major in severity, potential or actual, that involves serious injury or death; or severe damage to property, building(s) or reputation which will interrupt the operations of the college; or any incidents which will attract substantial media attention, i.e. bomb threat, acts of violence, cyberattack, Pandemic restrictions. 	<ul style="list-style-type: none"> • Director of Campus Safety Services shall declare emergency and contact members of the EMSC. • Full or Partial Activation of EOC.
<p>Threat Level 4 Disaster</p>	<ul style="list-style-type: none"> • 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, i.e. tornado, fire/explosion, utility failure. 	<ul style="list-style-type: none"> • Director of Campus Safety Services shall declare emergency. • Full Activation of EOC. • EMSC shall gather other resources as required. • Initiate Response Cycle (as per Appendix A).

The criteria that distinguish between one emergency level and another will depend on several factors which include, but are not limited to the following:

- The capacity of the College to handle the incident with internal resources;
- The scope of the incident and degree of impact;
- The severity of the incident (e.g. extent of damage, number of injuries, etc.);
- The duration of the incident (how long the emergency situation lasts); and,
- Estimated recovery time (length of time required to return to normal operations).

Once the EMP is activated, the Director of Campus Safety Services may officially declare an emergency to exist and may designate any area within College campuses, as an “Emergency Area”, and order an “Emergency Alert”. The Director, Campus Safety Services shall consult with the VP External Relations and Enrolment regarding communications prior to releasing a declaration or communication statement to the public. An emergency declaration communicates to the corporate and local community the severity and urgency of an emergency situation. An emergency declaration is made if the college must take extraordinary actions to protect life, health, safety, and property.

In the event of such a declaration, any of the following actions may be taken:

- Evacuation of those buildings within the “Emergency Area” which are considered dangerous or in which the occupants are considered to be in danger from some other source.
- Dispersal of groups of people (or students) not directly connected with the operations who, by their presence, are considered to be in danger, or whose presence hinders in any way the efficient functioning of the operation.
- Discontinuation of any services or educational classes on the advice of the EOCG where continuation of such a service constitutes a public hazard within the “Emergency Area”.
- Arrangements for the accommodation and maintenance, on a temporary basis, of any students, staff and guests who are in need of assistance due to a temporary displacement as a result of the emergency.
- The calling out and employment of any College personnel and equipment which may be required in an emergency.

Any time that a serious emergency occurs, or is threatening to occur, Georgian College will inform the Simcoe County Emergency Management Department even if an emergency declaration has not been made. The local municipal CEMC can provide advice and assistance. Early awareness may result in reduced response time should regional resources be required.

5.4 Emergency Operations Center

When assembly of the EOCG is required to coordinate response to a serious emergency, it is imperative that an appropriate facility is provided for the group’s activities as well as those of its supporting staff. Such a facility is known as an **Emergency Operations Centre (EOC)**. An EOC provides centralized direction and coordination of emergency response and recovery operations. Established by the Incident Commander, 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. There are 2 locations established as EOC's at the Barrie Campus and their usage shall be determined by the type and location of emergency. 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 Incident Commanders discretion. Campus Safety Services will be responsible for all operating functions of the Emergency Operations Centre. This Centre would also be shared with external emergency response agency leaders as required, and will meet the following functions;

- Be the center of authority for co-ordination of activities in an emergency event;
- Implement the related emergency practices, procedures, policies, and direction to the student population, staff, and outside support agencies;
- Provide reports and information on the situation and availability of resources, as required;
- Co-ordinate and direct Departmental activities in support of outside vital services;
- Provide emergency student services to ensure maximum assistance to the student population affected by the emergency;
- Brief representatives of the news media on the situation as required and explain the measures being taken to control the emergency;
- Keep effective logs of the decisions made by the EOCG by way of Security's incident report software (Perspective); and,
- Preparation of an in-depth report on the emergency.

In situations where it is not safe or feasible for the EOCG to meet in person, a virtual EOC shall be held using Microsoft Teams.

Building Security and Access

To minimize disruptions and maintain confidentiality, access to the EOC is restricted. It is a primary responsibility of the Incident Commander to ensure the necessary security arrangements are in place as a preliminary step to activating the EOC.

EOC Operations Cycle

It is important that the EOCG members meet on a regular basis to share information and make decisions. This is accomplished by setting up an Operations Cycle. The Incident Commander is responsible for scheduling, convening and coordinating the Operations Cycle.

In order to ensure all necessary actions are taken in an emergency, Georgian College has adopted usage of Emergency Management Ontarios IMS document documentation , including IMS 1001 Incident Action plan, as well as their Role checklists. All members of the EOCG shall have experience with, and access to these documents.

Each meeting of the EOCG shall include the following six components:

1. An assessment and prognosis of the situation: What is happening? What is required?
2. The establishment of priorities: What is important? What can be done in a timely manner? What are the alternatives?
3. The setting of objectives (clarity is crucial).

4. The determination of an action plan: Who does what? What tasking is required? What is a reasonable timeframe?
5. Setting timelines for the implementation of assigned tasks.
6. Monitoring and reporting: coordination, briefings and recording of assignments are important strategies in ensuring consistent and effective efforts are being followed in compliance with the group's decisions

5.5 De-activation/Recovery

Deactivation of a Threat Level 1 or 2 incident (occurrence or event), including incident termination and minor incident recovery, will be declared by the Incident Commander and will be determined the conclusion of the incident and the demobilizing of College responders.

To terminate a Threat Level 3 or 4 incident (emergency or disaster), initiate business continuity and recovery plans, and deactivate the Emergency Plan, the Incident Commander must consult with the EOCG and receive the co-approval of the President.

Emergency recovery operations begin once the emergency has been effectively mitigated and the danger or threat no longer exists. At this time, emergency response operations shift from management to recovery functions where core operations are returned to a state of functionality. This phase includes restoring the physical infrastructure as well addressing the emotional, social, economic and physical well-being of those involved. The EOCG shall develop and implement an incident specific Emergency Recovery Plan which will remain activated until all recovery operations are completed.

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 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 (Incident Command);
- Damage Impact Assessment and remediation, reparation and replacement; and,
- Academic and service business resumption.

In some instances recovery planning may occur after the response phase has concluded. The possible establishment of subcommittees to address specific areas of concern include:

- Student Needs Subcommittee
- Infrastructure Subcommittee
- Finance Subcommittee

Financial Section

The key financial factors for consideration during recovery include:

- The management of financial expenditures for recovery activities;

- Adherence to Georgian College Financial Procurement Practice regarding the award of contracts essential to recovery;
- Maintaining liaison with insurance adjusters and legal advisors regarding potential litigation;
- Exploring options for funding relief and provincial grants to offset any shortfall in insurance recovery; and,
- Contacting, liaising with, and following the instructions of the College's insurer and in particular the insurance adjuster;.

Operations Sections

Facilities - Facilities Management is responsible for assessing damage caused by the incident and taking the necessary actions to repair or replace critical facilities infrastructure. The Managers, Facilities Management will provide operational oversight to ensure the following actions are taken, if appropriate and necessary:

- Ensure structural integrity of affected area (Engineer Certification);
- Identify the impact and/or loss to critical facilities infrastructure;
- Obtain photographic evidence of damaged area/equipment;
- Determine the extent of damage and impact on College Operations;
- Obtain College asset information on damaged equipment through the purchasing department, including costs;
- Coordinate the recovery and clean-up activities as deemed appropriate;
- Liaise with the EOCG and provide updates as required; and,
- Identify the College's critical services staff.

Academic - 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 could include, but is not limited to;

- Structure failure or collapse;
- air quality issues;
- fire and smoke damage;
- major utilities failure; and,
- Temporary seizure of the facility by Police or any part thereof, as a crime scene.
- Public health requirements for lockdown in case of pandemic

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

In a situation where the greater community at large is impacted, or in the event there is a provincial declaration of a state of emergency, or in an instance where there is a catastrophic building failure, there may be a need to temporarily suspend all college activities including program delivery. In an instance such as this, the college will monitor the situation closely and if the matter is protracted in nature, move to remote learning and activate it's plan for in-person lab recovery periods.

Acceleration of academic delivery

The college undertakes a variety of exercises in monitoring situations that may impact in its delivery of academic programs. These may include world events such as a global pandemic or other major contagious disease threats; severe weather; or other local, national or international geopolitical or socioeconomic factors. If a situation arises whereby the college believes that the academic semester may be at risk, the college is prepared to accelerate the semester to ensure its completion prior to the event impacting the academic cycle. This strategy may involve scheduling changes to ensure the requisite learning outcomes have been achieved. The college will work closely with its student body, faculty and staff to provide the necessary supports.

Lab recovery periods

Some learning outcomes in some academic programs require in-person and hands on instruction. Examples of these are found in various trades such as carpentry, welding, Culinary and Hospitality, and

Health Sciences programs such as nursing and oral hygiene. In a situation where in-person labs are disrupted, the college will reschedule these when the situation allows for this essential learning component to resume on campus. Lab recovery periods may be condensed in overall time frame by extending lab hours during the week and also the weekends. Labs may also be moved to alternate locations if the situation is such that no other options are available. Every effort will be made to insure the least possible impact on students and employees should this be required.

Semester delay, semester advancement

Depending of the situation and where the semester cycle is at the time, the college may choose to advance the start of the semester or conversely, delay the commencement of a semester. Very careful consideration will be made with respect to not inadvertently creating a backlog of academic program commencements and completions and avoid the negative impacts on students when their semester does not start or finish as originally scheduled.

IT – Information Technology has been identified as an operations section due to the reliance on communication technology by all aspects of the college. The ability of an organization to provide critical IT and telecommunications services after an incident is key to ensure critical college functions continue within an appropriate period of time.

6 Training and Exercises

The Georgian College EMSC under the direction of the Director of Campus Safety Services is responsible for the planning, budgeting, coordination, design and implementation of annual training and exercises for college stakeholders.

6.1 Training

One of the primary goals of Georgian College's Emergency Management Program is to ensure that a minimum standard of emergency preparedness and response capability is maintained across the corporation. All key college staff (including designates) with defined responsibilities will be provided training in emergency management functional roles and responsibilities.

The *minimum* required training program consists of;

1. Incident Management System (IMS) 100 Level (online)
2. Introduction to Emergency Management duties Information (provided by EMPC)

Additional training may include;

3. Basic Emergency management (BEM)
4. Incident Management System (IMS) 200 Level
5. IMS Section Specific Training (Operations, Logistics, Planning, Finance & Administration)

The Georgian College Emergency Management Program Coordinator is responsible for completing an annual Training Needs Assessment and presenting recommendations to the EMSC. The Georgian College EMPC will also maintain training records such as a record of the type of training provided, when the training was conducted, and a record of attendance.

6.2 Exercises

The Georgian College EMPC is responsible for developing an exercise program to ensure continuous improvement. On a triannual basis, all Georgian College community members will participate in an **Emergency Plan Exercise (EPE)** to test and evaluate the EMP and the capacity of the corporation to effectively respond to an emergency. Exercises will be designed using specific objectives to validate plans, test systems, and provide faculty and staff with an opportunity to practice their assigned functional role(s) as outlined in the EMP. Exercise results will also identify program gaps and limitations and are used to improve and revise the EMP. Exercise scenarios will be based on the current HIRA.

An observation group will be selected prior to the exercise/ test of the Emergency Plan; such group may include members of the EMSC, the College Community, and/ or external organizations including public emergency services and peer institutions. The post incident de-brief meeting will normally be conducted with the key stakeholders immediately following the Emergency Plan Exercise's conclusion. The Observation Group will identify the Emergency Plan strengths and non-conformities observed during the EPE. The observation group will provide recommendations for corrective/ preventive action to improve the effectiveness of the Emergency Plan for consideration of the EMSC and the EMPC.

Post-Incident Analysis & Review (PIAR)

A Post-Incident Analysis and Review (PIAR) shall be conducted following any incident which activates the Emergency Management Plan. The PIAR's objective will be to identify any observed non-conformities and to provide recommendations for EMP improvements / alternations to the EMSC.

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 following incident termination. The date, time, and location of the PIAR, including required participants, will be determined by the Director, Campus Safety Services .

Joint Exercises

Georgian College will seek opportunities to engage and/or participate in local municipal and first response agency joint exercises wherever possible. Joint exercises enhance understanding of external agency roles and responsibilities and evaluate operational support linkages.

6.3 Public Education

Public education on risks to public safety and public preparedness for emergencies are valuable components of an emergency management program. The intent of a public education program is directed at raising the level of public preparedness for emergencies and to provide information regarding specific hazards and risks that may exist within the college community. An effective Emergency Preparedness Campaign will create a culture of preparedness and support disaster-resilience across the corporation. Georgian College's Campaign will include the full range of college stakeholders.

Key Messages

The creation of key messages is vital to the success of a public education program. Georgian College's Emergency Preparedness Campaign will focus on the following key messages:

- Georgian College Emergency Response Procedures;
- Individual accountability and shared responsibility in emergency preparedness;
- Personal preparedness awareness including knowing the risks, making a plan, and getting a 72 hour kit, and;
- Accessing Georgian College emergency information platforms and tools.

- Where to find more information regarding emergency preparedness (such the Georgian College Campus Safety website, Office of the Fire Marshal and Emergency Management and Public Safety Canada)

Delivery Methods

Some potential communication methods and tools include:

- Georgian College Emergency Response Guide
- Georgian Week Workshop: Emergency Preparedness
- Staff News
- Fire and Lockdown Drills – Self-Directed Learning Exercise
- Campus Safety Services Intranet Webpage and External Webpage
- Posted Lockdown and Important Numbers Signage

7 Plan Review, Maintenance and Distribution

7.1 Plan Review

The EMP will be maintained, updated and amended by the Georgian College EMSC in consultation with relevant internal and external stakeholders as required throughout each year. It is the responsibility of recipients of the EMP to ensure they have the most recent version.

Corporate cooperation, coordination, and collaboration are vital to maintaining a current and evolving Emergency Management Plan. Continuous engagement, at all levels, can strengthen community relationships and facilitate a greater degree of trust and cooperation among plan users. To achieve effective plan maintenance, the Georgian College EMPC will undertake the following steps:

1. Evaluate the current EMP against the EMPCA, Ontario Regulation 380/04, and Canadian Standards Association Z1600 Emergency Management and Business Continuity Programs voluntary standard;
2. Review internal and external emergency plans with a view to ensuring *operational alignment* and consensus regarding agency-supported operational protocols;
3. Develop a progressive exercise program involving internal and external community stakeholders ensuring that the exercise objectives are clearly communicated and achievable;
4. Review and update the HIRA on an annual basis ensuring that planning supports newly identified community hazards;
5. Distribute the public (general circulation) EMP to external stakeholders for regular review and feedback;
6. Review Aid Agreements on a regular basis to ensure the agreement (terms and conditions) are still viable and continuously update available resources (i.e. personnel and major items of equipment, supplies and facilities);
7. Review Operational Support Functions (OSFs) on a regular basis with internal and external emergency response personnel;

8. Identify opportunities to involve senior management in planning activities by providing the senior management team with regular updates pertaining to emergency planning such as changes in emergency management standards and program initiatives such as business continuity planning, and;
9. Review emergency management roles and responsibilities with the EMSC on a regular basis to ensure commitment and capability.

7.2 Plan Revisions

The Emergency Plan will be revised and updated as necessary through the Plan Review process to ensure that it continually reflects the College's requirements, and accurately describes current and relevant best practices with respect to emergency management principles and strategies. 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 alters the information contained within the Emergency Management Plan or otherwise affects implementation/ maintenance;
- A change identified as part of the hazard identification and risk assessment (HIRA) process, the emergency preparedness process, emergency response process, and/or 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 EMP; or
- Other changes impacting the Emergency Management Plan are deemed significant.

The Manager, Safety and Emergency Planning, Campus Security Services under direction of the Director, Campus Safety Services, will be responsible for the Emergency Management Plan Revision process to ensure that approved changes, updates, and revisions to the EMP are recorded and distributed appropriately.

7.3 Distribution

The Georgian College EMPC is responsible for ensuring that the final version of the EMP is distributed to all members (including designates).

A controlled version of this Emergency Plan is available electronically in PDF format for authorized Plan holders and other permitted employees from the [Emergency Management Steering Committee](#)

Sharepoint site

[https://georgiancollege.sharepoint.com/sites/emergencymanagementsteeringcommittee \](https://georgiancollege.sharepoint.com/sites/emergencymanagementsteeringcommittee)

Request for access to this site can be made to the department of Campus Safety Services. This Emergency Plan remains the property of Georgian College at all times and controlled versions of this Emergency Plan may only be copied with or otherwise made available to another party with the advance consent of the Director, Campus Safety Services.