



EMERGENCY MANAGEMENT PLAN

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Disclaimer

The Grenfell Emergency Management Plan (the “Plan”) was developed specifically for Memorial University’s Grenfell Campus and the particular emergency requirements thereof. The Plan may not be suitable, in whole or in part, for adaptation and/or implementation by or for other locations, institutions, groups and/or any other entities other than the Grenfell Campus of Memorial University.

Memorial University makes no representations or warranties about the suitability of the contents of the Plan for use outside of the Grenfell Campus, and shall not be held responsible for any injury, loss, expense or damage of any kind whatsoever related in any manner to such use.

Members of the Emergency Management Group, when acting under the provisions of the Emergency Management Plan, are deemed to be acting as agents of the University and are not individually responsible for decisions of the group. The University accepts liability for the actions and decisions of the EMG provided that such actions or decisions are shown to be made in “good faith.”

All information gathered as a result of initiating the plan or in completing or exercising same will be treated in a confidential manner in accordance with the “Access to Information and Privacy Protection Act” and “Personal Health Information Act” or any other privacy legislation to which the University is subject, as well as the University’s privacy policies.

Any third party input and assistance will be subject to completion of a confidentiality agreement to ensure the University’s requirements with respect to privacy and confidentiality are upheld.

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Authorization

In October of 2008, the then Sir Wilfred Grenfell College's (now as further reflected in the report Grenfell Campus, MUN) Senior Administration appointed the **Emergency Management Planning Group** (EMPG) to develop an emergency response plan and finalize the document entitled: Sir Wilfred Grenfell College; Crisis Response Plan, "Draft", June, 2008.

Working with the University's Emergency Management Coordinator, the EMPG modified its current "response" plan to an Emergency Management Plan (EMP) which encompassed all four pillars of emergency planning including Preparedness, Prevention/Mitigation, Response, and Recovery. The EMP document identified a standardized response model; an activation decision making matrix; established roles and responsibilities, and identified a coordinated approach with other community stakeholders providing emergency response. The methodology utilized included research of best practises within other university settings, reviewing key stakeholder practices, monthly meetings and dedicating time and resources to rework the enclosed document. The document is now entitled **Memorial University, Emergency Management Plan, Grenfell Campus**.

On April 6, 2009, **Memorial University** recognized the need to establish an **Emergency Management Steering Committee**, chaired by the Vice President of Administration and Finance. This committee assumed the leadership role in setting the direction, developing policies, procedures and protocols with respect to the University's Emergency Management Program; and ultimately receiving and approving emergency management plans. This committee consists of representation of senior university administrators including the Vice President (Grenfell Campus). The Emergency Management Steering Committee has the mandate to establish planning committees to develop all hazards plans for specific geographic areas of the university. The Emergency Management Planning Group is now a subcommittee of this university-wide Steering Committee. Please see Chart A below.

The Grenfell Campus Planning Group has worked diligently in preparing an all hazards plan which incorporates the basic Emergency Management principles and concepts. Drafts of this plan have been circulated and/or presented to many key partners and stakeholders, both internally and externally. They include personnel representing Marine Institute, Legal Counsel, Social Policy, Communications, Enterprise Risk Management, Campus Enforcement, Facilities Management, Health and Safety, City of Corner Brook and local Fire Department. All feedback received to date has been incorporated into this version of the document.

This EMP is established under the authority of the Vice President (Grenfell Campus). This authority is delegated by the President of Memorial University. It is complementary to federal, provincial or municipal legislation that governs the command, control, coordination and declaration of emergency or disaster situations as is outlined in the provincial *Emergency Services Act* - Section 5, and the *City of Corner Brook Act* - Section 43.

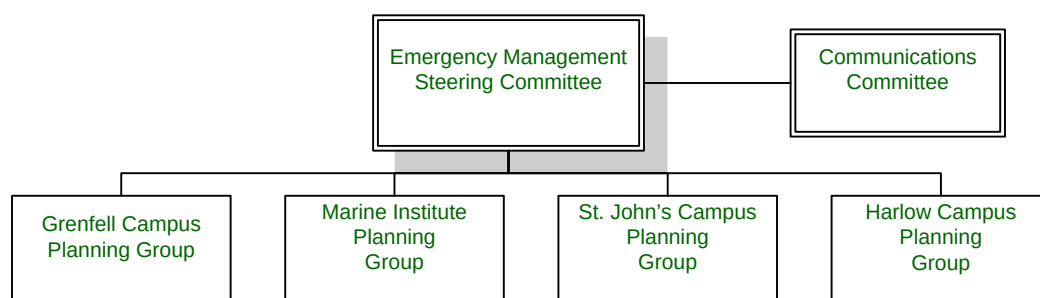
This plan may be implemented in whole or in part under the guidelines set out in this document following an assessment of a threat or hazard by the first responders.

Following consultation, the EMP may also be implemented in response to a declaration of a state of emergency by federal, provincial or municipal officials.

This plan has been presented to the Emergency Management Steering Committee and subsequently to the Board of Regents and has been approved for implementation; including the standardization of emergency management definition; roles and responsibilities; the acceptance of the Incident Command System as a model for response; and a three level decision making process for activation of the plan.

In accordance with the **Emergency Management Steering Committee** mandate, continued development of this plan will be ongoing through the addition of threat specific functional sub-plans. These will become annexes of the Emergency Management Plan document.

Chart A



1.0 Preamble

University campuses are communities in and of themselves, and from this perspective are vulnerable to threats and hazards in the same way as any municipality, provincial or federal entity. Likewise, universities also need to be resilient to these potential threats and hazards, providing the necessary leadership and support to the planning process.

Grenfell is a campus of Memorial University of Newfoundland located in the picturesque woodlands of the city of Corner Brook on the west coast of the island. It is the educational home of approximately 1,300 students – 400 of whom live on campus – as well as the workplace of more than 280 faculty, researchers and staff.

The senior administration of the campus recognized the need to adopt an all inclusive, all hazards Emergency Management Plan (EMP). This campus-wide emergency plan encompasses preparedness, prevention/mitigation, response and recovery perspectives, commonly referred to as the four pillars of Emergency Management.

As a responsible institution, Grenfell Campus has a duty to ensure the safety and protection of its students, faculty and staff. Grenfell is accountable to the Board of Regents of Memorial University through the President, and works closely with the City of Corner Brook and the Government of Newfoundland and Labrador. Additionally, there could be legal and financial ramifications should the campus fail to take responsible and reasonable steps to mitigate potential threats causing damage to the university's reputation and/or its physical infrastructure.

Grenfell's senior administration is committed to the components of and direction provided in the Emergency Management plan. This is a policy and procedural document. Sub-plans dealing with specific hazards will become appendices of the Emergency Management Plan after approval by the Emergency Management Planning Group.

The Emergency Management Plan was developed by the Emergency Management Planning Group for the internal use of the campus; however, it is available as a resource document to the City of Corner Brook and any other community stakeholders and/or partners. Grenfell fully supports the enhancement of its current partnership with its stakeholders and is receptive to the future development of any potential Memoranda of Understanding (MOU) with respect to the sharing of resources and in the participation of community training/simulated or table-top exercises. In the event that the City of Corner Brook activates its Emergency Plan simultaneously with that of Grenfell, the Grenfell EMP will act in support of the Municipal Emergency Plan.

The primary objective of the Grenfell Campus Emergency Plan is to enable the university and others to:

- Prepare students, faculty, & staff
- Minimize the impact of threats/emergencies
- Protect lives of our students, staff and faculty
- Protect our property and infrastructure
- Provide for continuity of academic teaching and university administration
- Coordinate the provision of emergency assistance to any victims
- Expedite recovery and resumption of normal day to day activities at the university

Together, we are committed to maintaining a safe university campus at Grenfell.

2.0 Definitions

Active/Armed Intruder – An Armed Intruder (or perceived to be armed) is a person who exhibits behavior that creates an intimidating, offensive or hostile environment (usually with a weapon). This person usually demonstrates their intent to continuously harm others with an overriding objective to inflict serious bodily injury or death.

Assembly/Muster Point – an area designated by the university for the congregation of any persons being evacuated from buildings.

Briefing – means of communication used to pass information to selected groups at the university, to the media, government and public and/or used to facilitate decision-making processes during a response.

Business Continuity Plan – is a plan that is a proactive planning process which enhances Grenfell's capability to respond and recover from an incident.

Campus Community - all persons on campus at any given time including but not limited to students, staff, & faculty.

Communications Centre – the main communications area located near the Emergency Operations Centre. This is a site where information is gathered and briefings/news releases are prepared.

Crisis – an event or threat of such scope that it may seriously impact the life and safety of staff, faculty, students, the university's day-to-day operations, safety and reputation.

Danger – Level 1 event/threat that would be handled by normal operational staff such as the university Campus Enforcement and Patrol, facilities management personnel, emergency wardens or health and safety personnel.

Debriefings – a planned process to allow all involved in an incident to share their experiences, identify lessons learned and attain clear understanding of the event as it unfolded. This will include a Hotwash, which is defined as an immediate debriefing following the incident.

Director of Emergency Operations (DEO) – the person assigned to manage and direct the Emergency Operations Centre and in communication with the Vice President (Grenfell Campus) to declare the level of emergency.

Distribution List – the master list identifies those individuals authorized to receive a copy of the plan. This will be maintained by the Office of Administration & Finance personnel for the purpose of distributing revisions/changes.

Emergency – any event/threat that could affect the health, safety, and well being of individuals; cause damage to infrastructure and/or could impact teaching, research activities and the reputation of the university.

Emergency Levels – rankings classified as level 1, 2, or 3 according to severity and which determines the level of activation and/or response required.

Emergency Management Coordinator – a dedicated position based at the St. John’s Campus who provides coordination and facilitation on all Emergency Management related matters for all MUN campuses.

Emergency Management Group (EMG) – is the operational group assigned responsibility for the management of any Level two or Level three events/threats.

Emergency Management Plan (the Plan) – the comprehensive plan detailing preparedness, prevention/mitigation, response and recovery strategies to enable the University to respond effectively to emergencies.

Emergency Management Planning Group (EMPG) – a group designated to direct, develop and update the plan, draft policy and procedures, and ensure that periodic reviews, testing and evaluation of the plan take place.

Emergency Management Steering Committee (EMSC) – a group comprised of representatives from executive and senior management representing all three campuses, who have the expertise and responsibility to provide the leadership, direction and approval with respect to all aspects of Memorial University’s Emergency Management Program.

Emergency Notification System – methods by which the university campus will be informed of an emergency situation (e.g. text messaging, email, building alarms, speakers, computers).

Emergency Operations Centre (EOC) (sometimes referred to as Command Centre) – the physical location for the Emergency Management Group who will have capability for 24 hr/7 day operation if necessary.

Emergency Personal Services – physical, emotional, spiritual, financial services managed and led by the provincial Department of Human Resources, Labour and Employment and delivered through MOU arrangements between the Agency and the City of Corner Brook.

Emergency Social Services – Reception Centre Management; Registration and Inquiry, and the provision of Food, Clothing, Shelter and other Personal Services offered by the provincial Department of Human Resources, Labour and Employment to meet the essential survival needs of people following an emergency via the applicable municipality.

Emergency Warden – a person assigned roles and responsibilities of building, floor or assistant wardens with primary duties related to fire and evacuation (formerly known as Fire Wardens).

Exercise – a “real life” simulation, tabletop or live activity, test or drill which evaluates and validates the plan.

External Emergency Services – emergency public services which include police, fire, ambulance, municipal/public works personnel, health and environmental inspectors.

Finance and Administration Team (Administration & Finance – Grenfell Campus) – personnel who are assigned to provide incident management support in response under the ICS model. They will have responsibility for cost accounting, compensation claims, time keeping, liability, insurance coverage, purchase authorization, assessment of damage to property, authorization of equipment usage and vendor contracting and other related business functions of the University.

First Responder – assigned Memorial University personnel (CEP on Grenfell Campus) who upon being notified of an event or potential threat conduct an assessment to determine the level of emergency.

Hazard – an event or threat which could be categorized under the following nine (9) areas: Agriculture/Food Emergencies; Weather; Forest; Geological; Human Health and Epidemics; Hydrological; Critical Infrastructure Failure; Technological and Human Related Threats.

Hazard Analysis – subjective analysis of potential threats completed in an effort to determine probability of occurrence, campus vulnerability to the hazard and assessment of potential impact.

Hazardous Materials – products and materials usually chemicals, that could cause harm, injury or death by means of direct contact, inhalation or ingestion.

Incident Commander – an individual with appropriate skills sets, appointed by and reporting to the Director of Emergency Operations who is responsible for and has the authority to direct and coordinate the actions of all the personnel within the outside perimeter established.

Incident Reporter – the person(s) who is first on the scene of an incident or event as it is unfolding or is aware of a potential threat and who reports same to the appropriate First Responder as indicated in 8.2.

Levels of Response – Levels 1, 2, & 3 – A decision making process to determine the activation of the Emergency Management Plan and the response required based on the criteria under Section 10.1.

Lockdown – Lockdown is an emergency course of action to secure students, staff, & faculty in a safe location in the event of an active/armed intruder.

Logistics Team – Personnel who are assigned to provide incident management support in response under the ICS model. They will be responsible for resource procurement including transportation, supplies, equipment maintenance, fueling, food services, communications and medical requirements and other related duties.

Media Centre – a location established to provide for the accreditation, coordination and briefing of the facts related to an emergency to the media.

Memorandum of Understanding (MOU) – agreement(s) between the university and any external stakeholder which outlines specific services to be provided during an emergency.

Mitigation – strategies implemented to decrease the impact of a potential emergency situation.

Operations Team – Personnel who are assigned to provide incident management support in response under the ICS model. Responsible for managing the tactical operations to reduce the immediate hazard, save lives and property; establish situational control; set priorities; monitor the field response; and restore quickly to normal conditions and other related duties.

Planning and Analysis Team – Personnel who are assigned to provide incident management support in response under the ICS model. Responsible for analysis of the threat; anticipating changes; developing incident action plans; monitoring resources required, facilities, managing maps and documenting the response; and other related duties.

Reception Centre – a one-stop service site or facility (school gym, arena) to coordinate the five Emergency Social Services of Registration and Enquiry (R&I), Food, Clothing, Shelter and Personal Services.

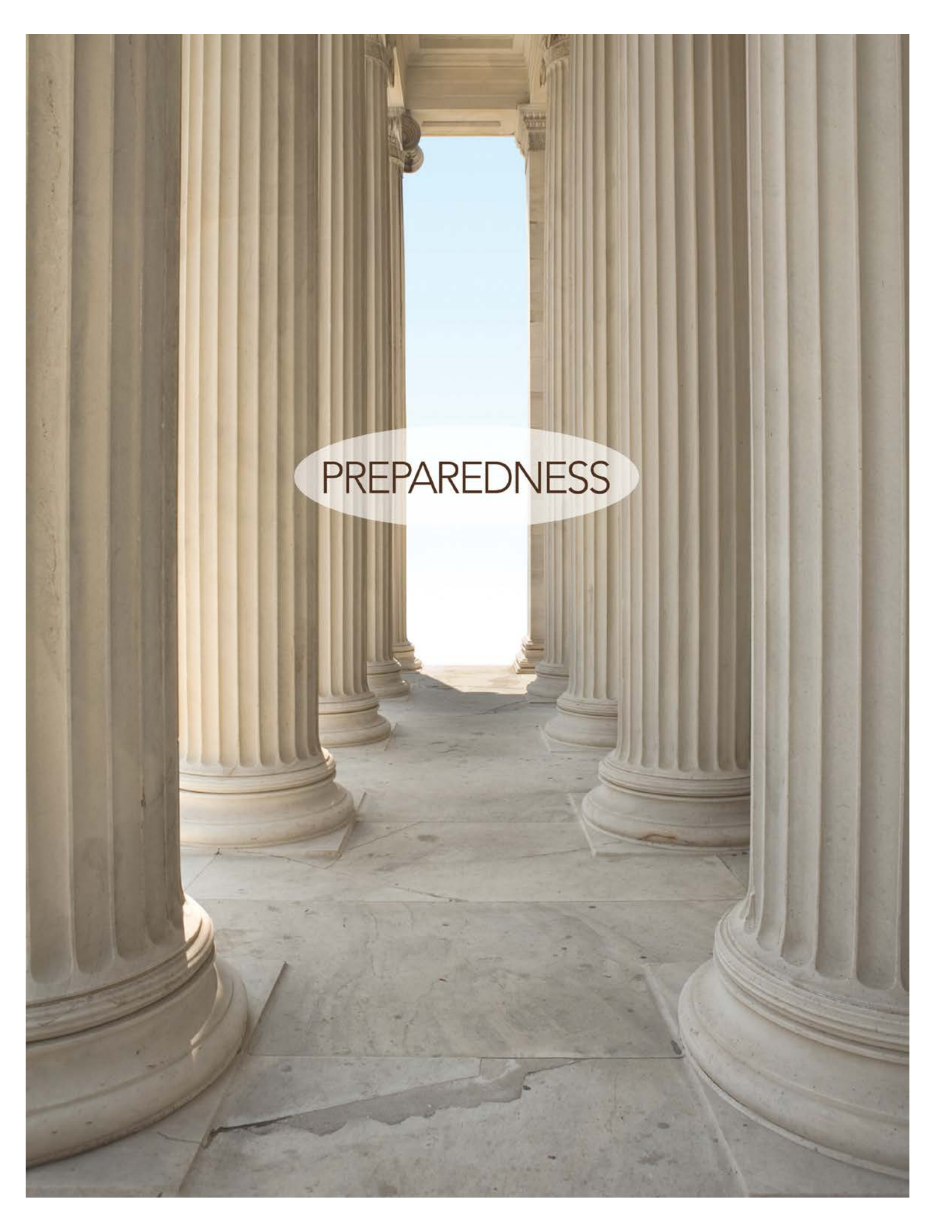
Registration and Inquiry (R&I) – a process completed by assigned personnel, to collect accurate and reliable information of persons affected by an emergency and to answer inquiries (with the permission of the registered individual) as to their condition and whereabouts.

Risk Assessment – a tool used to measure known risk to the university, the probability of occurrence and ranking the severity of an adverse effect on human life, infrastructure, financial and reputable image of the university.

Shelter in Place - securing oneself in or around in present location for the purpose of temporary protective shelter when there is an imminent threat and it is safer to remain in present location than to evacuate; a temporary measure until conditions improve or safe evacuation is authorized.

Span of Control – as defined by the Incident Command System, should be no less than 1:3, optimum 1:5 and no greater than 1:7. This ensures efficient management and eliminates confusion in reporting structure.

Staging Area – a restricted area for emergency vehicles, deliveries and pick-ups during a response.

A photograph of a classical colonnade with tall, fluted columns leading to a bright opening at the end. The columns are made of light-colored stone and are arranged in a perspective that draws the eye towards a bright, overexposed area at the far end of the walkway. The floor is made of large, light-colored stone tiles. The lighting is warm and golden, suggesting late afternoon or early morning. A semi-transparent white oval is centered over the image, containing the word "PREPAREDNESS" in a dark, serif font.

PREPAREDNESS

3.0 Preparedness

Achieving organizational resiliency on a university campus is a complex process – one that should be implemented within a strategic emergency management framework. In addition to the generic Emergency Management Principles outlined below, Grenfell Campus, as an educational institution, endorses the principles of academic fairness to students; academic integrity of programs; and open and timely communication. Grenfell recognizes that emergencies can prompt changes in management style from the traditional consultative/consensus model to a command and control structure. With executive leadership and a focused effort from faculty, staff and students, we will integrate the following emergency management principles. We also recognize our role in communicating this plan both internally and externally within the City of Corner Brook.

3.1 Generic Principles of Emergency Management

Grenfell has adopted the following six principles to guide the implementation of and approach to the emergency management preparedness phase:

- 1) **Integration:** We will engage all levels of the campus, administrative, academic, research, and internal partners; the faculty, staff and students will be asked to have input; senior administrative support will be involved for scope of activity, approval, direction and approach.
- 2) **Collaboration:** We will build consensus while providing strategic direction, facilitate strong communication practices for dissemination of accurate information, create a team atmosphere and delegate responsibility wherever possible.
- 3) **Coordination:** We will strive to synchronize this EMP with that of the city and all other internal/external partners; this includes utilization and sharing knowledge of notification systems, definitions and decision-making processes.
- 4) **Comprehensiveness:** We will conduct a vulnerability assessment of all hazards, include all phases of emergency management, and work with all stakeholders within the community for speedy mobilization of human and material resources.
- 5) **Progression:** We will educate faculty, staff, students and internal partners regarding situations which may pose threats, ensure preparedness and mitigation strategies are in place where possible and conduct exercises to test the plan with internal/external partners.
- 6) **Flexibility:** We will utilize existing emergency planning knowledge within the university and are creative in delegating, cross-training, and seconding employees outside of normal day-to-day responsibilities, appointing key resource personnel as needed to committees.

3.2 Four Pillars of Emergency Management

Grenfell's senior administration, in addition to cross-sectional university personnel, recognizes the four Pillars of Emergency Management:

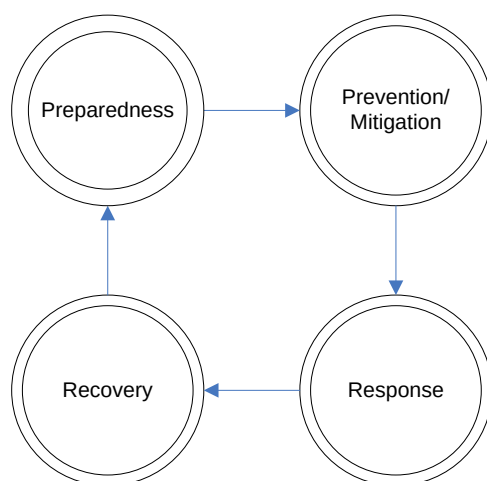
Preparedness: The University will develop and maintain all-hazards emergency management plans for each of its campuses, including threat specific functional sub-plans. The campus emergency management plans will define the responsibilities of all university personnel, provide procedural direction for threat specific incidents, and outline strategies by which to educate and train the university community. These plans will be supported by the guiding principles of emergency management. Components of these Emergency Management Plans will be tested at least once annually and adjusted accordingly.

Prevention/Mitigation: The University will complete a bi-annual hazard analysis of potential threats at each of its campuses; it will identify mitigation strategies which enhance the university's current capability to lessen any impact from potential threats. The University will ensure business continuity plans are developed and managed by academic/administrative offices of the University which identify time critical services and assets of the University which will need to be maintained during a response to any emergency.

Response: The University will define response operations; implement a three level response protocol, including an activation response flowchart; provide an incident management response system and protocols; and identify the responsibilities of the campus emergency response teams. The University will ensure the plans include emergency notification procedures for students, faculty, and staff. The functional sub-plans will identify administrative and academic response services and/or programs which may be required in a response (e.g. emergency housing services for on campus students).

Recovery: The University will ensure that psychological and emotional support programs and services are available for the campus community if required. The University will identify procedures to restore the university to normal operations as quickly as possible, ensuring time critical services identified under the academic/administrative business continuity plans are a priority. The University will engage community assistance and/or respond to any community impact if required. The University will ensure that any litigation and insurance issues related to an emergency are addressed and a post incident review is conducted.

This process is cyclical in nature and reflects the planning for, dealing with, and recovering from an emergency. Grenfell Campus has modified any operational requirements upon thorough research into best practices from other universities and from documents obtained from the Centre of Emergency Preparedness Canada. It is best depicted by the following chart:



3.3 Emergency Management Planning Group

The Emergency Management Planning Group (EMPG) is an internal subcommittee of the senior planning group of the campus and is established for the purpose of developing an emergency management plan to identify and mitigate potential hazards to the operations of the campus. This will include training, testing, evaluating and maintaining the plan and recommending policies and procedures to the Vice President (Grenfell Campus) for approval. The roles, responsibilities and the current composition of this committee is listed in Section 8.2.4.5.

3.4 All-Hazards Assessment

Grenfell has recognized that forecasting a potential emergency with a high degree of accuracy is difficult, if not impossible. However there is also the possibility that any type of natural or human related incident can occur at the university or within the City of Corner Brook.

In 2003, Public Safety and Emergency Preparedness Canada conducted a survey of 54 Canadian universities concerning their emergency preparedness activities. The survey included the top five risks Canadian universities face, listed here in order of priority:

- 1) Fire
- 2) Chemical Spill/Hazardous Materials
- 3) Severe Weather
- 4) Power Outage
- 5) Violence/Civil Unrest

The Emergency Planning Group has conducted its hazard assessment and concurs with this report with modifications to the hazard rankings (Fire, Human Related Threats such as Armed Intruder on Campus, Bomb Threat, and Hazardous Materials). Grenfell will

prepare its plans accordingly. Please see Section 7.4 for further details of an all-hazard risk assessment.

3.5 Incident Command Model

It is recognized that emergencies can prompt changes in management style within the university setting. Upon assessment and subsequent activation of the EMP, the campus will move quickly to a command and control structure versus its current consultative operational model. Within the command model, faculty and staff will have common direction and standards of practice, provided by the leadership of Grenfell. This is in line with the model adopted by city, fire, police and health officials and consistent with Public Safety Canada.

In 2006, Public Safety Canada adopted an All-Hazards emergency response framework called the National Emergency Response System (NERS). This framework is based on the Incident Command System (ICS); compliance with ICS was necessary if municipalities were to receive federal government funding for disaster assistance in 2008. Similarly, universities must also comply if they require assistance from municipal, provincial or federal levels. Refer to Section 10.5 for further details.

3.6 Summary

Grenfell's Emergency Management Plan has been prepared in functional sections to use as a procedural/policy document. It will provide additional detail with respect to the above principles and planning approaches and also include information on:

- Plan Implementation, Plan Activation
- Roles and Responsibilities
- Community Stakeholder Relationships/MOUs
- Post-Incident Recovery Strategies
- Training and Evaluation
- Sub-plans as Functional Procedural Appendices

4.0 Community Stakeholder Relationships

4.1 Municipal Agencies

Grenfell Campus is a community within a community; accordingly the campus will adhere to the Emergency Disaster Plan set out by the City of Corner Brook. That plan clearly outlines the role and responsibility of the municipality, including Fire, Police, Western Health Authority Board, the Health Care Corporation, Human Resources, Labour and Employment and other local municipal/provincial agencies.

The city plan is authorized by its council in accordance with the *Emergency Services Act*, Section 5 and the *City of Corner Brook Act*, Section 43.

The university recognizes that the mayor and/or council can declare a state of emergency which may affect the operation of this higher education facility; the banning of public gatherings; the evacuation of buildings; restriction or prohibition of vehicles, water or any other action they may feel necessary to protect the lives and safety of ALL residents within the boundaries of the city.

The Vice President (Grenfell Campus) and the Emergency Management Group reserve the right to close (or lockdown) the campus, evacuate or declare an on-site emergency when the campus is the only site impacted by a major event. It will do so in consultation with the city, fire and police departments, Health and Social Services officials, if and when required. The latter will depend upon the nature, scope and potential impact of the event.

The university supports participation in preparedness and exercise design/ testing at the city level in efforts to ensure full understanding of our respective roles & responsibilities at all times.

The university recognizes its role as a resource and a support to the city and other municipal partners in their efforts to respond to emergencies **not** affecting the university directly. For example: A request from the local health authority board for use of facilities, buildings and human resources, when required. Such agreements may currently be verbal, and may need to be strengthened via memoranda of understanding in the future.

4.2 Provincial Departments

The relationship that the university has with the many provincial government partners in all aspects of emergency management will be via the City of Corner Brook plan and subsequent MOUs relative to the plan.

4.3 Non-Government Organizations (NGOs)

Grenfell recognizes the vital role which The Salvation Army, the Canadian Red Cross, St. John Ambulance, Ground Search and Rescue, and other not-for-profit groups have in emergency management, both from a collaborative role with the City of Corner Brook and also as independent entities.

Grenfell will avail of any services provided by these agencies via the City of Corner Brook Emergency Plan. In this regard the management of their response activities, including financial costs, will be under the terms of agreement that they may have with the city, and in some areas the city may have with the province.

For example, should Grenfell need to open a reception centre or shelter site on campus, it is recognized that the current Provincial Emergency Social Services Plan which the city utilizes will provide the Registration and Enquiry function via the Canadian Red Cross and the Food/Shelter/Clothing and Critical Incident Stress Management Services via The Salvation Army. Grenfell's Emergency Social Services university representative identified under Operations in Section 8.2.3 would be fully knowledgeable of these stakeholder relationships and the roles and responsibilities of each agency and would ensure that any university personnel assigned to respond in this area would be a support to their lead.

Grenfell is also supportive of working collaboratively with these agencies, via the city, in preparedness and exercise design/implementation.

4.4 Partners using and/or servicing the facility

Administration and Finance Office personnel will inform all lease holders and non-university personnel of the contents of the EMP as part of on-going contract negotiations.

4.5 Memoranda of Understanding

Grenfell Campus is currently negotiating MOUs with the various agencies represented within the City of Corner Brook and whose services may be required during an incident.

5.0 Education, Exercise and Evaluation

The ability to respond to crisis situations is affected by the loss of expertise, changes in normal equipment requirements, increases in university holdings, changes in the composition, location, or mandates of external emergency services and by inadequate training and exercise programs. Therefore it is important to conduct training and exercises on a regular basis.

Any deficiencies should be identified and corrected as soon as possible and practical. Some deficiencies such as inadequate training and exercises can be corrected easily; others, such as equipment requirements, are subject to budget allocations and may take much longer to address; still others, such as those in the external emergency services, are beyond the control of the university.

5.1 Authority

The Emergency Management Group, under the direction of the Emergency Management Planning Group, identifies training and resources needed to provide the necessary skills to those individuals and units tasked with various duties in emergency response. This group will have a lead resource person who will coordinate all such activities.

5.2 Training/Education

The Grenfell community will be educated on all aspects of the Emergency Management Plan. A crucial aspect of training is educating members of the campus community about specific roles and responsibilities with respect to the development of the Emergency Management Plan. A complete description of the roles and responsibilities is contained in Section 8.2.4. Individuals and units with specific responsibilities as identified in the EMP (i.e. first responders, Emergency Management Planning Group, Emergency Management Group, Managers of Planning and Analysis, Operations, Logistics, Administration and Finance and their committee members) will be the first priority. Students, staff and faculty will be educated on appropriate preparedness strategies.

Joint training with off-site (non-university) resources will be conducted wherever the opportunity presents itself. Municipal Emergency Services will be offered the opportunity to:

- Tour the university site;
- Review the university emergency response plan;
- Participate in university training activities; and
- Participate in university emergency simulations.

Suggested methods by which training or education could occur are listed below:

- ✓ Messaging from Senior Administration
- ✓ Workshops and seminars
- ✓ Posters
- ✓ Information packages
- ✓ Signage

- ✓ Website
- ✓ Orientation information
- ✓ Student housing handbook
- ✓ Public information system
- ✓ Grapevine
- ✓ E-mail
- ✓ *Grenfell Connects* (public newsletter)
- ✓ Staff and unit meetings

Training and education will include but will not be limited to:

- Basic emergency management protocol at the Campus
- Emergency Operations Centre management
- Incident command
- First responder training
- Emergency Management Activation Flow Chart (10.2)
- Alert notification procedures (including lockdown)
- Evacuation procedures
- Emergency Social Services programs
- Critical Incident Stress Management (CISM)
- WHMIS
- Media training
- CPR/first aid training
- Traffic control
- Defensive driving

5.3 Exercise Design and Implementation

The Exercise Design and Implementation Plan will achieve validation of the plan, increase familiarity with and confidence in the plan and maintain awareness of it within the general university population. There are five types of emergency exercises that will be used over a three-year exercise cycle beginning with the date of approval of the plan, to test the effectiveness of the EMP and the associated response capability:

- a. Year 1
 - ✓ **Discussion Exercise:** Selected “What If” topics will be discussed.
 - ✓ **Paper Exercise:** Specific scenarios will be presented and solutions arrived at using the EMP as the principal reference.
- b. Year 2
 - ✓ **Table-Top Exercise:** Maps, photographs and/or incident scenario will be used to test various elements of the EMP.

c. Year 3

- ✓ **Partial Deployment Exercise:** The crisis management structure will be tested individually. For example, the EMG is exercised in an Emergency Operations Centre simulation or the Emergency Management Director is deployed to a simulated site.
- ✓ **Full Deployment Exercise:** All elements of the EMP will be exercised in a large-scale simulation. This exercise will normally involve the participation of many external emergency services, as well as municipal, provincial and/or federal officials.

5.4 Emergency Management Plan Audit Process

The training and education exercises will be used to conduct a formal audit of the entire plan with the following objectives:

- (1) Attaining the training objectives of the campus.
- (2) Involving all levels of management in evaluating and updating the plan.
- (3) Testing the emergency notification system.
- (4) Identifying and addressing the problem areas and resource shortfalls.
- (5) Reflecting lessons learned from drills and actual events.
- (6) Understanding the respective responsibilities of the emergency management team and ensuring new members are being trained.
- (7) Reflecting changes in the physical layout of the campus.
- (8) Updating photographs and other records of the campus.
- (9) Reviewing the hazards which could affect the campus.
- (10) Reviewing/updating names, titles and telephone numbers referenced in the plan.
- (11) Incorporating emergency management into other campus processes if required.
- (12) Coordinating the involvement of the community stakeholders in exercise design, implementation and evaluation of Grenfell's plan.
- (13) Ensuring the plan meets the needs of persons with disabilities.

6.0 University Profile/Organization

Understanding the university's physical structure, the layout of services and facilities, including the housing environment, human resource capabilities and the programs it offers to students is important. It will assist in the planning process, especially in the prevention/preparedness and mitigation sections of the plans. This section provides a brief overview also in order to provide community stakeholders with immediate knowledge should they be required to respond to threats on campus.

6.1 Current Physical Composition/Physical Mapping (See Appendix B.1 & B.2)

Arts & Science (AS) building contains the administrative and executive offices, faculty and staff offices, classrooms, labs (chemistry, biology, physics, earth science, geography, French, computer), residence wings (200 students), gymnasium and pool, GCSU student centre, food court and bar, bookstore, maintenance shops, Registrar's Office, Student Services, Bursar's Office, Community Education and College Relations, Resource Centre, laundry room, custodial, theatre storage/workshop and space leased to Atlantic Salmon Federation Office.

Library/Computing (LC) building is linked overhead to the AS building and contains the Ferriss Hodgett Library and computer lab & lecture theatre.

Fine Arts (FA) building is linked to the LC building and contains the fine arts studios, theatre, art gallery and vault, photo lab, carpentry shop, classrooms, administrative & faculty offices, green room, dressing rooms, wardrobe room, dye shop, and printmaking (chemicals).

Forest Centre (FC) is linked underground to the FA building and contains research offices, space leased to NRCan and Institute of Biodiversity and Ecosystems Science (IBES), classroom, laboratories, and faculty offices. There is a greenhouse located between forest centre and fine arts buildings.

Forest Centre Storage (FS) is located adjacent to the FC building on parking lot P5.

RecPlex (RP) is located across University Drive, adjacent to campus and contains classroom, staff offices, and storage space.

Chemical Storage Building (CS) is located at the rear of the AS building.

Maintenance Shed (MS) is located adjacent to Chalet 5.

Pepsi Centre (PC), located adjacent to campus, is a large recreation and conference centre, owned by the city of Corner Brook and operated as a SIE (Separate Incorporated Entity) by MUN.

Chalets (CH) consist of eight buildings, five of which are located on Site 1 behind the LC building; the remaining three are located on Site 2 adjacent to the Forest Centre.

New Academic Building Extension (under construction)

6.2 Student Housing

About 410 students live on campus. The remainder live off campus, either at home or in apartments and boarding homes.

Residence – The AS Building houses two wings containing dorm-style accommodations. Each wing has three floors, with approximately 30 students per floor, for a total of 190 residents. Each student has his/her own private bedroom, but every two rooms form a suite which shares a fridge and bathroom. Every bedroom has a window, phone and internet access. Each floor has a lounge with kitchen facilities and there is one computer room on second floor west.

Residence Life Officer and Residence Assistants – The Residence Life Officer resides on campus full-time in a Chalet apartment. This position is responsible for student life services and issues for the entire housing complex. Residence Assistants (RAs) live on each residence floor (dorms) in bachelor apartment rooms.

Chalets – About 225 students reside in eight buildings on two sites.

Site 1 contains 5 chalets:

Chalet # 1:

- (a) Two apartments (with four students each); two chalet advisors' apartments and one wheelchair accessible apartment with 2 students.

Chalet # 2:

- (b) Six apartments (with 4 students each) and one wheelchair accessible apartment with 2 students.
- (c) A lounge and laundry facilities.
- (d) Underground storage space.

Chalet # 3, 4, & 5:

- (e) Eight apartments (four students per apartment).

Site 2 contains 3 chalets:

Chalet # 6:

- (f) Eight apartments including four family apartments (located on bottom floor).

Chalet # 7:

- (g) Eight apartments including a chalet advisor apartment, and a one-bedroom visiting faculty apartment.
- (h) Remaining six apartments contain four students per apartment.
- (i) Laundry room.
- (j) Lounge area.
- (k) Basement storage area.

Chalet # 8:

- (l) Eight apartments (four students per apartment).

Spring/Summer semesters – From April to August Community Education's Conference Services Office operates the majority of on-campus housing for the purposes of conferences and summer accommodations for the general public.

6.3 Student/Faculty/Staff Profile

6.3.1 Students

Grenfell's student population consists of about 1,210 students, including 220 nursing students.

Nursing programs are delivered at Western Regional School of Nursing which is adjacent to Western Memorial Regional Hospital, but nursing students take academic courses and avail of many student services on the Grenfell campus.

6.3.2 Faculty

There are approximately 103 faculty members on campus and 28 Nursing faculty/staff are housed at the Western Regional School of Nursing adjacent to the city hospital.

6.3.3 Staff

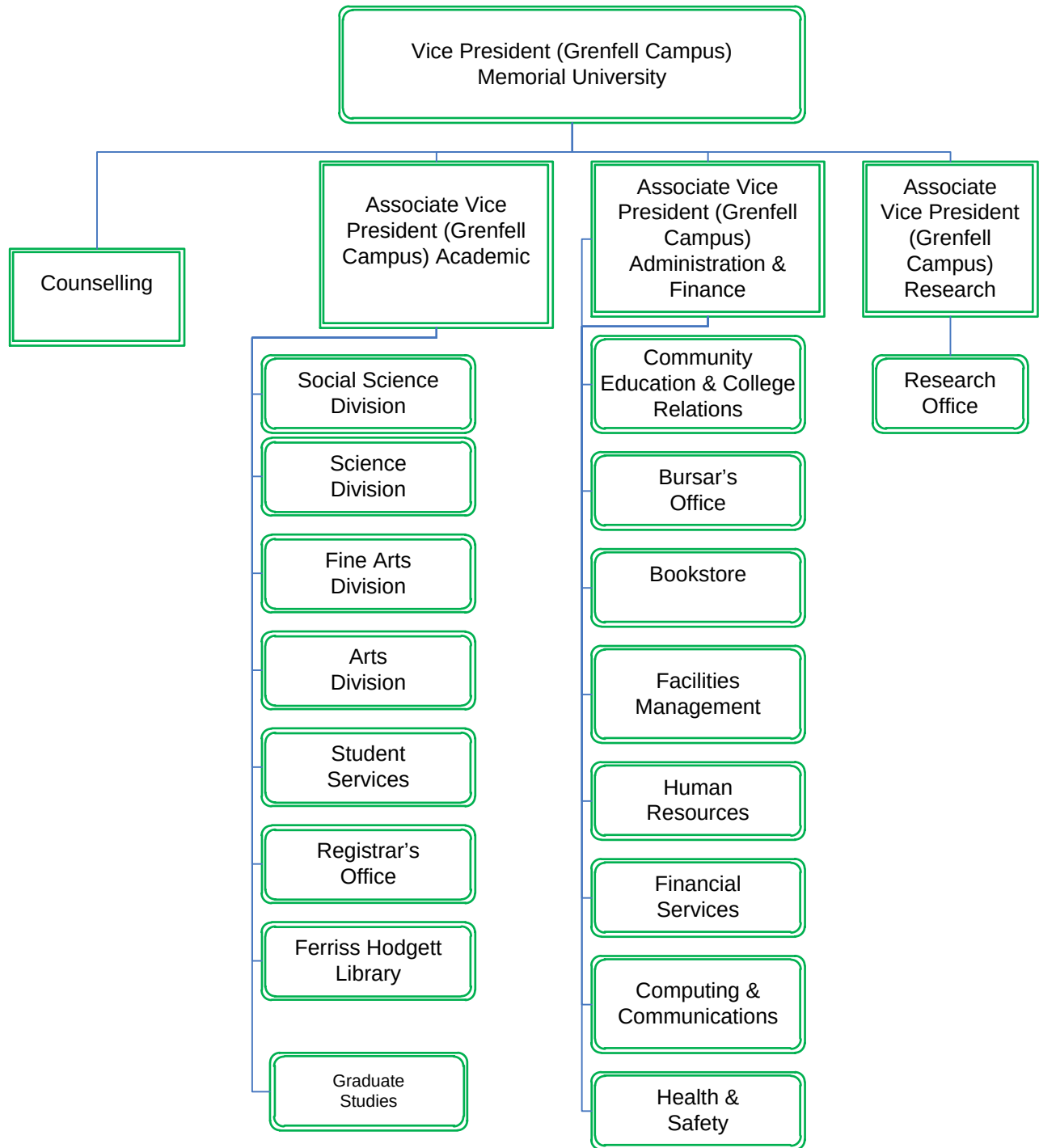
Approximately 180 staff members work in the five buildings identified above – AS, LC, FA, FC, and RP.

Faculty and staff members possess knowledge in the area of first aid and safety training, CPR, crisis intervention, chemical/environmental hazards, etc. as a result of their particular expertise and discipline. Training is done in conjunction with St. John Ambulance.

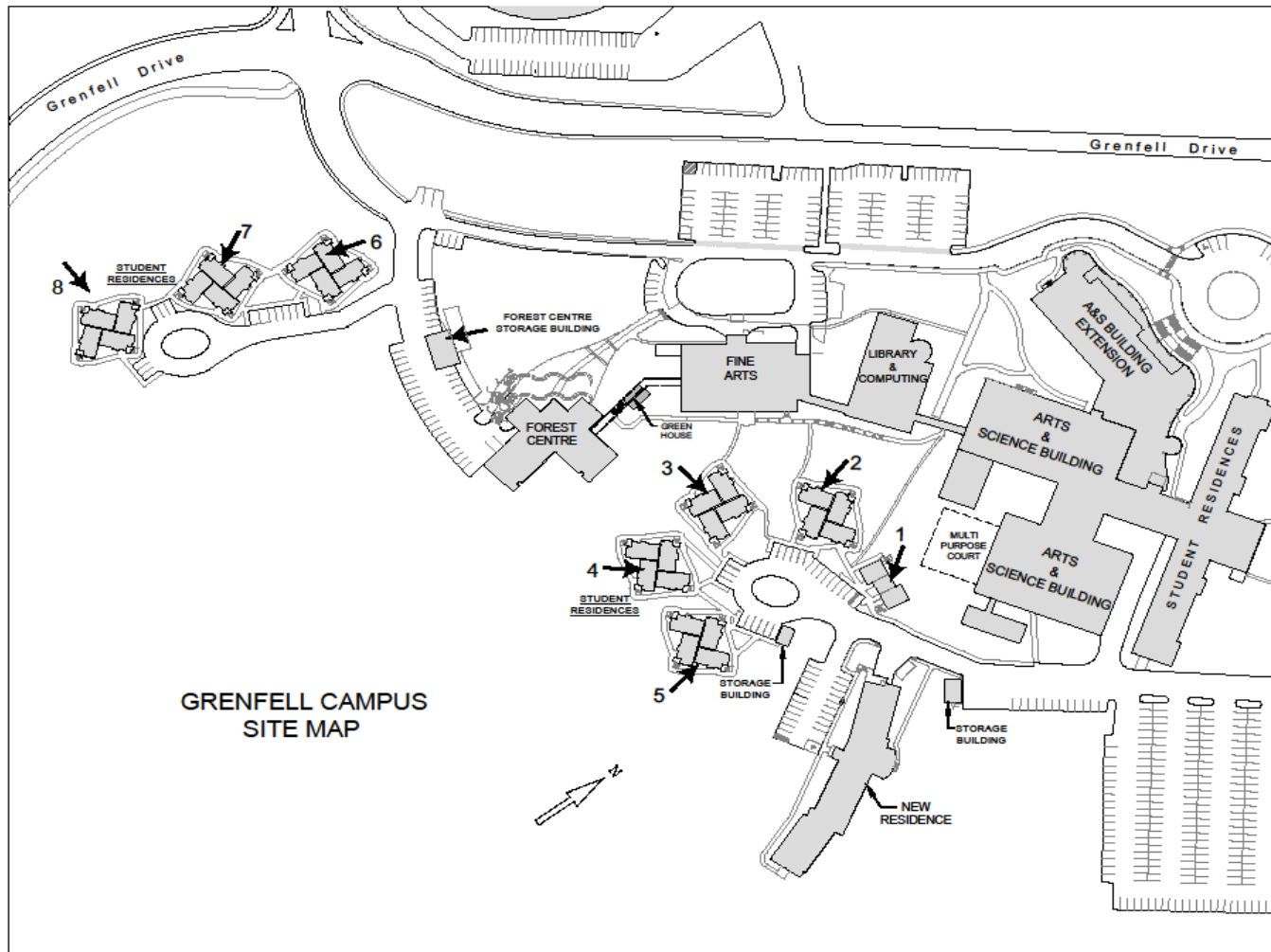
Campus Enforcement and Patrol

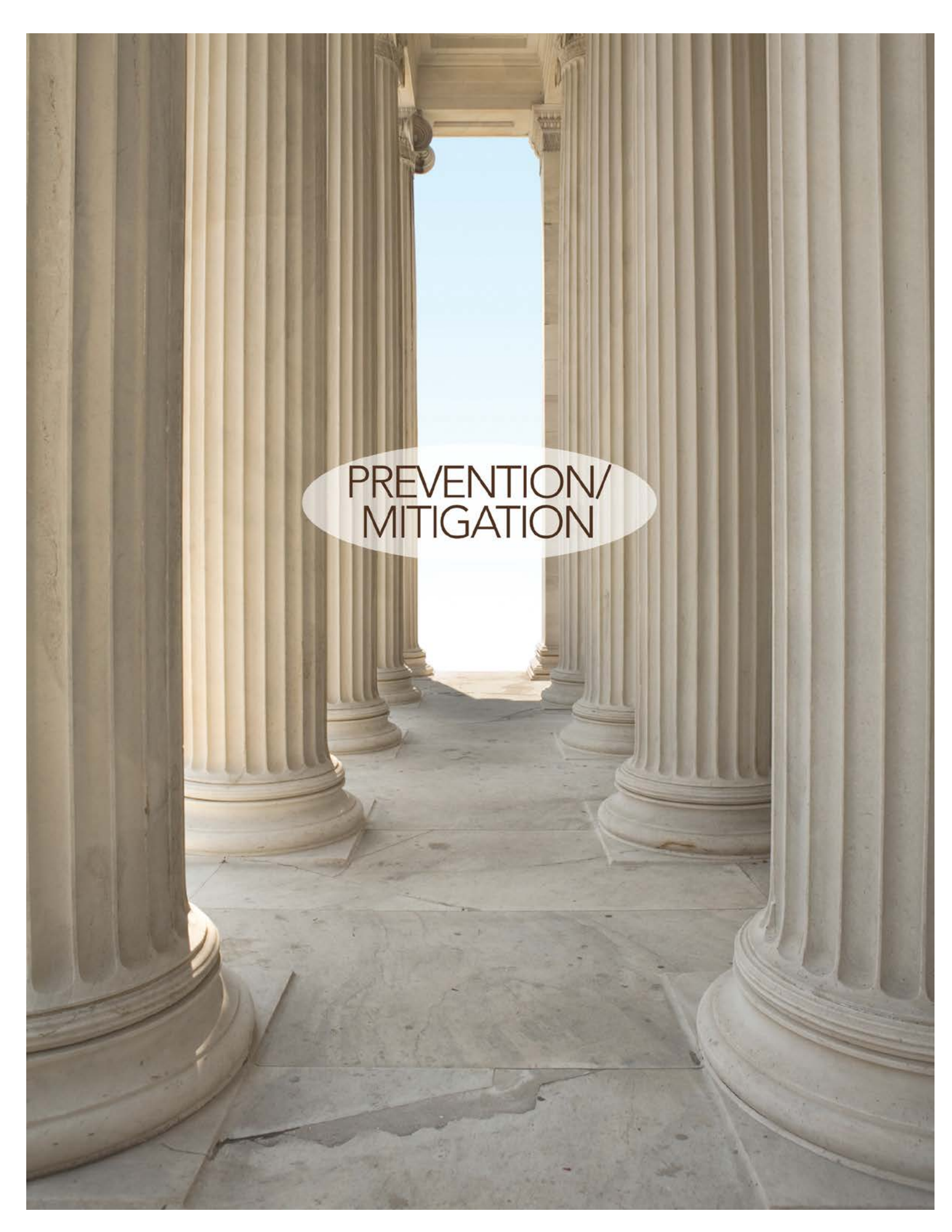
A professional security service is available on a 24/7 basis. Accordingly, security personnel have been identified as the first responders to the plan.

6.4 Administrative and Academic Organizational Chart



6.5 Grenfell Campus Map





PREVENTION/
MITIGATION

7.0 Prevention/Mitigation

7.1 Introduction

Emergency prevention/mitigation processes will require regular review and revision. These include (a) identifying mitigation strategies which speak to one's current capability and lessen the impact from potential emergencies and reduce the response time; (b) completing a risk assessment/review.

7.2 Prevention/Mitigation Strategies

Prevention/mitigation strategies are already incorporated and shared across many facets of this university in normal day-to-day management and planning activities. These strategies consist of operational elements which can control, prevent, or mitigate a potential threat/hazard. They could be in the form of staffing resources, facility access, health and safety protocol, fire/evacuation procedures and other related emergency procedures. Some strategies currently in place consist of the following:

- Monitoring access to Arts & Science building through the main entrance.
- Assigning RAs & Residence Life Officer the responsibility for all evacuation procedures in the residence and chalets.
- Holding fire drills.
- Maintaining up to date lists of all conference and visiting groups.
- Ensuring all CEP Officers, Residence Assistants, Cage Attendants, Chalet Advisors, Lifeguards, Residence Life Officer are trained in emergency first aid.
- Ensuring trained crisis intervention personnel are on site.
- Assigning Emergency Wardens in all areas of the campus and ensuring they are provided with the Emergency Evacuation Plan.
- 33 closed circuit cameras.
- Five exterior emergency phones in Chalets 1, 3, 5, 6, & 8.
- Emergency phones in all elevators.
- 24/7 CEP service.
- Fire Alarm System installed throughout all buildings.
- Campus is in close proximity to RNC and RCMP stations.
- Sharing of floor plans with RNC and City of Corner Brook.
- Campus-wide voicemail and e-mail system in use.
- Proximity to Pepsi Centre allows for usage as alternate emergency command site and communications back-up centre.
- Health & Safety Committee on campus.
- Internal 911 system has visual and audio alarm.
- Continuation of WHMIS (Workplace Hazardous Materials Information System) training.

Strategies under development:

- Ongoing work plan to bring all residences to life safety and building codes; sprinklers already installed; improving electrical up to life safety standards.

- Additional video surveillance to be installed.
- Plans for new infrastructure contains emergency mitigation strategies i.e. hands free fixtures in washroom areas.
- Further development of communications systems and computing systems including alert notification system.
- Implementation of a keyless entry system.
- Installation of intrusion alarm systems.

7.3 Business Continuity Planning

In addition to responding to any emergencies, the university will be required to maintain essential services for the university community and to continue, if possible, all day-to-day critical functions of the university. The identification of critical services expedites the university's ability to resume, partially or completely, any interrupted critical function within a predetermined time after an incident.

Business continuity planning is a proactive planning process, which enhances the university's capability to respond and recover. All departments/units of the university will identify their critical services. These include any essential personnel, critical information requirements, equipment, alternate space allocation and financial budget requirements. This planning process identifies essential services which will ensure no or minimal interruption to the availability of time-critical services and assets of the university. Services that are required 24/7 are identified as priority with respect to restoration and recovery including contact information, followed by those required within 24 hours, one week, one month or beyond. This information will be made available for prompt use by Grenfell Response Team.

Business continuity plans will also address policies and protocols for the protection and storage of critical and sensitive documents which may be required to expedite the administrative recovery effort, and maintain administrative, research initiatives and academic continuity (e.g. Records Management Policy).

Consultation and/or support for business continuity planning will be available through the Office of Emergency Management upon request.

7.4 Risk Assessment

Grenfell recognizes that forecasting a potential emergency with a high degree of accuracy is difficult, if not impossible. There is also the possibility that any type of incident can occur at the campus and therefore it is essential to adopt an All-Hazards approach. This approach will increase efficiency by recognizing and integrating common emergency management elements with threat specific functional sub-plans (See Appendix G for a comprehensive listing). The functional sub-plans are developed, managed and maintained by the applicable academic and administrative offices of the campus and the activities to this process can be coordinated by the Administration & Finance office.

The nine (9) categories of hazards and 53 specific threats contained in the following chart were adapted from the document Business Continuity Planning Guidelines

from the Business Continuity Secretariat, Government of Newfoundland and Labrador. The hazard analysis form, adopted from a non-profit organization, the Centre for Emergency Preparedness Canada, provided the ability to review applicable hazards, and to then rate and score each hazard. Each hazard was rated in the three categories, probability, vulnerability and impact, on a scale of 1-5, 1 being low and 5 being high. Each member of the Emergency Management Planning Group participated in the ranking of each hazard and tabulated the average score. This analysis included the probability of occurrence, the university's vulnerability and the potential impact.

Probability

Probability that the hazard would occur at Grenfell Campus was considered from the following eight perspectives:

- Historic (e.g. number of occurrences in the past).
- Demographic (e.g. the campus profile).
- Geographic (e.g. proximity to nuclear power plants, flood plains, etc.).
- Technological (e.g. what was unlikely in the past may be probable due to technology).
- Transportation (e.g. movement of dangerous goods).
- Human error (e.g. poor training and/or maintenance).
- Physical (e.g. hazardous material storage, ongoing construction).
- Legal/regulatory (e.g. noncompliance).

Vulnerability

Grenfell's vulnerability to these hazards was assessed based on:

- the potential severity of the hazard;
- its current mitigation strategies; and
- how well it is prepared to handle the hazard.

Impact

The impact was evaluated according to six key areas. These are:

- Human (e.g. minor/major injuries and/or death(s)).
- Infrastructure (e.g. cost to replace/repair/temporary set-up, how much damage – little or none, mild-severe, or extensive).
- Operations (e.g. unable to work from site, interruptions in teaching/research).
- Financial (e.g. the monetary cost of the hazard, what is considered an acceptable loss)
- Reputation (e.g. loss of stakeholder trust, public endorsement)
- Legal/liability implications.

In an attempt to analyze the impact of each hazard, all hazards were grouped under the following categories:

Agriculture/Food
Weather
Forest Emergencies
Geological Hazards

Human Health Emergencies & Epidemics
Hydrological Hazards
Critical Infrastructure Failure/Loss
Technological Hazards
Human Caused Hazards

Each of these above categories contains a number of potential threats. To measure the severity, each threat was evaluated separately. Additionally, consideration was given as to whether the plan should be included in the Emergency Plan, Business Continuity Plan or Communications Plan. After each hazard was analyzed and the score calculated by the EMPG, potential hazards were arranged in descending order from the highest score to the lowest to give an indication of priority planning requirements for Grenfell Campus.

Top Ten Potential Threats

1. Behavioural Threat to Safety
2. Hazardous Materials (Fixed)
3. Communicable Disease (non-pandemic)
4. Severe Weather
5. Explosion/Fire
6. IM/IT Equipment Systems
7. Pandemic
8. Labour Disruption
9. Computer Security
10. Major Power Outage

Reference should be made to the chart below for the full results of the hazard analysis completed by the EMPG. This chart also identifies the need for threat specific functional sub-plans; the need for hazards to be addressed by the Emergency Communications Plan and/or to have the hazard considered in an administrative or academic office business continuity plan.

Hazard/Threat Analysis for Grenfell Campus

Adopted from:
Canadian
Centre for
Emergency
Preparedness
&
Government of Newfoundland
and Labrador

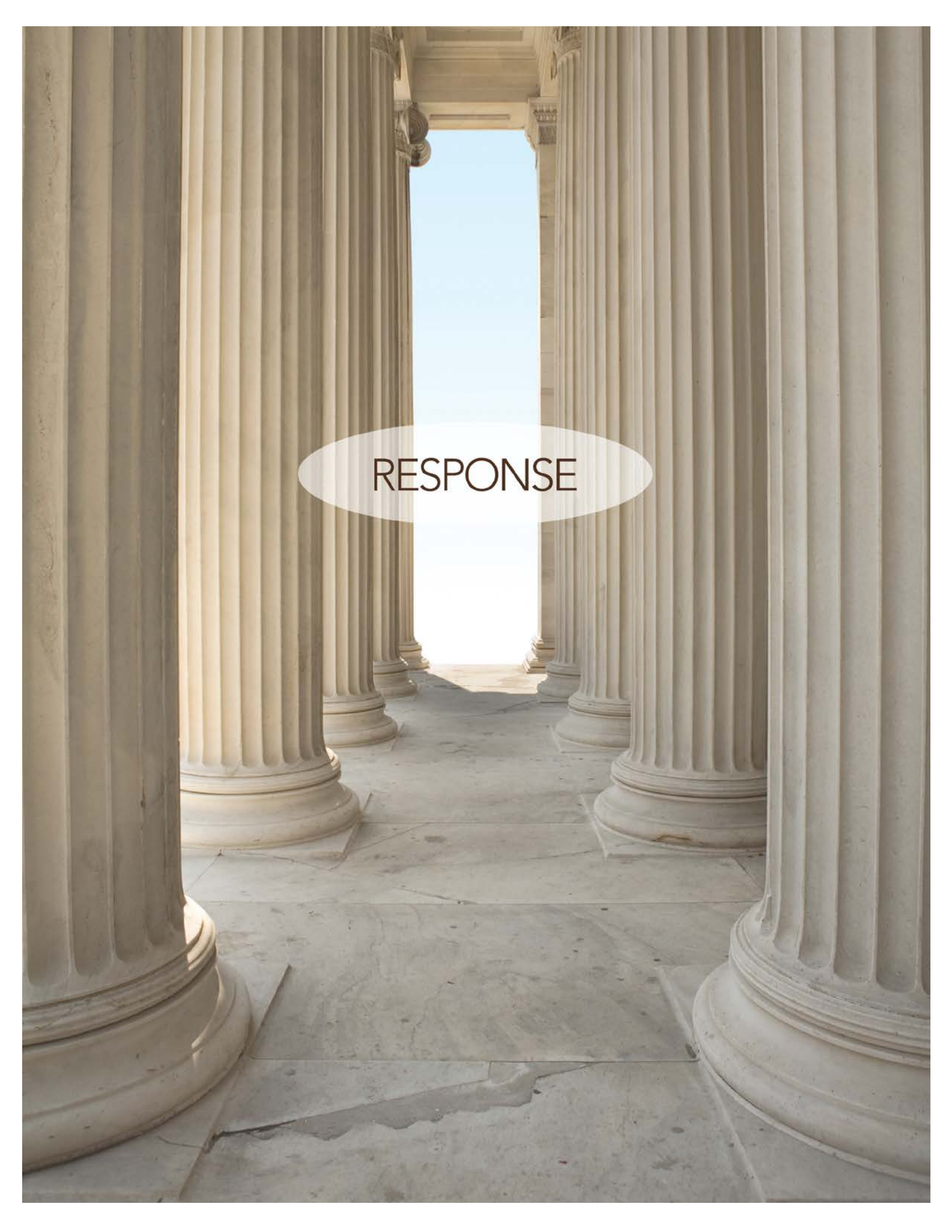


Hazard Analysis

Emerg – Emergency Plan
BCP – Business Continuity Plan
Comm – Communications Plan

	Threat	Applicable? Yes/No	1=Low 3=Med 5=High			Rating	Plans Required		
			Probability	Vulnerability	Impact		Emerg	BCP	Comm
Agriculture and Food Emergencies	Pest Infestation	Yes	1.00	1.20	1.40	1.68		✓	
	Contaminated Food	Yes	1.70	2.70	3.60	16.52		✓	
Weather	Extreme Heat	Yes	1.10	1.30	1.40	2.00		✓	
	Extreme Cold	Yes	1.80	1.40	1.50	3.78		✓	
	Fog	No	0.00	0.00	0.00	0.00			
	Hailstorms	No	0.00	0.00	0.00	0.00			
	Hurricanes/Tropical Storms	Yes	2.50	2.10	3.00	15.75		✓	✓
	Lightning Storms	Yes	1.40	1.50	1.30	2.73		✓	
	Severe Weather (Snow)	Yes	3.80	2.30	2.80	24.47	✓	✓	✓
Forest Emergencies	Forest Fire (wildfire) - Smoke Inhalation	Yes	1.50	1.50	2.30	5.18		✓	
	Severe Pest Infestation	Yes	1.10	1.20	1.10	1.45		✓	
Geological Hazards	Landslides	No				0.00			
	Tsunami	No				0.00			
Human Health Emergencies and Epidemics	Pandemic	Yes	2.50	2.50	3.50	21.88	✓	✓	✓
	Communicable Disease (non-pandemic)	Yes	2.60	2.80	3.40	24.75	✓	✓	✓
	Contaminant Related Illness	Yes	2.30	2.30	3.00	15.87		✓	✓
Hydrological Hazards	Flooding	Yes	1.80	1.80	1.90	6.16		✓	✓
	Water Quality Emergencies	Yes	2.20	2.10	2.60	12.01		✓	✓
	Drought/Low Water	Yes	2.10	1.40	1.50	4.41		✓	
	Erosion	No				0.00			

Critical Infrastructure Failure/Loss	Building/Structural	Yes	1.80	2.40	3.40	14.69		✓	✓
	Bridges/Roads	Yes	1.40	1.60	1.60	3.58		✓	
	Dams	No				0.00			
	Major Power Outage	Yes	2.40	2.30	3.70	20.42	✓	✓	✓
	Telecommunications Systems	Yes	2.30	2.30	3.00	15.87		✓	✓
	IM/IT Equipment Systems	Yes	2.50	2.80	3.20	22.40	✓	✓	✓
	Office Equipment	No				0.00			
	Water Supply	Yes	1.70	2.30	3.20	12.51		✓	✓
	Transportation Systems	No				0.00			
Technological Hazards	Energy Emergencies	Yes	1.50	3.40	3.90	19.89		✓	
	Explosions/Fires	Yes	2.20	2.70	4.10	24.35	✓	✓	✓
	Hazardous Materials - Fixed site	Yes	2.80	3.00	3.50	29.40	✓	✓	✓
	Hazardous Materials - Transportation	Yes	1.90	2.10	2.40	9.58		✓	
	Mine Emergencies	No				0.00			
	Nuclear Facility Emergencies	No				0.00			
	Radiological Emergencies	Yes	1.70	2.70	3.90	17.90		✓	
	Airplane Crash	Yes	1.00	1.30	3.30	4.29		✓	
	Space Object Crash	No				0.00			
Human-Caused Hazards	Civil Disorders	Yes	2.00	1.80	2.40	8.64		✓	✓
	Sabotage	Yes	1.50	2.30	2.60	8.97		✓	
	Special Events	Yes	1.80	1.90	2.20	7.52		✓	
	Terrorism	Yes	1.20	1.90	4.00	9.12		✓	✓
	War/International Emergencies	Yes	1.40	1.70	1.90	4.52		✓	
	Theft	Yes	3.00	2.10	1.80	11.34		✓	
	Vandalism	Yes	3.30	1.90	1.80	11.29		✓	
	Unauthorized Access	Yes	2.30	2.30	2.40	12.70		✓	
	Hacking	Yes	2.50	2.40	2.80	16.80		✓	
	Computer Security	Yes	3.00	2.50	2.80	21.00	✓	✓	✓
	Data Corruption	Yes	2.30	2.20	2.90	14.67		✓	✓
	Behavioral Threat to Safety (Armed/Active Intruder)	Yes	3.60	3.10	3.60	40.18	✓	✓	✓
	Security Infraction/Breach of Confidentiality	Yes	2.50	2.40	2.50	15.00		✓	✓
	Labour Disruption	Yes	2.70	2.70	3.00	21.87	✓	✓	✓
	Missing Persons	Yes	1.50	2.20	3.00	9.90		✓	✓

A photograph of a classical building's portico, featuring tall, fluted columns that create a sense of depth and perspective. The columns are light-colored, possibly marble or stone, and are set on a paved floor. At the far end of the portico, a bright, overexposed light source, likely the sun, creates a strong glow and casts long shadows. The sky visible through the opening is a clear, pale blue. In the center of the image, the word "RESPONSE" is written in a clean, black, sans-serif font, enclosed within a white, horizontally-oriented oval shape.

RESPONSE

8.0 Response Plan

8.1 Incident Command System (ICS) Model

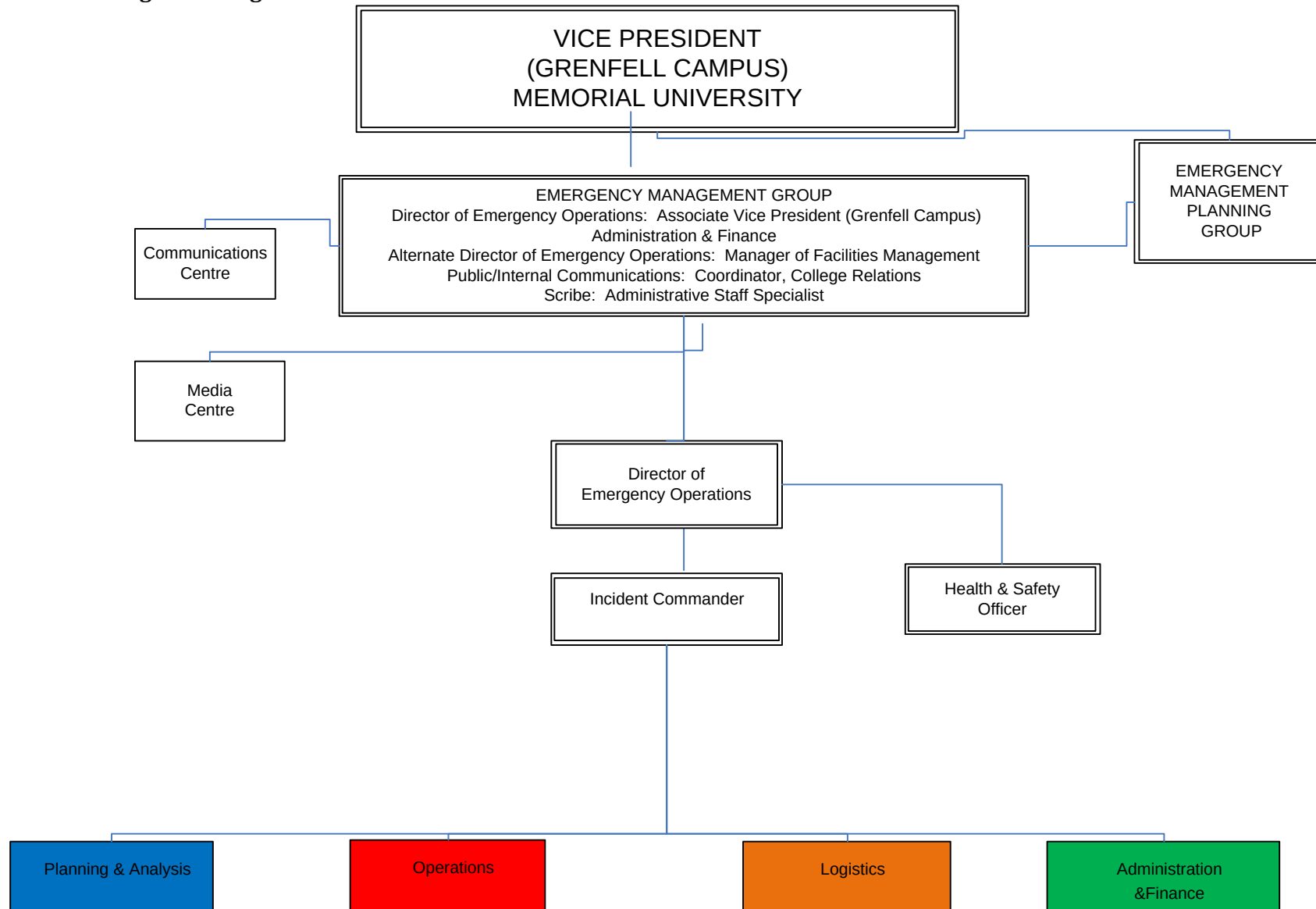
Grenfell will follow an organized management system when responding to emergencies. The ICS model depicted below and in corresponding charts has been modified from the Justice Institute in British Columbia. This model has been adopted by many universities and Grenfell has modified the operational concepts to fit its environment. This system can be activated in part or in full depending on the assessment by the 1st responders which will in most cases be the Campus Enforcement and Patrol personnel.

The Incident Command System (ICS) is a standardized on-scene emergency management system used to command, control and coordinate the efforts of individual internal resources and external agencies if they are required to help stabilize the emergency. The key features of ICS includes common terminology and titles, a standardized planning process, common communication and a unified approach to emergencies that require interagency involvement. ICS uses unity of command with individuals reporting to only one supervisor. This eliminates the potential for conflicting orders thus increasing accountability, improving the flow of information, helping with the coordination of operational efforts and enhancing operational safety.

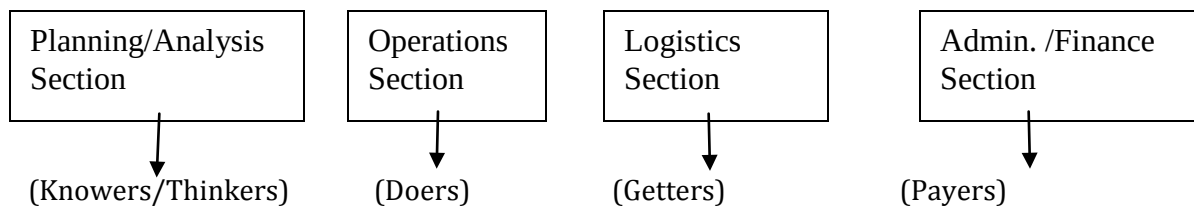
8.2 Organizational Charts

Grenfell has incorporated the Incident Command System Model into its planning and response activities. The positions and reporting structure can be best depicted in the following organizational charts:

8.2.1 Management Organizational Chart



8.2.2 Generic Functional Incident Command Structure/Responsibilities



The above four sections, which have been adopted from York University's plan, identify human resources that may be needed to respond to an emergency or to provide support in the Emergency Operations Centre (EOC) and to the Director of Emergency Operations. Each section has a manager who will lead the group, serve as point of contact for the Director of Emergency Operations or other internal partners and help determine the level of staffing and expertise needed within these sections to appropriately respond to the emergency. They do not need to be physically located at the EOC but be directly connected by phone/computer to EOC Director.

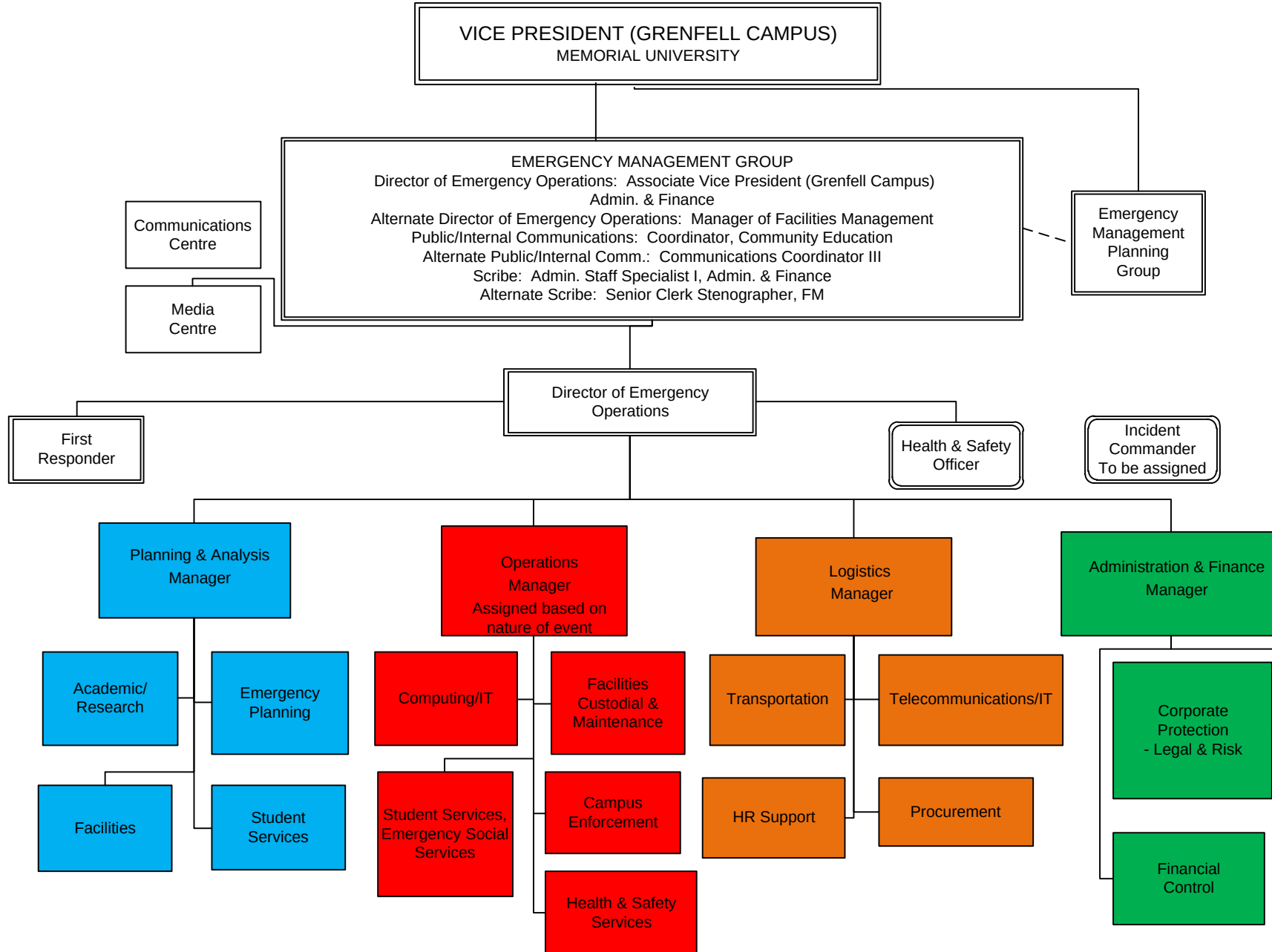
Planning and Analysis representatives will be the “knowers” and “thinkers” in the EOC. They will be responsible for the analysis of the threat, anticipate any changes in the situation, develop action plans for determining what needs to be done to fix a problem, monitor resources, facilities, manage maps and document the responses and provide that information to the EOC.

Operations personnel will be the “doers;” they provide support to the incident commander and first responder. The manager of this section will be the person with the most skills to respond to particular types of emergencies. This section sets priorities and monitors the field response, implementing the strategies determined by the EOC.

Logistics personnel will provide resources. They will be the “getters” of response and recovery workers, employee/student resources, supplies and equipment.

The Administration and Finance representatives will be the “payers” responsible for cost accounting, compensation claims, time keeping, liability, insurance coverage and business functions of the university.

8.2.3 Functional Organizational Chart for Emergency Operations Centre



8.2.4 Functional Organizational Chart (EOC) - Roles and Responsibilities

This section identifies, but is not restricted to, roles and responsibilities which are assigned to Grenfell personnel.

Please note: The roles and responsibilities below have elements of preparedness, prevention/mitigation, response and recovery. Where applicable, upon partial or full activation of an Emergency Operations Centre, the functional roles and responsibilities of personnel assigned to perform duties under the Incident Command Model – 8.2.3 are provided below.

8.2.4.1 Non-Compliance Policy

All individuals on this campus are expected to adhere to the emergency procedures outlined in this plan. Refusal to evacuate a building or follow the direction of emergency first responders, for example, is unacceptable and may be subject to discipline.

8.2.4.2 Role of all members of the Grenfell Campus

- Self educate with respect to all hazards emergency planning on campus. This includes procedures, protocols and knowing how to respond appropriately.
- Become self prepared, identifying all mitigation strategies for ones protection when and wherever possible.
- Know the campus emergency telephone number - 637-2888 and the city of Corner Brook emergency number (911).
- Know the evacuation or reception centre assembly points for the area in which you work and/or study.
- Participate in all required emergency management training.
- Become familiar with persons who live, study or work in your area who have disabilities or challenges. Be prepared to assist in emergencies to ensure their safety.
- Know the nearest escape/fire exit route and pull alarm station if not already activated.
- Evacuate a building or area upon the activation of a fire alarm, or upon direction from emergency first responders.

8.2.4.3 Responsibilities of Vice President (Grenfell Campus); Associate Vice President (Grenfell Campus) Academic; Associate Vice President (Grenfell Campus) Research, Associate Vice President (Grenfell Campus) Administration & Finance; Division Heads; Managers & Supervisors (in addition to the above)

- Designate emergency wardens (previously known as fire wardens) for specific areas of responsibility and ensure they receive training; these persons will be responsible for ensuring all emergency protocols are implemented including evacuation procedures, fire drills and will participate in planning exercises. The names of these personnel will be updated yearly and posted in all buildings, earlier if changes in personnel occur. The names of Emergency Wardens will be centralized with the Administrative Staff Specialist in the Administration & Finance Office.

- Develop written procedures as may be required for specific areas for Emergency Management Planning Group approval.
- Ensure all departments, units, divisions, develop and maintain business continuity plans for essential services.

8.2.4.4 Specific Responsibilities for faculty and management personnel

- Ensure students are provided with emergency information at the beginning of the semester, including the shortest exit route from their residence, the classroom or laboratory and the designated assembly point for that building.
- Inform all students that those requiring assistance because of a disability must identify themselves to instructors, Coordinator of the Learning Centre and/or Student Housing staff.
- Provide additional information on emergency related threats throughout the semester:
 - identify its impact on academic interruptions;
 - respond with flexibility and reasonableness;
 - implement directions received from Senior Administration.

8.2.4.5 Role of Emergency Management Planning Group

The EMPG is a planning committee appointed by the senior administration of Grenfell for the purpose of providing direction and ownership of the Emergency Management Plan (EMP). The responsibilities of the EMPG (refer to Chart 8.2.1) are:

- Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
- Promotes education and awareness of Grenfell's All-Hazards plan;
- Ensure the EMP is kept up to date.
- Ensure the EMP is compatible with the Municipal Emergency Plan for the city of Corner Brook.
- Ensure the university's legal concerns are addressed.
- Disseminate and communicate information on the EMP as necessary to all internal and external stakeholders.
- Plan and execute exercises to validate the EMP.
- Serve as resource to departmental/faculty Emergency Wardens.
- Conduct reviews on all emergency related response activities.
- Prepare post-incident reports.
- Ensure regular emergency management audits are conducted.

The current composition of this committee includes:

Associate Vice President, Administration & Finance
 Manager, Facilities Management
 Coordinator, Community Education & College Relations
 Manager, Computing & Communications

Coordinator, Student Services
 Manager, Student Housing
 Administrative Staff Specialist, Administration & Finance
 Emergency Management Coordinator, MUN

8.2.4.5.1 Responsibilities of Emergency Management Group

The EMG has the responsibility to:

- Declare Level of Emergency in consultation with the Planning Group/Vice President (Grenfell Campus).
- Appoint Incident Commander.
- Determine the short- and long-term impact of the emergency.
- Take precautionary measures, order the evacuation or closure of the university or buildings within the university.
- Interface directly with outside community agencies.
- Authorize all media releases relating to the emergency.
- Implement post-incident recovery strategies expeditiously.

The composition of this group includes:

Director of Emergency Operations
 Alternate Director of Emergency Operations
 Communications Representative
 Scribe

8.2.4.5.2 Responsibilities for Director/Alternate Director of Emergency Operations

- Liaise with the Emergency Planning Group/Vice President (Grenfell Campus)/External agencies.
- Activates the EOC in Level 2 and Level 3 emergencies.
- Directs emergency activities in consultation with the EOC members/Vice President (Grenfell Campus).
- Determines level of staffing/expertise needed in the EOC.
- Provides direction to first responders and to the Incident Commander, Manager of Planning & Analysis, Operations, Logistics, Administration and Finance as per Functional Organizational Chart 8.2.3.
- Responsible for the Emergency Management Plan/revisions.

8.2.4.5.3 Responsibilities for the Communications Representative

- Participates in the identification and preparedness of All-Hazards, planning; identify prevention and mitigation strategies.
- Promotes education and awareness of Grenfell's All-Hazards plan.
- Coordinates all media and news releases.
- Reports directly and provides consultation to the Director of Emergency Operations.
- Establishes a media centre in close proximity to the command site.
- Appoints assistant communications officer to assist the incident commander.
- Monitors media reports.

- Liaises directly with communications officer from external emergency stakeholders on behalf of the DEO.

8.2.4.5.4 Responsibilities for Scribe in Emergency Operations Centre

- Log and record all minutes/briefings/decisions/and actions of all members of EMG.
- Ensure all necessary equipment (identified in Section 8.4) is available in the emergency operations centre and assist with the set-up.
- Receive all general incoming calls and route them to appropriate personnel for action.
- Assist with the dissemination of all information originating from the EMG.
- Ensure these records are filed with Administration and Finance upon closure of the EMG.

8.2.4.6 Role of the Incident Commander

Incident Commander will be appointed by the Director of Emergency Operations based on the nature of the emergency and the skills set required, with the following responsibilities.

- Directs, controls, and coordinates the on-site emergency response.
- Reports directly to the Director of Emergency Operations.
- Acts as university support to external emergency personnel once they assume responsibility for the event.
- Determines location of inner and outer perimeters of the area impacted by the emergency.

8.2.4.7 Responsibilities of First Responders

First responders are primarily the Campus Enforcement and Patrol but could be anyone who becomes aware of a potential threat. Their primary responsibilities are:

- To immediately notify CEP main office located at the entrance of the Arts & Science building.
- To assess the threat and provide information to Director of Emergency Operations who will determine level of response required.
- To ensure life and safety of people first, university property second and environment third.
- Assume responsibility to ensure safety until an Incident Commander is appointed.
- Ensure the scene is disturbed as little as possible to facilitate incident investigation.
- Submit accurate and detailed report at post-incident debriefings.

8.2.4.8 Responsibilities of Teams under ICS Model

There are four teams involved in the execution of the plan. Each team is lead by a team Manager. Please refer to chart 8.2.3. The four areas are:

- 1) Planning & Analysis (8.2.4.8.1)
- 2) Operations (8.2.4.8.2)
- 3) Logistics (8.2.4.8.3)

4) Administration & Finance (8.2.4.8.4)

8.2.4.8.1 Planning & Analysis Team

This group of management support staff will include personnel from both the academic/research and administrative sectors of the campus. These employees are the “knowers” and “thinkers” as referenced chart 8.2.2 and identified in the Functional Organizational Chart in Appendix C.

During response, the manager will be appointed by the EMG. Grenfell has appointed the position of the Vice President (Grenfell Campus) Academic.

- (i) Academic/Research Representative
 - Participates in the identification and preparedness of All-Hazards, planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of the EMP;
 - Coordinates response operations for DEO/EMPG on academic and research facilities including identification of risk and essential services;
 - Implements the animal care plan if necessary;
 - Communicates with academic divisions and division heads to provide support and emergency management information where needed;
 - Obtains information from academic offices and provides information and expertise to the DEO/EMPG to make decisions re: students academic impact, cancellation of classes, exams, and provides recommendation with respect to university closure.
- (ii) Emergency Management Coordinator
 - Provides strategic direction on Emergency Management All Hazards planning process;
 - Provides consultation, recommends best practices, including the development of implementation and evaluation plan;
 - Coordinates with members of the University community to ensure the comprehensive EMP is clearly written and approved by senior administration;
 - Ensures the emergency management plan is clearly communicated, personnel are trained in Emergency Management protocols, in conjunction with the university community and under the direction the DEO/EMPG;
 - Communicates Grenfell’s plan to community stakeholders;
 - Provides overall analysis of threat impact and potential outcomes to EMG/EMPG to assist in decision making;
 - Provides ongoing interpretation on the plan and advises the DEO/EMPG regarding standard operating procedures, mutual aid agreements and available internal/external resource experts;
 - Provides direction for the initial set up of the EOC;
 - Interfaces directly with the External Emergency Response agencies on behalf of DEO;
 - Coordinates the debriefing of all personnel involved in exercises or response events;
 - Manages the tracking of responses for lessons learned in updating the plan.

- (iii) Facilities Representative
 - Participates in the identification and preparedness of All-Hazards, planning; identifies prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Provides information on-campus mapping, layout, design for DEO/EMPG;
 - Determines appropriate evacuation routes, assembly points, reception centre sites;
 - Leads inspection and damage assessment of facilities;
 - Determines the cost estimates for damages and losses in conjunction with other facilities representatives in Operations and the Risk Management representative.
- (iv) Student Services Representative
 - Represents student services and advises DEO/EMPG on All-Hazards planning relating to students and student support services and identifies prevention/mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Ensures listing of students with disabilities who have self-identified is maintained and arranges for support;
 - Advises and consults with Emergency Social Services personnel to determine housing, food needs and with Health and Safety to determine health related requirements;
 - Promotes clear communications to the student community and maintains a student hotline to provide information on status of emergency;
 - Monitors the need for and coordinates the referral process for counselling, financial services or critical incident debriefing for students;
 - Assists the Emergency Social Services personnel in registration and inquiry regarding students and reunification with family members;
 - Assists Vice Presidency (Academic) with decisions re: student academic impact, cancellation of classes, exams, and university closure.

8.2.4.8.2 Operations Team

These staff are the “doers” depicted in 8.2.2. During response the manager of this section will be appointed by the Incident Commander depending on type of emergency and primary skill sets required to respond.

- (i) Computing/IT Representative
 - Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Assesses and maintains the central data and computing infrastructure for DEO/EMG to ensure its operation;
 - Leads technical support and if necessary directs repairs for telephone/communications systems;
 - Establishes alternate means of communication;
 - Arranges for technical support as required;

- Provides the technical equipment for the mobilization of the EOC, Communications, Media, and Reception Centres and the mobile units;
 - Ensures internet access, e-mail, voice communications, central web service and student service applications are working.
- (ii) Campus Enforcement & Patrol Representative
- Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Activates the notification system on behalf of DEO/EMG;
 - Supports the Incident Commander at emergency site;
 - Acts as lead support for external agencies such as RNC/RCMP;
 - Provides security, traffic control and public order;
 - Coordinates evacuation, fire control and site security under the supervision of the Director of Emergency Operations/EMG;
 - Maintains perimeter security and control of egress and ingress routes under direction of Incident Commander.
- (iii) Health and Safety Representative
- Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Engages occupational health and safety personnel with appropriate expertise in assessing and controlling hazardous materials incidents (Fire Department);
 - Establishes first aid post within outer perimeter and coordinates distribution of medications and training first aid/CPR personnel to assist in triage;
 - Ensures expert advice is obtained for DEO/EMG regarding protective actions, personal protective equipment requirements, exposure risks (physical, chemical, biological, electrical, radioactive) and recommended protective strategies;
 - Provides overall safety authorization for operational activities prior to implementing the response, if required.
- (iv) Facilities Representative
- Manages and coordinates the prioritized response and activities for ALL buildings, power/water/Heating Ventilation and Air Condition utilities, roadways, and grounds on behalf of DEO/EMG;
 - Coordinates emergency power, and related support to all field operations and the EOC;
 - Acts as lead for inspections, damage repair and campus restoration for the resumption of day to day business activities.
- (v) Student Services/Emergency Social Services Representative
- Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;

- Maintains communications with all students who reside in student housing; advises Student Services of any requirements and special supports;
- Coordinates with the City of Corner Brook to implement its emergency social services agreement with the provincial government department of Human Resources Labour and Employment for the provision of Registration and Enquiry, Food, Clothing, Shelter and other personal services;
- Ensures the provision of social services including financial, counselling, bereavement counselling are available to students if required;
- Initiates referrals for long-term (beyond 72 hours) care if required.

8.2.4.8.3 Logistics Team

The campus has identified a need for four personnel who are able to complete the responsibilities for any transportation requirements; IT/telecommunication equipment, HR support and procurement. These staff are the “getters” as per 8.2.2 and identified in the Functional Organizational Chart in Appendix C.

During response, the manager will be appointed by the EMG. Grenfell has appointed the position of the Bookstore Manager.

- (i) Human Resources Representative
 - Participates in the identification and preparedness of All-Hazards planning; identify prevention and mitigation strategies;
 - Promotes education and awareness of Grenfell's EMP;
 - Manages personnel deployment/temporary reassignment within campus and across the campus community;
 - Arranges for cross-training of essential personnel;
 - Manages emergency response staffing shift schedules, recall of staff and staff assignment during responses;
 - Ensures procedures are in place for employee payroll/benefits to be maintained during the emergency period;
 - Maintains time sheets for all emergency response personnel including external agency workers for overtime costs etc.;
 - Manages Volunteer Registration & Screening;
 - Manages appropriate referrals for psychosocial support ie: EAP or outside sources.
- (ii) Procurement Representative
 - Sets up the allocation and tracking process if EOC or others are authorizing services;
 - Sets up all logistics for delivery of resources including goods and services;
 - Arranges receipt of any purchased item;
 - Procures contracted services, equipment purchase, supplies purchase, or support services preferably via MOU's.

- (iii) Transportation Representative
 - Ensures vehicles are available for use by emergency personnel;
 - Controls and coordinates all arrivals and dispatches at the staging area;
 - Establishes separate parking areas for all emergency vehicles.
- (iv) IT/Telecommunications Representative
 - Coordinates the technical aspects of IT/telecommunications;
 - Liaises directly with telephone company officials on equipment needs and line load controls;
 - Ensures the availability of adequate back-up systems in case of telephone disruption or failure.

8.2.4.8.4 Administration & Finance Team

Grenfell has identified the need for two representatives with particular skills:

1. Corporate Protection representative (legal and risk management issues)
2. Financial Control representative

These personnel are responsible for the cost control, invoice payment, and general administration functions in addition to liaising with legal representatives and risk management department.

- (i) Corporate Protection Representative
 - Ensures the integrity and reputation of the university is not jeopardized from a legal perspective;
 - Seek advice on legal and liability matters and provide information to DEO/EMPG;
 - Ensures all contractors involved in response activities have proper insurance and safety coverage;
 - Assists the Emergency Management Coordinator in ensuring that post-incident analysis (including debriefings) of emergency response/training exercises and drills occurs to determine compliance with standard operating procedures;
 - Assists in analysis of actions to recommend improved preparedness and response strategies.
- (ii) Financial Control Representative
 - Establishes a process for tracking financial losses or liability for potential insurance claims;
 - Produces estimate loss reports and financial impact assessments for university business, programs and facilities;
 - Audits emergency response expenditures and mutual aid costs;
 - Coordinates with Procurement personnel to ensure adequate funds are available for allocation to specific centres for accounting purposes;
 - Produces the financial impact reports for the university.

8.3 Emergency Operations Centre(s) (EOC)

The EOC serves as a centralized centre for emergency response operations and the Emergency Management Group (EMG), including communications, coordination and support activities. Decisions are made at this site in response to information provided by the Incident Commander to the Director of Emergency Operations, who remains in the centre with key university and communications personnel who have the necessary authority to engage external stakeholders. The centre will become operational for Level 2 and Level 3 emergencies only. The Director of Emergency Operations directly reports to the Vice President (Grenfell Campus).

The EMG will operate from the Emergency Operations Centre located on campus with alternate sites. (See Appendix D)

8.4 Requirements needed within Emergency Operations Centres

All emergency command sites need to have basic equipment for use by the Emergency Management Group, including:

Stationary Equipment:

- Copy of the Emergency Management Plan and functional sub-plans
- University floor maps/location of Communications and Media Centres
- Emergency contact information/phone numbers
- St. John's Campus & Grenfell Campus telephone directories
- Western Newfoundland telephone directory
- Video conferencing
- Appendix C, E, & F - time and event log/flip charts/white board
- First aid kit
- Internet connections
- Landline telephone capability for each member of group
- AM/FM radio
- Television with cable/satellite
- Kitchen facilities/supplies
- Laptop computers
- Printer/copier
- Cell phones
- UPS (Uninterrupted power supply)

8.5 Reception Centre

Reception Centre – A one-stop service site or facility (school gym, arena) managed by the provincial Department of Human Resources, Labour and Employment via the City of Corner Brook. This centre coordinates the five social services of Registration and Enquiry, Food, Clothing, Shelter and Personal Services. People can move from a designated assembly point following an evacuation to this location for services.

The location of the EOC and alternate site is found in Appendix D. **These are not for distribution.**

9.0 Response Implementation/Activation

The control and conduct of crisis response rests with the EMG. When the capacity and ability of Grenfell's resources are exceeded, or likely to be exceeded, a request for external emergency services will be made.

The type and magnitude of the crisis will determine the need for the transfer of on-site control to an external emergency service. A hostage taking, for example, will become the on-site responsibility of the external Police agency.

9.1 Levels of Response

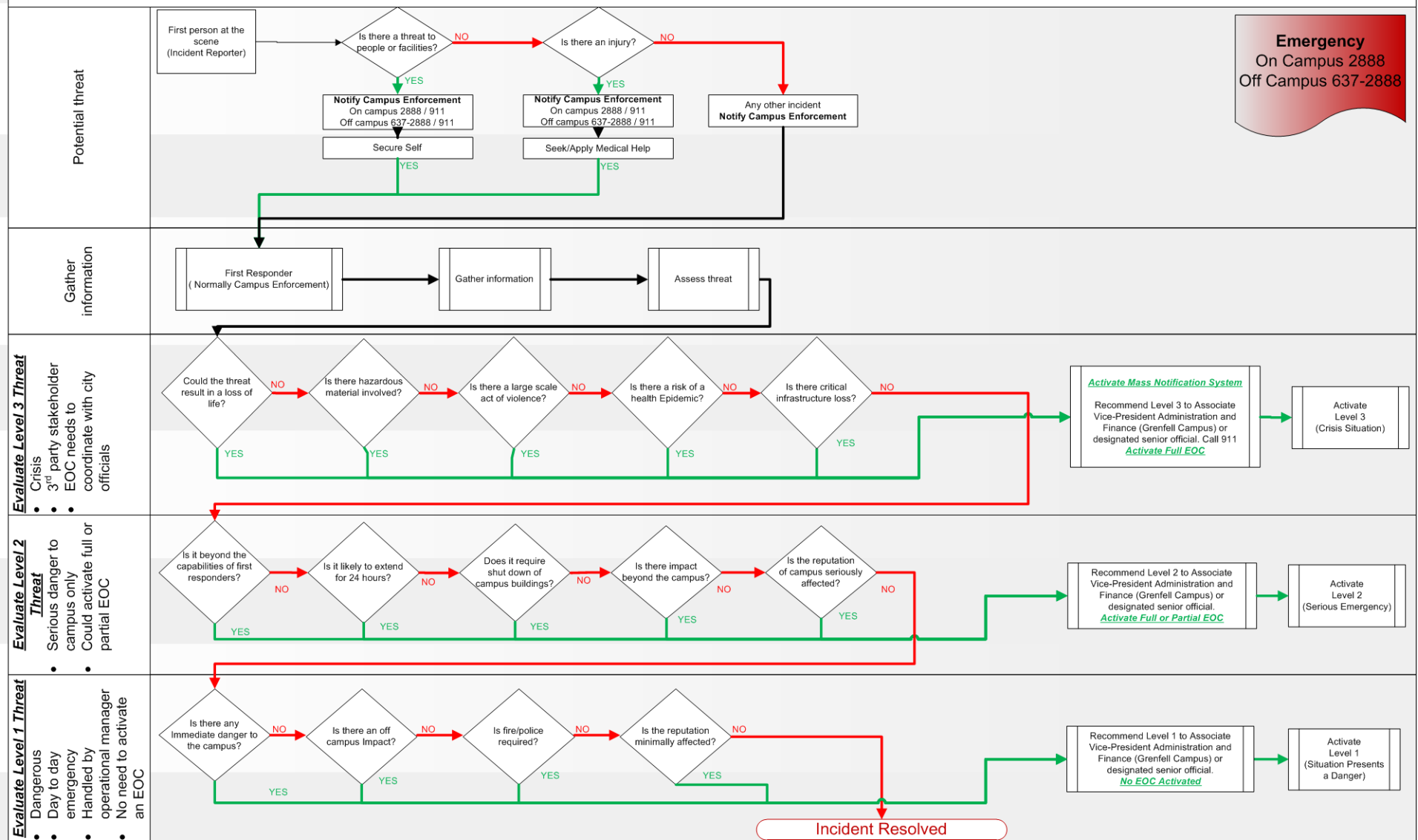
A decision to open an Emergency Operations Centre and activate the Emergency Management Plan will be guided by a modified Diamond Approach adopted from the University of Alberta, which begins with the highest level threat. In a situation where minutes may make a difference to people's lives, threats are assessed from the most serious to the least serious. The following outlines the criteria to be used in the decision-making process:

- **Level 3 is a crisis situation that affects people, campus operations, safety and environment which may:**
 - Result in loss of life or serious injury;
 - Involve hazardous materials;
 - Pose a risk of a health epidemic (e.g. Anthrax);
 - Cause critical infrastructure loss;
 - Involve serious acts of violence on a large scale;
 - Attract significant media attention;
 - Initiate significant political involvement;
 - Require full activation of Emergency Management Plan;
 - Negatively affect the reputation of the campus.
- **Level 2 is a serious emergency which may:**
 - Extend beyond 24 hours;
 - Be beyond the capabilities of first responders;
 - Have the potential for impact outside of campus property;
 - Require the shut-down of major campus areas (buildings, roads);
 - Attract media attention;
 - Initiate political involvement;
 - Negatively affect the reputation of campus;
 - Require full or partial activation of Emergency Management Plan.
- **Level 1 is a situation which presents a danger which may:**
 - Present no immediate danger to areas of the campus outside the vicinity of emergency;
 - Have no immediate off-site impact (safety, environment and image);
 - Require the City of Corner Brook first response from fire department, police or ambulance services;
 - Have the potential for media involvement;
 - Minimally affect the reputation of campus;

- Not require the activation of the Emergency Management Plan – campus first responders can handle the situation.

9.2 Emergency Management Activation Flowchart

9.2 Emergency Management Activation Flowchart



9.3 Activitation Process

Upon activation of this plan, an Incident Commander will be identified by the Director of the EOC and will be assigned depending on the type of emergency and skill sets required. This would follow an assessment by the first responders, normally conducted by the personnel within the Campus Enforcement and Patrol Department, where most threats and/or potential hazards on campus are reported. The Incident Commander may avail of key personnel outlined under four major areas of responsibility.

- Planning & Analysis (knowers/thinkers) such as personnel from the Emergency Planning Group (observation, analysis, and testing/re-testing – notes for debriefing)
- Operations (doers) such as personnel from Registrar's Office, Custodial and/or Maintenance, Student Services, Campus Enforcement, Student Housing and Human Resources.
- Logistics (getters) such as personnel from Computing and Communications, Community Education & College Relations, Facilities Management.
- Administration/Finance (payers) such as Staff Accountant and Finance Officer, who may consult with legal and risk management personnel.

Please see Chart 8.2.3 for the positions assigned at this campus.

The answers to the questions will determine:

- which level of the EMP to activate
- whom to involve
- whether to activate the full EMP
- whether to open a Emergency Operations Centre

9.4 Activation Grid

Activation Matrix of Emergency Management Plan

Group	Level 3	Level 2	Level 1
Incident Reporter	Yes	Yes	Yes
CEP/First Responder	Yes	Yes	Yes
Emergency Management Group	Yes	Yes Partial Team Activation	No Action
Planning Operations Logistics Administration/Finance	Yes Full Team Activation	Yes Partial Team Activation	No Action

9.5 Notification/Alerting Procedures

In case of an emergency, Grenfell will communicate with the university population using an Alert Notification System which may include a combination of the following methods:

- e-mail
- web site
- voicemail
- Grenfell's phone line for prescribed message (637-6200)
- emergency wardens/residence life staff
- using staff to make physical contact with each building
- vehicle and hand held radio system
- notices on public airways
- signage
- closed circuit TVs

Depending on the nature/scope of the emergency, persons will be authorized to initiate the applicable alert notification system. It may also be necessary to contact Senior Executive members of the St. John's campus.

Incident Scenario Examples:

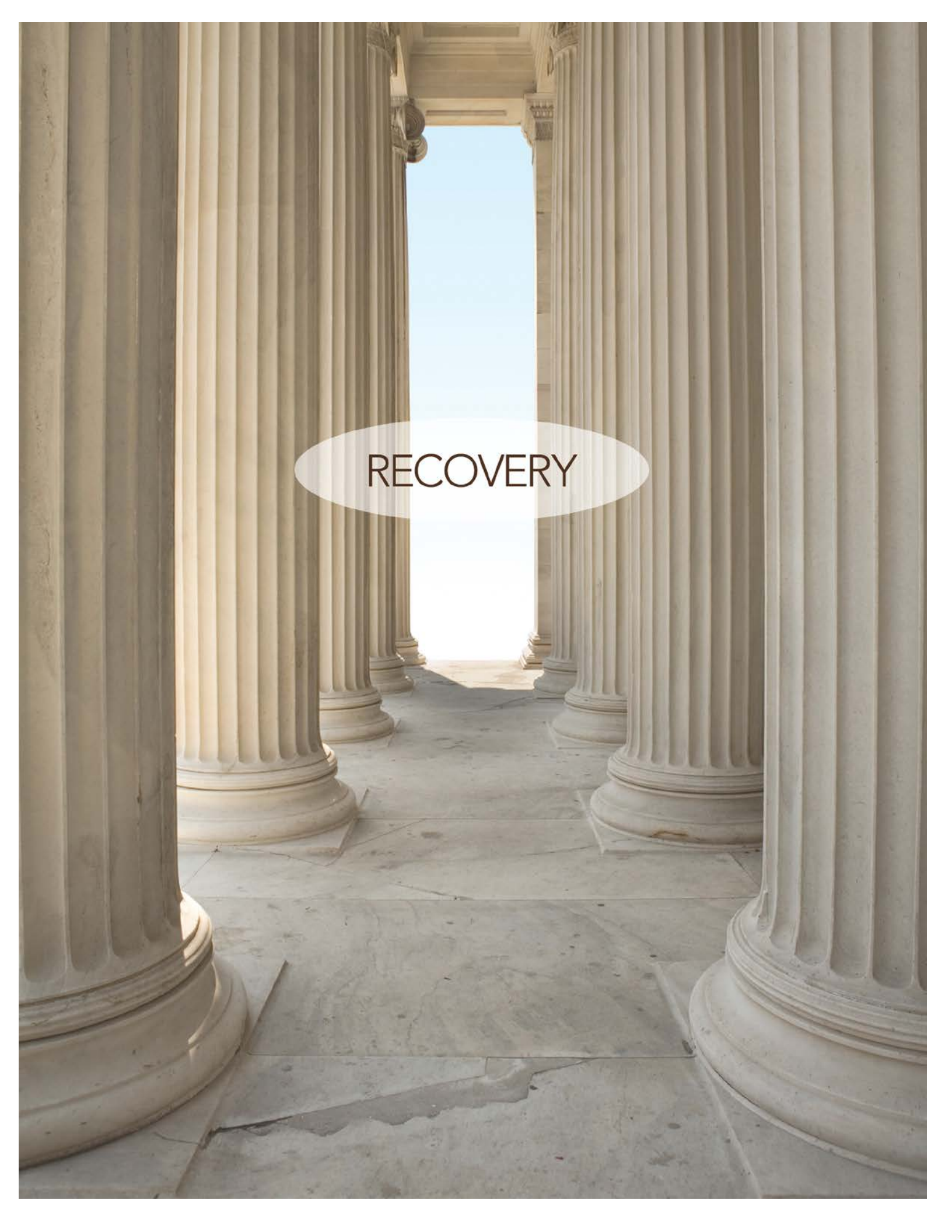
Level 3 – Human-Related Incident (active intruder on campus) - Person becoming aware of potential life threatening situation will immediately notify Campus Enforcement & Patrol, who will activate the notification system, call 911, and concurrently advise the Vice President (Grenfell Campus) or designated senior official. Upon notification, EMG/EOC will become fully activated.

Level 2 – Technological Hazard (explosion in science lab) – Person becoming aware of an explosion will activate the fire alarm system and notify Campus Enforcement & Patrol. CEP will notify the Vice President (Grenfell Campus) or designated senior official who will assess and may activate the EMG/EOC in part or full.

Level 1 – Weather (winter storm) – The Vice President (Grenfell Campus), in consultation with the Associate Vice President (Administration & Finance) (or alternate), will make the decision with respect to closure. Generally no need to activate the EMG/EOC.

9.6 Contact Information

Please refer to Appendix E, **not for public distribution**.

A perspective view of a classical colonnade with tall, fluted columns leading to a bright opening at the end. The columns are made of light-colored stone and are arranged in a symmetrical row on both sides. The floor is made of large, light-colored stone tiles. The lighting is warm and golden, suggesting late afternoon or early morning. The sky visible through the opening is a clear, bright blue.

RECOVERY

10.0 Recovery Strategies

10.1 Mandate

The mandate to ensure that the university operations are restored as quickly as possible is within the responsibility of the Emergency Management Group and Emergency Management Planning Group (including Vice President, Grenfell Campus) and with the cooperation, support and assistance of all staff and faculty.

The post incident recovery strategies process actually begins long before the crisis has been resolved – the Emergency Management Group should make it a priority to look toward restoring regular operations even while response operations are still ongoing.

10.2 Health/Safety of Students/Faculty/Staff

Emergencies impact on the health and well-being of individuals differently. Many are resilient and can bounce back or cope with the effects of an event very quickly and in some instances can volunteer and assist in the response/recovery process. Others may experience immediate and/or delayed reactions to the event. Some of the reactions include:

1. Critical incident stress trauma
2. Disruption of normal learning/teaching process
3. Disruption of research process
4. Reaction to loss of employment due to damage to work area
5. Death of a colleague, friend or student

The university is committed to ensuring ALL students, staff, faculty and public are kept well informed as response activities are underway in an effort to mitigate any negative long-lasting effects and to ensure psychosocial services are available to meet their needs. Please refer to Student Services representative or Human Resources representative identified in Appendix C.

Emergency management personnel will deliver information sessions on the event and any long-term implications, will debrief specialized groups regarding impact, and will arrange individual counselling and referrals for mental health if necessary. In this regard, Grenfell has several counsellors and an Employee Assistance Program. This service can be made available by contacting persons identified in Appendix C.

10.3 Campus Restoration/Resumption of Business Activities

As indicated earlier, an emergency may adversely affect any operations of the university and this may include damage to buildings and infrastructure, teaching, work capability, and/or residential life.

Building and facility clean up, if necessary, will occur as quickly as possible. The clean up will be coordinated through the facilities position within 8.2.3 Functional Organizational Chart and the Facilities Management Department in conjunction with the City of Corner Brook Emergency Management Plan. If there is a fatality on campus or a crime committed, it will be necessary to wait until the Royal Newfoundland Constabulary has completed the investigation of the scene. The RNC will approve Campus Enforcement and Patrol and/or Occupational Health and Safety personnel to proceed with clean up.

With respect to rescheduling academic activities, the Emergency Management Group, and Associate Vice President (Academic), Student Services Office and the Registrar's Office will determine the course of action relating to students, faculty/staff notification, closures, and if required, the reassignment of physical space.

Communications personnel will be responsible for notifying the internal and external communities of resumption of academic, non-academic and/or community activities.

10.4 Community Recovery Activities

These activities could be two-fold:

- There could be a need for Grenfell to reach out to the community for assistance to recover from an emergency, for example, in the area of infrastructure repair, telecommunications, psychosocial and medical services and housing support.
- If the emergency extends beyond the campus community but was caused by an activity on campus, communications personnel should meet with neighbours/stakeholders who are impacted to inform them of the cause, the steps Grenfell will take to repair damages and clean up debris, and the university's plans to prevent any recurrence.

10.5 Litigation/Insurance Issues

Enterprise Risk Management Office is responsible for overseeing all insurance programs for the university and thus will be responsible to recover any losses experienced by the university in the event of an emergency. This will be accomplished either through the university's insurance program or through recovery from third party claims and by working closely with university legal counsel.

Grenfell Campus currently has coverage included on all existing Memorial University insurance policies.

There will be a requirement for the Enterprise Risk Management Office to conduct a damage assessment in conjunction with personnel from Grenfell who have responsibility for the business functions which have been impacted or affected by the event. This could involve meeting with personnel from Facilities Management, Student Services, Student Housing or a faculty/division. Once the damage assessment has been completed and repair costs determined, the repairs will be carried out under normal university procedures.

The Enterprise Risk Management Office will work with all persons involved to facilitate insurance recovery either through the university's insurance program or third party recovery, including Emergency Measures Funding through the City of Corner Brook.

10.6 Post-Incident Review

Grenfell will conduct a review only in a Level 2 or Level 3 Emergency situation, initiated by the Director of Emergency Operations.

A debriefing will be coordinated and led by the Emergency Planner for the campus, with all responders within the emergency management team, and external stakeholders at the municipal, provincial, and federal levels if applicable. All recorded activities, documentation, and reports will be submitted via this position for review by the Director of Emergency Operations.

There will be a Post-Incident Recovery Report prepared by the Director of Emergency Operations for the Emergency Management Planning Group with respect to lessons learned and recommendations for the modification/ revision of the current Emergency Management Plan, if required.

If there are any follow-up/recovery activities outstanding upon review, the Director of Emergency Operations will assign that task to the appropriate administrative staff or faculty personnel at the campus.

11.0 Maintenance/Distribution Logs

The distribution, control and maintenance of emergency planning documents, including appendices and sub-plans, is the responsibility of the Division of Facilities Management and coordinated by administrative support personnel.

Appendix F.1 - provides for the revisions to the Emergency Management Plan and/or any of its policies/procedures.

Appendix F.2 - identifies replacement dates, removal dates of any changes and insertion of any new policies/procedures to the EMP.

Appendix F.3 - records the distribution list of all persons having a copy of the manual. **No** persons are authorized to copy or reproduce any sections of this manual without the permission of the Emergency Management Planning Group . Upon granting of such permission, the Administration & Finance office will record all pertinent information.

12.0 Appendices (Not for Distribution)

Appendix A	Administrative and academic organizational chart
Appendix B	Campus & related plans
Appendix C	Functional organizational chart
Appendix D.1	EOC floor plans
Appendix D.2	Media centre floor plans
Appendix D.3	Reception centre floor plans
Appendix E	Alert notification contact information
Appendix F.1	EMP revision request form
Appendix F.2	EMP revision list form
Appendix F.3	EMP distribution list form
Appendix G	Threat Specific Functional Sub-Plans
G.1	Active/Armed Intruder Protocol
G.2	Hazardous Materials – Chemical Accident
G.3	Communicable Disease (including pandemic) Threat Procedures
G.4	Severe Weather
G.5	Fire Safety Evacuation Plan/Explosions
G.6	IM/IT Equipment System Failure Procedure
G.7	Labour Disruption
G.8	Computer Security
G.9	Major Power Outage
G.10	Other Sub Plans
G10.1	Bomb Threat
G10.2	Demonstration
G10.3	Hostage Taking
Appendix H	Other Related Documents – Not for Distribution
	Fire Safety and Evacuation Plan
	Student Services BCP
	Student Housing BCP
	<i>Communicable Disease Operational Plan</i>
	<i>Severe Weather Operational Plan</i>
	Active Intruder Protocol for CEP
	<i>MOU with Salvation Army</i>
Appendix I	Communications Plan
Appendix J	Reference Sources
Appendix K	Training/Education Plan

