



Version 8.0
March 2013

York University

Emergency Plan

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LIST OF ABBREVIATIONS

ARES	Amateur Radio Emergency Services
CNS	Computing and Network Services
CSBO	Campus Services and Business Operations
DRP	Disaster Recovery Plan
EMG	Emergency Management Group
EMO	Emergency Management Ontario
EMPCA	Emergency Management and Civil Protection Act
EOP	Emergency Operating Procedures
EPAC	Emergency Preparedness Advisory Committee
EPG	Emergency Policy Group
EPP	Emergency Preparedness Program
ERL	Emergency Response Levels
ERW	Emergency Response Wardens
EOC	Emergency Operations Centre
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HVAC	Heating, Ventilating, Air Conditioning
IC	Incident Commander
IMS	Incident Management System
MAA	Mutual Assistance Agreement

NGO	Non-governmental Organization
OEP	Office of Emergency Preparedness
OHS	Occupational Health and Safety
PADS	Protective Action Decision Statements
PIO	Public Information Officer
SARS	Severe Acute Respiratory Syndrome
SCLD	Student Community and Leadership Development
YUEP	York University Emergency Plan

1.0 Introduction

York University is the 3rd largest university in Canada located in Toronto – the largest city in the country. York has a culturally diverse population consisting of approximately 50,000 students (many of whom are international students); 6,000 employees and approximately 80 buildings. York has 2 campuses – Keele and Glendon. The Keele campus is located in the north end of the city and is geographically bounded by Steeles Ave. to the north; the Black Creek to the west; Keele St. to the east and Murray Ross Parkway and the Tribute Communities residential development to the south. It is the larger of the 2 campuses and is located in a culturally diverse and socio-economically challenged section of the city, which presents some unique issues to address. The Glendon campus is located on Bayview Ave. at Lawrence Ave. East, close to the core of the city. Glendon is a bilingual campus (English and French). Its location near the heart of the city also presents some unique challenges.

York University is vulnerable to numerous hazards that may threaten not only the University itself, but the City of Toronto as well. These can be human caused such as labour disruptions, technological such as those involving hazardous materials, or infrastructure disruptions such as a power outage and natural events such as severe weather which may include blizzards or tornados

The York University Emergency Plan (YUEP) establishes the structure that ensures the University is prepared to deal with these hazards. It is the methodology through which the University will mobilize its resources in the event of an emergency to return the University to a state of normalcy as quickly as possible.

The YUEP is also designed to ensure that all academic and administrative units within the University are aware of and fully understand their roles and responsibilities before, during and after an emergency. The YUEP also provides a structure within which internal and external agencies can act to protect the health and safety of the community before, during and after an emergency.

The Emergency Plan is founded on the basic objectives that York University wishes to protect:

- The safety and well-being of all members of the York community and visitors to both campuses
- University property and infrastructure
- The orderly functioning of the University's academic, research and administrative activities
- The environment
- The university's reputation

The **YEUP** outlines how the University will respond to, recover from and mitigate the impact of an emergency. It outlines such items as purpose, scope, planning assumptions, response, communications, etc. This is a public document.

Unit Sub Plans are supporting documents to the Emergency Plan. They contain unit specific procedures and are updated on a regular basis. Annexes also contain additional pertinent information necessary to the sub plans. These are confidential plans that are appendices to the **YUEP** and are not public domain.

1.1 Purpose

Universities are not immune to emergencies. In recent years, emergencies have affected universities with alarming frequency and severity in the same manner as they have affected all other organizations in society (e.g. SARS and the power outage of 2003).

Emergencies typically result in the interruption of the University's primary mandates of teaching and conducting research. Emergencies can affect very real and immediate damage to universities, but they can also have even more damaging long-term negative effects impacting student enrolment, decrease in research funding, reducing institutional confidence and reputation and increases in insurance costs. For these reasons, and the need to safeguard our community, York University has a responsibility to take steps to mitigate the consequences of emergencies and to prepare to the extent possible.

The aim of the YUEP is to provide the framework within which extraordinary arrangements and measures can be taken to protect the health, safety and welfare of all members of the York University community when faced with an emergency.

The plan unifies efforts of the departments, Faculties and units across the University for a comprehensive and integrated approach for responding to and reducing the impacts of emergencies, whether they affect the University alone or the City of Toronto as a whole. It is intended to increase the response capabilities of the University by establishing a plan of action to efficiently and effectively deploy University resources.

However, the Emergency Plan in and of itself cannot guarantee an efficient, effective response to an emergency. It must be utilized as a tool to assist University members and officials in their response activities, as well as their interaction with any municipal agencies that may respond to our campuses. The Plan must be flexible enough to adapt to a broad spectrum of emergencies and *must* be supported with:

- Adequate personnel, equipment and training for the response to the emergency
- Familiarity with the Plan and its contents by all departments, Faculties, units, etc.
- Training and exercises
- Awareness of resources available both internally from University departments, as well as externally from the City of Toronto, first response agencies, other post secondary institutions, etc., supplemented by prearranged agreements, such as Mutual Assistance Agreements
- Testing the plan on a regular basis
- Review of the plan following actual incidents or exercises and updating it as required

1.2 Scope

The definition of an emergency, according to the *Emergency Management and Civil Protection Act, 2006, R.S.O. 1990* is:

a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise

There are three major categories of hazards that may post a threat to York University.

Natural Events – severe weather, floods, blizzards, tornadoes, food or human health emergencies

Human-caused Events – incidents intended to do harm to public safety and security, civil disorder, war, bomb threats, nuclear events such as a release from a nuclear generation station, etc.

Technological and Infrastructure Disruptions – incidents involving hazardous materials, utility and power failures, transportation accidents (e.g. train derailments, aircraft crashes, transportation truck over turned), water supply failures, building or structural collapse, etc.

York University is a large and complex organization, and as such emergency response and recovery activities cannot be adequately handled at an institutional level only. The entire University community shares responsibility for emergency mitigation, preparedness, response and recovery.

All facets of York University's Emergency Preparedness Program (EPP) apply to each department, unit and Faculty within the Keele and Glendon campuses, as well as the Nadal Centre and the Osgoode Hall Law School Downtown Centre. The EPP is intended to apply to such events, hazards and disruptions that exceed the capacity to respond with normal internal procedures.

While the Emergency Plan outlines the structure and functional roles with respect to emergency planning, management and response, it must be emphasized that **every member of the York Community shares responsibility for emergency preparedness**. Individual University Faculties, departments and units are aided in their efforts to plan for emergencies by the Office of Emergency Preparedness and the use of common templates.

2.0 Office of Emergency Preparedness

The University has established the Office of Emergency Preparedness (OEP) for the management, co-ordination, planning and education that will help facilitate the University's coordinated and effective response to and recovery from any type of emergency. The OEP shall plan, manage and continuously improve the Emergency Preparedness Program (EPP) and will assist Security Services, Campus Services and Business Operations (CSBO) Occupational Health and Safety, other University departments and external emergency response agencies in the management of emergencies. York University's Emergency Preparedness Program is aligned with Provincial guidelines set forth by Emergency Management Ontario, as well as the City of Toronto's Office of Emergency Management and the City's Emergency Plan.

2.1 The function of the Office of Emergency Preparedness

The OEP is housed within Security Services, which is part of the Department of Campus Services and Business Operations. It is responsible for developing and implementing programs intended to enhance York University's emergency preparedness. The mission of the OEP is to promote campus wide emergency preparedness and planning based on the four components of emergency management: mitigation, preparedness, response and recovery. This will be achieved through training, education, public awareness and exercises that involve all levels and all departments of the University.

2.2 The Role and Responsibilities of the Manager of Emergency Preparedness

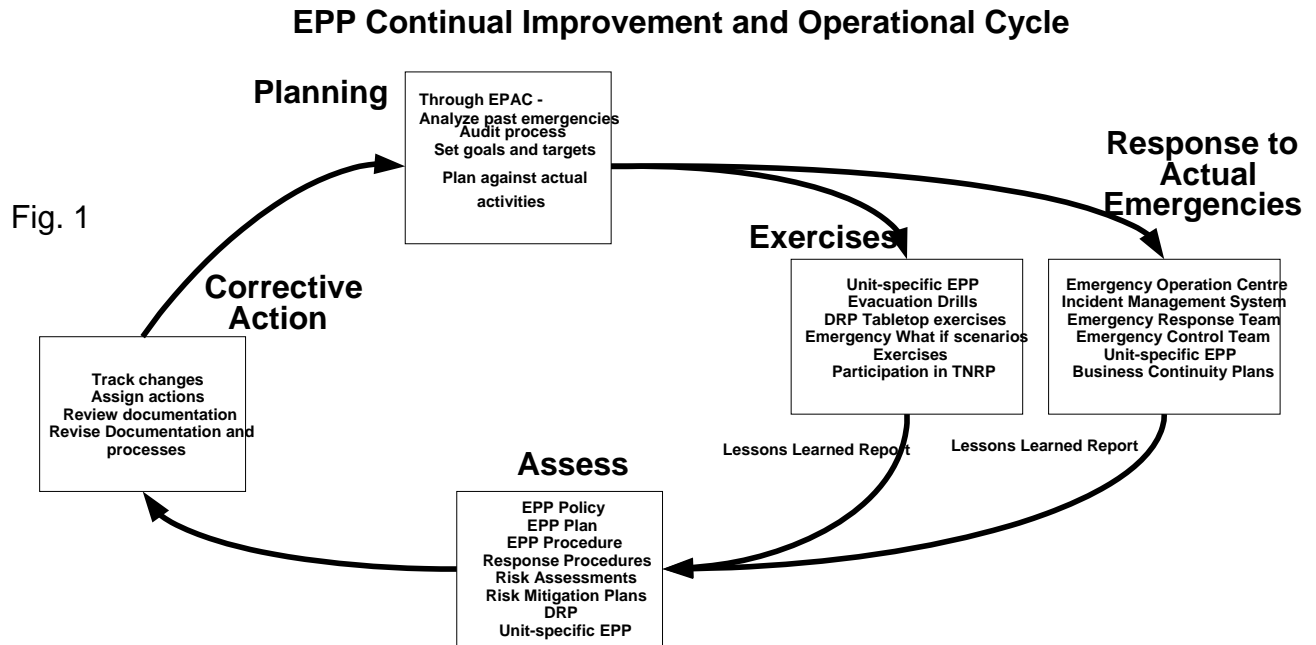
The Manager of Emergency Preparedness is appointed to expand and maintain the University's Emergency Preparedness Program, and reports to the Director of Security Services. The Manager is responsible for developing, coordinating and delivering Emergency Preparedness training initiatives; overseeing the University Emergency Response Wardens program; assisting in the development of Unit Sub Plans; public education and awareness; and other related initiatives. During a state of emergency, the Manager of Emergency Preparedness provides support to the members of the Emergency Operations Centre (EOC), and acts as a liaison between the Emergency Management Group (EMG) and external partners and stakeholders, such as first responders (e.g. police, ambulance, fire), as required.

During an emergency or exercise, all participants and/or members of the EOC are required to maintain logs of actions and decisions made during the event. The Scribe Staff are responsible for maintaining the major event log for the exercise or emergency. All members of the EOC or other participants as necessary are required to submit their logs to the Manager of Emergency Preparedness within 5 business days of the emergency or exercise. The Manager will review the documentation and draft an After Action Report. The Manager will distribute the After Action Report to all members of the EOC or other participants as necessary for review and approval, within 30 days of receiving the necessary documentation. The Manager will retain all reports for a period of 7 years.

2.3 Ongoing maintenance of the Emergency Preparedness Program (EPP)

The OEP is responsible for the ongoing development and maintenance of planning guidelines, training and other emergency preparedness documentation and ensuring that these documents and practices are widely distributed and adopted by the University community. The York University Emergency Plan and all supporting Sub Plans and other related documentation will be reviewed annually and updated or revised as required.

Maintenance of the EPP is based on a continuous improvement cycle, (Fig. 1, below) where initiatives are planned, exercised and reviewed, and corrective action is implemented as necessary. This continuous improvement cycle helps to ensure that the EPP and the YUEP reflect current University policies and organizational structure, and incorporate industry and international best practices.



3.0 Structure of the Emergency Preparedness Program (EPP)

The University's Emergency Preparedness Program sets forth a general structure for emergency mitigation, preparedness, response, and recovery. This structure includes a policy, and a department responsible for strategic direction (the Office of Emergency Preparedness). The EPP structure also includes a position responsible for community awareness and planning (Manager of Emergency Preparedness), as well as clearly identified departments within the University organization responsible for emergency response. These elements are in addition to well-developed emergency response procedures coordinated and carried out by York University's essential services such as Security Services, Occupational Health and Safety and Campus Services and Business Operations.

York University's Emergency Preparedness Program is comprised of the following components:

- 1) The Office of Emergency Preparedness, which includes the Manager of Emergency Preparedness, who reports to the Director of Security Services, is responsible for:
 - a. Ensuring a Hazard Identification and Risk Assessment is conducted every 3 years
 - b. Identifying the University's critical infrastructure in cooperation with each unit, and to the extent possible, protecting the critical infrastructure
 - c. Coordination of the University-wide Emergency Preparedness Program
 - d. Coordination of the completion of Unit Sub Plans, providing assistance as required, including the development and maintenance of templates
 - e. Reviewing the York University Emergency Plan annually and updating as necessary
 - f. Maintaining and updating the York University emergency communication tree
 - g. Coordination of University-wide Emergency Response Procedures (e.g. Weather Emergency Procedures)
 - h. Ensuring each unit/Faculty/department has an Emergency Response Team which includes an Emergency Preparedness Coordinator, Building Emergency Captain and Emergency Response Wardens
 - i. Providing training to Emergency Response Teams, members of the Emergency Operations Centre and other York University staff and faculty as required
 - j. Ensuring the Emergency Management Group is established and trained
 - k. Ensuring that an Emergency Operations Centre is established and in a state of operational readiness
 - l. Development of an Incident Management System for York University and delivery of IMS training to necessary staff
 - m. Development and delivery of a public awareness and education program directed to all members of the York community, including a focus on personal preparedness
 - n. Assisting in and coordinating Disaster Recovery Planning efforts with Information Technology Infrastructure and Telecommunications

2) York University Emergency Plan:

- a. Establishes the structure that ensures the University is prepared to deal with the hazards that may affect it
- b. Is the methodology through which the University will mobilize its resources
- c. Is based on the objectives of protecting the safety and well being of all members of the York community, University property and infrastructure, the environment and the University's key functions of teaching, research and administration

3) Unit Sub Plans, which include:

- a. Specific procedures for responding to specific hazardous situations (e.g. chemical, biological or radiological) where required
- b. Unit-specific emergency communication trees
- c. List of the unit's Emergency Response Wardens (chiefly responsible for area evacuations)
- d. List of the unit's Emergency Preparedness Coordinators
- e. Specific procedures and lists necessary to facilitate emergency response and recovery
- f. Reviewing Sub Plans annually and updating as necessary

4) Emergency Preparedness Advisory Committee:

- a. A senior level, coordinating body established to provide strategic direction and advice and to facilitate inter-departmental and Faculty cooperation regarding emergency management and its four components: mitigation, preparedness, response and recovery
- b. Ensures the development of an Emergency Preparedness Program that is sustainable and integrated within the organizational structure of York University

The YUEP and the Unit Sub Plans together form a comprehensive structure necessary to prepare for and respond to various natural and human-caused emergencies that have the potential to threaten the York community. The YUEP recognizes that the University's ability to effectively prepare for, mitigate, respond to and recover from emergencies also depends greatly on individual units' state of preparedness as well as the empowerment of local individuals such as the Unit Emergency Preparedness Coordinators and the Emergency Response Wardens to take action during an emergency. Consequently, the Unit Sub Plan defines a specific administrative or academic unit's response to an emergency, and should be in place for each unit of the University. These plans are intended to develop strategies for the protection of the University community and the coordination of recovery efforts and the resumption of normal operations.

In order to effectively and safely plan for and deal with emergencies, units are tasked with developing and maintaining a Unit Sub Plan using a template provided by OEP.

4.0 Planning Assumptions

1. During normal operations, routine or minor emergencies are handled by Security Services, CSBO, Occupational Health & Safety, University Information Technology and other key service departments of the University.
2. An emergency may occur with little or no warning, and can take place outside of normal business hours.
3. An emergency may cause injury, possible fatalities, property loss and disruption of the University's core functions of research and teaching.
4. Emergencies can quickly overwhelm internal resources and capabilities, and may require the assistance of local Emergency Response agencies such as Police Services, Emergency Medical Services, Fire Department and others.
5. Where possible and appropriate, York University will use available internal resources before requesting external assistance from local municipal agencies.
6. The University EOC will be activated and staffed by York University personnel. However, during a large-scale emergency (Level 3), external agencies (police, fire, ambulance) may also assign staff to the EOC.
7. University academic and administrative units will develop and maintain a Unit Sub Plan, one copy of which will be forwarded to the OEP.
8. The OEP is responsible for maintaining and updating the University's emergency preparedness program and planning activities, and will update emergency planning templates as required, for use by all administrative and academic units.
9. Achieving and maintaining effective community preparedness reduces the demands on the University during an emergency. The OEP will develop and deliver public awareness and education campaigns directed towards all members of the York community, including information on personal preparedness.
10. Acknowledging that personnel must be properly trained and that the University must exercise and practice its plans, the OEP will develop and deliver emergency preparedness training to necessary Faculty and staff. OEP staff will also coordinate and lead various levels of exercises in cooperation with both internal and external staff and agencies.

5.0 Critical infrastructure

Critical infrastructure, as defined by Public Safety and Emergency Preparedness Canada, consists of those physical and information technology facilities, networks, services and assets which, if disrupted or destroyed, would have a serious impact on the health, safety, security or economic well-being of Canadians or the effective functioning of governments in Canada. This definition can be adapted to York University to include those facilities, technologies, services, assets and physical properties that are critical to the health and welfare of the community as well as the normal operations of the University.

It is vitally important for senior management in departments responsible for emergency response and recovery activities to clearly define critical operational functions and the personnel required to support these functions.

6.0 Unit Sub Plans

All academic and administrative units are responsible for developing and maintaining Emergency Sub Plans specific to their areas.

Unit Sub Plans are intended to provide detailed, local emergency preparedness and response activities for each unit that integrate with both the York University Emergency Plan and emergency preparedness strategies.

Units must also ensure that Emergency Response Wardens (and alternates) are in place to effectively and safely execute area evacuations.

University administrative and academic units must also ensure that staff and faculty in their respective areas are familiar with relevant and specific emergency procedures and contacts.

6.1 Unit Sub Plan Maintenance

The OEP has developed a template to assist academic and administrative units in developing Unit Sub Plans. The Unit Sub Plan template provides guidance for academic and administrative units on emergency preparedness, response, and recovery.

The OEP and specifically the Manager of Emergency Preparedness will update and maintain the Unit Sub Plan template and provide the necessary support, training and coordination to academic and administrative units of the University in their efforts to develop and maintain their specific Emergency Preparedness and Response Plans.

The individual unit's Emergency Preparedness Coordinator must review the Unit Sub Plan annually and make any necessary revisions or updates. The Manager of Emergency Preparedness will assist units requiring assistance with this process.

Unit Sub Plans also need to be tested in the same way the institution-wide Emergency Plan must be tested. The Office of Emergency Preparedness will coordinate exercises with individual units.

The Unit Sub Plan also includes templates and processes for internal communication from academic and administrative units to the EOC. Two way communications between individual units and the EOC are critical for the Emergency Management Group to assess the state of readiness for a return to normal business operations.

7.0 Basic Principles

The York University Emergency Preparedness Program has evolved from an original initiative that focused largely on emergency response. The present EPP initiative is a comprehensive program that integrates a systematic approach to risk identification and mitigation strategies designed to reduce or eliminate the negative impact of emergencies on the University community, property and core mandates of teaching and research. This approach utilizes the four cornerstones of emergency management – mitigation, preparedness, response and recovery.

7.1 Hazard Identification and Assessment (HIRA)

Because there are potentially numerous human-caused and natural hazards that can affect the York community, the University has employed the same Hazard Identification and Risk Assessment process that the province requires of municipalities. York University has identified a list of potential hazards that could present a risk to the York community and continuously develops and reviews hazard specific response plans to address these hazards. Potential hazards are continuously assessed and amended as required.

7.2 Mitigation Plans

With a better understanding of the potential hazards faced, as well as an assessment of their potential impact on our community, the University has established mitigation objectives and targets. Where possible specific actions will be designed to help reduce or eliminate the negative impact of identified and prioritized risks. These initial mitigation plans will be expanded upon, and where appropriate, mitigation planning will be led by the Manager of Emergency Preparedness and the OEP.

7.3 Preparedness

Preparedness is the activities done prior to an emergency occurring to develop a timely, effective and appropriate response. Preparedness activities include writing Plans and Sub Plans, updating and maintaining communication trees, etc. There is also a large focus on training and education and public awareness. Training and education is directed towards staff and faculty who have a role to play during the emergency response and focuses on emergency management plans and procedures. Training is conducted several ways including but not limited to in class, public events and exercises, including table top and full scale. Public education is directed to students, Faculty, staff and the entire York community. It is focused on personal preparedness and instructs people on how they can be personally prepared to cope during an emergency.

7.4 Response

Security Services, as the primary responder for the University, has standard protocols in place for effectively responding to incidents that occur on campus. Occupational Health and Safety also has response protocols in place for responding to hazardous materials spills which occur on campus. Individual Faculties, departments and units have Sub Plans in place to provide information to personnel on effective, local response activities for emergency situations.

Response activities may also include providing counseling services to students and their families, as required, to assist them in coming to terms with the emergency. Dealing with any kind of trauma can be difficult and lengthy, and as such, the delivery of counseling services may also continue into the recovery phase.

7.5 Recovery

Recovery deals specifically with the processes, procedures and templates necessary to affect the return to normal business operations as quickly as possible. It deals extensively with documenting losses, reporting damage and procedures to “restart” the unit. Effective and timely recovery is critical to the viability of individual academic and administrative units. Assessment of operational status, capabilities and the phasing in of a return to normal business operations must be planned, documented and communicated within the unit’s senior management team.

When a centralized, coordinated presence is no longer required, the York University EOC will stand down and demobilize. University and departmental recovery plans will then be activated. Recovery Plans serve two purposes. First: to return the University or a unit thereof, to an acceptable minimum standard of operations as quickly as possible after an emergency. Second: Recovery Plans address long term recovery issues required to return the University or unit thereof to sustainable operations. Recovery activities may last a few days or several weeks, depending on the emergency. Recovery activities will continue as long as necessary

to ensure the return to normal or “new normal” operations. (**NOTE:** “new normal” refers to the situation where regular day-to-day operations are not exactly the same as the pre-emergency state. They may be enhanced and possibly upgraded to better standards or procedures than before the emergency.)

8.0 Incident Management System (IMS)

The Incident Management System (IMS) is a model for the command, control and coordination of emergency response, used by individual organizations working towards the common goal of stabilizing the incident and protecting life, property and the environment. It brings order to the management of varied resources, available and required, during an emergency response allows many departments and agencies to operate as one cohesive unit working towards a singular goal.

The City of Toronto and the first response agencies in Toronto utilize the Incident Management System.

In keeping with the goal of aligning our Emergency Plan with the City of Toronto and first responders within the City, York University has adopted IMS to facilitate the coordination of response activities between itself and external agencies.

8.1 Emergency Response Levels

York University defines an emergency as:

“an urgent and/or critical situation, temporary in nature, which threatens and/or harms the health, safety or welfare of people, the environment, property, normal business operations or infrastructure at York University”

Emergency situations may differ by nature, severity and magnitude. Not all emergencies become disasters or are simple incidents. Some may include the intervention of emergency response services such as Police Services, Fire Department or similar agencies.

The University employs an Emergency Response Level (ERL) classification system where emergencies are categorized into three broad categories.

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

- 1) The ability of the University to either handle the incident with internal resources or require the assistance of external emergency response agencies such as Police Services, Emergency Medical Services or the local Fire Department
- 2) The scope of the incident (how much of the University is affected)
- 3) The severity of the incident (amounts of deaths, injuries and/or damage)
- 4) The duration of the incident (how long the emergency lasts)
- 5) Estimated recovery time (length of time required to return to normal operations)

Table A illustrates the Emergency Response Levels in place for York University.

Incident (ERL Level 1) is defined as:

An incident either caused by human action or natural phenomenon that requires action by designated emergency response personnel to prevent or minimize loss of life or damage to property, environment and reduce economic and social losses. Typically, incidents can be handled by York's own primary emergency response departments such as Security Services, Occupational Health & Safety or Campus Services and Business Operations (CSBO). However, some "routine" incidents may still require assistance from first responders.

Emergency (ERL Level 2) is defined as:

An urgent and/or critical situation, temporary in nature, which threatens and/or harms the health, safety or welfare of the environment, property, normal business operations or infrastructure at York University. Emergency situations may differ by nature, severity and magnitude. York's internal capabilities and resources to handle such situations are exceeded. The emergency is such that assistance from external first responders or similar agencies is needed to respond to, and to help minimize any potential negative impact.

Catastrophic Event (ERL Level 3) is defined as:

Catastrophic events result in serious harm to the health, safety or welfare of people or animals, or in widespread damage to University property. The effects generally last an extended period. Recovery and return to "normal" operations is also prolonged.

Emergency Response Levels

Table A

<p>Emergency Response Level 1</p>	<p>Minor, localized emergency. Unplanned event or incident that is not likely to adversely impact or threaten life, health or property on campus. The impact of the incident is localized to a section of a building or a specific building, not several buildings or the entire campus. The duration of the incident is short, usually less than a day, and the recovery (or return to normal operations) from the incident is immediate. There are no long-term impacts from this type of incident. The incident does not disrupt normal University operations outside the immediate area concerned. Control and response to the incident is within the normal scope of the University operations. External emergency response agencies such as police, fire or ambulance may be involved. The University's Incident Management System may be activated. Unit Sub Plans may be activated as well. The University Emergency Response Team may be activated. Examples of Level 1 events are: assault on campus, damage to property, fire alarms, checking on a student who may be ill or possibly missing, etc.</p>
<p>Emergency Response Level 2</p>	<p>Major emergencies that disrupt normal University operations; External emergency response agencies (e.g., police services, fire department, University contracted Hazmat team, Emergency Medical Services etc.) are called upon to assist the University in responding to the event. The emergency can affect several departments, buildings or functions of the University and consequently may affect mission-critical functions such as teaching, research, campus services, or administrative activities. The University's Emergency Plan is activated. The Incident Management System is activated. Along with the Emergency Response Team, the Emergency Management Group and the Emergency Policy Group are advised. The Emergency Operations Centre may be activated. The Emergency Policy Group determines if a declaration of a state of local emergency is necessary. The EPG will also determine if it is necessary to temporarily close the University depending on the nature, extent and duration of the emergency. The duration of the event is short to medium (1-3 days) and the recovery (or return to normal operations) from the emergency is not immediate taking several days to return to normal operations. Examples of Level 2 events are building fire, major damage to property, flooding, civil disorder, etc.</p>

<p>Emergency Response Level 3</p>	<p>A catastrophic event that impacts the entire campus and possibly the surrounding community. Along with the Emergency Response Team, the Emergency Management Group and the Emergency Policy Group are advised. The Emergency Operations Centre is activated. The Emergency Policy Group may declare a state of local emergency. The event impacts all or most mission-critical functions of the University. The emergency is not short lived and recovery to normal operations could take several weeks. There are significant long-term impacts to University. Life, health and property on campus (and in the wider community) are threatened; there may be loss of life and/or significant property damage. The nature, extent and duration of the emergency warrant the temporary closure of the University. Provincial or Municipal governments may declare a State of Emergency. External Emergency response agencies are mobilized to assist the University in responding to and recovering from the emergency. Examples of Level 3 events are a pandemic, major power outage, severe weather such as a tornado or ice storm, etc.</p>
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8.2 Self-reliance and External Emergency Response Agencies

In Canada and specifically in Ontario, responsibility for resource allocation for emergency management and response is at the local level. For local municipalities, this means that during emergencies, resources must be dedicated first at the local level and only when the emergency goes beyond the capabilities and resources of the local government to cope can additional resources be drawn from surrounding municipalities, provincial or the federal government. This principle of self-reliance is also in place for the York University's Emergency Preparedness Program. To the extent that internal resources permit, the University handles various types of incidents with internal resources.

9.0 Emergency Operations Centre - EOC

The EOC is used by the University's Emergency Management Group and Emergency Policy Group. The EOC facilitates coordination of the response to major emergencies and assists in the effective implementation of the Incident Management System by both internal and external emergency response agencies. The EOC is essentially a convenient and safe room, where emergency response strategies can be coordinated.

There is a room designated as the EOC at both the Keele and Glendon campuses. While these rooms are not spaces solely dedicated as the University's EOC's, the rooms are readily accessible and can be quickly set up. The necessary telecommunications, landlines for fax, data and telephone are in place. Laptops, teleconference, campus maps and other dedicated equipment are readily accessible and available.

There are 3 stages of activation for the EOC – monitoring, partial and full. The initial level of activation will be determined at the onset of the incident by either the Director of Security Services, as the head of the primary University response service, or the AVP-CSBO, as the EOC Commander. As the incident progresses, the level of activation may change depending on the circumstances and the level of response required. Subsequent levels of activation will be determined either by the Director of Security Services, the AVP-CSBO and/or the Emergency Policy Group.

Levels of activation are:

Monitoring – the EOC is not activated, however, members of the EOC may be advised of the situation; there is the potential for the incident to threaten life, property or the environment; administrative staff is put on stand by for the potential to open and activate the EOC.

Partial – the incident has escalated or requires that some of the EOC members attend the EOC to begin command and control operations and make high level decisions affecting a major portion of the University. Not all EOC members may be required at this point, however they will be advised of the situation and asked to be on stand by in the event they are required; coordination with external agencies is required.

Full – the incident has escalated or requires all members of the EOC (Emergency Management Group, and all support staff) to attend the EOC; the incident may affect the entire University or may be a municipal or provincial emergency; high level decisions affecting the University are required (e.g. potential closure of the University); the emergency has the potential to be a prolonged incident lasting

several days or weeks; extensive coordination with external agencies is required and some external agencies may send staff to York's EOC.

During the initial stages of the incident, it is likely that members of the Emergency Response Team – particularly the Incident Commander (first trained Security Official on site, or Security Operations Manager) will be managing the crisis at the scene of the incident. **NOTE:** The Emergency Response Team is comprised of Security Services Officers, Emergency Response Wardens, Building Emergency Captains and may also include Occupational Health and Safety. Their primary responsibilities during the initial stages of the event will be to:

- Contain the incident
- Care and support for victims and others affected by the emergency
- Liaise with external emergency response agencies as needed
- Provide resources and other support as requested by external emergency response agencies to facilitate response efforts
- Track information and provide regular status reports to the Emergency Management Group
- Identify for the Emergency Management Group the resources that have been mobilized or dedicated to assist the field operations at the scene of the incident

9.1 York University Incident Management System

York University has adopted the Incident Management System (IMS) for command, control and coordination of incident response. IMS is widely accepted by response agencies across North America and is the standard organizational structure and management system used to align both private sector and government response organizations. IMS includes five basic components: Command, Operations, Planning, Logistics and Finance/Administration Sections. IMS operates at both the site of the emergency and in the designated Emergency Operations Centre (EOC).

The York University Incident Commander (first trained Security Official on site, or Security Operations Manager) is the liaison between the emergency site and the EOC. The Incident Commander (IC) advises the Emergency Management Group (EMG) in the EOC of the status of the emergency, what resources are required, etc. The EMG provides the strategic direction and decision making authority to assist the first responders at the scene. The IMS is a modular system that is scalable and can be expanded or contracted as necessary to meet the immediate needs of the situation.

A detailed description of the members of the EOC and their roles and responsibilities within IMS is attached in Appendix 1.

9.2 Roles and Responsibilities of Key Internal Personnel

Roles and responsibilities of key University personnel and units during an incident focus on emergency response, but also include responsibilities for mitigation and recovery. Roles and responsibilities of identified personnel and units are outlined in Appendix 1.

9.3 Emergencies Outside of Business Hours

York University's business hours are Monday to Friday 8:30am to 4:30pm. It is possible that an emergency will occur during non-working hours. Security Services maintains a 24/7 presence at both campuses. Security Control can be reached by calling either ext.33333 from any internal phone or 416-736-5333. Security will take control of the situation and take appropriate action using the emergency communication tree.

Regardless of when an emergency occurs, the structure of the Emergency Plan remains the same. Its implementation may vary depending upon available resources and staff until the proper officials can be notified. Until that time, the individuals assuming the most responsibility will be those officials/individuals of the highest authority who are available at the time, and who have had the appropriate training. These individuals should follow the Emergency Plan and immediately notify Security Services of the situation. Security will escalate notification to senior University officials.

10.0 Communications During an Emergency – Internal and External

In any major emergency, the C&PA (Communications and Public Affairs) Crisis Communications Team (CCT), led by the Chief Communications and Marketing Officer of Communications and Public Affairs, manages all aspects of communications to all university audiences (e.g., media, employees, students, and stakeholders, community, government,

The role of the CCT is:

- to be prepared to quickly and effectively respond to identified crisis scenarios to communicate effectively with internal and external stakeholders
- provide relevant information as it is known to York University students, faculty and staff regarding the status of and changes to operations, including short and long term plans
- provide public action directives to the community on actions they should take
- keep external stakeholders informed of the status of the emergency, the impact on the institution and how they may assist
- protect and maintain York University's reputation.

The team is available throughout the emergency and remains in the EOC and/or on site until the emergency is over and the EOC has been deactivated.

The CCT is comprised of members of C&PA Division. The size of the team and location of individual team members will vary based on the nature and duration of the emergency. The team will be organized to meet the requirements of a prolonged worst-case scenario.

The CCT employs the Crisis Communications Response Guide which is a comprehensive sub-plan developed as an internal management training and crisis communications response tool for York University Communications and Public Affairs in support of the overarching York University Emergency Response Plan.

Communications & Public Affairs (CPA), therefore, will act as the Public Information Officer, supporting the emergency response process ensuring timely, consistent messages to all audiences.

The PIO's driving motives during emergencies are to support the EOC and to educate, reassure, and be accountable. Specifically to:

- Deliver messages to students, staff, faculty, students, parents and others
- Use empathetic, fact-driven content to mitigate information voids, speculation and rumours and to correct misinformation and reduce anxiety
- Maintain confidence in the ability of York University's leadership to respond to and manage emergencies

To the extent possible, all communication will be:

- Supportive of and reflect the emergency response plan
- Accurate and fact-based
- Timely
- Consistent and coordinated with PIO's from first responders/ emergency personnel (Toronto Police Service, Fire Department, etc.)
- Focused on providing information to those directly affected by the situation first.

Various types of media will be used to keep the community informed including announcements in the local news media (TV, print and radio), e-mail and voice mail announcements, emergency hotlines, unit telephone trees, social media, LCD screens where available, and meetings for affected areas of the University.

University Information Technology (UIT) has a disaster preparedness plan for telecommunications that will enable the University's official switchboard to be established in a predefined room that has been equipped to function as an alternate

stand-by telephone call centre. This call centre will be staffed by UIT personnel. An emergency hotline number will be established to field inquiries about the event.

Unit senior managers (Executive Officers, Administrative Officers, Managers, Directors, Assistant Vice-Presidents) have a responsibility to establish and maintain unit communications trees to be activated in the event of an emergency. The Office of Emergency Preparedness has a template which should be completed and maintained by all York University academic and administrative units.

Appendix 1 YORK UNIVERSITY IMS ORGANIZATIONAL STRUCTURE

York University has adopted the Incident Management System (IMS) for command, control and coordination of incident response. IMS is widely accepted by response agencies across North America and is the standard organizational structure and management system used to align both private sector and government response organizations. IMS includes five basic components: Command, Operations, Planning, Logistics and Finance/Administration Sections. IMS will operate at both the emergency site and the Emergency Operations Centre (EOC) with two separate and distinct functions. The IMS at the site is responsible for all operations and activities within the perimeter of the emergency. The IMS in the EOC is responsible for supporting the site and ensuring the continuous operations of everything outside the emergency perimeter.

The York University Incident Commander (first trained security official on scene or Security Operations Manager) is the liaison between the emergency site and the EOC. The Incident Commander (IC) advises the Emergency Management Group (EMG) in the EOC of the status of the emergency; what resources are required, etc. The EMG provides the strategic direction and decision making authority to assist the first responders at the scene. The IMS is a modular system that is scalable and can be expanded or contracted as necessary to meet the immediate needs of the situation.

The following is a brief outline of the York University Incident Management System (IMS) organizational structure and Emergency Operations Centre functional groups.

Emergency Policy Group (EPG)

The President's Core Crisis Team serves as the Emergency Policy Group. The EPG provides guidance and support to the EOC, including setting priorities and direction for campus response and recovery activities. The Emergency Policy Group is comprised of the following core members:

- ❖ President or designate
- ❖ VP Finance and Administration or designate
- ❖ VP University Relations or designate
- ❖ University Secretary and General Counsel or designate
- ❖ Additional members may be added to the EPG, depending on the nature of emergency

NOTE: Every member of the EPG is responsible for pre-identifying a designate who can assume the members' responsibilities should they be absent during an emergency.

Any member of the EPG can activate the EPG (or Core Crisis Team) when an emergency arises. The EPG assesses the situation and, based on information from the Emergency Management Group (which relies on Functional Support Groups as

well as External Emergency Response Agencies), the President or delegate is empowered to declare a University Emergency when:

- a) Conditions exist on or within the vicinity of the campus which result from natural or human caused disasters or civil disorders which pose a threat of serious injury or damage to property, the environment, or University operations.
- b) Extraordinary measures are needed to avert, alleviate, or repair damage to University property or to maintain orderly operation of the campus.

The VPFA has overall responsibility for ensuring that workable plans are in place that will address anticipated emergency situations that could occur on campus.

Emergency Management Group (EMG)

The EMG is responsible for managing the response and recovery during and following an emergency. The EMG may be activated by the Director of Security Services or the Assistant Vice-President Campus Services & Business Operations (the EOC Commander) or designate. They will also determine the activation level and associated response activities (monitoring, partial or full activation). Housed in a designated Emergency Operations Centre (EOC), the primary functions of the EMG are to:

- follow policy as directed by the Emergency Policy Group
- manage information
- manage resources
- manage field activities
- manage support activities for internal responders
- identify issues and where possible, respond to field operations issues that are beyond the scope of resources and planning initiatives

Under the leadership of the EOC Commander, the Emergency Management Group responsibilities in the EOC are as follows:

NOTE: Every member of the EMG is responsible for pre-identifying a designate who can assume the members' responsibilities should they be absent during an emergency.

a) Emergency Operations Centre Commander - AVP Campus Services & Business Operations or designate)

- Liaises with the Emergency Policy Group
- Directs activities and resources of the EOC
- Determines level of staffing needed in the EOC
- Maintains communications with the PIO

- Responds to EPG directives
- Maintains a log of decisions and actions during the emergency

b) EOC Manager/Liaison Officer (Manager, Office of Emergency Preparedness or designate)

- Ensures a general EOC log is maintained to document major actions and decisions of the EOC
- Ensures EOC is set up for activation with necessary resources and equipment; coordinates with EOC Commander to ensure activities and resources are appropriate; ensures business cycle meetings are held and updates provided to EOC staff
- Interfaces with External Emergency Response Agencies (e.g., fire, law enforcement, provincial/municipal emergency management, etc.), volunteer support groups, other institutions, etc. as needed
- Serves as advisor to the EOC Commander regarding plans, emergency operating procedures (EOPs) and Mutual Assistance Agreements (MAA)
- Coordinates general situation status reports and briefing notes with both internal and external partners within the EOC
- Provides direction to Duty Officers and Scribe Section staff regarding initial activation, set-up and operational process flow for the EOC until “operational status” is declared and authority transferred to the EOC Commander
- Provides ongoing interpretation and advice to the EOC Commander regarding emergency management plans, practices, protocols and available resources
- Requests external operational information (e.g. operational situational reports, incident action plans and updates) from external agencies and support groups as required and disseminates the information within the EOC
- Maintains a log of decisions and actions during the emergency

c) Public Information Officer – Director, Media Relations or designate

- From a communication point of view, assess the degree of severity and scope of all situations reported to the EOC
- From a communication point of view, assess the degree of severity and scope of all non-emergency issues reported to the EOC and their impact on the university
- Establishes initial and ongoing strategic communications plan to manage emergency communications
- Identify and communicate with all internal and external key audiences in a timely manner
- Provide immediate feedback, assistance and advice to EOC as required
- Provide ongoing emergency site consultation on all communications matters
- Acts as the University spokesperson during and following the emergency

- Communicates current information *internally* to the EOC and *externally* to the York community and media
- Serves as the primary contact to other external agency PIO's
- Liaises with the communications staff to produce media statements, protective action decision statements (PADS), and staff guidance documents
- Takes a lead role in identifying subject matter expert spokespersons as appropriate or required
- Establishes and updates emergency email listservs, hotlines, and web sites
- Research and collect information to support EOC planning objectives, to assist the Emergency Policy Group in the development of key messages, that may impact emergency response operations
- Monitors the EOC activity to provide input to the Emergency Policy Group when formulating key messages
- Monitors and updates social media outlets such as Facebook and Twitter
- Maintains a log of decisions and actions during the emergency

d) Scribe (CSBO Administrative Officer or designate)

NOTE: in some cases, it may be necessary to have 2 people in this position.

- Documents all objectives, decisions and action plans created by the Emergency Management Group
- Processes the dissemination of information from the EOC, from other internal University emergency management meetings and other related information
- Provides situational report updates and informational briefings from the Emergency Management Group via the Finance/Administration Section Lead and Duty Officers and directs it to appropriate functional cells such as Planning, Operations, Logistics or Finance/Admin
- Receives all general incoming calls and routes them to the appropriate IMS functional cells for action
- Ensures that all situation boards, visual displays and electronic logs are updated and maintained
- Provides situation report and information updates from the Emergency Management Group to the section leads for appropriate action to be taken
- Ensures records of all EOC activity are maintained and filed by the staff of each operational section under IMS
- Maintains a log of decisions and actions during the emergency

e) Duty Officer(s) (Designated Managers CSBO or designates)

- Assists with the response to the initial receipt of emergency information
- Responsible for EOC security, ensuring that only the necessary members of the Emergency Policy Group and Emergency Management Group gain access
- Maintains an entry log to sign members in and out of the EOC
- Distributes appropriate identification to EOC members

- Maintains a log of decisions and actions during the emergency

f) Safety Officer (Director of Occupational Health and Safety or designate)

- Responsible for the health and safety of all staff
- Liaise with and support site safety personnel regarding the use of Personal Protective Equipment for staff and emergency workers at the emergency site
- Maintains communications with the Emergency Site Safety Officer and provides updates to EOC members
- Notifies and liaises with the Ontario Ministry of Labour in the event of a critical injury
- Maintains a log of decisions and actions during the emergency

IMS Functional Groups (AKA “General Staff”)

The following “sections” or “cells” make up the general staff that may be needed to respond to an emergency or to provide support in the Emergency Operations Centre. Each section of the General Staff has a Section Lead who will lead the group, serve as the point of contact for the section, and help determine the level of staffing and expertise needed within the section to respond to the emergency.

NOTE: It may be useful for each functional group to have a Scribe assigned to them during full activation of the EOC, particularly the Operations and Planning Sections. It will be the responsibility of the Lead of each section to determine if a scribe is required and to fill that position.

1. Operations Section

Operations Section staff are the “doers” in the EOC. They are responsible for the overall coordination of resources needed to manage the emergency, and set priorities and monitor the needs of the field response. The Operations Section implements the strategies determined by the EOC Commander and the Emergency Policy Group and provides support to the field Incident Commander (IC) and response teams. The Operations Section lead position can be filled by several of the section’s staff, depending on the type of emergency and will be confirmed by the EOC Commander upon EOC activation.

NOTE: Every member of the Functional Groups is responsible for pre-identifying an alternate who can assume the members’ responsibilities should they be absent during an emergency.

The Operations Section may include the following staff:

Operations Lead - Campus Services and Business Operations: (Maintenance Director or designate)

- Manages and coordinates the prioritized response and exchange of operational information for all buildings, power/water/HVAC utilities, roadways, and grounds through designated personnel
- Has the lead for the Operational Action Plan for emergency inspection, damage assessment, repair and restoration operations for all campus buildings, power/water/HVAC utilities, facilities, roadways, and grounds
- Coordinates emergency power and related support for all field operations and the EOC
- Provides reports from outside utilities
- Assists in transitioning from response operations to recovery (e.g. clean-up, repair and restoration operations)
- Maintains a log of decisions and actions during the emergency

Security: (Director, Security Services, or designate)

- Invokes the Notification System
- Manages security functions by supporting the Incident Commander
- Has the responsibility of supporting first responders by marshalling University resources to assist with security, perimeter establishment and control, traffic control, access control, public order, etc.
- Coordinates with all first responders (police, ambulance, fire, etc.) who have staff in the EOC
- Assists Housing in evacuation and sheltering efforts on or off Campus
- Maintains a log of decisions and actions during the emergency

University Information Technology: (Director, IT Infrastructure or designate)

- Maintains the central data and computing infrastructure
- Assesses operational status of campus data and computing services
- Ensures support to emergency data network and computing application services
- Directs restoration of central computing and networking infrastructure and services, arranging for emergency repairs
- Leads the provision of technical support for campus telephone and communication systems used in the emergency response
- Directs restoration of communications services on campus, arranging for emergency repairs
- Establishes alternate means of communication when necessary, and provides communications capabilities to support EOC operations
- Ensures that approved messages (provided by the PIO) are initiated on the University's central call processing system
- Assesses the need for and initiates appropriate actions (e.g. ensure availability of enterprise services such as Internet access, email, voice communications, central web service, and student service applications and supporting technology) identified in the University's Disaster Recovery Plan to ensure availability of enterprise services to support EOC priorities
- Ensures that the University's "external" and central "internal" website is operational and updated as necessary (e.g. with key messages provided by the PIO), and available to be used by University Relations as a primary communication medium during and after the emergency
- Assesses the need for and initiates appropriate actions (e.g. ensure availability of key administrative services such as human resources, security systems, and support technology) identified in the University's Disaster Recovery Plan and establishing alternate means of administrative computing services to support EOC priorities
- Ensures the set-up, activation and configuration of EOC computer hardware, printers, fax machines, visual display monitors, scanner(s), data projectors, and all emergency software applications
- Maintains a log of decisions and actions during the emergency

Care/Shelter: (Director, Housing Services or designate)

- Advises the Emergency Management Group on all matters pertaining to the provision of emergency food, medication, clothing and shelter for Residences and the University community generally
- Oversees the mass evacuation of students from residence, if required, along with tenants in graduate housing, including family and pets

- Develops and maintains Mutual Assistance Agreements with other post secondary institutions regarding use of space for housing resulting in evacuation of either campus
- Identifies and prepares an appropriate number of buildings to be used as emergency reception centres
- Oversees/operates, directs and supervises the operation of such centres
- With assistance from the Liaison Officer, Emergency Management Group, liaises with the Community Relations Officer and Manager of Food Services, Logistics Section, to coordinate support from or for Municipal Social Services and/or established Non-Government Support Groups (NGOs) such as the Red Cross, Salvation Army etc. to provide emergency social services including registration and inquiry
- Maintains a log of decisions and actions during the emergency

Research: (Senior Manager and Policy Advisor, Research Ethics, or designate)

- Coordinates response operations for research facilities, including provision of any information that relates to exposure risks specific to such research facilities
- Manages the provision of animal care, including protecting, feeding, rescue and relocation if necessary
- Coordinates emergency response operations in conjunction with the priorities for providing environmental health and safety to the animals
- Reports the status of research animals to the EOC at intervals
- Maintains a log of decisions and actions during the emergency

2. Planning and Analysis Section

The Planning and Analysis Section are the “thinkers” in the EOC. They are responsible for determining what needs to be done to rectify the situation. They need to think ahead up to 24 hours and anticipate future needs. This may include analysis of the situation, writing situation reports, anticipating changing situations, developing action plans, monitoring resources and facilities, managing maps, documenting the response and providing information to the Scribe to update EOC status boards.

NOTE: Every member of the Functional Groups is responsible for pre-identifying a designate who can assume the members’ responsibilities should they be absent during an emergency.

The Planning and Analysis Section may include positions from both the Academic and non-Academic divisions as follows:

Planning Lead: (Senior Executive Officer, Vice President Finance and Administration or designate)

- Leads the overall management and analysis of incident information and assessment of impact and outcomes
- Manages the receipt, posting, tracking and documentation of incident information by Planning and Analysis Section staff
- Provides the EOC Commander and Emergency Policy Group with an analysis of the situation, and interruption to the University programs
- Maintains a log of decisions and actions during the emergency

CSBO: (Senior Manager, Environmental Sustainability or designate)

- Provides information regarding campus lands, facility layout, design and infrastructure, and visually displays information in the EOC as required
- Liaises with Fire Prevention, CSBO and Safety Officer (Emergency Management Group) and Housing to determine appropriate evacuation routes and sheltering facilities
- Assists in damage assessment of facilities and production of inspection and status reports
- Coordinates with Maintenance Director and Manager of Insurance & Risk Management (Finance & Admin Section) to produce estimates of damage, loss and reconstruction/repair costs
- Works with Planning & Analysis Section Lead and Operations Section Lead to determine emergency repair priorities
- Maintains a log of decisions and actions during the emergency

Students: (Senior Executive Officer - VPS or designate)

- Represents student services within the VP Students Division during the emergency response and recovery
- Advises the Planning and Analysis Section Lead on the implications of emergency measures on students and support services
- Maintains an inventory of students with disabilities who have registered with the Office of Physical, Sensory and Medical Disabilities
- Arranges for support for students requiring special assistance
- Works with the Director Student Community and Directors of Housing and Food Services (Operations Section) to determine and coordinate housing, food and medication needs

- Works with the EOC Public Information Officer to provide information to the campus community
- Assists the Community Relations Officer and/or Director HR Services with set-up of registration and inquiry services to reunite families and to collect queries concerning the safety and whereabouts of students
- Monitors and provides for crisis-counseling services to students as required, along with Human Resources
- Maintains a log of decisions and actions during the emergency

Academic: (Senior Executive Officer Academic and/or Associate VP Academic or designate)

- Liaises with Faculty Deans and department heads to provide support as needed
- Obtains input and feedback from academic offices and provides information in formulating the recommendations of the Planning & Analysis Section
- Advises the Planning and Analysis Section Lead on the implications of the emergency on academic programs and activities (classes, examinations, etc.)
- Maintains a log of decisions and actions during the emergency

3. Logistics Section

The Logistics Section is responsible for determining available resources to respond to the emergency and supports the Operations Section. As the “Getters” of resources, the staff of this section is responsible for acquiring emergency response and recovery workers, employee/student resources, supplies and equipment. The Logistics Section is comprised of the following staff:

NOTE: Every member of the Functional Groups is responsible for pre-identifying a designate who can assume the members’ responsibilities should they be absent during an emergency.

Logistics Section Lead: (AVP Finance or designate)

- Provides overall management of resource and logistical support for operations and planning functions that are beyond normal departmental assets
- Responsible for overall coordination of personnel availability and assignment, equipment and supplies procurement, transportation services, NGO (Non-Government Organization) volunteer support and donation management; and identification and tracking of all existing resources
- Maintains a log of decisions and actions during the emergency

Procurement: (Director, Procurement Services or designate)

- Sets up all logistics for procurement and delivery of resources, both University/Campus resources and external goods and services
- Arranges for field receipt and acknowledgement of equipment and resources
- Procures privately owned and vended services
- Arranges for contracted services, equipment purchase, supplies purchase or support (meals, etc) for emergency operations. For services not purchased through the EOC, establishes a tracking process to assure proper invoicing and payment
- Responsible for overall coordination of tracking of contract payment for services provided by external agencies in coordination with the department or unit engaging those services
- Finds and distributes needed resources
- Maintains a log of decisions and actions during the emergency

Human Resources: (Director, Recruitment, Workforce Planning and Employee Equity or designate)

- Arranges for temporary hires as required
- Identifies, recruits or seconds employees from across the University for emergency related roles and tasks as required and appropriate
- Arranges for EOC and emergency response staffing shift schedules, recall of staff and staff assignment
- Executes critical processes for employee benefits and payroll, having ensured that exigent systems are in place
- Maintains an inventory of employees with disabilities and arranges support for employees requiring special assistance
- Monitors and arranges for crisis-counseling services to employees as required in conjunction with SC&LD
- Maintains a log of decisions and actions during the emergency

NGO Support: (Community Relations Officer or designate)

- Coordinates support from the University Campus and surrounding community, including NGO Support Groups (e.g. Red Cross, Salvation Army, etc)
- Coordinates all volunteer resources to support the University's emergency response and recovery needs
- Establishes a process for registering, screening and managing volunteers (e.g., background checks, emergency contact numbers, signed release from liability; etc.) and coordinates with Human Resources
- Arranges for volunteer support coverage and deploys as requested by Operations Section
- Maintains a log of decisions and actions during the emergency

Transportation: (Manager, Transportation Services or designate)

- Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment, supplies, and persons with minor injuries, and evacuations across or off Campus;
- Manages the University's van and bus pool;
- Coordinates the provision of municipal transit services to Campus and
- Maintains an inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers)
- Maintains a log of decisions and actions during the emergency

Food/YU Card Services: (Director, YU Card and Food Services or designate)

- Establishes emergency contracts with suppliers to provide emergency supplies of food and water to support students in Residence as required
- Obtains and allocates food and water supplies to support emergency staff needs (e.g. coordinates resources to provide food for EOC and field level emergency workers)
- Utilizes YU Card to track student evacuees in conjunction with Director of Housing Services
- Maintains a log of decisions and actions during the emergency

4. Finance and Administration Section

The Finance and Administration Section are the "Payers" responsible for determining the short and long-term fiscal impact of the emergency, cost accounting and compensation claims, timekeeping (employee hours worked), EOC administration, and tracking expenditures throughout the emergency. This section is comprised of the following positions:

NOTE: Every member of the Functional Groups is responsible for pre-identifying a designate who can assume the members' responsibilities should they be absent during an emergency.

Finance and Administration Lead: (University Comptroller or designate)

- Provides overall management of financial accounting, analysis and reporting for the emergency response
- Advises the Emergency Management Group and Emergency Policy Group of the costs-to-date of the emergency response, estimated losses and financial impacts of the emergency to University businesses, programs and facilities
- Establishes an accounting process for tracking expenses for procurement of services, contracts and/or mutual aid or volunteer group expenses, and equipment/supply and service costs
- Ensures adequate funds are available for the emergency response staff and allocates expenditures to specific cost centres
- Assists in the management of financial accounting and analysis for the emergency response to produce financial impact reports for the Finance/Administration Section Lead
- Maintains a log of decisions and actions during the emergency

Insurance: (Manager, Insurance and Risk Management or designate)

- Contacts appropriate insurance carrier to initiate claims response
- Liaises with adjusters assigned to the file to determine coverage and establishes approximate amount of loss
- Coordinates with Maintenance Director and Senior Manager, Environmental Sustainability (Planning & Analysis Section) to produce estimates of damage, loss and reconstruction/repair costs
- Coordinates with Director of Maintenance for emergency inspection, damage assessment, repair and restoration operations for all campus buildings
- Establishes a process for tracking financial losses or liability for insurance claims
- Ensures all contractors involved in response support and recovery operations have appropriate insurance coverage
- Produces estimated loss reports and financial impact assessments for University businesses, programs and facilities
- Maintains a log of decisions and actions during the emergency

Human Resources & Employee Relations: (Director Payroll, Records & HR Systems or designate)

- Maintains timesheets for all internal emergency response personnel, including temporary employment agencies, in coordination with HR representative
- Calculates total staffing hours and overtime costs for the emergency response
- Develops systems (including exigent systems) to ensure employees are paid
- Maintains a log of decisions and actions during the emergency

Field Operations Command Post

Incident Commander: (first trained Security Official on site or Security Operations Manager)

The Incident Commander (IC) is responsible for all York University field level activities and operations designed to protect life, health and safety and minimize damage to University property and infrastructure within the perimeter of the emergency. The IC is in charge at the emergency site (if applicable) and communicates directly with the EOC Commander whose role is to support the Incident Commander. All members of the Site Command Post Team are responsible for pre-identifying a designate to assume the members' responsibilities should they be absent during an emergency.

The IC remains in control of the site, unless and until relieved by a Senior Officer of an appropriate first response agency such as Police, Fire or Emergency Medical Services. Once a higher authority is at the site, the University's Emergency Response Team supports the municipal first response agency as part of a "Unified Command" structure. However, the York University Incident Commander remains the lead in the York University response.

The Incident Commander is responsible for the following:

- Establishing an initial “hot zone”, and inner and outer perimeters to protect responders and members of the University community
- Implementing the Incident Command System (IMS) at the site
- Assessing the nature and magnitude of the emergency
- Determining the immediate threat to human life and structures
- Determining the need for site evacuation and carrying out evacuations as necessary
- Providing emergency first aid until supported by municipal first response agencies
- Liaising with the Emergency Operations Centre Commander, once the EOC is activated
- Maintaining a log of decisions and actions during the emergency

Site Safety Officer: (Occupational Hygienist designated by the Director of DOHS)

The Safety Officer is responsible for the safety and well-being of university staff and responders at the site of the emergency. The Safety Officer will keep the University IC advised of any safety issues that may arise at the site as well as immediately reporting any injuries that may occur. The Safety Officer will liaise with the Director of OHS in the EOC, as well as the Safety Officers from other responding agencies to ensure consistency in safety practices during the response.

The Site Safety Officer is responsible for the following:

- Responsible for the health and safety of the emergency response staff
- Providing advice and guidance on operational activities pertaining to safety prior to implementation including protective actions, personal protective equipment requirements, exposure risks (physical, chemical, biological, electrical, radioactive, etc) and recommending protective strategies
- Maintaining a log of decision and actions during the emergency

APPENDIX 2 Emergency Response Wardens

Roles and Responsibilities

The Emergency Response Warden is a member of the Emergency Response Team, and is a volunteer or is appointed by senior management in their respective administrative or academic unit. The Warden is responsible for floor, work area or building evacuation. The Warden will report to Security Services or the Building Emergency Captain that everyone within their area of responsibility has evacuated; or that someone has remained in the building; or that someone is unaccounted for. The Warden will ensure that York University's Security Services are notified of any emergency situations. When life safety is threatened Toronto Police Services should be contacted first and York University's Security Services immediately thereafter.

The Warden is further responsible for informing staff, faculty and students in their respective area of responsibility of the location of the building Evacuation Assembly location(s).

In the event of a building evacuation the Emergency Response Warden will:

- Clearly identify themselves as an official member of the University's Emergency Response Team as the Floor or Area Emergency Response Wardens (wear jackets caps vests to clearly identify themselves)
- Request that everyone evacuate the area
- Take note of anyone who refuses to evacuate the area
- Assist any person with physical disability to evacuate
- Communicate and explain where the area/building Evacuation Assembly Point is
- Account for persons not present at the Evacuation Assembly Point
- Generally assist the emergency response team as needed