Sheridan

Emergency Management Plan

2023

Contents

Emergency Management Plan

Executive Summary

This Emergency Management Plan is designed to provide Sheridan with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response. It is based on integrating Sheridan's emergency response resources with those of other government emergency response agencies.

This Emergency Management Plan uses the Incident Management System for managing response to emergencies. The Incident Management System (IMS) is designed to be used for all types of emergencies, regardless of size and complexity, and for any significant event which have the potential to impact the provision of essential services.

IMS provides a system for managing emergency operations involving a single agency within a single jurisdiction; multiple agencies within a single jurisdiction; and multiple agencies from multiple jurisdictions.

The organizational structure of the IMS may not resemble the day-to-day organization of Sheridan. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee assignments may change in the IMS organizational structure. This means that an employee's position in the IMS structure may change during the course of a single incident.

The Emergency Management Plan consists of the Plan, Hazard-Specific Annexes and Functional Annexes. The Emergency Management Plan and subsequent annexes are based on an all-hazards approach and acknowledge that most responsibilities and functions performed during a major emergency are not hazard specific.

The plan is based on the fact that Sheridan and local governments have primary responsibility for emergency response and operations for emergencies that occur at any Sheridan campus. Sheridan will rely heavily on the Town of Oakville, City of Brampton, City of Mississauga, Halton Region and Peel Region to provide resources and expertise for law enforcement, fire services, and emergency medical services. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of essential essential services.

Introduction

The Sheridan Emergency Management Plan is the ultimate authority for coordinating response and recovery operations for Sheridan. The Plan serves as a framework and operational guide for managing an effective and coordinated response to any emergency situation impacting Sheridan or significant event which has the potential to impact the provision of essential services at Sheridan.

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

Purpose

The purpose of this Emergency Management Plan is to provide the framework for an organized response structure and to clearly define and assign roles, responsibilities and lines of authority for coping with emergencies affecting the safety and well-being of the Sheridan population and property. This Plan is designed as a comprehensive, all hazards approach and is intended as guidance in the management of any emergency or disaster on campus.

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

- To protect the safety and security of students, employees and visitors

- To ensure continuity of essential core Sheridan services and functions

- To promote an efficient coordination of response and recovery activities

- To safeguard property, infrastructure and the environment

- To ensure orderly functioning of academic and administrative activities

- To protect corporate finance, reputation and promote enterprise risk management.

The Emergency Management Plan directs response efforts when Standard Operating Procedures (SOPs) developed by Sheridan departments and units are insufficient to handle an emergency. Department specific plans and Standard Operating Procedures are meant to complement response efforts while providing specific detail regarding department-level response.

The Plan unifies efforts of the departments and faculties across Sheridan for a comprehensive and integrated approach for responding to and reducing the impacts of emergencies, whether they affect Sheridan alone or the surrounding municipalities.

The Sheridan Emergency Management Plan provides authority during an emergency for coordinating response and recovery operations throughout Sheridan. Specifically, the Plan addresses the following:

- Guidelines for activating the Emergency Management Plan.

- The organization and responsibilities of the Incident Management Team to evaluate and direct the overall response to the emergency.

- Guidelines for establishing an Emergency Operations Centre (EOC).

- Guidelines for operations that require integration across campuses.

- Integration and coordination with other jurisdictions; local, regional, provincial, federal and the private sector.

This Plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place at Sheridan. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

Scope

The Emergency Management Plan covers property owned and operated by Sheridan and the students, employees and visitors associated with Sheridan's campuses. Sheridan's Emergency Management Plan applies to each department, unit and faculty across all campus locations. While the Emergency Management Plan outlines the structure and functional roles with respect to emergency planning and response, it must be emphasized that every member of the Sheridan community shares responsibility for emergency preparedness.

The Emergency Management Plan supersedes any previous plans and precludes employee actions not in concert with the intent of this plan, or the emergency response organizations created by it. This Plan supersedes and rescinds all previous editions of Sheridan emergency plans.

Nothing in this Plan should be construed in a manner that limits the use of good judgement and common sense in matters not foreseen or covered by the elements of this Plan or its appendices.

Authority

This Plan is promulgated under the authority of the President, the Provost and the Vice President of Finance and Administration for Sheridan.

The Emergency Management Plan has precedence over all other policies, procedures and plans of Sheridan, in the event there is a conflict between them.

Planning Assumptions

1. During normal operations, routine or minor emergencies are handled by Risk Management, Occupational Health and Safety Services, Facilities Services, Information Technology Services, Student Services and other key departments.

2. An emergency may occur with little or no warning, and can take place outside of normal business operations.

3. An emergency may cause injury, possible fatalities, property loss and disruption of Sheridan's core functions of teaching and learning.

4. An emergency can quickly overwhelm internal resources and capabilities, and may require the assistance of local emergency response services.

5. Where appropriate, Sheridan will use available internal resources before requesting external assistance from local municipal agencies.

6. The Sheridan Emergency Operations Centre (EOC) will be activated and staffed by Sheridan employees. However, during a large scale emergency, external response agencies may be present in the Sheridan EOC.

7. Sheridan academic and administrative units will develop and maintain department-level emergency management and business continuity plans such as an IT Disaster Recovery Plan and Crisis Communications Plan.

8. The Risk Management Department is responsible for maintaining and updating the Sheridan's Emergency Management Plan and program activities.

9. Acknowledging that personnel must be properly trained and that Sheridan must exercise and practice its plan, the Risk Management Department will develop and deliver emergency preparedness training to employees. The Risk Management Department will also coordinate and lead various types of exercises in cooperation with internal and external staff and agencies.

Incident Management System (IMS)

Sheridan follows the Incident Management System. IMS provides a template enabling federal, provincial and local governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from incidents regardless of cause, size or complexity. Using IMS enables Sheridan to communicate and coordinate response actions with other jurisdictions and emergency response agencies.

Concept of Operations

The role of Sheridan departments/units involved in emergency response will generally parallel normal day-to-day functions, however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency

response may be suspended for the duration of an emergency. Efforts that would typically be required for normal daily functions will be redirected to accomplish emergency tasks following the IMS system.

This Plan is designed to be flexible to be used in any emergency response situation regardless of the size, type or complexity (e.g., infrastructure failure, fire, winter storms, wind storm, pandemic, etc.). The procedures outlined in this plan are based on a worst-case scenario. Part or all of the components of the Plan will be activated as needed to respond to the emergency at hand.

Emergency Management Plan

Definition of an Emergency

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

Any situation occurring within or impacting Sheridan that reflects the definition of Emergency may evoke the activation of the Emergency Management Plan.

Emergency Response Priorities

Priorities for all emergency response at Sheridan are as follows:
1. Protection of life
2. Stabilization of the incident
3. Protection of property
4. Protection of environment
5. Restoration of critical services, education and research programs

Emergency Management Plan Activation

This plan is activated whenever Emergency conditions exist in which immediate action is required to:

- Save and protect lives

- Prevent damage to property, infrastructure or the environment

- Coordinate communications

- Provide essential services

- Initiate the Incident Management System and develop an appropriate organizational structure to manage the incident

- Activate and staff the Emergency Operations Centre (EOC)

- Temporarily assign Sheridan employees to perform emergency work

- Invoke emergency authorization to procure and allocate resources

Authority to Activate the Emergency Operations Centre (EOC)

Any member of the Incident Management Team may request activation of the Emergency Operations Centre. Activation of the EOC is at the discretion of the EOC Director in consultation with the Policy Group.

EOC Activation Levels

Every incident varies size and complexity. Activation levels are used to assist in determining the appropriate level of response. EOC Activation Level is at the discretion of the EOC Director.

Refer to Table - Incident Types and Activation Levels

All Emergencies are unique and dynamic. The need for resources may escalate or de-escalate depending upon the varying situations encountered during the response. Activation level is at the discretion of the EOC Director.

Incident Types and Activation Levels

Incident Type	Activation	Definition	Actions

1	NORMAL OPERATIONS MONITORING AND ROUTINE INCIDENTS	**Monitoring**
		• Day-to-day monitoring of environmental and situational conditions to identify potential hazards.
		• **Examples:**
		    ○ Monitoring weather activity
		    ○ Monitoring law enforcement activity near campus.
		
		Routine Incidents
		• An incident which can be managed by Sheridan employees in accordance with Standard Operating Procedures / Departmental Emergency Plans.
		• Some collaboration between departments may be needed, but damage or interruption to campus activity is minimal.
		• These are low impact, short duration incidents in which Sheridan has adequate resources to respond.
		• Incident will be resolved in a short period of time.
		• Incident is localized with minimal damage and/or disruption to the campus.
		• **Examples:**
		    ○ Fire alarm
		    ○ Medical emergency
		    ○ Small chemical spill
		    ○ Localized water pipe break affecting a portion of a building
		    ○ Minor flooding from excessive rain
		    ○ Loss of power or heat to a building
		    ○ Weather-related closure
			• The onsite lead department/unit handles the situation following the lead unit's Standard Operating Procedures.
			
			• If a situation requires additional resources, the lead department will contact Risk Management to help monitor the situation and provide additional guidance.
			
			• If the incident has potential to grow, the lead department will notify Risk Management.
			    ○ Risk Management will monitor the situation.
			    ○ If necessary, Risk Management will notify the IMT of a potential emergency.
			• If necessary, SPEP will notify the Policy Group.
			• EOC activation is not required at this time.
			• An on-site Incident Command Post (ICP) may be activated as necessary.
			
			Staffing:
			• Lead department
			• Risk Management
			
			Notification:
			• If necessary, Risk Management will notify the Policy Group..
			• IMT will only be notified if Risk Management believes the incident has the potential to grow.

Incident Type	Activation	Definition	Actions

2	PARTIAL ACTIVATION MINOR INCIDENT	**Partial Activation for Minor Incidents**
		• The threat of an incident or an actual incident which requires a notable deployment of Sheridan's resources but does not demand a full team response.
		• Incident threatens to cause serious injury or loss of life, damage to property, and / or interruption to Sheridan's operations.
		• Coordination is required to respond effectively.
		• Sheridan may be the only affected entity.
		• Response will likely involve both Sheridan and outside agency personnel.
		• Incident may extend into multiple operational periods.
		• **Examples:**
		    o Large storms with significant damage
		    o Water main break involving service to multiple buildings
		    o Loss of heat or power to multiple buildings
		    o Fire affecting an entire building
		    o Chemical release causing the evacuation of one or more buildings
			• The EOC Director and Risk Management will gather information to develop situational awareness.
			• The EOC Director, in consultation with the Policy Group, will determine whether the EOC should be partially activated based on the need for additional resources and coordination of services.
			• The EOC Director and Risk Management will notify the IMT of the incident and partial activation of the EOC.
			• EOC monitors and supports the incident and provides information to key stakeholders.
			• A written Incident Action Plan is usually developed.
			• Some operations and classes may be suspended.
			
			Staffing:
			• Partial Activation of the EOC. Select functions of the Incident Management Team are activated as needed to support incident response.
			
			Notification:
			• Full IMT notified of incident.
			• Policy Group receive email notification of incident from Risk Management.

Incident Type	Activation	Definition	Actions

3	FULL ACTIVATION MAJOR INCIDENT	**Full Activation for Major Incidents**
		• The threat of an incident or actual incident in which a significant deployment of Sheridan resources is required.
		• Incident interrupts normal activities of Sheridan.
		• Requires full coordination and activation of the EOC.
		• Incident exceeds Sheridan's capabilities.
		• Requires multi-agency, multi-jurisdictional coordination and multiple resources from local municipalities and the province.
		• Incident extends into multiple operational periods.
		• Emergency conditions may be widespread (e.g. regional).
		• Examples:
		   ○ Extreme weather with widespread damage
		   ○ Earthquake
		   ○ Tornado
		   ○ Major power outage
		   ○ Large scale chemical release affecting a significant portion of the campus
		   ○ Building collapse
			• Incident Management Team is fully activated.
			• Emergency Operations Centre is fully activated.
			• EOC assesses all issues and in concert with the Policy Team, establishes priorities and makes resource allocations.
			• The EOC coordinates with local government as required.
			• A written Incident Action Plan is developed.
			• Normal operations may be suspended.
			
			Staffing:
			• Full Incident Management Team
			• Policy Group
			
			Notification:
			• Municipal Community Emergency Management Coordinators (CEMCs)

IAP = Incident Action Plan

IMT = Incident Management Team

EOC = Emergency Operations Centre

All emergencies are unique and dynamic. The need for resources may escalate or de-escalate depending upon the varying situations encountered during the response. Activation level is at the discretion of the EOC Director.

Incident Notification

- Under Development

Emergency Management Structure

Emergency response activities at Sheridan follow the Incident Management System (IMS). The following describes the various components of the Emergency Management structure.

Incident Management System

Overview

Sheridan has adopted the Incident Management System (IMS) in order to facilitate the coordination of response activities. IMS utilizes a functional approach to emergency management encompassing personnel, facilities, equipment, procedures and communications operating within a common organizational structure. IMS creates a unified command structure for managing people, resources and equipment that will be necessary for responding to and recovering from an incident.

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

Structure

Sheridan's IMS organizational structure aligns with local municipal and provincial structures.

There are five major management functions that are the foundation upon which the IMS organization develops, regardless of the type of incident:

- Management
- Operations
- Planning
- Logistics
- Finance & Administration

Management Section

Management Staff are responsible for overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk management procedures, through the joint efforts of local government agencies and private organizations.

EOC Director

The EOC Director provides overall leadership for the incident response. The EOC Director has the authority for all emergency response efforts and serves as supervisor to the Liaison Officer, Emergency Information Officer, Risk Management Officers, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief.

Liaison Officer

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

Emergency Information Officer

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

Health and Safety Officer

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

Risk or Legal Officer

The Risk or Legal Officer provides advice on risk and liability issues. The Legal Officer evaluates situations and advises the EOC Director regarding any potential legal issues and recommended courses of action.

Operations Section

The Operations Section is responsible for coordinating all Sheridan's operations in support of the emergency response through implementation of the Incident Action Plan.

Operations Section Chief

The Operations Section Chief is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development and implementation of the Incident Action Plan and organizing and supervising all resources assigned operational tasks. The Operations Section Chief works closely with other members of the Management Staff to coordinate operational activities.

Operations Section Chiefs will be assigned based on the type of incident.

Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating information; developing the Sheridan's Incident Action Plan and Situational Status in coordination with other functions; and maintaining all EOC documentation.

Planning Section Chief

The Planning Section Chief is responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for developing the Incident Action Plan and overseeing the collection, evaluation, processing, dissemination and use of information regarding the evolution of the incident and status of resources. This information is needed to understand the current situation, predict probable course of incident events and lead the incident planning process. The Planning Section Chief reports to the EOC Director.

Logistics Section

The Logistics Section is responsible for providing facilities, services, personnel, equipment and materials.

Logistics Section Chief

The Logistics Section Chief is responsible for providing facilities, services and materials in support of the incident. The Logistics Section Chief participated in the development of the Incident Action Plan and activates and supervises the branches and units within the logistics section. All logistics activities are the responsibility of the Logistics Section Chief. The Logistics Section Chief reports to the EOC Director.

Finance & Administration Section

The Finance & Administrative Section is responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects.

Finance & Administration Section Chief

The Finance & Administration Section Chief provides direction and supervision to Section staff and ensures compliance with Sheridan's financial policies and procedures. The Finance & Administration Section Chief reports to the EOC Director.

Incident Management Team

The Incident Management Team (IMT) is made up of Management staff and the Section Chiefs. Refer to Table – Sheridan's Incident Management Team

Policy Group (Executive Group)

In addition to the IMS functions is the important decision-making role of the Policy Group. The Policy Group provides direction in making strategic policy decision for any incident that impacts Sheridan's ability to meet its mission of teaching, research and public service. The EOC Director will recommend to the Policy Group the need for establishment of goals and objectives. Example include monetary policy, when to reopen campus for classes, and how to proceed with rebuilding.

The Policy Group is chaired by the President of Sheridan.

Emergency Operations Centre (EOC)

Emergency situations that require extensive coordination of resources, personnel and information sharing will be managed in part or in full from the Emergency Operations Centre (EOC).

The Emergency Operations Center is the centralized facility where emergency response and recovery activities are planned, coordinated and delegated. The EOC will be supervised by the EOC Director. The EOC Director determines when the incident no longer needs coordination from the EOC.

Unified Command (UC)

Unified Command is used when more than one agency within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. In many emergency situations Sheridan will work in a Unified Command with either multiple departments/units on campus or with municipal governments and response agencies.

Sheridan's Incident Management System
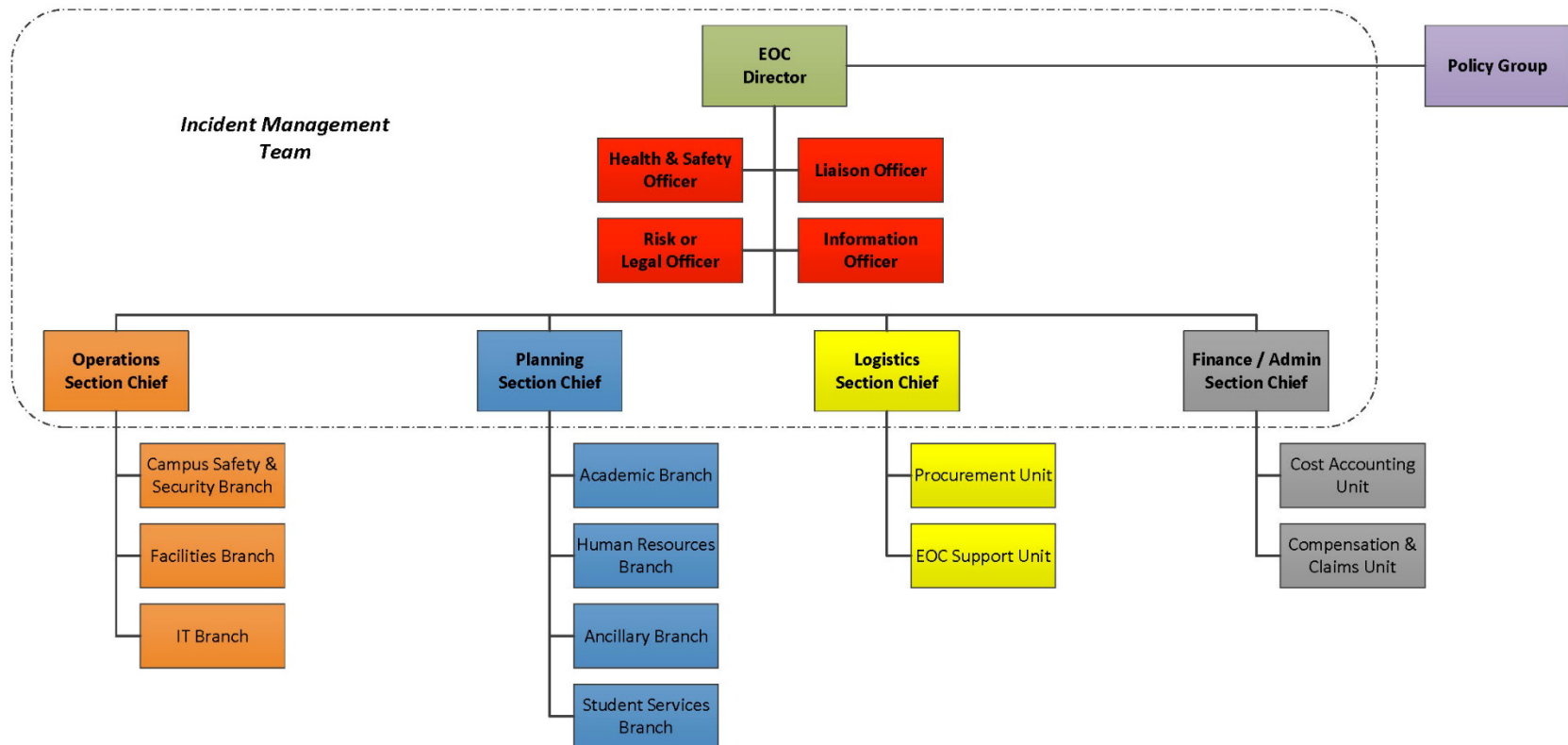
Not all positions will be activated for every incident; only required functions will be activated. Sections can be activated and deactivated at any time during an incident by the EOC Director.

Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident developed by the EOC Director and the Section Chiefs.

A written IAP is not required for smaller incidents. In those cases the EOC Director can verbally communicate response strategy to the IMT and other responding resources.

In larger emergency situations a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response.

- A number of IMS organizational elements are activated (typically when General Staff Sections are staffed).

Developing an Incident Action Plan

In larger emergency situations the Incident Management Team will meet immediately to develop the Incident Action Plan (IAP). The Planning Section Chief is responsible for the development, maintenance and distribution of the IAP.

The Operations Section Chief will delineate the amount and type of resources needed to accomplish the plan. The Planning Section, Logistics Section, and Finance & Administration Section will have to work together to accommodate those needs.

The IAP will include standard forms and supporting documents that convey the intent and direction for the accomplishment of the plan. The Planning Section will communicate with other Section Chiefs any materials and documentation needed to develop the plan. The EOC Director approves the written IAP.

Copies of the IAP are distributed to the Policy Group and members of the Incident Management Team. A briefing prior to each shift should be held to communicate the IAP to everyone involved in the incident.

Implementing the Plan

The Operations Section is in charge of implementing components of the IAP. The Operations Section has the authority to make appropriate adjustments to the plan as needed to meet the plan objectives in the most efficient manner possible. Changes should be communicated to the EOC Director and the Planning Section Chief and documented.

Incident Documentation

It is important that the incident be properly documented throughout the response and recovery effort. Forms for documenting information will be provided by the Planning Section with the Incident Action Plan (IAP). Thorough documentation will:

- Involve tracking key decisions and actions implemented and made as the incident progresses.

- Ensure information is transferred accurately during shift changes.

- Inform the After Action Report (AAR) that will be compiled once the incident has been resolved.

- Assist in reimbursement measures taken after the incident has been resolved.

Deactivation Process

The EOC Director decides when the situation is under control and the Sheridan Incident Management Team can be deactivated. Deactivation requires two key functions:

- Demobilization of response units (General Staff Sections)

- Documentation of the incident (After Action Report)

The Planning Section oversees the preparation of demobilization planning and collection of incident documentation.

Demobilization of Response Units

The EOC Director meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. Section Chiefs are responsible for overseeing the demobilization of their respective sections.

Documentation of Incident

After the incident has been resolved, an After Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned.

The AAR is developed by Risk Management and the Planning Section. Information for the AAR will be gathered from members of the IMT and other response team members. The AAR will serve as the official record describing the incident and Sheridan's response efforts. The lessons learned will be used to update the Emergency Management Plan and will be incorporated in future training exercises.

Additional documentation required for insurance and other disaster assistance purposes will be organized by the Finance and Administration Section.

Recovery

Some situations may cause any one of Sheridan's campuses to cease some or all operations. In situations when operations have been shut down, the first step to recovery is to ensure that the campus is safe and secure. The second step will be to restore campus facilities and grounds. The third step will be for the Policy Group to determine when and how to return normal campus operations.

The EOC Director will be responsible for starting the recovery process while emergency response activities are still be implemented. The EOC Director works closely with the IMT, Policy Group and other agencies in the recovery process.

Review of the Plan

To maintain a current and functional plan, a formal review of the Emergency Management Plan by the Incident Management Team will occur annually.

The Plan will be updated, as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the Emergency Management Plan and forwarded to all departments and individuals identified as having possession of the plan. Risk Management will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the Plan and function in the Incident Management System.