



CRISIS OR EMERGENCY POLICY AND PLAN

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Getting Help Immediately

When a situation arises where there is a distinct possibility of harm to others or a risk to the safety of others, it must be reported immediately to Huron University College security. Huron's Security Manager will take responsibility for notifying a member(s) of the Emergency Response Team (ERT). If the incident or event is an emergency, then the first call should be to 911.

In the case of any situation requiring immediate response from police, fire or medical services:

- 1) Call 911, or 9-911 from a campus phone;
- 2) Then call Huron security – 555 from campus phone. The operator will dispatch the call to the appropriate campus-specific authorities.

Huron security will respond and:

- attend on the scene;
 - contact other campus and municipal emergency services as needed; and
 - inform the Security Manager, who will advise ERT if appropriate.
- 3) For staff/faculty, once the response is underway, call your immediate supervisor and advise them of the situation. If your supervisor is not available, call their supervisor.
 - 4) In case of emergency, always make sure that you are safe before assisting others. Check the Huron University homepage, monitor official Huron and Western University social media channels, and watch the television for information and instructions.

1. Introduction

Huron University College is vulnerable to a number of natural and human-caused hazards that can affect University students, employees, visitors and assets. The Crisis and Emergency Policy and Plan provides a framework for responding to those hazards which constitute crises or emergencies and to ensure Huron is prepared to respond in a timely, effective, efficient and coordinated manner, internally and in conjunction with external agencies where necessary.

The foremost priority of Huron in responding to crisis or emergency situations is the safety of students, faculty, staff, and affected community members. Huron is committed to limiting or containing the extent of damage incurred during a crisis or emergency. Huron is also responsible for restoring order and mitigating the effects of the incident as soon as practicable by ensuring that the appropriate resources are assigned to manage the situation. Huron recognizes the need to be prepared for major emergencies and disasters in order to minimize the impact on students, faculty, staff, operations, environment and damage to property.

Huron's Crisis and Emergency Policy and Plan describes how Huron officials will respond in the case of a crisis or emergency. The policy and plan outlines the responsibilities for decision-making and communication as an incident is unfolding, in the critical hours immediately following an incident, and for the duration of the situation.

This policy and plan is not intended to replace local response procedures. Rather, it provides for a consistent, defined and effective response when a crisis or emergency occurs at Huron.

1.1 Objectives

The objectives of this policy and plan are to:

- Define key terminology used in incident management;
- Outline incident management principles and specify when the policy is to be activated; and
- Establish roles and responsibilities of individuals and groups in response to a crisis or emergency.

1.2 Scope

This policy and plan applies to all students, faculty, staff, and visitors on Huron property or attending a Huron event. Huron property means all real property that is owned or leased by Huron and under Huron's operational control. Huron event means an activity or event either on or off of Huron property, which is organized by Huron and under the control of Huron employees.

The extent to which Huron will be responsible for coordinating the response to a crisis or emergency will vary according to how much control Huron (versus a third party) exercises over Huron property or Huron event.

This policy and plan will be engaged and a response by Huron's President's Advisory Group (PAG) and Emergency Response Team (ERT) is warranted when it is apparent that an event or events will have a major impact on Huron or when considerable outside assistance is required to deal with an emergency incident.

1.3 Legal Framework and Relevant Legislation

This policy and plan exist in the context of a number of statutes designed to address and prevent emergencies and crises, including:

- *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1
- *Workplace Safety and Insurance Act*, 1997, S.O. 1997, c. 16, Sched. A
- *Fire Protection and Prevention Act*, 1997, S.O. 1997, c. 4

The policy will be construed in accordance with applicable law. If any of these legal provisions are modified, abrogated, superseded, or added to, the policy and plan will be interpreted in accordance with the new legal framework.

1.4 Roles and Responsibilities

Every member of the Huron community has a role to play in responding to and preparing for emergencies or crises. The following is an overview of these various roles and responsibilities.

Huron will:

- Develop, implement and maintain the Crisis and Emergency Policy and Plan consistent with the Incident Management Principles outlined in section 2;
- Provide the resources and infrastructure necessary to carry out emergency response under the Crisis and Emergency Policy and Plan;
- Identify and provide training to those employees with designated responsibilities under the Crisis and Emergency Policy and Plan;
- Organize and carry out drills to test the Crisis and Emergency Policy and Plan;
- Review the Crisis and Emergency Policy Plan and update, as required.

All employees will:

- Take training required in order to fulfil their responsibilities under the Crisis and Emergency Policy and Plan;
- Participate in Emergency response drills organized by Huron.

All employees, students and visitors will:

- Report emergencies immediately to 911 or to Western's Special Constable Service at 519-661-3300.
- Promptly follow the directions of those responsible for emergency response during a crisis or emergency.

1.5 Definitions

Huron is exposed to a variety of potential threats related to its geographic location, the research activities of the campus and surrounding community, businesses and industry in the City of London, the transportation routes in and through the city (i.e. the nearby rail lines), and the types of structures in which we study, live and work. For planning purposes, these threats are broken into two main categories — natural and manmade.

Natural Threats: Due to our geographic location in the Great Lakes region, the most likely natural threats that could generate a major emergency are winter blizzards, ice storms, severe summer storms (lightning, high winds, hail and tornadoes) and flooding from the Thames River due to heavy rains or spring run-off.

Manmade Threats: The most common threats result from human activity: accidental release of hazardous materials; fires, or explosions; failure of utility systems (electricity, heat, and water); structural collapse; transportation incidents (air, rail, and road); riots or civil disturbances; criminal violence/terrorist acts, active killer, and contagious illnesses.

Crisis or Emergency: Unpredictable and serious incidents or ongoing events that involve novel circumstances, as well as a significant impact on campus and/or Huron-wide operations and actual harm to persons. The incident may also be a predictable, urgent and/or critical situation, temporary in nature, that threatens or causes harm to people, the environment, Huron's property or disrupts critical operations. In some cases, a crisis or emergency may have widespread impact that extends beyond the campus and/or institution. Examples include terrorist attacks, natural disasters, global pandemics, an active shooter on campus, or a large-scale fire. In all cases, the decision to declare a crisis rests with Huron's President's Advisory Group (PAG). (See section 2.3)

President's Advisory Group (PAG): A team that includes the Vice-President, Finance & Administration; the Vice-President, University Growth and Chief of Staff; the Provost and Dean, Faculty of Arts and Social Science; and Dean of Theology. PAG has the authority to declare a crisis or emergency and to name an Incident Manager.

Incident Manager (IM): Named by the President's Advisory Group, the Incident Manager coordinates the response to a given crisis or emergency situation. The Incident Manager may also be a member of the President's Advisory Group.

Emergency Response Team (ERT): During a crisis or emergency, the Emergency Response Team provides the direct response on the ground. The Emergency Response Team comes under the direction of the Incident Manager and President's Advisory Group for matters of policy and strategy and for communication with media.

Community Support Team (CST): The Community Support Team (CST) can be activated by either the Emergency Response Team or President's Advisory Group to help address the immediate emotional and support issues of those affected by a crisis or emergency. The CST draws resources from the campus at which the events are occurring and may request support from other campuses as needed.

Logistics and Operations Team: Responsible for carrying out various tasks that assist the PAG and IM in coordinating the response in terms of resources such as staffing, space and finances, and in ensuring that University operations proceed as normally as possible during a crisis or emergency.

Emergency Operations Centre (EOC): Designated location (virtual or physical) where the Emergency Response Team will house their operations and meet during a crisis.

Evacuation: Removal of people from an endangered area, for instance due to fire, power outage, etc.

Shelter In Place: Finding a safe location indoors away from potential hazards outside the area, e.g. tornado, etc.

2. Incident Management Principles

Huron will follow the Incident Management System developed by the Province of Ontario to allow for a coordinated response with other jurisdictions and emergency response agencies. The following principles will govern Huron's response to a crisis or emergency.

2.1 Priorities during a Crisis or Emergency

The foremost priority of Huron in responding to crises or emergencies is the safety of students, faculty, staff, and affected community residents. Huron is committed to limiting or containing the extent of damage incurred during an incident. Huron is also responsible for restoring order and mitigating the effects of the incident as soon as practicable by ensuring that the appropriate resources are assigned to manage the situation.

In order of importance, Huron's priorities in responding to a crisis or emergency are as follows:

- Protection of life;
- Stabilization of the incident;
- Protection of the environment;
- Protection of Huron assets; and
- Restoration of critical services, education and research programs.

2.2 Flexibility of the Plan

By their very nature, crises and emergencies are constantly evolving. As a result, a response framework must make provisions for a clear and decisive response, while allowing for the flexibility needed to adapt to a changing situation. Huron's Framework allows for such flexibility, at the discretion of the IM, to allow Huron to respond to an emergency or crisis regardless of size, type, or complexity.

2.3 Separation of Roles

An effective response to crises and emergencies requires that everyone understand the responsibilities and limitations of their roles and that each actor ensure their actions are purposeful, serve to further the response, and do not duplicate the actions of others. The need for clear

separation of responsibility between the ERT (response-oriented) and PAG (strategic) is especially essential to prevent failure to carry out critical tasks and avoid confusion that can result in poor decision-making.

PAG is responsible for strategic decision-making to minimize the impact of an incident on the University, and to return the University and its communities to a state of normalcy as quickly as possible. Final authority is vested in the President.

The ERT is responsible for the actions necessary to resolve a local or campus-specific emergency situation. During a crisis or emergency, the ERT reports to the IM. When in doubt about the separation of roles during a crisis or emergency, consult the IM.

2.4 Designates

Each member of the ERT and PAG is responsible for designating a back-up who can act in their stead should they be unavailable or incapacitated. The list of designates will be maintained by the Director, Community Safety and circulated if required during a crisis or emergency. Members of PAG may act as one another's designate or appoint a designate if required.

2.5 Documentation

To ensure accuracy of records, documentation during an incident is necessary. Documentation should be in accordance with best practices in incident management, with attention to privacy, confidentiality, and prudent record-keeping.

PAG will consult with Legal Counsel and Human Resources as needed during a crisis to receive guidance on documentation requirements. General guidelines and templates for documentation requirements and records management will be in place to provide guidance to members of PAG and ERT during a crisis or emergency.

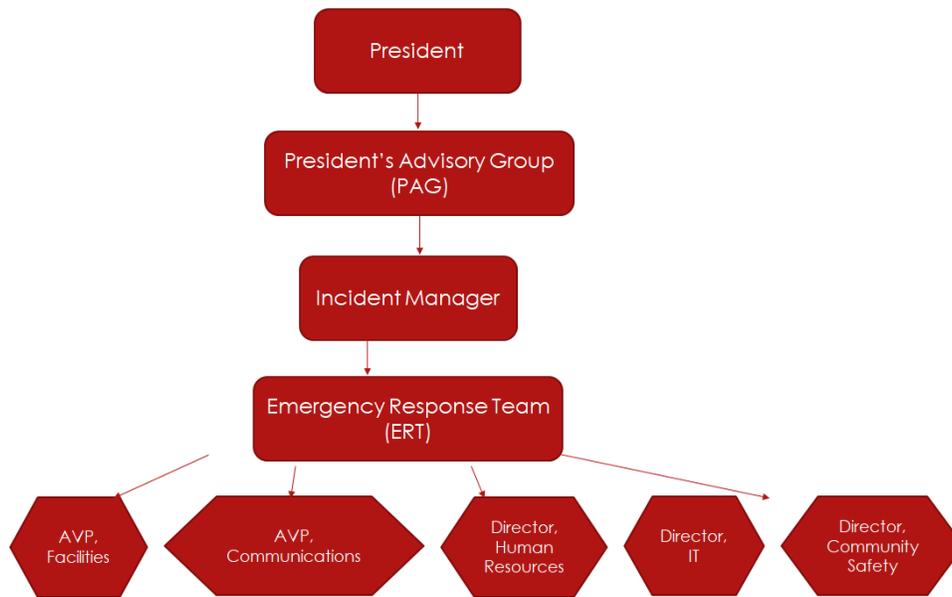
2.6. Preparedness

Preparedness refers to the activities done before a crisis or emergency to develop a timely, effective and appropriate response. These activities include emergency alert systems, reviewing and updating the Crisis or Emergency Policy and Plan, maintaining accurate and up-to-date contact information for members of the Emergency Response Team, and participating in annual table talk/scenario planning. Preparedness also requires training, education, and public awareness for faculty, staff, and students.

3. Crisis and Emergency Response Structure

During the response to a crisis or emergency, Huron's organizational structure will not necessarily resemble the day-to-day organization of the campus. Employee reporting relationships and assignments may change within the response structure. Additionally, an employee's position in the response structure may change over the course of a single incident.

The following is a flowchart outlining the structure for responding to a crisis or emergency. The sections that follow provide further detail of the responsibilities of various parties in responding to a crisis or emergency, beginning with the roles and responsibilities of the President's Advisory Group.



3.1 President's Advisory Group (PAG)

The President's Advisory Group (PAG) is made up of four senior University leaders: the Vice-President, Finance & Administration; the Vice-President, University Growth and Chief of Staff; the Vice-President Academic/Provost; and the Dean of Theology.

PAG has the authority to declare a crisis or emergency and to name an Incident Manager (IM), who will manage the crisis response and relay all information back to PAG. PAG can learn about a crisis or emergency in a number of ways, including from Huron Security, Western's Special Constable Service, municipal police, a member of the Emergency Response Team (ERT), or others.

The President of the University, reporting to the Board, oversees PAG and is responsible for

- a. ensuring that an effective incident response capability is in place for Huron;
- b. establishing policies and procedures related to the management of crises and emergencies; and
- c. ensuring that the impact on and the implications of an incident for Huron, as a whole, are understood and addressed.

The President communicates through PAG, who act as the President's representatives during a crisis or emergency. PAG, with the assistance of the Incident Manager, is responsible for resolving the incident and for providing strategic direction to the Emergency Response Team. The IM has full decision-making authority during a crisis or emergency, but reports to and is subject to oversight from PAG and the President. In the event of a disagreement between the IM and PAG/the President, PAG/the President has final decision-making authority. The Emergency Response Team (ERT) will provide the direct response on the ground and will respond according to the direction of the IM for matters of policy and strategy and for communications with media.

As soon as they are notified, PAG will convene in person or by phone, to assess the situation, name an IM if needed, and notify the members of the Emergency Response Team. The IM will coordinate a response in the case of either a crisis or an emergency. PAG will name an IM based on the nature of the crisis or emergency, choosing someone who has the appropriate operational knowledge to deal with the incident as efficiently as possible. PAG may choose to name one of its own members as IM if appropriate.

Addressing a crisis or emergency requires action from the most senior levels of Huron management. As a result, if a crisis or emergency is declared, a Huron-wide response is coordinated by the ERT, under the direction of the IM and with oversight from PAG and the President.

3.2 Communications

PAG, in consultation with the President, will advise on communication strategies, including the use of appropriate channels for dissemination, and with the AVP, Marketing & Communications, will coordinate the production of materials for internal and external communications, including those for social media, media relations and mass communications. Members of PAG, in consultation with the President, can also act as spokesperson. The role of communications during a crisis or emergency is described in greater detail in section 4 of this document.

3.3 Emergency Response Team (ERT)

The Emergency Response Team (ERT) is responsible for the on-site management of emergency and crisis response activities in their respective areas, overseen by the chosen IM. The ERT assesses the impact and scope of an incident, develops and implements a comprehensive plan for responding, coordinates internal and external resources for response, and communicates all relevant information to the IM as soon as possible.

At Huron, the leaders of the ERT are the AVP, Facilities Management; AVP, Students; AVP, Marketing & Communications; Director, Community Safety; Director, Human Resources; and Director, IT. The ERT leaders may designate someone to act in their place based on the nature of the emergency.

As required, the ERT can draw supplemental members/staff, resources, and equipment from other departments, such as Accessibility Services, Western University campus resources, and health-related services, depending on the nature of the emergency.

When details are evolving rapidly or when communication systems are ineffective, the ERT will establish an Emergency Operations Centre to house its operations.

Huron's ERT will retain control of any emergency scene, once released by external agencies, to conduct an appropriate investigation. The emergency scene or portions thereof will only be released by the Incident Manager when the area released has been investigated and is deemed safe to release to designated individuals. Public use areas will only be released once the area is deemed safe or appropriate safety measures have been employed to the satisfaction of the IM.

3.4 Logistics and Operations Team

The IM will communicate specific needs with the AVP, Facilities Management and Director, IT who will appoint members to the Logistics and Operations team, which is responsible for carrying out various tasks that assist the ERT in coordinating the response and ensuring that Huron operations proceed as normally as possible during a crisis or emergency. These tasks might include but are not limited to:

- Liaising between the various groups participating in the response by keeping lines of communication open and clear among the various parties involved in the response;
- Identifying and ensuring the safety and set-up of meeting spaces, including the Emergency Operations Centre;
- Acquiring any supplies, equipment or technology required by the ERT;

- Ensuring the well-being of the key personnel involved in the response by arranging rest areas, food, breaks, and ensuring that the appropriate individuals are made aware of shift changes;
- Assessing the extent of the damage to Huron's infrastructure and utilities;
- Coordinating restoring of on-campus utilities;
- Advising the IM on all engineering, infrastructure, IT, utilities, roads, grounds and damage control issues;
- Establishing and maintaining financial records with regards to the emergency incident and advise the IM on financial matters;
- In coordination with IM, identifying and preparing an appropriate number of buildings to be used as emergency reception centres;
- Operating, directing and supervising the operation of such centres;
- Advising the IM on all Business Continuity items and lead Business Continuity efforts;
- Ensuring funds in the proper form are available to mitigate the emergency.

3.5 Community Support Team (CST)

The Community Support Team (CST) can be activated by the ERT to help address the immediate emotional and support issues of those affected by a crisis or emergency. The CST is lead by the AVP Students and the Director, Human Resources, who will designate the members of the CST at the start of an incident based on the nature of the crisis or emergency. These members might include health and wellness professionals, counsellors, student services, registrar, library services, among others. The CST responsibilities include:

- Provide registration and inquiry services to reunite families and to collect and answer queries concerning safety and whereabouts of missing staff and faculty
- Advise the IM on academic implications of emergency measures.
- In coordination with IM and registrar, initiate relocation or cancellation of classes and examinations.
- In coordination with IM and library services, act to preserve library and other Research resources.
- In coordination with IM and registrar, initiate preservation, replication or replacement of student records and other logistical data (schedules, room assignments, etc.).
- In coordination with IM, provide registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of students (London, Ontario, North America, International).
- In coordination with IM, implement a plan to provide emergency food and personal need services (clothing, medication, etc.).
- In coordination with IM, provide registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of students living in Huron owned housing.

3.6 Other Resources

The ERT can also draw on the expertise of other Huron departments as required during a crisis or emergency. For example, Student Emergency Response Team (Western) can provide first-aid services; Residence Life staff, who are also trained in first-aid, may be available to assist. In addition, St. John Ambulance and Western Student / Staff / Faculty Health Services may be contacted by the ERT to provide additional treatment (as required). Residence space may be designated to these areas.

3.7 Human Resources

Human Resources (HR), led by the Director, Human Resources, will arrange for supports for faculty and staff affected by the incident, provide regular updates on the progress of events or arrange assistance as required. They can monitor employee morale, advise on employee communications and labour relations, and provide relevant details about those affected by the incident. The AVP, Students will perform a similar role with students and families of students affected by the incident.

HR will contact the Employee and Family Assistance Program (EFAP), whose Crisis Management Services (CMS) Team can provide crisis counsellors on site and remotely. HR will also arrange for crisis counsellors to provide support to those directly affected by any incident, and contact key student services (Deans of FASS and Theology, Registrar) to alert them of the incident so that they are prepared and available to provide additional assistance.

The tasks of the Human Resources Team might include but are not limited to:

- Advise the IM on all Human Resources issues
- Arrange for EFAP services for staff and faculty
- Liaise with Western's insurance company (UHIP, USC Health) for any student-related insurance issue
- Monitor all insurance and claim-related issues throughout the emergency and post-emergency recovery period
- Maintain an accurate record of all damages reported, claims submitted, and action taken by the insurer(s)
- Coordinate official communications with staff, faculty and bargaining units regarding the impact of the emergency on their workplace and employment status
- In coordination with the IM, provide registration and inquiry services to reunite families and to collect and answer queries concerning safety and whereabouts of missing staff and faculty

3.8 Community Safety

The Community Safety Office, can respond to safety concerns by assessing personal and community safety risks, providing a continuum of intervention options to address safety concerns, and creating safety plans. The Director, Community Safety Office, is a member of the ERT and may be appointed IM if appropriate.

The tasks of Community Safety might include, but are not limited to:

- Deploying Huron security guards where needed (i.e. crowd control, parking control, etc.)
- Requesting additional contract security when necessary/feasible
- Liaising with emergency response services (e.g., Western's campus security, municipal police, fire or EMS).
- Ensuring the proper handling and storage of material likely to be used as evidence in any investigation after the incident;

3.9 Legal Counsel

External Legal Counsel are standing resources to the ERT and will be alerted by PAG as necessary. PAG will determine whether any additional notifications are required. Legal Counsel may be asked to advise on legal aspects that need to be considered in the resolution of a crisis, such as responsibilities towards those affected by the incident or the required content of documentary records.

3.10 Financial Services

The Vice President, Finance and Administration will ensure that funds are available as necessary for the resolution of a crisis or emergency and collect information needed from the ERT to prepare insurance claims.

3.11 Emergency Operations Centre (EOC)

When details are evolving rapidly or when communication systems are ineffective, the IM will establish an Emergency Operations Centre to house its operations where the ERT can meet. Depending on the location and nature of the crisis or emergency, the EOC can be a virtual or a physical location. The IM will designate a #1 location, as well as a #2 location, should the #1 location be compromised.

When an EOC is established, the leaders of the ERT will meet at the designated location. The IM may designate some members of the ERT to operate in a different location for the duration of the crisis or emergency. If necessary, the ERT could meet virtually as opposed to at the physical location of the EOC.

The Logistics and Operations Team will ensure that the IT support necessary to set up and operate the EOC is available through the course of the crisis or emergency. This will include support for phone and videoconferencing, as well as website, emergency power generator, and other elements, as required.

3.12 Municipal Emergency Service Providers

Many emergencies involve municipal police, fire departments, other emergency services, and/or hospital staff. The Director, Community Safety will be the point of contact for municipal emergency service providers and will ensure proper liaison with outside agencies. The Director, Community Safety will provide immediate information to the appropriate emergency response providers and regularly update the IM with an assessment of the situation.

Depending on the severity of an emergency, some assistance would be available, when appropriate, through the City of London within the first few hours of the incident occurring. It would be necessary to work with the City of London's Emergency Community Control Group (CCG). If requested by the City of London, Provincial and Federal resources may begin to be deployed through the City of London's Emergency CCG and Emergency Management Ontario (EMO).

Support organizations such as City of London Social Services, St. John Ambulance, Red Cross, and the Salvation Army may also be available to assist.

3.13 Municipal Response

If an emergency or disaster occurs, the City of London may activate its municipal emergency response plan and assemble the city's Emergency Community Control Group (CCG), which is generally activated at the request of London Fire or Police. The municipal Emergency Manager may take initial steps to evacuate residents. This response can have a serious impact on Huron should the evacuation zone include the Huron Campus or should the city ask to move evacuees to our facilities. If serious enough, the City of London will activate their Emergency Social Services Committee (ESSC). That committee will take over responsibility for caring for people at the municipal level. The city plans to look to arenas, community centres and schools to serve as evacuation or reception centres. Huron will need to maintain close ties with the City of London to ensure resources are properly coordinated.

3.14 Communication between and among Teams

Careful coordination of communication between and among teams is paramount in a crisis or emergency. An electronic and hard copy list of ERT member's contact information will be created and provided to each member of the ERT team, including their campus extensions, home phone numbers, cell numbers, and campus email addresses. This list must also be filed with Western's Special Constable Service and PAG. This list should be updated by the Director, Community Safety once every quarter.

In case of a crisis, the ERT plays a crucial role in ensuring that PAG has complete and up-to-date information about the facts on the ground. To do so, a designated member of the ERT (likely the Executive Assistant to the Vice-President, Finance & Administration and Vice-President, University Growth and Chief of Staff) will prepare timely status update reports (verbal or written) for the IM, ideally every 1 hour. These reports will include:

- an overview of the situation;
- a list of actions taken or initiated;
- a list of actions contemplated (alternative courses of action);
- a list of recommendations to respond to the situation effectively;
- a list of individuals contacted; and
- a description of next steps to be taken.

The Director, Community Safety is responsible for liaising with Huron Security as well as emergency response services (e.g., Campus Community Police Service, municipal police, fire or EMS).

3.15 Verify and Document Response

The ERT must create a mechanism to verify the steps taken to respond to the emergency, preserving a record of the actions taken to protect employees, infrastructure, research, and the overall corporate interests. The ERT pursues "best practices" by documenting information received and the steps taken.

The ERT leaders are responsible for preparing a post-incident report on their Team's involvement, which will be housed in the Office of Community Safety.

4. Communications during a Crisis or Emergency

Responding to a crisis or emergency might require different types of communications:

- Messages required on short notice to deal with the immediate situation (e.g., orders to evacuate a building or avoid a certain part of campus)
- Messages to provide status updates, disseminate information, or correct misinformation (e.g., media responses, or interactions on social media, updates to the Campus Status webpage)
- Messages after the fact or during a prolonged incident to debrief on events or provide a fuller picture of what occurred (e.g., interviews, statements from administration)

Each of these forms of communication will be produced and approved in different ways during a crisis or emergency. PAG, in consultation with the AVP, Marketing & Communications, advises on all communication strategies, including the use of appropriate channels for dissemination, and coordinates the production of materials for internal and external communications, including those for social media, media relations and mass communications.

Only the President, as well as PAG in consultation with the President, can act as spokesperson during and after an incident, unless approved directly by the President/PAG. All communications

products and key messages will be created in consultation with, and are subject to, the approval of PAG.

The Director, Human Resources will consult with PAG and the AVP, Marketing & Communications to determine the communication strategy for staff and faculty.

The IM is responsible for communicating information and updates from the ERT to PAG. Having a centralized approach to bringing updates to senior leadership will eliminate confusion and duplication of information.

4.1 Public Messaging

PAG, in consultation with the AVP, Marketing & Communication, will determine strategies for internal and external communication (including media). Other individuals shall refrain from ad hoc or spontaneous comments or communications, as contradictory or unclear information can create confusion and detract from the response. This is specifically important as to not cause any confusion during times of crisis.

4.2 Mass Communication

In the event of a crisis or emergency, information may need to be communicated quickly to a large number of students, faculty and staff. Communication to these and other stakeholders as warranted should be carried out in a controlled fashion, only by designated spokespersons and using only official university channels such as Huron's website, Western's mass-messaging system, and Huron's various social media channels, which is operated by Huron University's Marketing and Communications team. During a crisis or emergency, all communications will be approved by PAG prior to dissemination.

In most cases, communication with faculty and staff, including union leadership, will occur through PAG or an identified designate from the Office of the Vice President, Finance and Administration. Union executives may be asked to assist in communicating information to their members, as well as to provide assistance responding to an incident. In most cases, communication with students, including leadership of student representatives, will occur through PAG or an identified designate from the Office of the AVP, Students.

4.3 Privacy and Confidentiality

When addressing requests for information in the event of a crisis or emergency, it is important to consider issues of privacy and confidentiality. Depending on the situation, confidentiality may be required by statutes, regulations, policies, or contracts.

Before responding to any requests for disclosure of information or providing such information to anyone, consult with a member of PAG (note: Huron's Privacy Officer is the VP, Finance & Administration). This includes requests for information from police, government officials or media. If a disclosure is made, the IM should be informed immediately. Legal advice may be sought at any time.

Nothing in this section prohibits the release of personal information of any person to police or other government officials if the purpose is to mitigate the imminent risk of harm to any person or a grave environmental, health or safety hazard.

5. Care of People

5.1 Reception Centre

Reception centres are locations where evacuees or stranded individuals may be received during a crisis or emergency. A centre may be set up in a large meeting room, cafeteria, gymnasium or even a tent -- it depends on what is available in the community or what is needed.

Reception centres should be flexible for multipurpose use. Space may be required for use as a gathering and information centre, a rest and sleeping area, a staging site for volunteer disaster relief workers, a site where insurance adjusters can operate, a media centre, or an emergency day care centre.

Reception centres are set up in order to provide for essential needs of people affected by a crisis or emergency. Whether or not a reception centre will be opened is dependent on many factors including the size of the emergency, and the number of volunteers or facilities available.

5.2 Selection of Reception Centres

In order to choose a suitable location for a reception centre, or several locations for a number of centres, consideration must be made to the provision of basic necessities of water and electricity first and foremost, followed by telecommunications access.

The ERT in coordination with the Incident Manager will establish reception centres in safe campus locations, where individuals can go for immediate emergency help, medical treatment, emergency clothing, access to necessary medications, and assistance in locating family members, securing lodging and/or providing food. These centres will provide information and referral services during the immediate post-impact period.

These operations may be housed in large classrooms, event spaces, or the dining hall. As the residences are occupied from September to April, the security and comfort of current residents must be considered before designating any residence space (including lounges) as a reception centre.

5.3 Designated Reception Centre Locations

Possible reception centres at Huron include the Theatre, SAC, Dining hall, Kingsmill, V214, W12

5.4 Services

Each reception centre will consider the need for the following services and appoint team leaders for each function:

5.4.1 Medical and First Aid

The ERT is responsible for the dispatch of emergency services on campus and forwards calls to ambulance dispatch, London Police, fire services and other emergency services, when required. The two active treatment hospitals in London are prepared to respond to campus community emergencies.

Community emergency medical response agents (e.g., ambulance, health unit) will provide the on-site collection, triage and transport to hospital of casualties in a disaster situation. For immediate emergency response on campus, the Student Emergency Response Team (if on-call) can be dispatched through ERT by Western's Special Constable Service, in the event their services are required.

Western's Health Services - The space and staff resources of Student/Staff/Faculty Health Services are limited. Response to a major campus emergency or disaster will be limited. Their resources may be mobilized by ERT to augment emergency medical services in such an event.

In the event of a large-scale emergency, and depending on the availability of Health Services' medical resources, a field team of one physician and one nurse could be deployed to assist in the task of triaging non-emergency patients suitable for treatment at Health Services. This role will be performed in concert with the ERT.

5.4.2 Family Reunification

The ERT in coordination with the Incident Manager, possibly in conjunction with the services of the Red Cross, will endeavor to establish a list of affected members of the campus community. Lists of building occupants in Huron-owned housing will be generated through the Residence Manager; Human Resources will provide lists of faculty/staff; the Registrar's office will provide names of students.

Huron's Communications team has established procedures for communicating emergency information, including providing information on the Huron web site, on social media platforms, and on televisions throughout the campus.

When possible, regular updates on the status of impacted individuals will be recorded by ERT and a contact number and/or web site will be set up where relatives/associates can get information.

The primary location of registration and inquiry service will be at the designated reception centre, where all affected individuals will be directed in the event of an emergency. The IM may also call in the Red Cross for assistance with the registration and inquiry service.

5.4.3 Shelter and Accommodation

In the event of any type of emergency, consideration must be given to the fitness of any building for use as a temporary shelter location, such as a reception centre. If an emergency results in damages to building structure, whether these damages are localized or affect the entire building, all people in the building will be evacuated immediately to a building that is not structurally compromised.

Most other building emergencies would result in power failures and/or failed utility services, such as water and natural gas. For example, in the event of a power failure in one building, such as a residence, residents would be relocated to a nearby building not experiencing a power failure. In the event of a campus-wide power failure, emergency back-up generators may be engaged, and would temporarily provide minimal lighting, and maintain life/safety systems. The implementation of these measures is at the discretion of the IM and/or ERT.

Consideration must also be given to the weather during an emergency/power failure. Extreme cold will require nearby temporary shelter, such as an LTC bus or school bus, and buildings with at least enough generator support to maintain minimal lighting and life/safety systems (otherwise fire prevention will establish alternate safety measures).

In the event of an emergency/power failure during extreme heat, care must be taken to protect building, network and phone systems from overheating. Campus community members who are unable to leave campus will be relocated to a building with unaffected cooling systems.

5.4.4 Care and Comfort

Depending on the circumstances of the emergency and considering the items that need to be taken into account in selecting a reception centre, certain areas of Huron could be outfitted with mattresses, pillows, and blankets borrowed from residence. Red Cross may also be able to provide a supply of cots and blankets. Furniture, including some stackable chairs and small couches, are available from the residences. Huron dining hall has chairs, which can be relocated.

If the emergency occurred when students are occupying the residences, additional resources will need to be brought in as the stackable chairs and mattresses will be utilized by current residents.

5.4.5 Information Accessibility

Televisions are located in most residence lounges. These sets could be moved from lounge facilities to the location of the reception centre at the direction of ERT. Further, there are television sets located throughout the campus where news programming could be broadcast to the community.

5.4.6 Provision of Food

Huron's Food Services Provider in the dining hall has contingencies during the academic year to respond to the need for additional food in the event of a campus emergency. Food will be provided by them across campus, where needed as directed by ERT.

During the academic school year, Food Services has the capability of preparing meals, and providing water and other beverages, barring any disruption to basic utility services. This amount translates into providing enough meals for all residents for a period of 48 hours.

Where emergency food is available, priority must be assigned to meeting the needs of members of the Huron community before the emergency supply can be directed to the outside community. Provisions include paper plates, plastic cutlery, and simplified menus focusing on the distribution of dry goods. In all cases of emergency food provision, portion control will be maintained.

Should hydro not be available, prepared foods, such as sandwiches, fruits and vegetables from Food Services will be initially offered.

In the event of a prolonged emergency, beyond the two-day food supply, local suppliers will be contacted by ERT to bring in bottled water and dry goods. A call-out to Western's Hospitality Services and other departments on campus will be conducted by ERT. Refrigerated trucks will be brought in by ERT to store any perishables; and dry ice will be ordered in to reduce loss of food in freezers.

Teams will be established by ERT to deliver food to reception centre(s).

5.4.7 Clothing and Personal Needs

In addition to provisions available from the Red Cross, residents and/or the Huron staff may be approached by ERT for clothing donations (including Huron merchandise).

Reception centres offer limited washroom availability, and are unable to provide shower facilities. As there are limited shower facilities in residence, building security and resident inconvenience will need to be taken into consideration by the Incident Manager and the ERT before these facilities are offered to the outside community, especially during the academic year.

5.4.8 Counselling and Support

Huron understands the importance of providing counseling services in the event of a campus emergency. Support services are available to help people who have witnessed, responded to, or otherwise experienced a traumatic event. Student Wellness Services and the Chaplaincy has staff members available to respond to students in the event of campus emergencies. Emergency counseling appointment times will be immediately made available for those students affected by the crisis and, when necessary, for the family members of students.

In addition, counselors will be available by EFAP to respond to any requests for consultation by phone and, when appropriate, will be present at a campus location such as a residence, faculty, or classroom to speak with those requiring assistance.

When warranted, staff will arrive at the designated campus emergency site location to provide crisis counseling support to any who may require such intervention. If appropriate, the Wellness Centre offices will be used to provide confidential counseling space for immediate crisis management assistance to any student, staff, faculty member or family member affected by the event.

Follow-up appointments with the Wellness Centre staff will be arranged as necessary for students. Faculty, staff and their family members will be referred to the Employee and Family Assistance Program or an appropriate community agency for ongoing assistance. Family members of students may be referred to the appropriate community agency for ongoing assistance.

In the days or weeks following a crisis, staff will be available to students for emergency counseling appointments. If the magnitude of the event is sufficiently large, external psychological services may be contacted by Human Resources to help the campus community cope with trauma.

5.4.9 Outside Assistance

In order to better serve the needs of the campus and surrounding community in the event of an emergency, Huron may contact one or more of the services listed to provide assistance to members of the campus community in addition to the services provided by Western's Special Constable Service and the Student Emergency Response Team (SERT). Depending on the nature of the incident, outside resources may not be available due to municipal requirements.

5.4.9.1 Canadian Red Cross

The Red Cross' role is to assist in meeting the urgent physical and personal needs for a period of 72 hours, until Huron is able to provide the appropriate assistance to the campus community, or until municipal social services or recovery programs are effectively in operation.

Red Cross' role relates mainly to the establishment of a central reception centre; however, their personnel may be called upon to assist in other locations, such as Huron residences. Red Cross personnel may become an integral part of the Huron ERT response. The Red Cross leader reports to Huron's Incident Manager. All actions and expenditures relating to reception centre management will be coordinated through Huron's Incident Manager, PAG and the ERT.

5.4.9.2 Red Cross Resources

- Trained reception centre managers and operations staff
- Volunteers trained in registration and inquiry
- Emergency response vehicle
- Fire victim response team
- Supplies including cots, blankets, pillows, comfort kits, snacks, refreshments
- Instructors to assist Huron in preparing for reception centre operations

5.4.9.3 Potential Red Cross Functions

5.4.9.3.1 Volunteer Resource Management

The Canadian Red Cross will develop and implement a cost-based program for the recruitment, selection and training of sufficient volunteers and staff to deliver the agreed-upon services for a maximum of 1,500 evacuees. Red Cross will develop and maintain relationships with other voluntary organizations for recruitment and training of local volunteers to support all functions of their disaster operation, and will pull supplies and volunteers from other agencies across Southwestern Ontario as needed.

5.4.9.3.2 Reception Centre Leader

Red Cross may be able to provide a Reception Centre Leader who will be responsible for all Red Cross operations at the reception centre and who will coordinate Red Cross support services with the ERT.

5.4.9.3.3 Registration and Inquiry (formerly Family Reunification)

Red Cross is able to provide registration and inquiry services. Registration of evacuees will take place at the reception centre. Close coordination will be required between Red Cross and ERT for access to the appropriate databases (Human Resources, Residence Life, and Registrar). Inquiry services will collect information and answer inquiries regarding the condition and whereabouts of missing persons. This effort will assist in reuniting families.

Huron's IT department may be called upon by ERT to install necessary phone lines to receive inquiries.

5.4.9.3.4 Emergency Lodging

Red Cross may appoint an Officer of Emergency Lodging who will coordinate the general running and maintenance of the shelter and ensure that people's lodging needs are met in a safe environment. They will also assist Huron in finding suitable lodging, as they have pre-arrangements with a number of hotels in London. Red Cross can also supply cots and blankets for use by evacuees.

5.4.9.3.5 Emergency Clothing

At the request of the ERT and at their cost, Red Cross may provide one set of new clothing to evacuees (maximum cost of \$200.00 per person) as well as personal hygiene kits. Clothing will be obtained under agreements with local stores/warehouses. At Huron's request, Red Cross will refer evacuees to community resources for any additional clothing needs.

5.4.9.3.6 Emergency Feeding

The Red Cross may provide snack food to evacuees upon their arrival at the reception centre. Food may include hot and cold beverages and nutritious snacks. Huron's Food Services should be considered by ERT as the primary source for these supplies, but Red Cross may provide their own until such time as Food Services can respond. Huron's Food Services are to be responsible for providing meals to evacuees during the academic year.

5.4.9.4 Salvation Army

The Salvation Army offers emergency assistance in the areas of welfare, short-term accommodation (currently 75 beds), clothing, food and emergency reception centre support, and will respond within their operational capabilities when requested by Huron. The Salvation Army is equipped with a disaster-support vehicle, which is designed to deliver and store hot food. They are also prepared to arrange for clergy assistance at a disaster site or at temporary reception centres when called upon by police, fire authorities, or by Huron.

5.4.9.5 St. John Ambulance

The Middlesex-Elgin Corps of the St. John Ambulance, with headquarters in London, has a capability in first aid, home nursing, childcare, ambulance service, emergency lighting, canteen services and emergency reception centre support, and may respond to requests from Huron under emergency conditions. St. John Ambulance resources are staffed by volunteers and the level of response will be governed by their availability.

5.5 Huron-Owned Residences

Huron recognizes that students living in Huron-owned housing may have less access to alternative resources and are especially dependent on the assistance provided by Huron in the event of an emergency or crisis. In light of this and given the limited availability of emergency food supplies, Huron may need to prioritize the needs of residents currently living in Huron-owned housing who are not able to access alternative resources.

It should be assumed that, due to the length of the academic year, any campus emergency would most likely take place when the residences are fully occupied. As such, these provisions are based on the services and facilities available under these circumstances.

In the event of an emergency, IM and the ERT reserve the right to vacate a residence if building life safety features are compromised.

5.6 Evacuation Locations

An evacuation is the removal of people from an endangered area, for instance due to fire, power outage, etc. Shelter in place refers to finding a safe location indoors away from potential hazards outside the area, such as a tornado.

Assembly areas have been designated for each residence and housing facility. These will also be the assembly areas in the event of an evacuation of other spaces on campus (i.e. library, faculty/staff offices). Depending on specific circumstances, locations may be changed by Incident Manager in coordination with ERT.

Huron Campus – Evacuation and Shelter in Place Locations

Building	Evacuation Location	Shelter In Place Location
O'Neil Ridley	Dining Hall*	O'Neil Ridley / Admin Ground Floor Hallway, Away from Windows
Hellmuth	Dining Hall*	Hellmuth Ground Floor Hallway, Away from Windows
Southwest	Dining Hall*	Southwest Ground Floor Hallway, Away from Windows
Brough	Dining Hall*	Brough Basement, Away from Windows
Henderson	Dining Hall*	Henderson Ground Hallways & Washrooms; Away from Windows
Apps International House	Theatre*	Apps House Basement, Away from Windows
Lucas House	Theatre*	Lucas House Basement, Away from Windows
Administration/Chapel	Theatre*	Administration Ground Floor Hallway, Away from Windows
Library	Theatre*	Valley Wing Hallway, Away from Windows
Valley Wing (Classrooms, Offices, etc.)	Theatre*	Valley Wing Hallway, Away from Windows
West Wing (Classrooms, Student Services, etc.)	Theatre*	West Wing Ground Floor Hallway to Info Desk, Away from Windows
Wellness Centre	Theatre*	Wellness Centre Basement, Away from Windows
Dining Hall	Theatre*	Dining Hall Washrooms, Away from Windows
Theatre	Dining Hall*	Remain in Theatre, Away from Windows

**NOTE: If space in the Dining Hall or Theatre becomes too constrained, the Kingsmill Room will be used for overflow*

5.7 Residence Response Considerations

The Residence life management team, including managers and student staff, will be available to assist Western Special Constable Services and other emergency service designates to provide security, provisions and communication support.

The residences offer some common areas, such as study lounges, that can be set up with blankets and cots, mattresses or mats in the event of an emergency, as long as building safety features are not compromised.

Western's Student Emergency Response Team can provide first-aid services; residence staff, who are also trained in first aid, will be available to assist. In addition, St. John Ambulance and Student / Staff / Faculty Health Services may be contacted by the ERT to provide additional treatment (as required).

Residence space may be designated to these areas, as well as a space for family reunification.

A counseling services team will be established by ERT to include members of the Wellness Centre, Chaplains' Office, Student / Staff / Faculty Health Services, and Family Services London/Employee Assistance Plan. This team may allocate residence space to conduct individual counseling interviews. Group counseling may be conducted in floor lounges, as they are equipped with sofas and chairs.

An information and communications plan will be established by PAG and Communications to ensure that accurate information is disseminated to people on campus, as well as to those people who may be concerned about the evacuees. Information may be disseminated through student leaders in floor meetings, through information notices/social media, e-mail, and phone system auto-messaging. Residence space that meets all telecommunications and technology requirements may be made available for this purpose, including telephone hook-ups, network access, TV cable and sound system requirements.

In extended situations, ERT may direct areas to be set up to provide activities (e.g. common lounges equipped with TVs) and will be designated according to the level of need and the resources available to meet those needs. The ERT will ensure that necessary support materials are obtained (clothing, food supplies, etc.) and to work with designated emergency services operators. A financial approval system will be established by PAG to address financial and cost-control considerations.

5.8 Other Lodging Alternatives

Unoccupied residence facilities – ERT may offer lodging in residence rooms during the summer period.

Commercial accommodation – ERT may look to offering lodging in outside motels, hotels, hostels or commercial boarding homes (including Spencer Hall and Windermere Manor).

Private accommodation – ERT may utilize lodging with persons volunteering accommodation in their own homes.

6. Campus Evacuation and Transportation

6.1 Purpose

In the event of an emergency or disaster it may be necessary to evacuate all or part of the campus. The calm and orderly execution of such an evacuation is critical to the safety of evacuees and the continuing mitigation of the emergency situation. Provision of transportation for those who do not have access to private transportation or other means of evacuating the campus may be necessary to expedite the evacuation process as well as to ensure the safety and wellbeing of evacuees.

The purpose of this section is to outline the process for identifying the need for an evacuation, imposing an evacuation of all or part of the campus, communicating an evacuation order, directing and maintaining the evacuation and re-occupying the evacuated area upon resolution of the emergency condition. It is important to recognize that the resources identified in this plan may be limited or unavailable as a result of the emergency condition or for some other reason. Plans for the evacuation of the campus must therefore remain highly flexible.

It is the responsibility of the Incident Manager to ensure that the provisions of this plan are implemented or to devise and implement alternate strategies in contingencies where the plan cannot be executed. The process outlined in this section relates to a mass evacuation requiring significant separation from the incident. It is not intended to address individual building evacuation or establish plans for the evacuation of a facility in response to an emergency.

6.2 Description of Need

An evacuation may be required when an emergency or disaster poses a threat to personal safety and the threat cannot be reasonably contained or isolated. These incidents may include significant chemical spills or releases of hazardous materials, building fire, natural disaster, explosion, catastrophic structural collapse, civil disturbance or the imminent threat of any such incident including any situation from which the general public must be removed in the interests of safety.

6.3 Responsibility for Mass Evacuation

It is the responsibility of the Incident Manager, to assess all emergency situations and to determine the need for and extent of a mass evacuation. This assessment will take into account such factors as physical threat to the community, the ability of emergency responders to operate effectively, weather and environmental conditions, level of control over the emergency, extent of property damage which has occurred or is likely to occur as a result of the emergency condition.

If the emergency condition poses an immediate threat to life safety and the evacuation of the site will reduce the threat, the Incident Manager will order an evacuation and implement the evacuation plan. If the threat is not immediate and there is an opportunity to delay an evacuation, the Incident Manager will advise the ERT of the threat. If the decision to order an evacuation is from the PAG, the Incident Manager is to implement the evacuation plan.

6.4 Evacuation Strategy

Mass evacuations will be staged commencing with those who are at highest risk of being affected by the emergency condition. Once this has been completed a secure perimeter would be established around the building(s) and adjacent parking lots. When this perimeter has been secured, neighboring buildings would be evacuated sequentially as required until an appropriate perimeter has been established.

The evacuated area would then be segmented into zones:

Hot Zone - The area immediately affected by the emergency with access restricted to authorized emergency responders as controlled exclusively by the Incident Manager or emergency responders.

Warm Zone - Area encircling the Hot Zone within which the emergency response teams would operate and establish command, control and communications for dealing with the emergency with access controlled exclusively by the ERT.

Cold Zone - Area encircling the Warm Zone utilized for staging of personnel and equipment for use in responding to the emergency as controlled by designated emergency responders.

If it is determined by the Incident Manager or PAG to execute a mass evacuation of all or part of Huron, the following plan will be used:

The Incident Manager will advise all emergency response personnel that a mass evacuation has been ordered and specify the area involved. London police, fire and emergency medical services, if not already aware or responding, will also be notified of the order and the extent of and reason for the evacuation.

The hot zone will be identified by the Incident Manager, and communicated to emergency response personnel and Huron security to ensure that it is fully evacuated and secured with warning tape, barricades, fencing or other means. If necessary, exterior door hardware will be rendered inoperable or secured to eliminate the possibility of re-entry into the hot zone. Access to the hot zone will be controlled through a single entry point as established by the Incident Manager. All authorized emergency responders must enter through this point for accountability purposes. All emergency responders must check in and out through this access point.

Communications will activate notifications and advise contacts in the affected area that an evacuation has been ordered and that all persons must leave the area. The ERT will work with external emergency services to ensure areas have been properly evacuated. Evacuees will be advised that they should be prepared for a lengthy evacuation and, if reasonable, shut down equipment and take necessary personal belongings. Evacuees will be advised to monitor Huron's home website for updates on the evacuation, the location of reception centers when they have been established, and when the crisis is over. Communications and PAG will create a communication plan for notifying the Huron community about when/how to re-enter the area.

If it is determined that the evacuation may be a lengthy one, the Incident Manager or ERT will take the necessary steps to implement provisions to establish reception centers for registration and to answer inquiries as well as make arrangements for accommodation and shelter if the evacuation involves a Huron residence.

The Incident Manager is responsible for liaising with the Logistic and Operations Team, as well as the assignment of Western's Special Constable Service and Huron security, to assist in the movement of traffic out of the evacuated zone. Steps may include removal of parking control gates, conversion of two-way roads to one way outbound, erection of signs, barriers, barricades and control equipment to channel outbound vehicle and pedestrian traffic and prevent entry into the secured zone. Specific actions to meet this objective will be based on the location and extent of the evacuation. The Incident Manager will also liaise with the ERT to initiate call-in of additional personnel and request assistance of the London Police as required.

When the hot zone has been evacuated, evacuation of the warm zone will commence. This phase may involve activation of the fire alarm in each affected building one at a time. Efforts will be made to provide information to evacuees as they exit the building (possibly through the use of building

emergency wardens where they exist) or any other available means such as building or mobile public address systems, portable p.a. systems etc. Evacuees will be advised that a general evacuation has been ordered and, if known, the location of emergency shelters or reception centers where they are to report.

As each zone has been evacuated to the satisfaction of the IM, police or other personnel will be assigned by the IM to maintain the perimeter and to prevent unauthorized access. No person will be allowed access without the authorization of the IM.

Staging areas will be identified and established by the IM. This information will be communicated to all emergency responders, ERT and involved agencies. Arriving equipment and personnel will be advised to report to the staging area where they will be held until required or directed to the appropriate post for deployment.

If necessary, the IM and/or the ERT will contact a Transportation Resources representative to advise them of the need for transportation services. In consultation with these service providers, arrangements will be made for sufficient transportation of evacuees. Transportation vehicles will report to the IM to collect evacuees and receive instructions.

Perimeters around each evacuation zone will be secured until it is determined by the Incident Manager that the emergency condition has passed, and evacuated areas may be re-occupied.

The Incident Manager, with assistance from the ERT, will establish outbound evacuation routes on a priority basis. High priority outbound routes will be identified first, and where possible, sufficient personnel assigned to facilitate the orderly movement of people and vehicles from campus on the route. Personnel will be stationed at intersections to direct traffic whenever possible. Additional personnel will be assigned as necessary and when available to assist.

6.5 Transportation Resources

A large-scale evacuation may require additional resources to transport evacuated persons from campus. This is particularly true when a residence facility is involved. In most cases, students who live in residence do not have access to private transportation. If it is determined that these students will require transportation to an off-campus emergency shelter, safe transportation should be arranged.

It is understood that under emergency conditions there may not be sufficient lead-time to make arrangements for transportation services when required. Under such circumstances, arrangements will be made to provide temporary shelter on campus or nearby in a reasonably safe location until transportation is available to move the evacuees to an emergency shelter facility.

In incidents where a large-scale evacuation has been ordered, it will be the responsibility of the Incident Manager and/or the ERT to contact transportation service providers and make a request for sufficient buses to transport the projected number of evacuees. As a general rule, one London Transit bus will transport up to 40 people safely.

The ERT, in consultation with the IM will estimate the number of persons who will require transportation, where the evacuees will be housed, when the emergency shelter will be available for occupancy by evacuees and when the evacuees will be ready to move.

The Incident Manager and/or ERT will make contact with service providers identified in this Framework and advise that Huron has ordered an evacuation and transportation resources will be required. The service provider will be advised of the number of evacuees, where the evacuees will

be picked up, where they will be dropped off and the time frame within which the evacuation is to occur.

The service provider will indicate whether they will be able to comply with the request. Factors such as the time of day, weather conditions, availability of vehicles and drivers, other commitments and other demands on resources (such as a large-scale municipal emergency) will determine availability of transportation resources and the time frame within which the service can be delivered.

The following are identified as possible service providers for transportation in the event of a large-scale evacuation of campus:

- London Transit
- Murphy Bus Lines
- Elgie Bus Lines
- Voyageur Transportation Services

Once transportation services have been arranged, the Incident Manager will arrange to have personnel provided at the departure point for buses. IM or ERT will brief these personnel on the transportation of evacuees and they will coordinate the loading of buses to transport evacuees to the emergency shelter.

If London Transit is providing transportation services, a London Transit Inspector may be available to coordinate bus transportation to the designated emergency shelter. The London Transit Inspector will liaise directly with the IM or ERT to facilitate transportation to the emergency shelter.

Pick-up locations for bus transportation will be pre-established for evacuation of residences. The primary location will be used unless it is unavailable or cannot be used for any reason. In the event the primary location cannot be used, the secondary location will be established.

The IM may also request buses during an emergency evacuation of short duration if temporary shelter is needed to protect building evacuees from the elements. This should only be considered, however, if there are no suitable buildings available to provide shelter for evacuees.

Care and services for evacuees at the shelter will be provided as described in this plan.

7. Recovery

Recovery refers to the processes and procedures to affect the return to normal operations as quickly as possible. Recovery will also involve steps like documenting losses and reporting damages. It may also require insurance adjusters to attend at Huron for the purpose of evaluating and assessing loss.

While the recovery process is underway, Huron will prioritize maintaining and resuming services in the following order of priority. These priorities may be influenced by factors such as time of day, term, or location:

- Activities, facilities, and infrastructure that sustain the emergency response;
- Activities, facilities, and infrastructure that are critical to health and safety, such as temporary medical facilities, emergency shelters, and food supplies;
- Activities, facilities, and infrastructure that are used by dependent populations, such as Huron-owned residences;
- Normal educational and operational activities.

7.1 Re-Occupation of Evacuated Areas

Upon conclusion of an emergency or disaster situation necessitating an evacuation it will be necessary to coordinate the re-occupation of campus facilities by the evacuees.

It will be the responsibility of the IM or ERT to determine that an emergency or disaster situation has concluded or that it is no longer necessary to maintain an evacuation of some or all of the evacuated areas and those Huron facilities are safe for reoccupation and may return to normal operations.

Upon determining that evacuees may return to campus, the IM Commander will notify the emergency shelter(s) that the emergency or disaster condition has been terminated and to prepare for re-occupation of the campus.

The IM will ensure commencement of the removal of barricades, signs and other control devices to allow for normal traffic flow back into the evacuated area(s). This process will be conducted in reverse order to the establishment of zones. The cold zone will be prepared for re-occupation first, followed by the warm zone and finally the hot zone as appropriate.

Under some circumstances it may be necessary to maintain an evacuation of part of the campus until the emergency condition, which caused the evacuation, has been fully dealt with. It is possible that the emergency site cannot be re-occupied for a significant length of time or in the case of severe structural damage, not at all. Under such circumstances it will be necessary to maintain site security.

When a building is deemed to be unfit for re-occupation, retrieval of personal belongings from the emergency site will be at the discretion of the IM. Where it is considered safe to do so, building occupants will be allowed to enter the site under escort to retrieve personal belongings and then leave the site immediately afterward. Access to the site is to be restricted and the number of persons allowed to enter will be determined by the Incident Manager based on potential risk and the number of personnel available to provide escorts.

If it is deemed unsafe to enter the emergency site, building occupants will be advised that there will be no access allowed to the facility. Property within the building will be retrieved where possible by emergency personnel or demolition crews where the extent of the damage will allow this. The ERT will determine the most appropriate method for storing/packing/retrieving personal property from buildings. External agencies may be brought in to assist in this process. Where property is lost or not recovered from the emergency site, building occupants will be advised on how and when to make claims for personal losses as a result of the emergency.

When the crisis is over, communications and PAG will create a communication plan for notifying the Huron community about when/how to re-enter the area. When the evacuated areas have been made safe to occupy transportation services may be arranged through service providers. Buses will be sent to the emergency shelter(s) where ERT personnel will coordinate the boarding of buses and return the evacuees to the campus.

The IM and ERT will make the necessary arrangements to ensure that there is sufficient control of traffic to allow safe and orderly re-occupation of the evacuated areas.

8. Post Incident

8.1 Debriefings

Post-incident debriefings and related reporting are important aspects of emergency management. Leadership in managing this phase of activity facilitates proper documentation of the response for a variety of purposes, including improvement of the Disaster Plan. It also brings together information for insurance, cost recovery, employee relations and liability purposes.

A series of debriefings is required to fully evaluate the event and discuss problems encountered, training deficiencies, and suggested Framework or Emergency Plan changes.

IM is to conduct debriefing with all leaders involved with the emergency incident, within one (1) month of the incident. Written reports are prepared by leaders involved with the emergency incident as identified by IM, to include actions taken, timings, problems encountered, training deficiencies, and suggested improvements.

IM will submit a written report to the PAG.

8.2 Review and Testing

The Crisis or Emergency Policy and Plan will be reviewed annually by the members of PAG.

The Director, Community Safety will arrange for table talk/scenario planning once a year with Emergency Response Team members and PAG.