



Emergency Management Plan  
2019-2020

UNIVERSITY  
of GUELPH

IMPROVE LIFE.

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## INTRODUCTION

It is the responsibility of University of Guelph to ensure that the safety and wellbeing of students, staff, faculty and visitors are safeguarded at all times while on campus. To ensure that this goal is met the university has developed this document known as University of Guelphs Emergency Management Plan (EMP). Its primary purpose is to preserve the safety and wellbeing of the campus community (members), and to safeguard Guelph University's assets, the environment and its reputation during emergency situations.

Any emergency or disaster can present numerous unique challenges for emergency first responders and university officials that are tasked with managing the response. Among some of the challenges are coordinating the efforts of University of Guelph Departments with those of other numerous responding external agencies such as the Guelph Police Service, Guelph Fire Department and Guelph Wellington Paramedic Services.

Examples of Emergencies may include but are not limited to;

- Extreme weather/natural disasters,
- Critical infrastructure failure,
- Building fire/explosion,
- Hazardous material leak,
- Public health influenza/pandemic,
- Essential services failure (flood, fuel, IT, labour disruption) and
- Active Intruder/Shooter.

It is important that each university department and designated official be prepared to carry out assigned responsibilities in an emergency. The EMP has been prepared to provide key officials and departments of the University of Guelph with important emergency response information related to the roles and responsibilities during an emergency, and the ability to organize arrangements, services and equipment. This includes managing the flow of information, planning response and recovery activities and resource management that may last hours, days or week(s). Without appropriate intervention and support an emergency may escalate into a larger scale disaster, which may endanger life, property for members of the campus community or the City of Guelph.



## PURPOSE

The purpose of the EMP is to make provision for the extraordinary arrangements and measures that may have to be established to protect the health, safety, welfare and property of the students, staff, faculty and visitors to University of Guelph when faced with an emergency.

The EMP outlines a controlled and coordinated response to emergencies that occur on and off campus and is consistent with the legislated requirements of the Emergency Management and Civil Protection Act of Ontario.

The EMP has been developed by the Director of the Campus Community Police (CPP) under the leadership of the Vice-President (VP Finance, Administration and Risk Management) to ensure effective action from University of Guelph and its stakeholders during emergency situations by;

- Assigning stakeholder roles and responsibilities,
- Identifying priorities and emergency management goals,
- Detailing methods and procedures for managing and responding to emergencies,
- Providing a framework for stakeholders to mitigate risk through education, training and annual exercises, and
- Outlining the Province of Ontario's Incident Management System (IMS).

University of Guelphs EMP will operate in support of any municipal/provincial/federal emergency plan when any one or all those plans are simultaneously in effect.

The EMP has been developed in accordance of the following core objectives;

1. Prevention
2. Mitigation
3. Preparedness
4. Response
5. Continuity and Recovery
6. Effective Emergency Communications

**Prevention** Through education and awareness, the EMP is intended to educate and build awareness in relation to emergency situations that can occur on University of Guelph s campuses, and to provide information about prevention, potential risks, impacts and procedures to be followed in specific situations.

**Mitigation** University of Guelph has developed strategies to mitigate, limit or control the consequence, extent, or severity of an incident. The EMP is intended to prevent the escalation of emergencies, to minimize their associated impacts, and to facilitate timely return to normal conditions by

- Conducting risk assessments which include the identification of hazards and the analysis and evaluation of the risks, as well as the likelihood and severity of their occurrence.
- It is the clear responsibility of every department head on campus to ensure that this assessment is done on an annual basis for their area of responsibility

- Identifying and monitor natural, human-caused (intentional/non-intentional), and technological hazards that can have an impact on university operations or areas of responsibility.

**Preparedness** University of Guelph has developed strategies and external partnerships to prepare effective response, continuity, and recovery management planning. The EMP will assist in ensuring that university resources are mobilized as quickly as possible in response to an emergency by:

- establishing mutual aid agreements in advance, where possible
- outlining procedures for coordinating resources
- outlining the specific roles and responsibilities to be assumed during an emergency
- conducting regular reviews, training and exercises of the EMP, based on identified risks throughout a given year.

**Response** University of Guelph has developed strategies to respond to incidents that threaten members of the campus community, property, the environment and/or the continuity of operations. The EMP will assist in ensuring that university resources are coordinated in an effective manner to respond to an emergency by assigning decision making responsibility to designated responders.

**Continuity & Recovery** University of Guelph does have developed strategies to continue its critical services, through the development, maintenance and testing of Business Continuity Plans (BCP) for each Academic/Administrative area and all operational departments. With the support and guidance of the Emergency Management Steering Committee (EMSC) this process will be reviewed, and a more current process will be introduced and implemented within the next several years, until then it is the responsibility of each Department Dean or Head to consider the following:

- Taking all necessary precautions to protect people, critical research, animals, computer records, archives, valuable materials and all equipment within their scope of responsibility,
- Maintaining an accurate and up to date emergency contact lists for all personnel, which will be verified through the Director of the Campus Police.
- Developing contingency plans for essential business functions,
- During an emergency on Campus, providing critical information to the members of the Emergency Operations Control Team (EOCT) or Incident Commander as needed.

**Effective Emergency Communications** University of Guelph has developed strategies for Emergency Notification and alerting the campus community of an emergency or impending emergency through the UofG Alert system as well as managing communications during an emergency. The most effective way that this will be accomplished is through one of the following tools, the UofG website, social media, direct email, SMS to mobile phones and or phone calls to mobile and or desktop phones.

All media enquiries will be handled by the Director of Communications and Public Affairs or their assigned designate.

Each student, faculty and staff member are provided access to the UofG Alert system through their UofG email account. It is the responsibility of each UofG member to manage and change their notifications based on their preferred method of notification during an emergency.



## OBJECTIVES

In any emergency, University of Guelphs overriding objectives will be to:

- Protect life, safety of humans and animals,
- Safeguard research, critical records, valuable and irreplaceable materials,
- Secure our critical infrastructure and facilities,
- Maintain the teaching and research programs.

General emergency management priorities follow, ranked in descending priority. These priorities may be influenced by factors such as day, week, semester and location:

- Our campus community members (staff, students, faculty, visitors and workers)
- Facilities and infrastructure that sustain the emergency response (i.e., emergency systems, utilities, communication services, computer installations, transportation systems),
- Buildings critical to health and safety - medical facilities, emergency shelters, food supplies, sites containing potential hazards,
- Buildings used by dependent populations – residences, occupied classrooms, labs, and offices, the Ontario Veterinary College, McLaughlin Library and special event venues,
- Facilities containing research, animals and other critical materials,
- Classroom and administrative buildings.

## AUTHORITY

The Emergency Management and Civil Protection Act (EMPCA) R.S.O. 1990, c. E-9 is the legal authority for emergency response planning in Ontario. The Mayor of the City of Guelph may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the EMP of the municipality and to protect property and the health and safety and welfare of the inhabitants of the emergency area.

The City of Guelph has its own emergency response plan and a Community Emergency Management Coordinator (CEMC). A copy of the plan and contact information for the CEMC is maintained in the office of the Director of the Campus Community Police, Emergency Management and Fire Safety and with the Duty Supervisor, Guelph Police Service. A copy of University of Guelph's EMP shall be provided to the City of Guelph EMC and Guelph Police Services and Guelph Fire Department on an annual basis as changes are made.

This EMP is issued under the authority and signature of University of Guelphs President. It is in all respects, a University of Guelph policy document.

## ASSUMPTIONS

This EMP is based on the following assumptions:

- Some situations will occur with enough warning such that appropriate notifications can be issued to ensure some level of preparation (i.e., UofG Alert, mass emails, Mobile App notifications, Corporate Communications website updates etc.).
- Emergencies may threaten the health, safety or environment of the campus community and may potentially disrupt programs, services and activities.
- Depending on the scale and duration of an emergency, University of Guelph may require the external support and expertise of personnel from other City of Guelph agencies such as Guelph Police Service, Guelph Fire Department, Guelph Wellington Paramedics, Guelph Public Health and other external agencies depending on the situation.
- Routine departmental activities may be temporarily modified or suspended in order to provide personnel the resources to manage emergent situations.
- Situation specific emergency response procedures developed in conjunction with various campus departments are integral to this plan.
- The university has resources including personnel, equipment, supplies, and skills to mitigate the loss of life and property damage in the event of an emergency or disaster.
- This plan is dynamic and is considered a living document and will be reviewed and updated on an annual basis or as needed.

## SITUATIONAL ASSESSMENT OF THE UNIVERSITY OF GUELPH

- Approximately 5,000 employees (faculty and Staff).
- Approximately 30,000 students (full time and part time)
- Main Campus is approximately (1,017 acres).
- 5000 student accommodations on campus in 14 different living environments.



## EMERGENCY RESPONSE LEVELS

**Level One Response - Minor Incident** which usually involves a response using only on-site resources with the expectation of escalation being limited or unlikely. An example of a level one response would be a minor power failure, football games, larger sanctioned events (i.e. College Royal, Homecoming). Any communication to the media or stakeholders may be done with the approval of the VP of Finance, Administration and Risk Management.

**Level Two Response - (Partial CCG Activation) Moderate Emergency** that exceeds a University based response and may require support for external agencies. Select members of the CCG team would be notified based on the situation and emergency and may respond to the identified EOC to ensure the safety of students, staff, faculty and visitors to University of Guelph. Any communication to the media or stakeholders may be done with the approval of the VP of Finance, Administration and Risk Management.

**Level Three Response - (Full CCG Activation) – Major Emergency** is an unusual and serious emergency or event that requires extensive support from outside agencies. The CCG will be notified and shall respond to the EOC to ensure the safety of students, staff, faculty, and visitors to the University of Guelph. The CCG will be called upon to support the Incident Command Team (first responders) who are at the scene of the emergency. Any and all communication to the media or stakeholders may be done with the approval of the VP of Finance, Administration and Risk Management.

### **DECLARING A CAMPUS EMERGENCY-**

The President or designate is responsible for declaring an emergency on campus. This decision is usually made in consultation with the Chair of the CCG. Only the President or designate may terminate a declared emergency.

The President may attend meetings, particularly when the situation is likely to have serious impact on the campus as a whole. In addition, the President will be consulted regularly on progress, and may be involved in major decision making.

See “Appendix A” Emergency Management Plan Utilization Process

**Campus Closure and Class Cancellation** The Director of the CCP or delegate has the authority to close all or part of a campus should there be an imminent risk to life, health, or safety and will consult with the VP of Finance Administration and Risk.

The Director of the CCP or delegate will consult with the AVP of Academics, or delegate, on the cancellation or rescheduling of classes and exams.

It is the AVP Academic, or delegate, who has the authority to cancel and or cancel and or reschedule classes and exams should there be a risk to life, liberty, health and safety.

**Building Closures or Evacuations** Decisions to close or evacuate a building, or to isolate an area, immediately after an incident may be made by the Director of the CCP in consultation with the VP of Finance Administration and Risk or delegate if they determine there is an imminent risk to health and safety.

**Reoccupying a building** may only be made by the person who ordered the evacuation or their designate however before doing so the primary consideration before reoccupation will be the health and safety of the occupants.

## ACTIVATING THE EMERGENCY NOTIFICATION SYSTEM

Emergency Notification System Alerts (ENS) are issued when one or more of the following criteria are met:

- Critical information must be communicated related to an imminent and potential threat to life (including health and safety) or property, or a declared emergency.
- An urgent and immediate message is required to quickly notify users of non-life-threatening situations.
- There is a significant impact on University business.

Other factors that could influence the decision to send an alert include:

- Severity of the threat
- Protection of the campus community
- Timing – requirement for immediate knowledge.

## **EMERGENCY MANAGEMENT PLAN - IMPLEMENTATION WILL OCCUR WHEN**

The Campus Control Group (CCG) is assembled and the EMP is implemented when it is apparent to Incident Command that an event or events will have a major impact on University of Guelph or when considerable outside assistance is required to deal with an emergency.

Generally, this will occur when there is:

- **Pre Incident Planning:** involves evaluating the protection systems, building construction, contents, and operating procedures that can impact emergency operations.
- **Advanced Warning:** there is an opportunity for the Incident Command to assess the potential impact and do some initial planning of the University's response (i.e., severe weather disruption, health emergency, etc.)
- **Sudden Impact:** an unexpected situation that impacts the university immediately and Incident Command is required (i.e., campus fire, campus explosion, aircraft crash, active intruder/shooter, hazardous material spill etc.). It is always possible that a normal emergency will escalate beyond the university's response capabilities, triggering the Incident Commander to assemble the CCG.



The President or any member of the CCG can also request that the Group convene to consider a possible, pending or actual emergency affecting the University. Notification of the CCP will be made by the CCP Dispatcher.

## **NOTIFYING THE CAMPUS CONTROL GROUP (CCG)**

The Campus Control Group (CCG) will be notified by the following process:

- Once a decision is made by the first responders assessment, the on-scene Incident Commander will discuss the emergency with the Director of the Campus Community Police or in his or her absence the Manager of the Campus Community Police.
- Through either the Director or the Manager of the CCP a decision will be made to initiate the EOC procedure and place the CCG members on standby or direct the CCG members to assemble at either the primary or secondary EOC location (See *Appendix "B-1"* for EOC locations).
- The CCP Dispatcher when placing a call to the EOC members will provide each member with the following information;
  - ❖ The time of the incident,
  - ❖ Where on campus the incident occurred,
  - ❖ Overview of the incident.
- Once the CCP Dispatcher has spoken with each member of the CCG they shall record the time that the call was placed, and if the primary or alternate CCG member will be responding.

## **EMERGENCY OPERATIONS CONTROL CENTER (EOC)**

The EOC is activated when in the opinion of the Incident Commander, an emergency has or will have a major impact on the University or requires additional response beyond those immediately available. University of Guelph has identified two EOC locations, a primary and a secondary (see *Appendix "B-1"*) location from which the CCG can support activities and needs, share information, provide advice and input for major decisions, and implement the desired course of action in a coordinated and effective way.

It is important for members of the CCG group to recognize that their primary responsibility is to support the scene personnel and to ensure the safety of students, staff, faculty and visitors to University of Guelph campus.

Members of the CCG group shall not attend the emergency scene as attendance may disrupt the Incident Command structure, which could pose significant risk to the scene. As the Presidents representative, the VP of Finance, Administration and Risk Management may arrange with Incident Command to attend the emergency scene location when appropriate and safe to do so. The VP of Finance, Administration and Risk Management works with the IC to arrange for site visits for members of the CCG and other senior members.



## **REQUEST FOR ASSISTANCE**

Assistance may be requested through the CCP Dispatch for emergency services from the City of Guelph. It is the responsibility of the Director of the CCP or designate to notify the Guelph Police Service (GPS) Station Duty Supervisor of any emergency on campus. From the information received, it will be the responsibility of the GPS supervisor to ensure that a member of the City of Guelphs Emergency Operations Control Group (EOCG) or alternate is notified.

If requested by the EOCG member or alternate, the Station Duty Supervisor from the GPS will activate the emergency notification procedure of the City of Guelph Emergency Response Plan.

## **INCIDENT MANAGEMENT SYSTEM (IMS)**

### **ORGANIZATION**

It is recognized that the efficiency and effectiveness of the EOC operations is greatly improved through the utilization of a formal organizing structure. In keeping with best practices and in line with the Provincial Incident Management System (IMS) University of Guelph will strive to use this system as a guide. The IMS offers numerous benefits that include but are not limited to the following principles and functions:

### **IMS PRINCIPLES**

The following standard operating principles guide how the IMS organization functions:

- Five primary management functions,
- Establishing and transferring control,
- Single or unified command,
- Management by objectives,
- Manageable span of control,
- Modular organization,
- Unity and chain of command,
- Common terminology,
- Consolidated Incident Action Plans (IAP),
- Personnel (accountability)
- Integrated Communications
- Comprehensive resource management

### **IMS FUNCTIONS**

There are five major functions that form the foundation of the IMS structure:

1. Command,
2. Operations,
3. Planning,
4. Logistics and Finance and Administration,
5. Policy is an external decision-making group comprised of University of Guelph's Executive Team.

These functions apply whether managing a routine event or emergency, organizing for a major non-emergency event, or managing a response to a major on campus disaster.

Each of these functions may be managed by a dictated Response Team or when the Emergency Operations Control Group (EOC) is activated the chair is responsible for managing the response in conjunction with the senior administrators of the EOC group.

## **IMS INCIDENT ACTION PLAN**

The Incident Action Plan (IAP) describes the actions the EOC will take to support the response operations during a specific operational period. The purpose is to serve as a guide for the CCG and others supporting the response operations. The plan will identify the following:

- The current conditions,
- Activities required to support the response efforts,
- Resources required to perform activities,
- Area that is responsible for ensuring completion of the activity.

The IAP identifies the objectives and tasks and how the EOC will support operations.

\* It is important to note the IAP is a living document and is developed on the best available information at the time of the planning meetings.

## EMERGENCY CAMPUS CONTROL GROUP (CCG)

The CCG is a group of senior administrators responsible for the coordinating provision of the essential services necessary to minimize the effects of an emergency on campus. During an activation of the EOC the CCG structure is such that it may not resemble the day to day operations of the University.

At times there may be situations where staff may report to another member where there is no established relationship based on the needs of the EOC. The CCG may be changed at anytime based on the needs of the University and with input from the EMSC.

## **THE CCG CONSISTS OF THE FOLLOWING MEMBERS**

1. **Chair** - VP of Finance, Administration and Risk Management or alternate,
2. Scribe for the Chair
3. VP External or alternate,
4. Provost and VP of Academic or alternate,
5. Associate VP of Student Affairs or alternate,
6. Associate AVP of Physical Resources or alternate,
7. Director of CCP, Emergency Management and Fire Safety or alternate,
8. Manager of Emergency Planning and Administration or Alternate,
9. Associate VP of Human Resources or alternate,
10. Associate VP of Financial Services or alternate,
11. Assistant VP of Communications and Public Affairs or alternate,
12. Director of Environmental Health and Wellness or alternate,

## **CAMPUS CONTROL GROUP (CCG) RESPONSIBILITIES**

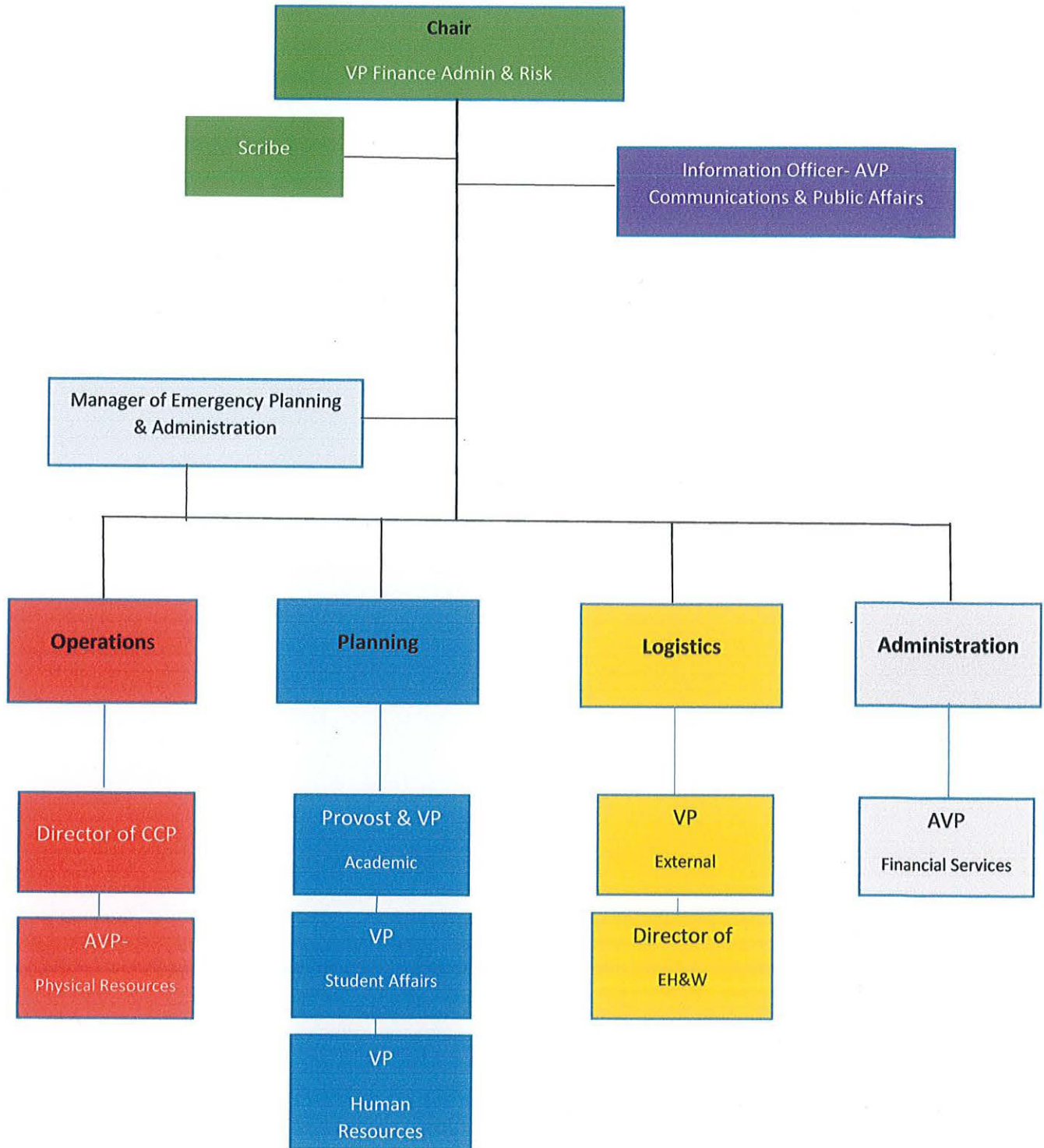
- Ensure the EMP is current and updated as required on an annual basis,
- Confirm that an emergency exists within the university jurisdiction and declare that the CCG is assuming responsibility for a coordinated response,
- Ensure that the actions taken to mitigate the emergency are not contrary to law,
- Ensure University resources are made available as required.
- Discontinue any on campus service as required.
- Authorize and coordinate the evacuation of part or all of the university,
- Notify, request assistance from and/or liaison with various levels of government and any university or public agencies as required,
- Confirm that any emergency within the university jurisdiction is over and note that the CCG is relinquishing their responsibility,
- Notify and liaise with the City of Guelph during an emergency,
- Assist the City of Guelph, if requested, during any community emergency,
- The Scribe will maintain accurate records of all actions taken and decisions made during an emergency by the CCG,
- Participate in a debrief following the emergency and identify any gaps,
- Provide the President of the university with a Post Emergency Report,



## **CAMPUS CONTROL GROUP (CCG) RESPONSIBILITIES (CONT'D)**

- Attend and participate in training annually as identified by the Director of the campus Community Police
- Maintain logs of any actions taken or declined during the EOC operational periods.
- Maintain an incident log of information known about the incident, and position papers with recommended course of action and options considered.
- Ensure that at a minimum each member of the CCG has IMS100 training.

## UNIVERSITY OF GUELPH INCIDENT COMMAND SYSTEM



## **SUPPORT AND ADVISORY TEAM (S&A)**

The University Support and Advisory Team (S&A) is comprised of Senior Administrative personnel. The S&A team will be utilized to provide specific advice and assistance to the CCG and to implement decisions made by the CCG. The S&A team and other technical support personnel may be required to join the CCG on an as needed basis at the discretion of the head of each area.

Should a member of the S&A team be required they will be contacted by the CCG **and not through** the process used through the CCP Notification Procedure.

## **EMERGENCY MANAGEMENT STEERING COMMITTEE (EMSC)**

The University Emergency Management Steering Committee will be comprised of Mid-Mangers who have a specific mandate in relation to the following:

- Continuously analyzing all risks which expose the University to the potential for disruption of its activities such as natural, technological, or human-caused or others (e.g., pandemic, loss of research data, equipment failure),
- Assist in identifying key stakeholders of the CCG to be utilized in an EOC capacity as required,
- Maintain a current updated list of the CCG and ensure that the ALERT GO companion has been updated accordingly,
- Forming of a Sub Committee or making recommendations to assist in completing a campus Hazard Identification and Risk Assessment (HIRA),
- Ensure that the Business Continuity Plans (BCP) for the University with its recovery from long-term disruption are updated accordingly,
- Assist with identifying training and development of CCG members both through internal and external opportunities. This training may consist of discussions, tabletops and drills internal to the university and through external partnerships, i.e., Guelph Police, City of Guelph, Guelph Fire Department,
- Work towards developing training, education and identifying key short term and longer-term items to address on campus. Including staff training on EM and ENS,
- Reviewing annually existing emergency management policies and procedures, and recommending changes to the Executive,
- Creating performance measurements, specifically for:
  - ❖ Response to emergencies and drills i.e., Snow Policy
  - ❖ Reviewing emergency responses and drills identifying gaps and making recommendations.



## HAZARD IDENTIFICATION and RISK ASSESSEMENT

A Hazard Identification and Risk Assessment (HIRA) is a tool to identify the following:

- What hazards exist in a given area on university property,
- How frequently do they occur?
- How severe can their impact be on the community, infrastructure, property and environment,
- What hazards pose the greatest threat to the campus community?

The HIRA will assist the CCG in answering key questions in relation to an on-campus emergency. It is a systematic risk assessment tool that can be used to assess the risks of various hazards.

The HIRA is a useful tool and compliments the EMP in the following ways:

- It assists emergency management professionals prepare for the worst and/or most likely risks,
- Allows for the creation of exercises, training programs, and plans based on the most likely scenarios.

The University will identify potential hazards, determine the likelihood of it occurring on campus and the potential impact to the campus community, property and the environment. The HIRA form in “*Appendix B-2*” will be utilized for this function. The chart maps out the results and shows which hazards should be addressed through planning or attempting to remove the hazard completely.

The HIRA currently is developed by each Dean or Department Head for their area of responsibility. This practice will be maintained until the introduction of a new software program that will be implemented in the 2019-2020 calendar year. A sub-committee will be formed from the EMSC that will be responsible for implementing and maintaining the HIRA software.

## PLAN MAINTENANCE, REVIEW and TESTING

**Plan Maintenance** the Director, CCP is responsible for maintaining and distributing the EMP.

**Annual Review** The annual review of the EMP will be coordinated by the Director, CCP, and conducted prior to the end of June each year.

The President will be responsible for reviewing and signing the EMP. Proposed changes will be submitted in writing at least (30) days before a meeting of the CCG. The CCG will review the proposals, revisions which are approved by the CCG and the changes will be effective immediately and incorporated into a formal amendment to the EMP. Amendments will be published and distributed to all plan holders within (60) days of approval. *See page 21 for revision template.*

**Plan Testing** the EMP will be tested on an annual basis. The testing of the Plan can be accomplished through various training with the CCG by one or more of the following methods;

- Discussion based training,
- Table top exercises,
- Simulated training scenarios,
- Larger scale campus exercises
- Larger scale exercises with external partnering with one or more of the following agencies (i.e., Guelph Police, Guelph Fire, Guelph Wellington Paramedics, City of Guelph)

## GLOSSARY of TERMS

**Campus Control Group (CCG)** A group of senior administrators responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on campus.

**Command** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Emergency** The situation or threat of an impending situation, which abnormally affects the lives, health, safety, property or reputation of the university community or which may be expected to adversely impact operations or normal activities of the university.

**Emergency Management Plan (EMP)** An approved document used by University of Guelph to respond to on and off campus emergencies.

**Emergency Management Steering Committee (EMSC)** The Emergency Management Steering Committee is comprised of a cross section from University of Guelph who will actively provide, guidance



advice and training ideas to the CCG and undertakes activities to further the effectiveness of emergency management on campus.

**Emergency Notification System (ENS)** University of Guelph 's Emergency Notification System –U of G Alert – sends registered users' critical messages when an emergency happens on campus.

**Emergency Operations Center (EOC)** The EOC is a coordination point for activities that are taking place on campus or across the campus. The EOC is the location where members of the CCG gather to support Incident Command activities and needs, share information, provide advice and input for major decisions, and implement the desired course of action in a coordinated way.

**Hazard** A risk that is a threat or, an event or physical condition that has the potential to cause injuries, fatalities, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

**Hazard Identification** A structured process for identifying hazards that may exist on campus and defining their characteristics.

**Impact** The negative effect of a hazardous incident on people, property, the environment, the economy and the ability of the economy or services.

**Immediate Action Plan (IAP)** The Incident Action Plan (IAP) provides a clear means to communicate the overall incident objectives in the context of both operational and support activities. The IAP addresses the mission and policy needs of each involved jurisdiction and may either be verbal/oral or written. Each IAP is related to one operational period, usually a period of 12 to 24 hours, and provides incident supervisory personnel with measurable performance outcomes to be achieved during this period.

**Incident Command (IC)** The person identified to be responsible for the frontline response to an incident or emergency on campus. This designation is normally done by the CCG.

**Incident Management System** is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The 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.

**Response** The action by emergency services or intervention during or immediately after an incident in order to protect people, property, the environment and or services. This could include the provision of resources such as personnel, services and or equipment.

**Support and Advisory Team (S&A)** The University Support and Advisory Team is composed of senior administrative personnel. The purpose of the S&A Team is to provide specific advice and assistance to the CCG and to implement decisions made by the CCG. The S&A Team and other technical support personnel will join the CCG on an “*as required*” basis.