

Secretariat

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The following item arises from the Human Resources Committee meeting of January 20, 2022 and the Audit and Risk Committee meeting of February 3, 2022. It is presented to the Board of Governors for its consideration.

I. FOR ACTION BY THE BOARD OF GOVERNORS**1. Emergency Management Policy** [HR21-11; AD21-17]

The Human Resources and Audit and Risk Committees considered the proposed *Emergency Management Policy*, attached as Appendix A.

The University's current emergency response structure was activated in January 2020 in response to the crisis related to the COVID-19 pandemic. The pandemic illustrated a need to develop an official Emergency Management Policy to be adopted at the highest-level of the University, the Board of Governors.

The proposed Policy establishes a requirement for the development of an emergency management program to organize, consolidate and document the systems, structures and processes in place for preventing, mitigating, preparing for, responding to, and recovering from a major emergency.

The Committees were informed that a separate procedure—the University Emergency Management Plan—is being developed to support the maintenance and administration of the program and the operations of its core emergency management activities.

The Human Resource Committee considered and approved the Policy on January 20, 2022. The Audit and Risk Committee approved the Policy, subject to the incorporation in the definition of “University property” mention of information technology infrastructure and data systems, as forming part of the University's property. This addition has been incorporated into the Policy.

The Policy is now being recommended for approval by the Board, as follows:

Be it resolved that the Board of Governors, on the recommendation of Human Resources Committee and the Audit and Risk Committee, approve the Emergency Management Policy, as presented in Appendix A.

END**February 2022**



POLICY NAME	EMERGENCY MANAGEMENT POLICY
Approving Body	
Initial Approval Date	
Date of last review	
Date of next review	
Executive Sponsor	Vice-Principal (Administration and Finance)
Related Documents	<ul style="list-style-type: none"> • University Emergency Management Plan • Terms of Reference of the University Emergency Management Program Committee

1. INTRODUCTION

- 1.1 For the purpose of this Policy and any related documents, “emergency” means a present or imminent incident or situation that requires prompt coordination of actions to protect the health and safety of people, to limit damage to property or the environment, or to mitigate or minimize disruption of McGill University operations and activities.
- 1.2 McGill University recognizes the importance of emergency management and hereby commits to establish and maintain a comprehensive, all-hazard emergency management program which addresses how to prevent, protect against, mitigate, prepare for, respond to, and recover from emergencies that may affect the University.

2. PURPOSE

- 2.1 The purpose of this Policy is to establish the requirement for the University Emergency Management Program (“Program”), and to outline the Program’s systems and processes, and assign and define the key roles and responsibilities involved in the management of emergencies at McGill University.

3. SCOPE

- 3.1 This Policy and any related governance documents apply to University property and to all members of the University community, including, but not limited to: employees, students, contractors, subcontractors, visitors and guests of McGill University. For the purposes of this Policy, “University Property” includes buildings, structures, parking lots, grounds, outdoor areas, as well as all information technology infrastructure and data systems owned and/or occupied by the University.

4. UNIVERSITY EMERGENCY MANAGEMENT PROGRAM

4.1 GENERAL

4.1.1 The Program shall categorize emergencies as follows:

- **Category 1 emergency:** a minor, localized incident with limited impact on persons, property or the environment and that is unlikely to disrupt University operations or activities. Category 1 emergencies are managed using routine response protocols, procedures, and resources.
- **Category 2 emergency:** a major incident that poses a high risk of serious harm to persons, or of widespread or substantial damage to property or the environment, or that disrupts or has the potential to disrupt University operations or activities. Category 2 emergencies are within the purview of the Program and require the activation of all or part of the Program's emergency response structure.

4.1.2 The University acknowledges that emergency situations, especially Category 2 emergencies or Category 1 emergencies with potential to escalate to a Category 2 level, may impede the ability to adhere to standard governance practices and processes and any timelines imposed by University policies and regulations. Although every effort shall be made in an emergency situation to adhere to such practices and processes and timelines, the University recognizes that certain emergency situations may require derogations therefrom in order to facilitate efficient and timely decision-making for the prevention of serious harm to persons, widespread or substantial damage to property or the environment, or disruption to University operations or activities. In situation where a derogation is or is expected to be required, the Principal and Vice-Chancellor shall consult with the Board of Governors, or if not possible or practical given the circumstances, with the Chair of the Board of Governors about proposed derogations and report back as appropriate on their implementation.

4.1.3 The principal objective of the Program is to organize and coordinate the systems, structures and processes for preventing, mitigating, preparing for, responding to, and recovering from a Category 2 emergency or any Category 1 emergency with potential to escalate to Category 2.

To achieve this objective, the University Emergency Management Plan ("Plan") will be developed to document and provide authoritative direction to the McGill community.

4.2 EMERGENCY PREVENTION, MITIGATION & PREPAREDNESS

4.2.1 The Program's core emergency management activities related to prevention, mitigation, and preparedness aim to ensure the University achieves a high level of emergency resilience and readiness. Such prevention, mitigation and preparedness emergency activities shall include:

- (a) Identifying, assessing, and mitigating hazards
- (b) Developing response plans and procedures based on assessed hazards
- (c) Establishing and maintaining an effective emergency communication system

- (d) Providing adequate training to designated emergency responders
- (e) Testing and exercising procedures and plans frequently

4.3 EMERGENCY RESPONSE

4.3.1 EMERGENCY RESPONSE PRIORITIES

In any emergency, the University's top emergency response priorities are to:

- Protect the life and safety of all members of the McGill University community
- Protect infrastructure, assets, property and the environment
- Minimize disruption to academic, research and administrative functions

4.3.2 EMERGENCY RESPONSE STRUCTURE

The Program shall establish a temporary and distinct management structure and emergency chain of command, including defined roles and responsibilities, that coordinate response from on-site activities (Incident Command) to university-level coordination (Emergency Operations Centre), to senior administration (Policy Group).

4.3.2.1 INCIDENT COMMAND

Incident Command (IC) is the on-scene emergency management group.

During emergency response, IC is hereby authorized to coordinate activities with emergency responders, direct evacuation, restrict access to buildings or areas of campus deemed hazardous, direct use of University resources, and other actions required to protect the life and safety of the McGill community and ensure other University response priorities.

4.3.2.2 EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre (EOC) is the emergency management group that provides strategic and resource acquisition support and coordination to Incident Command and on-scene responders. EOC also provides capacity for consequence management.

EOC is hereby authorized to direct the use of University resources to provide support as needed to Incident Command and for consequence management, including but not limited to providing strategic direction, managing internal and external communications, and addressing business continuity.

4.3.2.3 POLICY GROUP

The Policy Group provides high-level strategic support and direction to the EOC and oversees all governance and policy decisions related to a Category 2 emergency or a Category 1 emergency with potential to escalate to a Category 2 level. Membership includes the Principal and Vice-Chancellor, Chief of Staff, Provost and Vice-principal

(Academic), Vice-Principal (Communications and External Relations), Vice-Principal (Administration and Finance), and General Counsel.

The Vice-Principal (Administration and Finance) is the Policy Group Liaison and serves as primary liaison between the EOC and Policy Group.

4.3.3 ACTIVATING THE EMERGENCY RESPONSE STRUCTURE

4.3.3.1 INCIDENT COMMAND

IC is activated by the most senior responder at an emergency where such emergency is a Category 2 emergency or a Category 1 emergency with potential to escalate to a Category 2 level. The Director, Campus Public Safety, or their delegate, is notified upon activation of the IC.

4.3.3.2 EMERGENCY OPERATIONS CENTRE

4.3.3.2.1 The EOC is activated if one or more of the following conditions are met:

- Incident requires the coordination or management of a large-scale or complex response;
- IC requires support in acquisition of resources;
- Significant information management issues need to be addressed;
- Incident requires the coordination of assisting or responding departments and external agencies;
- Incident poses a risk to a significant portion of the University community;
- Response conditions are uncertain, or there is risk of rapid incident escalation;
- A state of emergency affecting McGill University campuses has been declared by federal, provincial or municipal agencies.

4.3.3.2.2 The Director, Campus Public Safety, their delegate, or the EOC Director, are hereby authorized to activate the EOC.

4.3.3.2.3 A request for EOC activation to the Director, Campus Public Safety, or their delegate, can also be made by:

- Incident Commander
- Senior University administrators

4.3.3.3 POLICY GROUP

The EOC Director shall notify the Policy Group Liaison that the EOC has been activated.

Upon activation of the EOC, the Policy Group Liaison shall activate the Policy Group in all cases of Category 2 emergencies and Category 1 emergencies with potential to escalate to a Category 2. The Policy Group Liaison may, at their discretion, activate

the Policy Group in other situations where it would be in the best interests of the University to do so.

4.3.4 DE-ACTIVATING THE EMERGENCY RESPONSE STRUCTURE

4.3.4.1 Upon sufficient resolution of the incident for the purpose of which they were activated and after advising or seeking concurrence of the Policy Group, as needed, the EOC Director is authorized to demobilize EOC and IC, or to adapt their composition and range of interventions in order to efficiently engage in recovery activities or post-incident management.

4.4 RECOVERY

4.4.1 The Program shall establish strategies to ensure the timely restoration and recovery of impacted University facilities and functions following an emergency.

4.5 GOVERNANCE

4.5.1 Subject to this Policy, the University Emergency Management Program Committee shall serve as the Program's steward, and in this role, shall have authority to approve the Program and Plan and the responsibility to review them annually, or cause them to be reviewed, and, as the case may be, consider for approval any revisions on the recommendation of the Office of Emergency Management.

4.5.2 Subject to this Policy, the Committee shall be governed by Terms of Reference that set forth, among other things, its mandate, composition, and duties and responsibilities.

The Committee's Terms of Reference are established under the authority to approve procedures provided to the Vice-Principal (Administration and Finance) at article 5.1 herein.

4.5.3 The Board of Governors, or one of its standing committees, as the case may be, shall receive and review, at least annually, or whenever necessary, a report on the Committee's activities and the Program's overall status.

4.5.4 Under the stewardship of the University Emergency Management Program Committee, and in accordance with this Policy, the Office of Emergency Management, a member unit of Campus Public Safety, shall develop, maintain and administer the Program and its constituent processes and procedures, including the Plan.

5. AUTHORITY TO APPROVE PROCEDURES

5.1 The Vice-Principal (Administration and Finance) has authority to approve, amend and repeal procedures or other related documents in support of the development, implementation, and administration of the University Emergency Management Program.

6. REVIEW

6.1 A review of this Policy shall be conducted by the Vice-Principal (Administration and Finance) every five (5) years or sooner, whenever necessary to ensure legislative or statutory compliance, or compliance with best practices, or when deemed necessary to do so in the best interests of the University.