

Ridley College  
Emergency Response Plan  
Content Draft

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## Introduction

Ridley College's mission is to prepare students for meaningful and flourishing lives by instilling the values necessary for leadership in a global society. Central to this mission is our commitment to creating a safe, supportive, and inclusive environment where all members of our community can thrive.

The Ridley College Emergency Response Plan (ERP) serves as a flexible framework to ensure preparedness in managing exceptional circumstances and emergency situations. This plan reflects our dedication to safeguarding the well-being of our community, protecting our operations and facilities, and minimizing disruptions that may impact our ability to fulfill our mission.

The ERP outlines the roles, responsibilities, and communication protocols required to effectively address risks, allocate resources, and ensure coordination during emergencies. It is a critical reference that reflects the College's commitment to service and care, empowering our community to respond confidently and compassionately in times of need.

## Approach

Ridley College's Emergency Management Program incorporates prevention, mitigation, preparedness, response, and recovery to ensure a unified, proactive approach to safeguarding our community.

## Core Elements

1. **Prevention:** Actions to reduce or eliminate risks, including implementing policies, conducting risk assessments, and maintaining infrastructure.
2. **Mitigation:** Measures to reduce the impact of unavoidable emergencies.
3. **Preparedness:** Readiness through resource identification and pre-positioning, role assignment, testing life safety systems, training, and awareness.
4. **Response:** Actions during an emergency to protect individuals, manage risks, and minimize disruption.
5. **Recovery:** Efforts to restore the College to pre-incident conditions or better with continuous learning and improvement.

## Legislative Context

Ridley College's emergency planning is informed by the Emergency Management and Civil Protection Act (R.S.O. 1990, c. E.9), emphasizing planning, training, education, and recovery initiatives. This alignment underscores our commitment to fostering a safe, resilient campus environment.

## Distribution

To ensure the safety, security, and effectiveness of Ridley College's Emergency Response Plan, access to specific restricted procedures and sensitive information is limited to the following:

1. **Ridley College Board of Governors:** including the Board Chair, members of the committee(s) responsible for crisis management, and any additional Board members authorized by the Chair to access the information.
2. **Executive Leadership Team Members:** Includes all members as defined in the "Executive Strategy & Recovery" section of this plan.
3. **Emergency Response Team Members:** Comprises individuals designated within the "Emergency Response Team Structure" who have direct responsibilities in implementing emergency protocols.
4. **Authorized External Agencies:** Third-parties such as emergency services or professional consulting firms, etc.

## Review and Revision

The Manager of Campus Safety and Security Services reviews the ERP annually and after any activation to ensure its policies, procedures, and training programs are up to date and able to address evolving challenges. The Executive Leadership Team approves major revisions.

## Definitions

**Declared Emergency:** An emergency formally acknowledged by the Headmaster or designate, in consultation with the Executive Leadership Team and Incident Commander (IC), due to its severity, complexity, or potential impact. This declaration activates the Emergency Response Plan, mobilizing resources and coordinating response efforts.

**Disaster:** An event that exceeds the College's capacity to manage with available resources and/or one that affects the broader community, necessitating independent operation or self-sufficiency for 72 hours or more. It includes situations that disrupt normal operations, requiring immediate and coordinated efforts across the campus and external partners to restore safety, services, and operations.

**Emergency:** As defined by the Emergency Management & Civil Protection Act (R.S.O. 1990, c.E.9): "a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise."

**Emergency Response Team (ERT):** The group responsible for responding to emergencies by implementing protocols and coordinating response actions to ensure the safety and well-being of all individuals involved.

**First Responders:** May include staff from Security, Facilities, Health Services, Residential Boarding team, or other departments, alongside external emergency services (Police, Fire, and Ambulance).

**Incident:** Any event threatening or has the potential to threaten the normal operations, safety, or well-being of individuals or assets within the Ridley College community. Incidents can range from minor incidents to major incidents, or disasters, requiring a coordinated response.

**Incident Action Plan (IAP):** A verbal or written plan outlining how a particular incident will be managed, including objectives, strategies, and tactics. For simple incidents, the Incident Commander (IC) may set these elements. In complex incidents, the Planning & Logistics section is responsible for developing and maintaining the IAP in coordination with the IC.

**Incident Command (IC):** The functional authority within Ridley College's emergency response framework, holding overall responsibility for coordinating and directing all aspects of an incident. Through Incident Command, Ridley College maintains unified control over the emergency response to protect the safety and well-being of the entire community.

**Incident Command Post (ICP):** The location where the ERT oversees and manages an incident. It should be situated outside of hazardous areas yet close enough to allow effective coordination and command.

**Incident Management System (IMS):** A standardized approach to managing incidents and disasters by utilizing facilities, equipment, personnel, procedures, and communications within a common organizational structure.

**Major Incident:** A mid-level emergency that involves significant risks to safety or operations, requiring coordination between multiple departments and potentially external agencies.

**Minor Incident:** The lowest level of emergency or disruption that is localized and manageable and does not pose a significant risk to campus safety, operations, or the broader community.

**Ridley College Community:** Primarily consists of current students, parents, and employees, but also includes alumni, donors, retirees, and others who have an official connection to the College.

**Section:** An organizational level having responsibility for a functional area of incident management (e.g., Emergency Information & Liaison, Safety & Operations, Planning & Logistics, Finance & Administration).

**Single Command:** Occurs when one organization or jurisdiction is responsible for coordinating and managing an incident.

**Unified Command Structure:** In rare cases when multiple incident response organizations are involved, a shared management approach replaces a single command. In this setup, two or more lead organizations or jurisdictions collaborate through a common set of objectives, strategies, and tactics.

## Response Levels

The Emergency Response Plan (ERP) categorizes emergencies into three levels, Minor Incident, Major Incident, and a Disaster, based on the severity, complexity, required resources for response, and duration. This framework ensures a scalable, consistent approach to managing emergencies and minimizing disruption to the campus community.

### Level Criteria

The level of an emergency is determined by evaluating several factors, including:

1. **Impact:** How many people, areas, or systems are affected? Is the incident localized, or does it have a broader impact?
2. **Severity of Risk:** Does the incident pose a minor inconvenience, significant risk to safety or operations, or immediate life-threatening danger?
3. **Resource Requirements:** Can the situation be managed with internal resources, or are external emergency services required?
4. **Duration of Response:** Is the response short-term, requiring only hours, or prolonged, involving days or weeks of recovery?
5. **Potential for Escalation:** Could the incident grow in severity or complexity if not addressed promptly or if available resources are exhausted before replacements can be accessed?

**Level 1 Minor Incident:** Involves a localized and predictable situation that can be managed using the College's standard, planned responses. These events typically affect specific areas, require minimal resources, and do not significantly disrupt operations.

- Localized short term power outage affecting a part of a building.
- Small fire in a microwave.
- Vehicle breakdown off campus with students aboard.
- A minor medical emergency:
  - Basic first aid for a small cut.
  - Mild symptoms like dizziness or dehydration.
  - Twisted ankle.

**Level 2 Major Incident:** An Incident involving an unpredictable, serious situation with significant potential impacts on operations and/or safety. These incidents require a coordinated response from multiple departments and possibly external agencies.



- Severe weather (e.g., windstorm) causing major disruptions to campus operations for more than 24 hours.
- Fire affecting the occupancy of a building.
- Transportation accident with injuries.
- Life-threatening medical emergency:
  - Cardiac arrest.
  - Severe allergic reaction.

**Level 3 Disaster:** a severe event with widespread impacts on campus safety, operations, and potentially the environment. These events demand significant resources and full coordination with external agencies.

- Tornado causing widespread damage to campus buildings and grounds.
- Prolonged campus-wide power outage.
- Transportation accident with fatalities.
- Health crises, such as pandemics or large-scale disease outbreaks.

## Activation

1. **Declaring an Emergency:** The authority to officially declare an emergency rests primarily with the Headmaster, who consults with the Executive Leadership Team and Incident Commander (IC). If the Headmaster or IC is unavailable or immediate action is required, designated alternate ICs or members of the Executive Leadership Team may declare an emergency and activate the Emergency Response Plan.
2. **Incident Identification:** Once an emergency is declared, the IC, in consultation with relevant ERT members, determines the appropriate level of activation based on the situation's nature and scale.
3. **Incident Command Post (ICP):** Upon activation, the IC and ERT coordinate response operations from the ICP, ensuring the responsibilities outlined in the Incident Management Structure are assigned.
4. **Incident Action Plan (IAP):** The ERT develops or updates a verbal or written IAP, mobilizing resources as required. By following the IMS framework, Ridley College can escalate or scale back its emergency response as conditions change.
5. **Prioritizing Well-Being:** All response activities prioritize the safety and well-being of students, staff, visitors, and the broader Ridley community.

## Incident Management Structure

Ridley College's emergency response structure is composed of First Responders and the Emergency Response Team (ERT), mobilized as needed to effectively address incidents.

**First Responders:** are the initial layer of response that has the capacity to stabilize the situation and communicate critical information to ensure the correct resources are deployed. They may include staff from Security, Facilities, Health Services, Residential Boarding team, or other departments, alongside external emergency services (Police, Fire, and Ambulance).

Responsibilities:

- Perform an initial assessment and protect life and property.
- Coordinate activities among Ridley College personnel present at the scene.
- Inform and collaborate with external emergency services.

**Emergency Response Team (ERT):** The group implementing the Emergency Response Plan (ERP) and coordinating incident response. Working with first responders, the Emergency Response Team (ERT) ensures a quick and organized response to emergencies, minor incidents, major incidents, and disasters. The ERT is led by the Incident Commander (IC) during active incidents, directed by the Executive Strategy & Recovery Team and supported by other roles within the Incident Management System (IMS) structure.

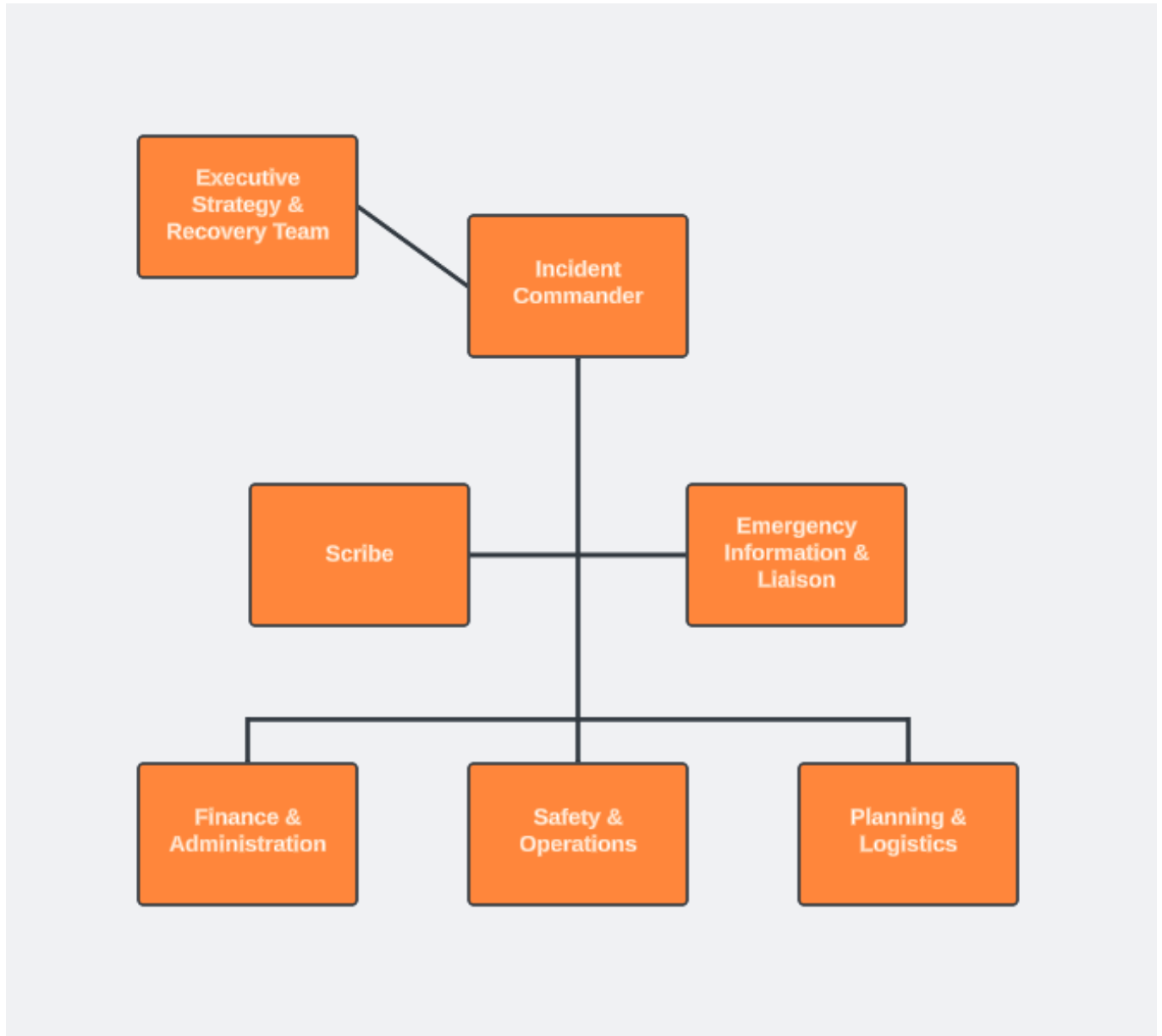
Responsibilities:

- Activate the ERP when an incident is identified.
- Assess situations by gathering and evaluating information about the incident's scope, risks, and immediate needs.
- Support the IC in developing or updating the Incident Action Plan (IAP).
- Coordinate resources (personnel, equipment, supplies) to meet response objectives.
- Maintain communication among first responders, external agencies, and Ridley College departments.
- Implement safety measures to protect responders and the community.
- Document actions to facilitate clear post-incident analysis and review.

### Members:

The ERT includes representatives from the operational and administrative areas of the school (e.g., Security, Facilities, Finance, and other support units). Membership may expand or contract based on incident complexity, but the purpose is to address immediate threats and support recovery efforts.

## Emergency Response Team



## Executive Strategy & Recovery Team

The Executive Strategy & Recovery Team provides strategic direction to the IC and coordinates long-term recovery efforts to minimize an incident's impact.

### **Strategic Planning:**

- Coordinate with the IC to adjust strategies as conditions evolve.
- Ensure alignment of response with overall organizational goals.
- Oversee the development and implementation of long-term recovery plans

### **Resource Allocation:**

- Allocate financial, human, and material resources to support response and recovery.

### **Key Stakeholder Communication:**

- Maintain communication with the Board of Governors, Ridley College community, external agencies, community leaders, and government officials.
- Provide updates on incident status and recovery progress.

### **Recovery Coordination:**

- Develop strategies for business continuity and resumption of normal operations.
- Collaborate with internal and external partners to facilitate a smooth transition from response to recovery.
- Lead planning and implementation of post-incident recovery efforts.

### **Members:**

- Executive Leadership Team members required for effective response of an incident or disaster determined by the Headmaster or designate at the time of the emergency.

## Incident Commander (IC)

The IC holds responsibility for the management, coordination, and oversight of the immediate emergency response.

### **Selection & Rotation:**

- The IC is chosen based on availability, typically serving 8–12 hours. For prolonged events, multiple ICs may rotate.

### **Continuity:**

- Adequate briefing time for incoming ICs is essential; other roles should also have staggered handovers to ensure an entire staff does not change at the same time.

### **Establishing Incident Command:**

- Assess the situation, identifying the incident type, scope, hazards, and resources.
- Determine the level of IMS activation, from a minimal single-responder system to a multi-agency structure for major incidents or disasters.
- Designate an Incident Command Post (ICP) as the central location for communication and resource management, ensuring it's safe from direct hazards.

**Activate necessary IMS Sections based on incident needs:**

- Develop the IAP in coordination with ERT members, outlining objectives, strategies, tactics, resources, and safety protocols.
- Ensure clear communication within the ERT throughout the incident.
- Oversee resources (personnel, equipment, supplies) with support from Planning & Logistics.
- Establish a unified command structure if multiple agencies respond, ensuring collaboration without undermining each agency's authority.

**Coordination:**

- Review and approve the IAP.
- Delegate tasks to IMS sections.
- Liaise with external agencies (e.g., emergency services, public health) via the Emergency Information & Liaison section.
- Represent the ERT at briefings and meetings.
- Provide updates to the Emergency Information & Liaison section for public information strategy.
- Facilitate resource sharing across responding organizations.

**Designated Leads:**

- Manager of Safety & Security Services
- Alternates:
  - Executive Director Strategy & Innovation
  - Assistant Head Co-curricular & Community Connections

*Emergency management training IMS/ICS 100 provided by Emergency Management Ontario is recommended for all ICs.*

## Emergency Information & Liaison

The Emergency Information & Liaison section is responsible for developing and disseminating timely, accurate information to the Ridley College community and the public during an emergency.

**Ridley Community Communications:**

- Provide accurate, timely updates on the situation, response, and recovery.
- Act as the primary point of contact for inquiries from internal and external stakeholders.

**Public Communications:**

- Develop public information and messaging plans for the incident.
- Draft press releases and media statements for the Executive Strategy & Recovery Team.
- Conduct press conferences and media briefings as authorized by the Executive Strategy & Recovery Team.
- Address inquiries and concerns related to the incident.
- Designate a primary contact for individuals seeking emergency information.
- Monitor public perception and respond to misinformation.
- Serve as a liaison with external organizations assisting with the response.

**Designated Leads:**

- Director of Strategic Marketing and Communications
- Alternates:
  - Communications Manager
  - Associate Director of Admissions
  - Assistant Head Co-Curriculars & Community Connections

**Parent & Student Communication Leads:**

- Head of Upper School
- Head of Middle School
- Head of Lower School
  - Alternate
    - Director of Wellbeing

## Safety & Operations

The Safety & Operations section ensures responder safety and manages operations during an incident. This role works closely with the IC to ensure safety measures are implemented into operational strategies, balancing incident objectives with personnel protection.

**Safety:**

- Identify potential hazards associated with the incident.
- Develop and implement safety protocols for responders and the public.
- Enforce safety standards.

- Track the inventory of safety equipment (e.g., PPE) to ensure timely replenishment.
- Monitor environmental and weather conditions.

**Operations:**

- Develop and implement plans to contain and resolve the incident.
- Coordinate and direct personnel assigned to operational tasks.
- Deploy resources effectively and safely.
- Identify operational challenges and resource shortfalls.
- Monitor incident progress and update the IC.

**Designated Leads:**

- Director of Facilities
- Alternates:
  - Manager of Facilities – Maintenance
  - Mechanical Lead - Maintenance

## Scribe

The Scribe is responsible for documenting critical information throughout an incident.

**Responsibilities:**

- Document decisions made by the IC and ERT.
- Record key activities, events, and timelines.
- Prepare reports for post-incident analysis.
- Maintain accurate and complete records of the response.

**Designated Leads:**

- Board Administrative Assistant
- Alternates:
  - Project Coordinator to the CFO and Executive Director of Strategy & Innovation
  - Executive Assistant to the Headmaster

## Planning & Logistics section

The Planning & Logistics section is responsible for strategic planning and resource support, ensuring objectives are met. This includes coordinating personnel, equipment, and supplies, as well as developing and updating the IAP.

**Planning:**

- Collect and analyze incident data (scope (i.e. duration, locations, population), hazards, etc.) to maintain situational awareness.
- Provide recommendations and decision support to the IC.
- Maintain and revise the IAP as new information emerges.

**Logistics:**

- Oversee procurement, deployment, and accountability of resources, including those beyond immediate availability.
- Identify and acquire necessary supplies, equipment, and facilities for the response.
- Manage distribution of resources (stockpiling, replenishment, etc.).
- Establish support systems (e.g., food, shelter, transportation).
- Coordinate with vendors and suppliers for timely delivery of resources.
- Track resource usage and maintain inventory records.

**Designated Leads:**

- CFO
- Alternates:
  - Facilities Project Manager
  - Manager of Service Delivery, Innovation & Projects, Information Technology

## Finance & Administration

The Finance & Administration section oversees financial and administrative functions during an incident. This includes coordinating with Planning & Logistics for financial reconciliation and tracking any relief efforts. In major incidents, the section may expand by adding specialized units to manage greater financial or administrative demands.

**Finance:**

- Develop a financial plan for response activities.
- Track expenditures incurred during the incident.
- Secure funding or reimbursement for incident-related costs.
- Provide financial reports to Executive Strategy & Recovery.

**Administration:**

- Collaborate with all sections to ensure financial considerations are integrated into response efforts.
- Manage personnel records, timekeeping, and payroll during the incident.

**Designated Leads:**

- Finance Controller



- Alternates:
  - Finance Accounting Specialists
  - Finance Accounts Payable Clerk

## Incident Action Plan (IAP)

The Incident Action Plan (IAP) provides a structured outline for managing an incident, detailing objectives, strategies, tactics, resource requirements, and safety measures. It serves as a central reference for all personnel involved in the response, promoting unified and efficient operations.

### Development and Approval:

1. **Initiation:** In simple incidents, the Incident Commander (IC) may set objectives and tactics verbally. In complex incidents, the Planning & Logistics Section takes the lead on drafting the IAP in coordination with the IC and other relevant Sections.
2. **Operational Periods:** The IAP is typically developed or updated before each operational period (e.g., 12- or 24-hour cycles) or whenever significant changes occur.
3. **Review:** Section Leads, and key personnel review the proposed plan. The IC has final approval, ensuring it aligns with overall objectives.

### Content:

1. **Objectives & Strategies:** Clearly stated incident goals, along with the overarching methods to achieve them.
2. **Tactics & Assignments:** Specific actions and responsibilities for each Section or functional area.
3. **Resource Requirements:** Identification of personnel, equipment, and supplies needed to meet objectives.
4. **Safety Considerations:** Any hazards, safety protocols, and protective measures essential for responders and the Ridley College community.

### Execution and Monitoring:

1. **Distribution:** Once approved, the IAP is shared with all relevant response personnel to ensure unified action.
2. **Updates:** As the incident evolves, the plan may be adjusted to address new challenges or revised objectives.
3. **Documentation:** The Scribe maintains records of key decisions, progress, and any modifications to the IAP.

*Incident Action Plan (IAP) templates can be found in Appendix*

## Operational Period

An operational period is a designated time frame during which specific objectives, strategies, and tactics are planned, implemented, and evaluated in response to an incident. The Incident Commander (IC), in coordination with the Planning & Logistics Section, determines the length of each operational period based on the incident's scope, complexity, and evolving conditions.

### Key activities:

1. **Incident Action Plan Execution:** Objectives outlined in the IAP are implemented and monitored.
2. **Briefings:** Clear communication of responsibilities and safety measures to all personnel at the start of each period.
3. **Situation Monitoring:** Continuous assessment of progress and emerging needs to adjust strategies as required.
4. **End-of-Period Review:** Evaluation of outcomes and preparation of objectives for the next operational period.

Operational periods typically last 12–24 hours but may vary based on incident requirements and should account for personnel availability and shifts.

## Emergency Operation Centre (EOC)

In the event of an emergency at Ridley College, one or more Emergency Operations Centres (EOCs) may be established by the IC in consultation with the Headmaster to facilitate coordinated decision-making and resource allocation. Depending on the incident type, scope, and safety considerations, the following locations have been designated:

- **Primary EOC:** Upper School Headmaster's Office
- **Alternate EOC #1:** Iggulden Building Board Room
- **Alternate EOC #2:** Upper School Matthews Wing

Should primary and alternate EOC locations become inaccessible, the Incident Commander (IC) or designated alternates will identify and establish additional Emergency Operation Centres.

### EOC Equipment & Resources

To ensure effective emergency management, each EOC should be equipped with:

- Secure facility with sufficient space, power backup, HVAC, and workstations for key IMS roles.
- Communication Tools including a landline, two-way radios, internet with redundant connectivity.
- Monitors
- Emergency plans and contact directories. Including:
  - Emergency Response Plan
  - Student contact & emergency contact information
  - Employee contact & emergency contact information
- Office supplies, first aid kits, PPE, food, water, and emergency lighting.

## Temporary On-Campus Shelter

In the event of an emergency that renders a dormitory or campus building uninhabitable, temporary shelter will be established to assist affected students, faculty, and staff. The Athletic Centre Field House and Gyms will serve as the primary temporary shelter for up to 12–24 hours. These facilities ensure safety and stability until off-site accommodations can be arranged by the Planning Section, if required.

## Temporary Shelter Management

1. **Attendance Tracking:** Managers, Residential staff, and Faculty will monitor attendance and maintain a sign-in/sign-out registry to ensure the safety of all individuals.
2. **Communication Assistance:** Affected individuals will be provided with facilities to contact family members and inform them of their condition.
3. **Basic Amenities:**
  - Access to showers, restrooms, and sleeping arrangements.
  - Emergency supplies, including clothing, toiletries, meals, and blankets.
  - Assistance in accessing necessary medications or replacing lost documentation.

## Backup Power Facilities

In the event of a power outage, the Upper School and Iggulden buildings have limited backup power systems and offer the best on-campus shelter options. These locations will provide continuity of essential services, such as heating, lighting, and communication capabilities.

*Detailed temporary shelter protocols can be found in Appendix*

## Reunification

In the aftermath of an emergency, the safe and orderly reunification of students with their guardians is a top priority.

### Reunification protocols include:

1. **Designated Sites:** Identification of primary and alternate reunification locations on and off campus.
2. **Check-In/Check-Out Procedures:** Tracking the release of students to authorized individuals.
3. **Communication:** Clear communication protocols for engaging with parents and Guardians.
4. **Staff Assignments:** Deployment of staff to manage reunification processes, ensuring smooth operations and support for students and families.

*Detailed reunification protocols can be found in Appendix*

## Cybersecurity Incident Response

Digital threats require a proactive approach to protect Ridley College's data, digital infrastructure and communication systems. The key components of the cybersecurity incident response plan include:

1. **Threat Identification and Response:** Immediate action plans for detecting and mitigating cyber incidents such as data breaches, ransomware, or phishing attacks.
2. **Collaboration with IT:** Coordination with internal and external IT professionals to restore systems, safeguard sensitive data, preserve evidence (e.g. logs and traces), and perform remediation.
3. **Stakeholder Notification:** Ensuring timely and appropriate communication with affected parties, in compliance with applicable privacy laws.
4. **Prevention and Resilience:** Regular audits of the school's IT systems and ongoing cybersecurity training for staff and students.

*Detailed response protocols can be found in Appendix*

## Mental Health Support

### Mental health measures:

1. **Immediate Support:** Deployment of Ridley and third-party mental health professionals during and immediately following an incident to provide emotional support.
2. **Post-Incident Counseling:** Availability of long-term counseling services to help individuals recover and build resilience.
3. **Collaboration with Experts:** Partnerships with local mental health organizations to ensure access to additional resources and expertise.

*Detailed response protocols and support services can be found in Appendix*

## Transportation Incident

Ridley College's commitment to student safety extends beyond the campus to include all transportation activities, including field trips, athletic events, and daily commutes. This section outlines the response framework for managing transportation-related emergencies such as vehicular accidents and mechanical failures, or other incidents that could disrupt Ridley coordinated transportation operations.

When a transportation-related incident occurs, the following actions will be taken:

1. **Emergency Services Notification**
2. **On site Assignment and response by Senior Staff**
3. **Communication**
  - a. College Notification
  - b. Parental/Guardian Communication
4. **Coordination and Support**
  - a. Emergency Transportation
  - b. Incident Documentation:
5. **Post-Incident**
  - a. Debriefing:
  - b. Reporting and Analysis
  - c. Policy Updates

*Detailed response protocols can be found in Appendix*

## Recovery Plan

Recovery is a critical phase of emergency management, focused on restoring operations and supporting the Ridley College community. The recovery plan includes:

1. **Immediate Recovery:** Addressing immediate safety concerns and restoring essential functions.
2. **Intermediate Recovery:** Rehabilitating infrastructure and supporting displaced individuals.
3. **Long-Term Recovery:** Ensuring the emotional and operational resilience of the community.
4. **Resource Allocation:** Collaboration with insurers, local agencies, and government bodies to secure necessary resources for rebuilding.
5. **Transparent Communication:** Keeping stakeholders informed about recovery efforts to build trust and maintain morale.

*Detailed recovery plans can be found in Appendix*

## After Action Review

Following each declared emergency and in other circumstances, Ridley staff will conduct an After-Action Review (AAR).

The (AAR) is a structured process conducted after an emergency response or exercise to assess performance, identify strengths, and address gaps. Led by the Emergency Management Coordinator or designated facilitator, the AAR involves key stakeholders, including incident commanders (IC), operations personnel, and support staff.

The review covers incident response objectives, decision-making processes, resource utilization, interagency coordination, and communication effectiveness. During the review, a detailed timeline of the incident should be established with input from stakeholders and based on notes produced by the scribe(s) and others in real time.

The output of the AAR is a formal report that includes key findings, lessons learned, and actionable recommendations. These findings inform updates to emergency plans, training programs, and operational procedures, ensuring continuous improvement and enhanced preparedness for future incidents.

The formal report shall be reviewed by the ELT.

*After Action Review templates can be found in Appendix*

## Training & Exercises

Ridley College maintains preparedness through regular training and exercises:

1. **Annual Tabletop Exercises:** ERT members will participate annually in scenario-based tabletop exercises to simulate emergency responses, test plan effectiveness, and identify areas for
2. **Semi-Annual Lockdown Exercises:** Conducted twice each academic year to ensure readiness and familiarity with lockdown protocols.
3. **School Fire Drills:** A minimum of six fire drills will be conducted from September to June. Additionally, monthly fire drills will occur throughout July and August to ensure preparedness throughout the year, in compliance with provincial regulations and safety standards.
4. **Dormitory Drills:** An additional seven dormitory drills will be conducted annually during evening hours, ensuring dormitory residents and staff are prepared for emergencies occurring outside regular school hours.

## Conclusion

The Ridley College Emergency Response Plan (ERP) supports the College's commitment to safeguarding its community, assets, and operations while upholding its mission of fostering resilience, service, and adaptability. By integrating planning, cultivating a culture of readiness, and prioritizing recovery, the College ensures its ability to navigate challenges with confidence and purpose.

## Document Control

Version	Date	Next Review
1.0	August 1, 2024	
1.1	December 13, 2024	
1.2	January 22, 2025	

## Appendix

Appendix: Emergency Management Templates

Appendix: Crisis Communication Procedures

Appendix: Temporary Shelter

Appendix: Lockdown Procedure

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Appendix: Shelter in Place Procedure

Appendix: Evacuation Procedure

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