Carleton University

Emergency and Continuity Management Program

Emergency and Continuity Management Plan (ECMP)

Sponsoring Department: Campus Safety Services
Signature Authority: Director, Campus Safety Services
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Version 1.2

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The ECMP is a public document, however, the information, data and documents embodied in the appendices of the ECMP are strictly confidential in accordance with the Emergency Management and Civil Protection Act RSO 1990 and section 38(b), in conjunction with section 14(2)(h) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Public Distribution
The Emergency and Continuity Management Plan (ECMP) has been developed through consultative process with campus stakeholders and reflects industry best practices and standards. This ECMP is intended to be a living document that is updated annually to ensure it is current and includes lessons learned. Carleton University would like to acknowledge the City of Ottawa, the City of Toronto, Durham Region, Humber College and the Ottawa International Airport for making their ECMPs public (in part or in full) so that we could benefit from their structures and approaches.

This plan has been approved by the Director of Campus Safety Services and was developed by the Emergency Management Officer in the Department of Campus Safety Services.
Executive Summary

The Emergency and Continuity Management Plan (ECMP) was developed to assist in preparing Carleton University for an ongoing process of preventing, mitigating, preparing, responding and recovering from an incident or a disruption. This plan provides a framework for how the university conducts its comprehensive Emergency Management program.

Recognizing that Carleton University has limited internal resources, the plan provides guidance on how it can support the City of Ottawa’s response, and its duty to act within the different pillars of emergency management. There are numerous agencies, other private sectors, non-government organizations and community volunteers that are part of the overall municipality emergency management plan; however, this plan specifically focuses on the university’s efforts to support the pillars of emergency management. This plan is intended to increase the capacity of our community to manage the impacts of an incident or a disruption. This document is used to guide our Executive, Advisory and Emergency Management Team.

Planning for emergencies is an ongoing and continual process reflecting the ever-changing nature of our community. The ECMP reflects the planning process and is reviewed annually as per the guidance set forth by the university’s policy. The plan is based on an all-hazards plan, relevant legislation, best practices, Carleton University’s capabilities and professional standards.

Outlook

The ECMP supports the fundamental foundation of Carleton’s emergency program. The continuation of the university’s readiness to support its community is meant to flourish from this document. The plan allows the university to implement best practices and supports the needs of its community so that it can implement actions that concentrate on saving lives, property and research preservation and environment protection, while upholding the standard of the university.
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1 Introduction

It is the responsibility of Carleton University to ensure that the safety and well-being of students, staff, faculty, and visitors are safeguarded at all times. The university has developed this Emergency and Continuity Management Plan (ECMP) in consultation with campus stakeholders. Its primary purpose is to preserve the safety and well-being of people, to safeguard Carleton’s assets, the environment, and its reputation during emergency situations.

The ECMP has been developed by the Director of the Campus Safety Services (CSS) under the leadership of the Vice-President (Finance and Administration) to ensure effective action from the university 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 exercises,

The ECMP is flexible and adaptable to any and all emergencies and must be supported through:

- Appropriate personnel, equipment and engagement from across the Carleton Community;
- Awareness of municipal and post-secondary institutions emergency planning framework and resources including consideration of prearranged agreements;
- Training and exercises;
- Testing of the Plan; and
- Periodic review of the Plan to consider revisions.

The ECMP outlines a controlled and co-ordinated response to, recovery from, and mitigation of the impact of an emergency. The ECMP contains sections that describe legal authorities, planning assumptions, and organizational responsibilities.

The Emergency Management Plan is supported by:

**Risk-Specific Plans (RSPs)** are supporting documents focused on specific risks or hazards that may impact Carleton University.

**Emergency Support Functions (ESFs)** are supporting documents that provide co-ordinated support and structure for the Carleton Emergency Management Team and community partners that work collaboratively. ESFs outline how divisions and community partners co-ordinate to save lives, protect the environment and property, restore essential serves and return Carleton to normal following an emergency.
1.1 Purpose

The purpose of this ECMP is to make provision for the extraordinary measures that may have to be taken to protect the health, safety, welfare and property of the students, staff, faculty and visitors to the university when faced with an emergency.

This ECMP will operate in support of any municipal/provincial/federal emergency plan when any of those plans are simultaneously in effect.

The ECMP has been developed in accordance with the requirements of the Emergency Management and Civil Protection Act of Ontario, CSA Z1600 standard and with considerations of the City of Ottawa response objectives.

1.2 Scope

This plan is intended to cover, but is not limited to, emergencies or disruptions that:

- threaten to, or have caused, death or significant injuries to staff, students, faculty or the public;
- have, or threaten to, disrupt operations, cause physical or environmental damage;
- have or threaten to cause significant IT system disruption; or
- may threaten the university’s financial standing or reputation.

This ECMP is intended to manage larger scale situations (serious incidents and emergencies) that may require resources from multiple departments and/or assistance from external stakeholders. Minor situations (events or minor incidents) taking place on campus are generally handled within a department.

1.3 Assumptions

This ECMP shall apply to all students, faculty, and staff and others participating in protection, prevention, mitigation, preparedness, response and recovery efforts. Furthermore, the plan may be applied to university-sponsored events whether on or off campus and all public or private, university-sanctioned activities.

The plan is based on the following assumptions:

- Emergencies may threaten the health, safety or environment of the campus community and may potentially disrupt its programs, services and activities;
- Incidents/Minor (Level 1) Emergencies are within the response capabilities of the university. A Major or Catastrophic Emergency (Level 2 and 3) will strain the resources of the university and require municipal and external support.
- Depending on the scale and duration of an emergency, the university may require the support and expertise of personnel from City of Ottawa departments, or other external partners;
• An emergency may occur rapidly and with little or no warning, and may escalate beyond the response capacity of the university;
• Some situations will occur with sufficient warning such that appropriate notification can be issued to ensure some level of preparation (i.e. mass emails, push messaging through the Carleton University mobile app referred to as “Carleton Mobile”, social media posts, website updates, etc.);
• The Emergency Operations Centre (EOC) will be staffed and activated to manage response and recovery to the emergency and to support operations at the site;
• Routine university activities may be temporarily modified or suspended in order to provide personnel and resources to manage emergent situations;
• Situation-specific and function support emergency procedures will be developed as required and 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;
• Each Emergency Team and Continuity of Operations Lead will track, document and seek reimbursement, as appropriate, for costs incurred during emergency response and recovery operations;
• This plan is dynamic and considered to be a “living” document and will be reviewed and updated on an annual basis to ensure it is current.

1.4 Authority


This ECMP follows governing legislation, standards and best practices of emergency management, business continuity and risk management, including:

• The City of Ottawa Emergency Plan: Schedule “B”;
• The Ontario Emergency Management and Civil Protection Act, R.S.O. 1990;
• Canadian Standards Association CAN/CSA-Z1600 2017: Emergency and Continuity Management Programs; and

Carleton University assumes the responsibility of managing an organized and coordinated response to address both immediate and long-term needs created by an emergency. The objectives are to minimize personal injury, human trauma and property damage; to maintain academic programs and to keep the university community and the public informed. Clear direction and timely communication should permit an expedient resumption of regular operations.
1.4.1 Temporary Building and Road Closures

Incident Command (or designate) has the authority to determine, that for the safety of the campus community, a road or building closure is necessary. The closure of roads or a building is a temporary impact of the emergency event.

Building or road closures shall be communicated to the Emergency Management Team by the Incident Command. The EOC Director or the Director with whom the event impacts will advise the Executive Policy Team.

1.4.2 Suspended/Limited Operations, extended or full campus closure

Incident Command (or designate) will notify the Director of Campus Safety Services should the impact of the emergency require the campus to Limit Operations, Suspend Operations, or have an extended or full-campus closure. The EOC Director will advise the Executive Policy Team and the Emergency Management Team.

The President (or Designate) can authorize the following:

- Limit operations, campus-wide or specific
- Suspend operations, campus-wide or specific
- Extend closure (building(s) specific)
- A campus-wide closure

1.5 Emergency and Continuity Management Program

The university has determined that the Emergency and Continuity Management Program CSA Z1600-17 will be the measure by which we gauge the success of our emergency and continuity management program. The standard focus on 5-conformity assessment tool:

- Program management
- Planning
- Implementation
- Management review
- Program evaluation

Through the program, the university will annually review the hazard identification and risk assessment, train and exercise employees regarding response and recovery, provide annual public education/awareness opportunities and annually review and revise the program, as required.
2 Emergency and Continuity Management Program Structure

The Emergency and Continuity Management Program structure is below:

**Emergency and Continuity Management Program**

**Governance**
(Emergency Management Advisory Committee)

- Policy
- Program Framework
- Risk Assessment
- Business Impact Analysis

**Plans**

- School/Depart. Emergency procedure or SOPs
- Emergency Management plans and Appendices
- Crisis Communication Plan
- Disaster Recovery Plan
- Continuity Plans
- Senior Response checklists

**Teams**

- Initial Response Personnel / Incident Response Team
- Emergency Management Teams
- Crisis Communication Team
- Disaster Recovery Team
- Continuity Team
- Executive Policy Team

**Sustainment**

- Exercise Program
- Training and awareness program
- Maintenance Program
- Program Review
2.1 Emergency Management Advisory Committee

The Emergency Management Advisory Committee (EMAC) oversees the Emergency Management Program through development and maintenance of internal and external partnerships. EMAC supports the Emergency Management Officer through collaboration and cooperation so to enable the successful planning of response and recovery planning.

The EMAC will consist of Carleton community members.

**Carleton University Emergency Management Advisory Committee**

- Director, Campus Safety Services
- Assistant Director High Performance Sports
- Assistant Vice-President (Academic)
- Assistant Vice-President (University Services)
- Emergency Management Officer
- Director, Housing and Residence Life Services
- Manager, Strategic Communications
- Director, Environmental Health & Safety
- Scholarly Communications & Research Engagement Librarian
- Director, Teaching and Learning
- Vice-President (Students and Enrolment) and University Registrar
- Assistant Vice-President (ITS) and Chief Information Officer (CIO)
- Director, Risk and Insurance Services

2.1.1 Responsibilities of the Emergency Management Advisory Committee

EMAC is responsible for:

- Fostering relationships inside/outside of Carleton University;
- Supporting planning of collaborative response plans for large scale emergencies; and
- Determining Time Critical Services and corresponding measures to reduce/respond/recover from these events.

2.1.2 Chair responsibilities

- Organize meetings: Three annually (fiscal) (additional meetings, if required);
- Research and report on issues facing the university;
- Support the Emergency Management Officer in the development of training, exercise design and public education for our community;
- Review the Emergency Management program and all applicable documents in a timely manner (annually or tri-annually);
- Advise on topics pertaining to the Continuity of Operations co-ordinators
2.2 Emergency Teams

The university has designated an Executive Policy Team (EPT) to assist in the support of an emergency. The EPT support the Emergency Management Team (EMT) with leadership oversight, and supporting the communication flow and decision-making that are used to communicate with the public.

The university has also designated a management team to help manage an emergency. The EMT will support in the event of a crisis or disruption. In addition to the EMT, Emergency Function Teams comprised of Subject Matter Experts are created and tasked with co-ordinating response efforts in all stages of an emergency. General responsibilities for different teams are described in the following section:

![Diagram of Emergency Management Teams]

2.3 Executive Policy Team

The EPT oversees and approves the political and policy aspects of emergency planning, and liaises with government officials and executive members of other organizations on legislative and policy issues related to on-campus emergencies. The EPT also supports the coordination of critical services with external organizations.

EPT consists of the following members:

- President* or designate
- Vice-President (Finance and Administration)
- Provost/Vice-President (Academic)
- Vice-President (Research and International)
Vice-President (Students and Enrolment)
Assistant Vice-President (Human Resources)
Assistant Vice-President Information Technology Services, CIO
General Counsel
Director of Communications
Manager of Strategic Communications (Finance and Administration)
Chief Advancement Officer
Other executives, deans or directors as required
Scribes, as required

*Carleton University President/designate will advise the Board of Governors as appropriate.

2.4 Emergency Management Team (EMT)

AVP FMP and AVP University Services have been identified as members in the EMT and will respond as a primary/alternate member within that role, as required.

In the event of an emergency, the EMT will activate in full or part, as required. This may include the activation of the Emergency Operations Centre. The EMT will assess the situation through collaborative information sharing and establishing/activate appropriate actions. The EMT is responsible to providing support to the scene and situational awareness to the Executive Policy Group.

The EMT will consist of representatives from across campus and will include at a minimum the following roles:

- Emergency Operation Centre Director
- Safety Officer
- Emergency Information Officer
- Public Information Officer
- Emergency/Liaison Officer
- Section Team Leads
- Functional Section Leads

Representation from other areas of the Carleton University community, local community, private sector and non-governmental agencies will be represented as necessary.

2.4.1 Authorities of Emergency Management Team

The EMT is responsible for “front-line or support” operations during the response to an emergency.” The EMT is authorized to:

- Initiate, implement, co-ordinate, and undertake the necessary objectives and considerations to address the emergency;
- Assign an emergency charge account in order to co-ordinate expenditures associated to the response and recovery of an emergency. The EOC Director
will have the authority to commission reasonable efforts to prevent/reduce the impact of the emergency event.

2.4.2 Responsibilities of the Emergency Management Team

The EMT does not replace Incident Command or operations at the scene. Support and resource priority should be given to the scene through the EMT. The focus of resources priority will be on protection of people, property, environment and reputation.

The Emergency Management Team’s responsibilities include:

- Co-ordination with the Incident Command;
- Supporting the Site and On-Scene Incident Commander in the following:
  - The responding resources will report into and take assignments from the On-Scene Incident Commander;
  - Assembling part or all of ERT and assign duties;
  - Assigning ERT member/security guard to restrict access to meeting place of Critical Incident;
  - Consultation and inclusion of external emergency resources;
  - Communication with external support agencies; and
  - Assessment of damage and development of objectives and plans for a safe return to operations.
- Providing communication networks with senior staff/executive policy team;
- Disseminating information to the public and campus community;
- Determining resource management strategies and adequacies for a functional response and recovery;
- Establishing and action the initial objectives of the Emergency Management Team including the activation of the EOC as required;
- Developing a briefing cycle and media/communications incident action plan, adjusting accordingly;
- Co-ordinating and collaborating with external third-parties and levels of government (ie. Municipal Emergency Management, Emergency Services); and
- Evacuation and assembly area identification

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<td>EOC Command</td>
<td>Leadership, co-ordination and direction to the rest of the EMT</td>
<td>• EOC Director</td>
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<td>• Safety</td>
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<td>• Emergency/Liaison</td>
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<td>• IT</td>
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<tr>
<td>Operations</td>
<td>“Tactical priorities” in responding to the incident, implementing the applicable response “procedures”, determining the needs and requesting additional resources</td>
<td>• Security</td>
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<td>• Information Technology Services</td>
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<td>• Facilities Management and Planning</td>
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2.5 Emergency Response Teams (ERT) and Subject Matter Experts (SMEs)

Emergency Response Teams:

The Emergency Response Teams are comprised of members of the university community that are trained in specific areas and functions. ERTs are developed within the Risk-specific or Emergency Support Function plans detailed in section 5.3.

Subject Matter Experts:

Faculty and staff may be designated, as Subject Matter Experts. These individuals may be any member of the campus community who can provide support, expertise, and vital information during an emergency. Examples of SMEs include but are not limited to:

- Child Development Centre
- Academic Advising Centre
- Career Services
- Center for Student Academic Support
- Co-operative Education
- Department of Recreation and Athletics
- From Intention to Action (FITA)
- Residence Life Services
- Health and Counselling Services
- Paul Menton Centre for Students with Disabilities
- Scheduling and Exam Services
- Student Affairs
- Student Experience Office
- University Registrar’s Office
• Facilities Management and Planning
• Campus Safety Services
• Environmental Health & Safety Services
• Risk and Insurance Services
• Finance and Administration
• The Carleton Performance Centre
• Conference Services

2.6 Authority to Activate the Emergency Operations Centre

The EOC Director, Director of CSS or designated authority has the responsibility and the authority to activate the EMT and implement the ECMP.

Requests to activate the EOC will be directed to the CSS, Director, or designate 24 hours, 7 days a week.

The EMT may be placed on Standby, partial, or full activation.

Carleton University has implemented a “Level” model, as it aligned with our Municipal and Higher Education partners.

Response Levels 1 - 3 would require a response from the EMT that could include the activation of the EOC.

Should the response be considered normal operations, it would not require the support of the EMT and is considered within the threshold of response on a day-to-day scale.

2.6.1 Notification Procedures

Carleton University’s notification procedures ensure that proper and effective communication channels are developed, exercised, and implemented. The procedures are located within Appendix B.

2.6.2 Staffing the Emergency Operations Centre

The EOC is designed to support the operational and response functions required by the EMT to perform. The EOC facilitates decision-making and coordination of multi-departmental response activities.

Functions of the EOC staff include:

• Support to the site;
• Strategic direction to the emergency;
• Resource management;
• Consequence management;
• Information to Community, public and news media;
• Communications with Senior Leaders.
Staff of the EOC are required to take specialized training and participate in exercises using the Incident Command System (ICS).

Members of the EMT will assume responsibility for ensuring that CSS has a method of contacting them at all times. This includes identifying and scheduling designated alternates during time off and holidays. A contact list will be maintain within the Emergency Management Department and updated as needed.

2.6.3 Role of Emergency Operations Centre Director

The EOC Director has authority over the EOC objectives and responsibilities. With co-ordination from the Emergency Management Team, priorities and overall objectives for each operational cycle are defined. The EOC Director is responsible for briefing the Executive Policy Team and for ensuring EOC objectives are carried out during the appropriate operational cycle. The EOC Director is also responsible for presenting the after-action report to senior management and the EPT.

2.6.4 Site response and Emergency Operations Centre Support

The EOC centre is a site that has been pre-selected for its location, security, and general usability during an emergency. The EOC is meant to serve as a recognized point of authority for the coordination of resources, information and personnel. The use of EOC software will support the EMT member’s completion of EOC objectives through co-ordinated and transparent communications, objectives assignment, training, and support throughout the organization.

The EOC operates under the Incident Command System (ICS) so as to co-ordinate with our local municipal and provincial partners.

2.7 External Organizations

Emergencies may exhaust the resources of Carleton University or may require Subject Matter Experts in particular fields. Through support, agreements, and Memorandum of Understanding (MOUs), Carleton University may request external organizations to support the response, recovery or mitigation efforts of the EMT and/or the EPT.

2.8 Aligned Emergency Management

The full deployment of the Emergency Management resources would include members at the scene/Incident Command, the EMT, and the EPT. In addition to the emergency response, the Continuity of Operations Co-ordinators at the direction of the EPT will support the emergency event by identifying business and service interruptions (current or potential) and implementing mitigation or preventative techniques.

The alignment of all emergency resources and continuity of operation co-ordinators allows the university the best opportunity to prepare, prevent, mitigate, respond and recover from any emergency.
3 Hazard Identification and Risk Assessment (HIRA)

The HIRA working group has identified and reviewed the various hazards and risks to campus safety. Using the HIRA as a guide, the university has created support plans to reduce hazards and mitigate risk. HIRA is a risk assessment tool that can be used to assess which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be. Detailed information on the HIRA assessment can be found in Annex A.

4 Planning Cycle – Continuous Improvement

Continuous Review of the ECMP is essential to maintaining its effectiveness. The plan shall be considered a living document thus allowing for revisions at any point throughout the year to ensure the plan remains sustainable, current and operable. Minor revisions to the plan that are administrative in nature or serve to keep the document current between annual revisions will be made by the Emergency Management Officer. Any minor revision may be made by request to the Director of CSS, on an ongoing basis throughout the year. When minor revisions are made to the plan, the plan will not be redistributed. The ECMP shall be formally reviewed annually by the Emergency Management Advisory Committee.

The Emergency Management Advisory Committee will follow the ISO Standard (CSA 1600) “Plan, Do, Check, Act” by which they will maintain the ECMP through an annual review and assessment, exercise and training, revision/implementation of lessons learned and industry best practices.
5 Operations

5.1 General

Carleton University has a robust and diverse community of managers and divisions that respond to emergencies on a daily basis. These events are usually limited to one or two departments and can be managed within the resources and expertise on campus. Some of these daily emergencies may require local municipal support but are still within the threshold of the departments responsible for that incident (i.e. elevator entrapment). As the emergency response increases, the event may require additional support, resources, or could impact the safety of the campus community, property and/or reputation. The EMT may request support from other community partners, municipal partners, or external agencies.

To co-ordinate an effective response with multiple stakeholders and partners, Carleton University has adopted the Incident Command System (ICS) Canada. ICS Canada is a standard on command and control system used to manage emergency, disruptions and planned events. ICS Canada allows organizations to work together and maintain a common picture that enhances incident management response through improved interoperability.

ICS is centred on the understanding that in any and every situation 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. This standardized approach encompasses personnel, facilities, equipment, procedures and communications operating within a common organizational structure.

Five major functions form the foundation of the ICS structure (Command, Operations, Planning, Logistics and Finance/Administration) that can be expanded or condensed depending on the scale and scope of the emergency.

The ECMP and all applicable plans will be used in an emergency with the following assumptions:

- Day-to-day services that are not directly related to the emergency event may be suspended in order to prioritize resources for the duration of the emergency;
- Continuity of Operation plans may be activated to mitigate or reduce the emergency events impact and to begin the recovery process;
- Standard and practiced communication modes/networks will continue to be utilized until such channels are unavailable or no longer a practical resource; and
- Each Director or Senior Leader (or delegate) remains responsible for the overall operation of their portfolio.

5.2 Communications

To ensure that the university has a communication processes that effectively manages communication issues during a crisis or disruption. The Crisis Communication Plan
Emergency and Continuity Management Plan

(CCP) focuses on identifying internal and external parties, identifying means of communication, establishing notification processes and procedures, developing messages that provide factual information for the internal and external communities in order to restore confidence and protect the university’s reputation. The details of the plan are located in Annex D.

5.3 Emergency Levels

To recognize the varying emergencies, Carleton University has adopted a level system, similar to our external partners. Emergency Levels have been determined based on the resources and daily events experienced on campus. The levels of response are located in Appendix B.

5.4 Emergency Support Functions

ESFs are supporting documents that provide coordinated support and structure for the EMT and community partners that work collaboratively. ESFs outline how divisions and community partners co-ordinate to save lives, protect the environment and property, restore essential services and return Carleton to normal following an emergency.

- **Animal Care and Research**
  This ESF identifies key objectives, legislation and regulation as they pertain to higher education, research and care of animals for these purposes. Additional considerations include provisions for animals or research that may require careful or specialized personal protective equipment to address.

- **Damage Assessment**
  The Damage Assessment ESF provides a framework to determine workflow and communication considerations regarding the assessment of damage done to physical assets during/after an emergency. It outlines communication, priority considerations, internal and external stakeholders and team management objectives.

- **Debris Management**
  The Debris Management ESF establishes objectives and processes regarding the assessment, management, collection, and disposal of waste and debris during and post-emergency. Special considerations regarding housing and student fridges, food services, hazardous material, and human/animal waste are outlined in the debris management ESF. Disposal centres and additional communication initiatives will follow the communications framework for emergency events.
Emergency and Continuity Management Plan

- **Emergency Donations Management**
  A comprehensive framework depicting the roles, responsibilities, and desired outcomes of this support function, focusing on collection, maintenance, reporting, documentation, and resource control, as well as dissemination tactics are imperative to success. This ESF outlines the objectives and main goals of this specialized team.

- **Emergency Information and Media Relations**
  The communications ESF establishes the framework and collaboration between Carleton Emergency Teams and response partners. A cohesive and allied approach while establishing media releases and disseminating information will ensure efficient and factual information is reaching the campus community through official communications channels.

- **Evacuation**
  This ESF establishes the framework for a small reception or support function reception area up to a large-scale evacuation process for the entire community. A section will consider external support that Carleton University may assist, within the municipality during an evacuation. The Evacuation ESF works in conjunction with the Emergency Information/Media Relations ESF and the Traffic Management ESF.

- **Incident Command System**
  ICS framework and forms are laid out in this ESF. General roles and responsibilities by position have been established through checklists, information regarding scene support and objectives have been developed within this ESF. This ESF is used as a resource, not a response plan.

- **Mass Casualty/Fatality**
  Carleton University has a fatality plan in place; this ESF is an extension from the established framework and response already established. This ESF will include mass casualty support, triage areas, morgues, and media consideration. A municipal support section is included in this ESF.

- **Traffic Management**
  Considering a mass evacuation, infrastructure awareness and traffic management will be essential. The traffic Management ESF provides a framework that engages all levels of the organization and considers multiple scenarios. Traffic management is a specialized team that co-ordinates this effort.
Volunteer Management

Volunteer Management ESF includes considerations for NGO involvement, and volunteer support established from the Carleton community and/or local community members requesting to volunteer during or after an emergency event. This ESF will include charge account, and contact information regarding volunteers.

Special Events

The Special Event ESF establishes a framework by which other events can be managed. This ESF ensures general objectives and considerations are addressed. By establishing a foundation for all emergency events, level 1 to 3 emergencies will be managed similarly.

International

The International ESF considers emergencies abroad and incorporates technology and the International SOS system used by Carleton University. This ESF addresses objectives and procedures regarding international students on the main campus as well.

Reunification

This ESF is a support function to many of the other ESF and Risk-based plans. Reunification (status) of students, faculty and staff may not be exclusive to a Level 3 event but could be considered at all levels. This ESF establishes a communication procedure and a structure that considers privacy and safety concerns.

5.5 Risk Specific Plans

In conjunction with the HIRA, RSPs have been developed to address specific risks and the operational considerations that are required to address the impact of these hazards. RSPs are located in Annex E.

6 Recovery Operations

Recovery operations is a collaborative process utilizing all available resources (Scene, Management, and Policy) to restore campus functions and services in a timely manner.

Recovery operations identifies, prioritizes, and co-ordinates efforts to reconstruct the campus community physical infrastructure while also supporting and assigning resources to restore emotional, physical, economic and social well-being at Carleton.

7 Definitions

- Business Continuity Plans (BCP’s) – Documented collection of procedures and information that is developed, compiled and maintained in readiness for use in an
incident to enable a department to continue to deliver its critical activities at an acceptable pre-defined level.

• **Campus Closure** – At the decree of the President of Carleton University, the partial or full closure of campus may be issue. Campus closure refers to the full evacuation and work-stoppage of buildings, transportation routes and tunnels associated to the designated closure area.

• **Emergency Management Team** – The Emergency Management Team (EMT) is responsible for ensuring that the University is properly prepared to respond to an emergency. As needed, the EMT provides support to the Incident Commander during the University's response to an emergency.

• **Emergency Operations Centre (EOC)** – The physical or web-based “room” used by the Emergency Management Team to co-ordinate and facilitate the management of an emergency.

• **Emergency Response Agencies (ERAs)** – Emergency Response Agencies that respond to a situation at Carleton University (e.g. Ottawa Police Service, Ottawa Fire Services, Ottawa Paramedic Service, Ottawa Public Health).

• **Emergency Support Function (ESF)** - Provides co-ordinated support and structure for the Carleton Emergency Management Team and community partners that work collaboratively.

• **Incident Commander (IC)** - The individual in charge of decision-making at the Incident Command Post (ICP).

• **Incident Command Post (ICP)** – The ICP is the onsite command centre, which is generally located at or in the immediate vicinity of the incident site. The ICP signifies the location of the tactical-level, on-scene incident command, under the command of the Incident Commander (Site Manager).

• **Limited Operations** – Restrictions or limited personnel are available to provide services. This may include closures, adjusted operation times, increased wait times, or limited services by third-parties. An example of when this term may be used is during a strike.

• **Officer-In-Charge (OIC)** - The highest ranking designated on-duty member of the Patrol Services division of Campus Safety Services. Most likely to serve as IC at an established ICP.

• **Emergency Response Teams (RTs)** – Members of the Emergency Management Team comprised of representatives of those university services and departments that are directed by the policy and procedures to assume a role in an emergency (e.g. Operations, Planning, Logistics, and Finance/Administration).
• **Risk Specific Plans** - Developed to address specific hazards and risks and the operational considerations that are required to address the impact of these hazards.

• **Suspended Operations** – A temporary or long-term change in service (ie. During a special event a prolonged power outage may suspend operations and result in a cancellation of the event)

### 8 Revision Control

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<tr>
<td>1</td>
<td>Campus Safety Services K. Chapman</td>
<td>Amalgamation of pervious plans; create of Master Emergency Plan</td>
<td>September 4, 2018</td>
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<td>2</td>
<td>Campus Safety Services, Kate Chapman</td>
<td>Revisions following Emergency Management Advisory Committee</td>
<td>November 24, 2018</td>
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<td>December 3, 2018</td>
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<td>Revision following EMP Working Group</td>
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### 9 Appendices/Annexes

The information contained in most appendices are confidential. They are located under the Emergency Management Officer control. Questions can be directed to the Emergency Management Officer at 613-520-2600 ext 8535. Any appendices noted as “Public” can be found on the Emergency Management website (link) or within the appropriate agencies that the information was retrieved from.

- Appendix A……………… Emergency Management and Continuity of Operations Program (Public)
- Appendix B………………. Notification Procedures for Emergency Management Team and Emergency Notification System (Confidential)
- Appendix C…………………………………………………………………… Resource List (Confidential)
- Appendix D…………………………….. Incident Command System Forms (Public) [http://www.icscanada.ca/en/Forms.html](http://www.icscanada.ca/en/Forms.html)
- Appendix E…………………………………. Demobilization Procedures (Confidential)
- Appendix F……………………………………. Recovery Planning Consideration (Confidential)
- Appendix G………………………………… Damage Assessment Response Team (Confidential)
- Appendix H………………. Emergency Notification System Prewritten Messages (Confidential)
- Appendix I………………………….. Emergency Operation Center Manual (Confidential)

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