*Carleton University*

*Emergency and Continuity Management Program*

# Emergency and Continuity Management Plan (ECMP)



Sponsoring Department: Campus Safety Services

Signature Authority: Director, Campus Safety Services

Approved: May 2020

Version 1.3

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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.

This plan has been approved by the Director of Campus Safety Services and was developed by the Emergency Management Officer in 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-governmental 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 plan is also used to guide our Steering, Advisory and Emergency Management Teams (which consists of two distinct groups including the Academic Continuity Committee and the Operations Committee).

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 policy. The plan is based on an all-hazards plan, relevant legislation, best practices, professional standards, and Carleton University's capabilities.


**Outlook**

The ECMP supports the fundamental foundation of Carleton's emergency management 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, preserving property and research, and protecting the environment while upholding the standard of the University.

# Contents

# 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 Emergency Management Officer under the leadership of the Advisory Committee 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 and Continuity Management Plan is supported by:

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

**Function Support Groups (FSGs)** which provide the structure for coordinating interagency support within Carleton University for operational and academic needs that are outside of normal business operations. The FSGs can be used independently or conjointly to support the University business and academic operations. The FSGs are a combination of divisions and departments at the University that focus on the management and resources that can be assigned within the established structure. FSGs outline how divisions and departments 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 the ECMP is to make provisions 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 Ac*t 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 the 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 Carleton Emergency Operations Centre (CEOC) will be staffed (in-person or virtual) 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 Management Team (Academic Continuity and Operations) 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

The *Emergency Management and Continuity of Operations Policy* outlines the University's Emergency Management strategy, and requires that an Emergency Management Plan be developed, implemented and regularly updated to manage emergency situations on campus.

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
- Canadian Standards Association CAN/CSA-Z731-03 (R2009): Emergency Preparedness and Response.

Carleton University assumes the responsibility of managing an organized and co-ordinated 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

The Incident Command/Chair (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 Steering Committee, Emergency Management Teams and Function Support Groups by the Incident Command/Chair. The Operations Committee Chair will advise the Steering Group and the Academic Continuiity Committee.

### 1.4.2  Suspended/Limited Operations, Extended or Full Campus Closure

Incident Command/Chair (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 Operations Committee Chair will advise the Steering Group and the Academic Continuity Committee.

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 focuses on a 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

## 2.1  Emergency Management Advisory Committee

The Emergency Management Advisory Committee (EMAC) oversees the Emergency Management Program through the 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 the 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); and
- Advise on topics pertaining to the Continuity of Operations co-ordinators.

## 2.2  Emergency Teams

The University has designated a Steering Group to assist and provide support during of an emergency. The Steering Group supports the Emergency Management Teams (EMTs) with leadership oversight, and supporting the communication flow and decision-making that are used to communicate with the public.

The University has also designated two distinct Emergency Management Teams to help manage operations and academic continuity throughout an emergency. The EMTs will provide support in the event of a crisis or disruption. In addition to the EMT, Functions Support Groups comprised of Carleton community Subject Matter Experts are created and tasked with co-ordinating response efforts in all stages of an emergency.

**Steering Group**

**Emergency Management Teams**

**Academic Continuity Committee**

**Operations Committee**

**Function Support Groups**

## 2.3  Steering Group

The Steering Group 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 Steering Group also supports the coordination of critical services with external organizations.

Steering Group consists of the following members:

President – Chair
Vice President (Students & Enrolment) – Co-Chair
Vice Presidents

Assistant Vice-President, Human Resources
Chair, Operations Committee
Chair, Academic Continuity Committee
Co-Chair, Academic Continuity Committee
Director, University Communications
General Counsel
University Secretary
Response Coordinator (ex officio)
Others as required

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

## 2.4  Emergency Management Teams (EMT)

The Emergency Management Teams consist of an Operations Committee and an Academic Continuity Committee.  In the event of an emergency, the EMTs will activate in full or part, as required. This may include the activation of the Carleton Emergency Operations Centre. The EMTs will assess the situation through collaborative information sharing and establishing/activate appropriate actions. The EMTs are responsible for providing support to the scene and situational awareness to the Steering Group.

The Operations Committee will consist of representatives from across the University and could include the following roles:

Vice President, Students and Enrolment - Chair
Vice President, Finance and Administration - Co-Chair
Deputy Provost, Academic Operations and Planning
Associate Vice-President, Research and International
Assistant Vice-President, Human Resources
Assistant Vice-President, Facilities Management and Planning
Assistant Vice-President, Information Technology Services
Associate Vice-President, Teaching and Learning Services
Assistant Vice-President, Athletics
Associate Vice-President, Student Affairs
A line Dean nominated by the Academic Continuity Committee
Dean of Graduate and Postdoctoral Affairs
General Counsel
University Librarian
Associate Registrar, Scheduling and Systems
Director, University Safety
Director, Health Services
Director, Housing
Director, Communications
Director, Maintenance Services
Director, Strategic Procurement
Director, Occupational Health and Safety
Director, Risk and Insurance Services

Director, Teaching and Learning Services
Emergency Management Officer
Response Coordinator (ex officio)
Others as required

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

The Academic Continuity Committee will consist of representatives from across campus and could include the following roles:

Provost - Chair
Deputy Provost – Co-chair
Vice-President, Students & Enrolment
Associate Vice-President, Teaching and Learning
Associate Vice-President, Research and International
Vice-Provost
Associate Vice-President, Enrolment Management
Deans (or their delegates)
University Librarian (or delegate)
The Graduate Registrar (or delegate)
Associate Registrar, Enrolment and Records
Associate Registrar, Scheduling and Systems
Emergency Management Officer
The Chair of the Senate Committee on Curriculum, Admissions and Studies Policy, as required and at the discretion of the Provost
Representative(s) of Human Resources, as required and at the discretion of the Provost
The Director, Environmental Health and Safety, as required and at the discretion of the Provost
Response Coordinator (ex officio)
Others as required


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 Responsibilities of the Emergency Management Teams

The Operations Committee is responsible for "front-line or support" operations during the response to an emergency." The Operations Committee:

- Ensures the University community is protected and that the University is prepared to continue operations, as appropriate, in the event of a crisis;

- Provides general direction during the planning period and ensure that appropriate plans are in place to deal as effectively as possible with a crisis situation;
- Provides a forum for the discussion of issues that arise during a crisis and for the determination of appropriate response or action;
- Recommends to the Steering Group any policy adjustments or resource requirements, and advise them of any evolving issues; and
- Establishes Function Support or working groups on specific topics as required.

The Academic Continuity Committee is responsible for ensuring the continuity and good management of academic operations and academic studies in the event of a possible disruption to academic operations. The Academic Continuity Committee will recommend:

- The cancellation of courses, course sections, tutorials, laboratories or workshops
- The extension or curtailment of semesters or the academic year
- The temporary operational adjustment of program and course requirements as needed
- The temporary operational adjustment of the academic or examination schedule as needed
- Temporary adjustments in the conduct of academic operations and academic studies and temporary variances from applicable university policies or practices as needed
- The reallocation of available staff and the hiring of additional staff to manage the consequences of a disruption to academic operations
- Recommend to the Steering Group any policy adjustments or resource requirements, and advise them of any evolving issues.

## 2.4.2 Emergency Management Teams External Collaboration Efforts

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

The Emergency Management Teams' responsibilities to external response include:

- Co-ordination with the Incident Command;
- Supporting the Site and On-Scene Incident Commander in the following:
  - o The responding resources will report into and take assignments from the On-Scene Incident Commander;
  - o Assembling part or all of Carleton Emergency Response Team (CERT) and assigning of duties;
  - o Assigning CERT members/security guards to restrict access to meeting and staging locations for critical incidents;

- o Consultation and inclusion of external emergency resources;
- o Communication with external support agencies; and
- o 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 functional response and recovery;
- Establishing and actioning the initial objectives of the Emergency Management Team including the activation of the CEOC 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

| Section | Responsibility |
|---|---|
| CEOC Command | Leadership, co-ordination and direction to the EMTs. |
| Operations | "Tactical priorities" in responding to the incident, implementing the applicable response "procedures", determining the needs and requesting additional resources and communicating with external emergency services. |
| Planning | Gathering, assimilating, analyzing and processing information needed for effective decision making. |
| Logistics | The support mechanism for the EMT and provides services and support to all organizational components with a response role, including provisioning and distributing supplies, food, lodging and future resource needs. |
| Finance/ Administration | Provides financial and cost analysis support to all organizational components. |

## 2.5 Carleton Emergency Response Team (CERT) and Subject Matter Experts (SMEs)

**Carleton Emergency Response Team:**

The Carleton Emergency Response Team is comprised of members of the University community that are trained in specific areas and functions. The CERT has been

developed within the Risk-specific or Functions Support Group 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.

## 2.6  Carleton Emergency Operations Centre (CEOC)

### 2.6.1 Authority to Activate the Carleton Emergency Operations Centre

The EMTs Operation Committee Chair, Director of CSS or designated authority has the responsibility and the authority to activate the EMTs and implement the ECMP.

Requests to activate the CEOC will be directed to Operation Committee Chair, Director of CSS or designate 24 hours, 7 days a week.

The EMTs may be placed on standby, partial, or full activation.

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

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

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

### 2.6.2 Notification Procedures

Carleton University's notification procedures ensure that proper and effective communication channels are developed, exercised, and implemented. The procedures are located within the Notification Procedures for Emergency Management Team and Emergency Notification System standalone supporting document.

### 2.6.3 Staffing the Carleton Emergency Operations Centre

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

Functions of the CEOC 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.

The staff of the CEOC are required to take specialized training and participate in exercises using the Incident Command System (ICS).

Members of the EMTs 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 maintained within the Emergency Management Office and be updated as needed.

## 2.6.4 Role of Carleton Emergency Operations Centre

The CEOC Director (also know as the Committee Chair) has authority over the CEOC objectives and responsibilities.  With co-ordination from the Emergency Management Teams, priorities and overall objectives for each operational cycle are defined. The CEOC Director is responsible for briefing the Steering Group and for ensuring CEOC objectives are carried out during the appropriate operational cycle. The CEOC Director is also responsible for presenting the after-action report to senior management and the Steering Group.

## 2.6.5 Site Response and Carleton Emergency Operations Centre Support

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

The CEOC can be activated remotely through incident management software and other related programs, as deemed necessary. Carleton can support CEOC operations remotely as needed.

The CEOC operates within the understanding of the Incident Command System (ICS) 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 Memorandums of Understanding (MOUs), Carleton University may request external organizations to support the response, recovery or mitigation efforts of the EMTs and/or the Steering Group.

## 2.8  Aligned Emergency Management

The full deployment of the Emergency Management resources would include members at the scene/Incident Command, the EMTs, the Function Support Groups and the

Steering Group.  In addition to the emergency response, the Operations Committee Chair at the direction of the Steering Group will support the emergency event by identifying business and service interruptions (current or potential) and implementing mitigation or preventative techniques through the committee or by activating a Function Support Group.

The alignment of all emergency resources, academic and operation chairs 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. The 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 the Hazard Identification and Risk Assessment standalone supporting document.

## 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.
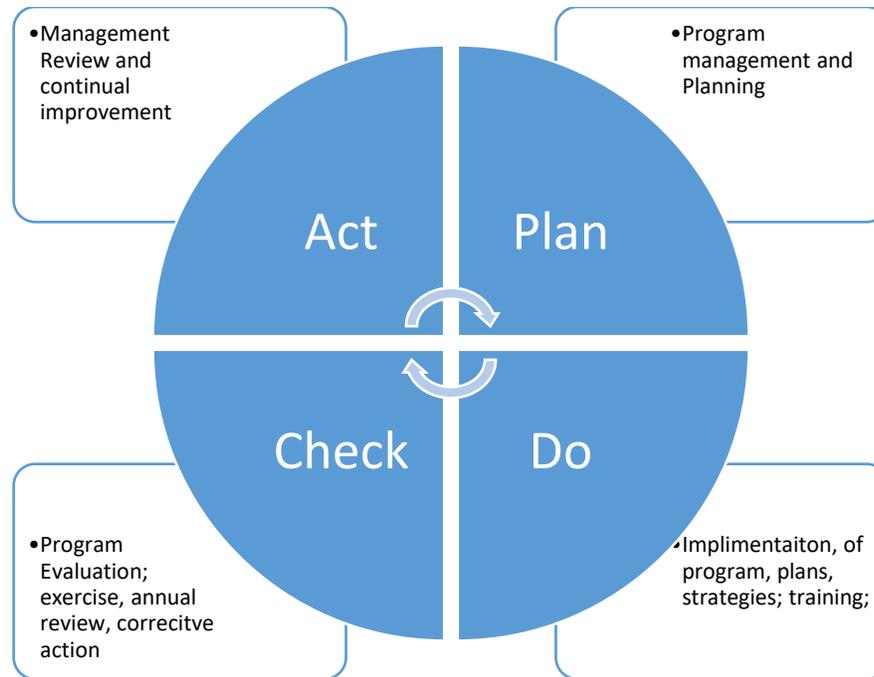
## 5 Operations

### 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 EMTs 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 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.

While Carleton uses the ICS system, the terminology used aligns with the normal business terminology of the staff.  This allows for the staff to focus on the situation and have a greater impact based on their expertise.

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 (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 CCP is a standalone supporting document to the ECMP.

## 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 the Steering Group and Emergency Management Teams Notification Procedures is a standalone supporting document to the ECMP.

## 5.4  Function Support Plan

The Function Support Plan outlines FSG coordinated support and structure for the EMTs and community partners that work collaboratively. FSGs 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. The Function Support Plan is a standalone supporting document to the ECMP.

## 5.5  Risk Action Plans

In conjunction with the HIRA, RAPs have been developed to address specific risks and the operational considerations that are required to address the impact of these hazards. RAPs are standalone supporting documents to the ECMP.

## 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 Teams** – The Emergency Management Teams (EMTs) consist of an Academic Continuity and Operation Committee that are responsible for ensuring that the University is properly prepared to respond to an emergency. As needed, the EMTs provides support to the Incident Commander during the University's response to an emergency.

- **Carleton Emergency Operations Centre (CEOC)** – The physical or web-based "room" used by the Emergency Management Teams 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).

- **Function Support Groups (FSGs) -**  Provides co-ordinated support and structure for the Carleton Emergency Management Teams 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.

- **Risk Action 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

| Revision History | | | |
|---|---|---|---|
| **Revision #** | Revised by | Details | Revision Date |
| 1 | Campus Safety Services K. Chapman | Amalgamation of previous plans; create of Master Emergency Plan | September 4, 2018 |
| 2 | Campus Safety Services, Kate Chapman | Revisions following Emergency Management Advisory Committee | November 24, 2018 |
| 3 | Campus Safety Services, Kate Chapman | | December 3, 2018 |
| 4 | Campus Safety Services, Sal Ugarte | Revision following EMP Working Group | Sept 12, 2019 |
| 5 | Campus Safety Services, Sal Ugarte | Revision following Pandemic operations | May 5, 2020 |
| 6 | | | |
| 7 | | | |

## 9 Supporting Documents

The following table identifies the documents and plans that support the Emergency Continuity Management Program and ECMP. All documentation listed is under Emergency Management Officer control and the information contained within each may be considered confidential. Any documents noted as "Public" can be found on the Emergency Management website or within

the appropriate agencies that the information was retrieved from. Questions can be directed to the Emergency Management Officer at 613-520-2600 ext 8535.

| Supporting Documents | |
| --- | --- |
| | |
| Animal Care and Response Plan | Confidential |
| Carleton Emergency Operations Centre Manual | Confidential |
| Crisis Communications Plan | Confidential |
| Critical Infrastructure Plan | Confidential |
| Demobilization Procedures | Confidential |
| Emergency Management and Continuity of Operations Program Policy | Public |
| Emergency Notification System Holding Messages | Confidential |
| Emergency Notification System Prewritten Messages | Confidential |
| Function Support Plan | Confidential |
| Hazard Identification and Risk Assessment | Confidential |
| Incident Command System Forms | Public |
| Infectious Disease Response Plan | Public |
| Initial/Scene Position Checklists (Roles and Responsibilities) | Confidential |
| Recovery Planning Considerations | Confidential |
| Resource List | Confidential |
| Reunification Plan | Confidential |
| Risk Action Plans | Public |
| Steering Group and Emergency Management Teams Notification Procedures | Confidential |