The Crisis Management document can be used as a reference for integrating internal plans into the University’s strategic operational plans, it does not replace departments’ responsibilities to develop and test their own emergency plans. With this in mind, departments can use this document as a model to help determine the relationships, responsibilities, and general guidelines to establish in their detailed “quick action” emergency guides. Likewise, departments can use this document as a reference in creating emergency-related checklists, departmental plans and standard operating procedures. Departments are expected to provide their Dean or equivalent with annual confirmation that emergency procedures are in place for the activities under their supervision, together with current emergency contact information.
Contents
CONTROLLED COPY DISTRIBUTION
LIST .............................................................................................................. 4
RECORD OF
REVISION
.................................................................................................................. 5
INTRODUCTION
.................................................................................................................. 6
Objectives and
Priorities ........................................................................................................ 7
Authority ........................................................................................................... 8
Scope of Crisis Management Master Plan
.................................................................................................................. 8
Review and
Assessment ..................................................................................................... 8
Emergency Response
Levels ........................................................................................................... 9
Minor
Emergency .................................................................................................. 9
Major
Emergency ................................................................................................. 10
Disaster .......................................................................................................... 11
CONCEPT OF
OPERATIONS ............................................................................................... 12
Background .................................................................................................. 12
Overview ..................................................................................................... 12
Site Management
Team .................................................................................................. 12
Incident
Commander ..................................................................................................
Director of Facilities Management
Operations .............................................................. 23
Facilities Management Operations Zone
Supervisor............................................................... 24
Assistant Vice-President Enrollment Management and
Registrar............................................................... 24
Director Environmental Health and
Safety ......................................................................... 25
Senior Media
Advisor ........................................................................ 26
Assistant Vice-President Ancillary
Services ....................................................................... 26
Operations Manager, Security
Services ..................................................................... 27
Assistant Vice-President Information Technology
Services ................................................................. 28
Facilities Management Director of
Planning ................................................................. 28

APPENDIX
C .................................................................................. 29
University Closure or Class/Examination
Cancellation ............................................................. 29
Procedures for Weather Related Events .....................
................................................................................. 31

APPENDIX
D .................................................................................. 41
Chemical Spill
Response ..................................................................... 41

APPENDIX
E .................................................................................. 42
Civil Unrest
Response ..................................................................... 42

APPENDIX
F .................................................................................. 43
Utility Failure
Response .......................................................................................................................... 43

APPENDIX

G ........................................................................................................................................... 44

Pandemic Response ........................................................................................................... 44

APPENDIX

H ........................................................................................................................................... 45

Fire Response ...................................................................................................................... 45

APPENDIX

I ........................................................................................................................................... 46

Community Hazard Assessment .......................................................................................... 46

Hazard Listing Classification ............................................................................................ 47

APPENDIX

J ........................................................................................................................................... 48

Emergency Contact Information .......................................................................................... 48

APPENDIX

K ........................................................................................................................................... 49

Building Plans ...................................................................................................................... 49
CONTROLLED COPY DISTRIBUTION LIST

Internal (Confidential Information Included)

Master Binder (Controlled by Director Security Services)
Office of the President
Office of the VP, Academic and Provost
Office of the VP, Research
Office of the VP, Finance and Administration
Office of the VP, Student Services
Office of the VP, External
AVP, Facilities Management
AVP, Information Technology Services
AVP, Financial Services
AVP, Ancillary Services
AVP, Human Resources
AVP, Communications and Marketing
AVP, Enrollment Management and Registrar
AVP, Capital Construction
General Counsel
Dean's Group (Agriculture, Architecture & Planning, Arts & Social Sciences, Computer Science, Dentistry, Engineering, Graduate Studies, Health Professions, Continuing Education, Law, Management, Medicine, Science, University Librarian)
Director of Environmental Health and Safety

A copy of the plan will be provided to each position listed above.

External (Confidential Information Not Included)

HRM Office of Emergency Management
Halifax Regional Police
Halifax Regional Fire & Emergency Services
Emergency Health Services Nova Scotia

A public version of this plan will be available on the Department of Environmental Health & Safety website at: http://environmentalhealthandsafetyoffice.dal.ca.
## RECORD OF REVISION

<table>
<thead>
<tr>
<th>Date</th>
<th>Pages</th>
<th>Web Files</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 24, 2011</td>
<td>Draft (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 25, 2011</td>
<td>Draft (2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 5, 2012</td>
<td>Draft (3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 6, 2012</td>
<td>Draft (4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 25, 2013</td>
<td>Draft (5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 7, 2013</td>
<td>Draft (6)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November 28, 2013</td>
<td>Draft 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 29, 2014</td>
<td>Final Draft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 11, 2014</td>
<td>Revision to reflect closure policy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCTION

Dalhousie University is committed to providing a safe and healthy workplace for its employees, students, and visitors. However, extraordinary situations can occur which are outside the realm of the normal day to day ability to achieve this goal. This plan has been created to respond quickly and appropriately to a crisis situation. It is essential that the impact of an unplanned disruption to the teaching, research, or administrative functions of the University be minimized and a return to normal operations be achieved as soon as practical.

For the purposes of this Plan, an emergency is defined as:

“An abnormal event or threat of an event of a severity and magnitude that it may result in deaths, injuries, threat of violence/disruptive behavior, property damage and/or environmental damage or significant disruption to the University’s business continuity that will require a coordinated response beyond the routine procedures, resources, and/or authority of Dalhousie University and its employees.”

This plan acknowledges that the majority of emergency situations are routine or minor in nature and may be adequately managed by Security Services, Environmental Health and Safety, Facilities Management, in conjunction with in place departmental emergency procedures. Where practical and appropriate, Dalhousie University will utilize available internal resources before requesting external assistance from local municipal agencies.

However, emergencies often occur with little or no notice, outside of normal working hours, which may overwhelm internal resources and capabilities. In such situations the University Emergency Operations Center (EOC) may be activated and staffed by Dalhousie University personnel. However, during a large scale emergency the response to the emergency may require the assistance of local municipal and provincial emergency response organizations and these external agencies may also assign staff to the EOC.

The Dalhousie University Crisis Management Master Plan is designed to provide the framework and guidance for coordinated response to minor emergencies, major emergencies and disasters. This plan does not replace the procedures for safety, hazardous material response, or other emergency measures already established at the University. Instead, it supplements these existing procedures with a temporary crisis management structure, which provides for an immediate managerial focus on response operations and an early transition to recovery operations.

The Crisis Management Master Plan is an “all-hazards” document. The Plan details concepts, policies, and procedures that apply regardless of the nature or origin of an emergency or disaster, and it is not designed to address unique conditions that result from a particular hazard or event. The Plan does, however, provide a framework within which emergency operations staff and other relevant department and agency personnel may work together to develop and maintain hazard-specific annexes.
Because this Plan is designed as a flexible management system, part or all of it may be activated as appropriate to a situation. Although it is based on a worst-case scenario and provides for the critical functions and roles of the University during disaster response, its general procedures for the management of information, activities, and operations can be applied as needed during any level of emergency.

This plan’s approach to crisis management is rooted in a four-phase structure where the phases of preparedness, mitigation, response, and recovery each contain critical university procedures for emergencies. This Plan provides for a smooth transition to restoring normal services and implementing recovery programs.

While the Crisis Management Master Plan can be used as a reference for integrating internal plans into the University’s strategic operational plans, it does not replace departments’ responsibilities to develop and test their own emergency plans. With this in mind, departments can use this document as a model to help determine the relationships, responsibilities, and general guidelines to establish in their detailed “quick action” emergency guides. Likewise, departments can use this document as a reference in creating emergency-related checklists, departmental plans and standard operating procedures. Departments are expected to provide their Dean or equivalent with annual confirmation that emergency procedures are in place for the activities under their supervision, together with current emergency contact information.

Objectives and Priorities

The objective of this plan is to describe the organization, resources, coordination and communications necessary to ensure the continued operations of Dalhousie University under any emergency situation.

Operational Objective

The operational objective of the Dalhousie University Crisis Management Master Plan is to provide a coordinated response to all minor emergencies, major emergencies or disasters that may affect Dalhousie University. The response may require the use of all the University’s resources and require that the University’s activities be coordinated with that of the local municipality, as well as other levels of government and external support organizations.

Primary Objectives

The primary objectives of the Dalhousie University Crisis Management Master Plan are to:

- Protect the personal safety of the University community and residents of the larger community
- Coordinate the provision of emergency assistance
• Ensure the security of research materials and intellectual property
• Protection of facilities, critical infrastructure, equipment and other property.
• Minimize the effects of minor emergencies, major emergencies or disasters
• Provide continuity of University administration and programming
• Facilitate and expedite restoration of facilities

Authority

The Crisis Management Master Plan provides the authority for emergency response. The Plan authorizes the establishment of an Emergency Management Committee to develop and review the University’s Crisis Management Master Plan on a regular basis.

Other provincial acts and regulations require the University to be prepared by having emergency plans such as the National Fire Code, Transportation of Dangerous Goods Act, and The Occupational Health and Safety Act and Regulations.

Scope of Crisis Management Master Plan

This Plan identifies the activities and responsibilities that would be needed to manage emergency situations:

• **Decision Making Structure** – how the command structure and decision making authority of the University is organized in order to respond to an emergency.
• **Internal Emergency Communications** - how information and instructions are passed to and from those assigned to manage the emergency.
• **University Community and General Public Information** – the process by which employees, students as well as the larger community are informed as well as the management of the public media strategy employed to deal with the effects of the emergency.
• **Recovery** - describes the tracking mechanisms, which will be used to record events, decisions, actions, and costs for post-emergency compilation, studies and reporting purposes. Also, insurance appraisal and recovery mechanisms. Includes business continuity planning and the implementation of business continuity plans.

Review and Assessment

The Emergency Management Committee will review the Crisis Management Master Plan, participate in drills and/or exercises, and recommend improvements. In addition the Emergency Management Committee will ensure the Crisis Management Master Plan is formally reviewed annually.
The Dalhousie University Crisis Management Master Plan is an all hazards plan. It addresses the emergency management issues that any number of hazards could create for Dalhousie University. Furthermore, it is based on local hazards, and available resources.

**Emergency Response Levels**

The Dalhousie Crisis Management Master Plan includes three levels of emergency response dependent on the severity of the emergency:

- Minor Emergency
- Major Emergency
- Disaster

Each type of emergency has a different impact on the response and amount of resources required to resolve the emergency incident. Regardless of their classification, emergencies are fluid events and may evolve rapidly from one level to another. The Incident Commander upon initial and ongoing assessment of the emergency will make a determination of the severity of the emergency and level of response required.

The primary factors that are considered in assessing the level of an emergency:

- Number of people and/or services impacted.
- Expected duration of the event.
- Resources available & required to resolve the event.
- Safety and environmental issues.
- Impact to the University’s reputation.

Regardless of the type of incident once an emergency incident has been identified the General Counsel and the Financial Services Risk Management Coordinator shall be notified by the Incident Commander as soon as practical.

Dalhousie University will respond to each level of emergency with a particular response as follows:

**Minor Emergency** – The majority of emergencies at Dalhousie are localized, contained incidents that can be routinely handled by the normal operational staff of the University (Security Services, Facilities Management Operations, Environmental Health and Safety Office, and the Registrar’s Office) where operational procedures and University resources are adequate. In many of these cases the Crisis Management Master Plan may not be activated. It is anticipated that in place resources will be sufficient to manage a minor emergency but consideration should be given to activating the Emergency Operations Group should the coordination of resources from different departments / business units be required.
A minor emergency may be categorized by a situation that represents a danger to the University where a combination of the following circumstances occurs:

- A threat or potential threat to employees, students, visitors or the public;
- The expected duration of the emergency response phase is less than 24 hours;
- Requirement HRM first response from fire, police or ambulance;
- No immediate danger to areas of the University outside the immediate vicinity of emergency;
- No immediate off-site impact (safety, environment and public image);
- Potential for local media interest;
- No requirement to mobilize the Emergency Operations Center

Examples of what may constitute a minor emergency are:

- Flood affecting a minor portion of a building;
- Minor biological, chemical or radioactive spill in a lab;
- Isolated fire in building;
- Short term loss of utilities in building(s)

**Major Emergency** – A current or potential emergency situation that impacts portions of the Campus which may affect mission-critical functions or life and safety, that would require several functional units within the plan to be activated and coordinated. A major emergency is a department or building incident that can be resolved with a response from an on-campus response team (Security, Facilities Management, EH&S, Registrar's Office, Student Services, University Veterinarian, etc.) and assistance from outside emergency response agencies. A major emergency is usually a one-dimensional event that has a limited duration and impact on the Campus community that does not extend beyond those that are using the space or building in which the event occurred. Activation of the Crisis Management Master Plan is warranted in these situations, and activation of the Emergency Operations Center in support of response efforts should be considered.

A major emergency may be categorized by a situation that represents a risk to the University where a combination of the following circumstances occurs:

- An immediate threat to employees, students, visitors, or the public that cannot be satisfied by evacuating the building;
- An immediate danger to areas of the University outside the vicinity of emergency;
- Has potential for impact outside of University property;
- Requires a significant response from HRM emergency response agencies;
- Has potential for significant media or public interest;
- The expected duration of the emergency response phase is between 24 to 48 hours;
- Mitigation poses a significant challenge to on hand staff and available resources;
- Requires activation of Emergency Operation Center;
- Has a potential for disruption of classes for between 24 to 48 hours;
• Requirement to shut-down of major University areas; (buildings, roads) or facilities for an extended period (more than 48 hours);
• Possible involvement of municipal or provincial government officials.

Examples of what may constitute a Major Emergency are:

• Fire affecting one or more buildings;
• Contagious disease outbreak;
• Multiple building or extended utility failures;
• Life endangering chemical release;
• Natural disasters, such as severe weather, which restrict the use of or causes serious damage to facilities;
• Significant disruption of IT infrastructure

**Disaster** - An emergency that involves the entire Campus and surrounding area. The Emergency Operations Group and Executive Management Team are activated and the Emergency Operations Centre established, to direct and coordinate the University’s response.

A disaster may be categorized by a situation that represents a danger to the University where a combination of the following circumstances occurs:

• A direct and immediate threat to employees, students, visitors, or the public;
• Considerable damage to facilities resulting in a significant impact to University operations;
• Significant impact on core business capability for more than 48 hours;
• Has an impact outside of University property;
• Requires a significant response from Municipal/Provincial emergency response agencies;
• Significant media involvement (local and national);
• The expected duration of the emergency response phase is more than 48 hrs;
• Potential for disruption of classes for more than 48 hrs;
• Necessitates the involvement of municipal or provincial government officials;
• Serious acts of violence on a large scale.

Examples of what may constitute a Disaster are:

• Large scale fire or explosion;
• Serious radiological, chemical, or biological contamination incident
• Pandemic;
• Short term infectious disease outbreak that significantly affects the University’s business continuity;
• University wide utility loss for an extended period (more than 48 hours);
• Potential for or actual serious injury or fatality;
It is always possible that a minor or major emergency will escalate beyond departmental or University response capabilities. The decision to request or recommend initiation of the Crisis Management Master Plan is the responsibility of the individual in charge of resolving the minor or moderate emergency.

For a more complete listing of Minor, Major and Disaster emergencies, review the detailed hazard listing in Appendix “C” through “H”.

CONCEPT OF OPERATIONS

Background

Research conducted by Public Safety Canada has shown that the use of a predetermined command, control and coordination system greatly reduces the time interval between the occurrence of a critical event and the return to normal activity. In simple terms, that is what large-scale emergency operations are all about: *Incident Command getting things back to normal as fast as possible.*

The Plan will be activated to the degree necessary to address the current emergency situation.

Overview

The Dalhousie University Crisis Management Master Plan is designed to manage all emergency response activities on Dalhousie property. It is composed of the following elements:

- Incident Commander (IC)
- Site Management Team (SMT)
- Emergency Operations Group (EOG)
- Emergency Operations Center (EOC)
- Executive Management Team (EMT)
- Emergency Planning Committee

Site Management Team

The Site Management Team (SMT) members are designated Dalhousie University staff who are, or may be required at the scene of an emergency incident. The team responds to emergency incidents at the request of the Incident Commander or designate.

Incident command is assigned to the Director Security Services. This shall be communicated to all units and personnel involved with the emergency incident. Information is to be conveyed to
Incident Commander on the status of the situation and on additional resources that have been deployed or may be required. Team members may include the following individuals:

**Site Management Team Members:**

- Operations Manager, Security Services
- Manager, Fire Safety & Emergency Management
- Director, Environmental Health & Safety (or delegate – likely to be hazard specific at initial response stage)
- Manager Facilities Management & Facilities Management Zone Supervisor
- Communications & Marketing Senior Media Advisor

The primary functions of the SMT are:

- Protect persons, property, research, and information during the emergency situation work as a team to ensure an appropriate response to the emergency, including provision of personnel, equipment and resources.;
- Coordinate emergency responders; liaise with external emergency services personnel.
- Bring the emergency incident to a conclusion to allow normal activity to resume.

The SMT will respond to any active emergency incident, where an emergency incident has occurred or where there is a high risk of an emergency incident occurring.

In the event the Emergency Operations Center is activated the EOG will conduct activities out of the Central Services Building Room 402 (CSB 402).

**Incident Commander**

The Incident Commander (IC) is the primary organizational component of the emergency management structure. The IC is the position with responsibility for the overall management of the response to the incident. The IC is supported by the other command functions listed in the Emergency Operation Group. This role of Incident Commander will be assumed by the Director, Security Services.

**Emergency Operations Group**

The Emergency Operations Group (EOG) is the primary planning/coordination resource for supporting the University response and recovery efforts in an emergency. **Activation of the EOG will be considered for all Major Emergencies and activated for all Disaster incidents.** The EOG serves as a coordination point for activities that are taking place around Campus. The EOC is the location where members of the EOG gather to support response and recovery activities, share information, provide advice and input for major decisions, and implement the
desired strategic course of action in a coordinated and effective manner. The EOG is to ensure that University senior management and the campus community are properly informed and updated on the status of emergency situations.

When activated the role of the EOG is the coordination of activities related to University resources present at the scene of an emergency. The EOG will also coordinate University efforts with municipal emergency services personnel, mutual aid partners and contracted emergency response resources.

**Activation of Emergency Operations Group**

After initial or ongoing assessment of the incident the University Incident Commander will possess the authority to activate the Emergency Operations Group which will consist of the following, or their designate:

- Director of Security Services (Incident Commander)
- AVP, Enrolment Management & Registrar
- AVP, Human Resources
- Director of Operations, Facilities Management
- Director of Planning, Facilities Management
- Executive Director Student Wellness
- AVP, Ancillary Services
- AVP, Information Technology Services
- General Counsel
- Director of Environmental Health & Safety
- Communications & Marketing Senior Media Advisor
- University Director of Animal Care (when necessary)

The primary functions of the EOG are to:

- Provide direct support to the operations related to response and recovery efforts.
- Evaluate and prepare for the impact of the emergency on the overall operation of the University.
- Assess the impact of the emergency on the rest of the University.
- Communicate with municipal authorities
- Deal with regulatory agencies.
- Manage all communications with media and public.
- Plan for and initiate post incident recovery operations.
- Facilitate decision making and take direction from the Executive Management Team.
- Maintain documentation on all decisions and actions of the EOG as well as acting as the archive for all documentation related to the individuals responding on-site at the emergency.
Emergency Operations Center

The EOC is the facility utilized by the University's Emergency Operations Group to facilitate coordination of the response to major emergencies and disasters. The EOC is essentially a location for the effective coordination of information exchange required to resolve the emergency situation.

The room designated for the EOC is the Central Services Building Room 402. This room is maintained with the necessary telecommunications lines for fax, data, and telephone. Laptops, teleconference, campus maps and other dedicated materials are readily accessible and available.

There are three stages of activation for the EOC – monitoring, partial and full. The initial level of activation will be determined at the onset of the incident by the University Incident Commander (Director, Security Services). As the incident progresses, the level of activation may change depending on the circumstances and the level of response required. Subsequent levels of activation will be determined by the Incident Commander. The levels of activation are:

Monitoring - the EOC is not activated however members of the EOG may be advised of the situation; there is potential for the incident to threaten safety, property or the environment; administrative staff is put on standby for the potential activation of the EOC.

Partial – the incident has escalated or requires that some of the members of the EOG attend the EOC to begin command and control operations and make decisions related to organization, resourcing, and tasking of University assets. Not all EOG members may be required at this point, however they will be advised of the situation and asked to be on standby in the event they are required or coordination with external agencies is required.

Full – the incident has escalated and requires all members of the EOG and the Executive Management Team to be activated; the incident may affect a large portion of the University or may be a municipal or provincial emergency; high levels decisions are required; the emergency has the potential to be a prolonged incident lasting several days; extensive coordination with external agencies is required.

Executive Management Team

The Executive Management Team (EMT) is the primary body for policy direction and interpretation for the University during a crisis. The minimum component of the Executive Management Team may be activated for any Major Emergency and the full EMT will be activated for any disaster incident.
The Executive Management Team has the following responsibilities:

- Provide support for the Emergency Operations Group;
- Consider the impacts of the emergency on the long term operation of the University in terms of reputation, government regulation and service delivery;
- Provide interpretation of University policy when needed;
- Communicate with senior levels of government;
- Provide spokesperson to media as required; and
- Communicate with other senior University officials/committees.

The Executive Management Team (EMT) comprises members of the President’s Executive group and General Counsel. The Vice-President Finance and Administration shall act as chair and as liaison to the EOG.

The Executive Management Team will advise the President on emergency situations. If the President deems it necessary, he/she will assume leadership of the Executive Management Team.

The Executive Management Team will operate from the Henry Hick’s Administration Building Room 233 (Research Services boardroom).

**Communications During an Emergency**

The Office of Communications & Marketing is responsible for the coordination of all information distribution (internal and external) during an emergency situation. The Communications & Marketing, Senior Advisor, Media is the University’s official spokesperson during an emergency. During any emergency, media that arrive on Campus will be directed to the Senior Media Advisor.

During and immediately following an emergency, the University will make every effort to update the internal and external community on the status of the University and the impact of the emergency on the organization, including the safety of the members of the Dalhousie community. Various communications tools will be utilized to keep the community informed including announcements in the local media, email, Dal Alert text messaging, social networking media, and formal meetings. An emergency hotline number will be established to field enquiries related to the incident.

Senior managers will have the responsibility of establishing and maintaining unit communication trees to be activated in the event of an emergency.
Emergency Management Planning Committee

Organization

Coordination and direction of the Dalhousie University emergency preparedness activities is the responsibility of the Emergency Planning Committee.

The Co-Chairs of the Committee are the Director, Environmental Health & Safety and the Director, Security Services.

Membership of the Emergency Planning Committee consists of representatives from the following departments:

- Environmental Health and Safety
- Security Services
- Facilities Management Operations
- Communications & Marketing
- Ancillary Services
- Student Services
- Registrar’s Office
- Human Resources
- Information Technology Services
- Legal Counsel Office (as needed)

The Committee will also draw on additional resources from within the University’s other departments as required, to provide assistance relevant to their area of responsibility.

The Committee serves as a “planning body” to provide direction and ownership of the Dalhousie University Emergency Management Master Plan. The Committee will:

- Be responsible for reviewing the Crisis Management Master Plan annually and ensuring it is updated no less than annually. This includes a review of the Hazards including those that pertain to new ventures and new locations of the University.
- Communicate information on the Crisis Management Master Plan as necessary to the University community (employees, students, volunteers, and contractors).
- Conduct training on the operation of the Crisis Management Master Plan for University employees, students, contractors and volunteers, as appropriate.
- Plan and execute exercises to validate the Crisis Management Master Plan and familiarize the University community with its’ provisions, as appropriate. Representatives from the internal and external stakeholders will be asked to assist with exercise planning.
- Conduct reviews of all exercises and actual incidents.
- Establish a training program for emergency response personnel and identify resources for this training. Training will include general awareness and familiarization for those personnel not directly involved in emergency response operations.
• Should an emergency occur in the time between scheduled meetings, the Committee will meet as soon as practically possible after the event. They will examine the incident and all facets of the response to it.

Organization Chart
Executive
Management
Team VP Finance
& Admin (Chair)

President's Executive

General Counsel
APPENDIX A

Emergency Response Activation Process

The flowchart in Figure 4-1 outlines the various steps/decisions involved in the activation of the various components of the Crisis Management Master Plan.

The usual method of activation is to activate the First Responders, then the Emergency Operations Group and then the Executive Management Team.

Table 4-1 provides an activation matrix identifying the components of the Crisis Management Response Organization and at which emergency levels they would normally be activated.

Table 4-1

<table>
<thead>
<tr>
<th>Group</th>
<th>Minor Emergency</th>
<th>Major Emergency</th>
<th>Disaster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Security</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Site Management Team</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Emergency Operations Group</td>
<td>No Action</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Executive Management Team</td>
<td>No Action</td>
<td>Yes – minimum</td>
<td>Yes – full team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>team</td>
<td></td>
</tr>
</tbody>
</table>
Utilizing the Emergency Management Process (Figure 4-1)

1. Critical Incident
   - Does the event meet the Minor Emergency definition?
     - YES: Notify Incident Commander
     - NO: Manage and return to normal operations

2. Notification of Financial Services & Risk Management
   - Activate the SMT

3. Does the event meet the Major Emergency definition?
   - YES: Activation of Plan and partial or full activation of EOG
   - NO: Manage and return to normal operations

4. Does the event meet the Disaster definition?
   - YES: VP Admin activates Executive Management Team
   - NO: Manage and return to normal operations
APPENDIX B

Roles and Responsibilities

University Incident Commander

**Assigned** – Director Security Services

**Alternates**
- Director Operations Facilities Management
- Director Environmental Health & Safety

**Role** - Be in overall control of all activities of University personnel at the emergency site.

**Responsibilities:**

2. Respond to incident as per Security Services Dispatch directions. Report arrival at site to Security Services Dispatch.
3. Conduct scene survey and Assess overall situation, ensuring that safety of life, property and the protection of the environment are the priority during the emergency.
4. Decide whether or not to evacuate area and/or building.
5. Establish an incident command post and advise Campus Security Dispatch of the location.
6. Conduct initial and all other briefings for Site Management Team on scene.
7. Elevate to a Major Emergency response if required.
10. Mobilize and direct University personnel to achieve control and containment regarding emergency.
11. Assign on-site Scribe where appropriate.
12. Ensure area is secured (if required).
13. Once safety issues have been addressed, where possible try to ensure the emergency site is disturbed as little as possible to facilitate incident investigation.
14. Mobilize any external resources as needed (both human and material).
15. Maintain constant liaison and give support to Commanders of Municipal Emergency services (i.e. police, fire) that arrive on scene.
16. Serve as media liaison if situation merits - inform Communications and Marketing if media attends or is expected to attend.
17. Liaise with internal and external organizations/groups as required.
18. Inform other affected University Departments as required (this function may be designated to another individual by the Incident Commander at the time of the incident).
19. Report to the (EOG) as required.
20. Arrange for group de-briefing of incident after the site has been demobilized and create a list of recommendations for future action.

Legal Counsel Office

Assigned – General Counsel

Role - Provide legal and risk management advice to the Emergency Operations Group and the Executive Management Team

Responsibilities

1. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
2. Advise the Executive Management Team and Incident Commander of the legal issues pertinent to the emergency as well as legal impacts from EOG decisions.
3. Maintain accurate and detailed records on all issues relevant to the emergency.
4. Respond to all legal-related questions as well as any related policies/procedures.
5. Allocate legal resources as required, including those of external legal counsel.
6. Coordinate activities in conjunction with the Risk Management & Financial Services.

Security Services

Assigned – Operations Manager Security Services

Alternate – Security Shift Supervisor

Role - Be in overall control of all activities of University personnel at the emergency site. Provide initial response to incident and conduct scene survey to determine resource requirements to address issues related to safety and security of individuals, property and the environment. Provide Incident Commander with information on incident security requirements and resources required.

Responsibilities:

1. Respond to incident as per Security Services Dispatch directions. Report arrival at site to Dispatch.
2. Document use of radio communications during the emergencies.
3. Conduct initial assessment of the incident and maintain communications with Security Services Dispatch with respect to status of incident.
4. Ensure area is secured (if required).
5. Address any Security Services policies or procedures as they relate to emergency situation.
6. Identify security resource needs.
7. Inform Incident Commander on security issues, events, and resource requirements and at his/her request, communicate activity and resource requirements to the Security member of EOG
9. Direct all media inquiries to the assigned University spokesperson.
10. Maintain accurate and detailed records of the event including activities, decisions, errands, etc.

**Director of Facilities Management Operations**

**Assigned** – Director of Operations Facilities Management

**Alternate(s)** – Manager Trade Services; Assistant Director Minor Projects

**Role** - Oversee the preparation and communication of short and long-term response and recovery plans. Coordinate the implementation of operational directives. Restore, maintain and operate essential facilities.

**Responsibilities:**

1. Communicate with the on scene Site Management Team members and relay pertinent information to Emergency Operation Group.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Respond to all infrastructure-related questions in regards to policies, procedures and University infrastructure protocol.
4. Allocate infrastructure resources as required.
5. Provide advice to the Incident Commander with respect to the campus infrastructure and utilities.
6. Collect, evaluate and disseminate any information about the incident and status of resources required to assess and understand the situation and direct a course of action to the EOG.
7. Provide assistance to Site Management Team members in developing primary and alternate Incident Action Plans.
8. Assist in the development of the EOG Incident Action Plans for this particular incident. Assemble, assign and monitor resources required by Site Management Team.
9. Maintain accurate and detailed records on each Infrastructure & Utility issue within EOC structure.
10. Establish appropriate staffing of section to address logistical issues associated with emergency operations.

Facilities Management Operations Zone Supervisor

Role - To address and manage issues related to the integrity of facilities and utilities impacted by an incident.

Responsibilities:

1. Respond to incident as per Security Services Dispatch directions. Report arrival at site to Dispatch.
2. Maintain communications with Security Services Dispatch with respect to the status of the incident.
3. At the direction of the Incident Commander, make an assessment as it relates to the event in progress.
4. Develop an Incident Action Plan to address facility and utility issues.
5. Address any Campus infrastructure policies, procedures or inquiries as they relate to emergency situation.
6. Identify Campus infrastructure resource and material needs including the need for experts (i.e. engineers) if required.
7. Inform Incident Commander on facility and utility issues, events and occurrences and at his/her request, communicate activity and resource requirements to the Infrastructure member of EOG.
8. Manage utility and facility requirements, as necessary.
9. Direct all media inquiries to the official University spokesperson.
10. Provide emergency construction or technical supervision of emergency construction.
11. Arrange for emergency fuel supplies for back-up generators, where applicable.
12. Arrange to provide standby generators for emergency use.
13. Liaise with utility provider concerning emergency power arrangements and arrange to maintain a supply of electricity under emergency/disaster conditions.
14. Maintain accurate and detailed records of the event.

Assistant Vice-President Enrollment Management and Registrar

Assigned – Assistant Vice-President Enrollment Management and Registrar

Alternate – Associate Registrar

Role - To evaluate and advise on the impact of the emergency related to academic programs and facilities.
Responsibilities:

1. Assist in the development of EOG Incident Action Plans for the particular incident.
2. Contact alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Assess the impact of the incident upon academic scheduling.
4. Access the Registrar’s Office to establish:
   a. Examinations planned and in progress and their location;
   b. Classes in progress and location (including lectures, tutorials, seminars, teaching labs, computer labs);
   c. Names of students and teaching staff for classes in progress;
   d. Identify core documents at risk such as student academic files and examinations.
   e. Alternative measures for providing teaching services and/or student registration/examination services.
5. Maintain accurate and detailed records of academic scheduling related issues within EOG structure.

Director Environmental Health and Safety

Assigned – Director Environmental Health and Safety

Alternate – Assigned EH&S Officer

Role - Maintain the communication links with the EH&S First Response Team members, relaying all relevant information to the EOG Coordinator.

Responsibilities:

1. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
2. Communicate with the on scene EH&S members and relay pertinent information to Emergency Operations Group.
3. Develop and implement the Safety Incident Action Plan, which will include the Initial Response Phase as well as the Recovery Phase.
4. Obtain briefings from and give briefings to the Emergency Operations Control group.
5. Work with EOG and/or other agencies and their representatives.
6. Assist in the development of EOG Incident Action Plans for this particular incident.
7. Respond to all safety-related questions in regards to policies, procedures and EH&S protocol.
8. Work with related external agencies and act as the liaison for all EH&S questions/requests from those agencies, as required.
9. Allocate EH&S resources as required.
10. Provide advice regarding employee, student and public safety issues.
11. Maintain accurate and detailed records of the EH&S related issues within the EOG structure.

**Senior Media Advisor**

**Assigned** - Communications & Marketing Senior Media Advisor

**Alternate** - Communications & Marketing Director of Communications

**Role** - Manage strategic communications during emergency situations. Communicate with employees, students, public, government agencies and media on behalf of Dalhousie University.

**Responsibilities:**

1. Communicate with the on scene Senior Advisor, Media and relay pertinent information to Emergency Operations Group.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Establish Media Centre and arrange staffing. If not required, place on notice for potential call out.
4. Prepare initial information summary on all communications and public relations activities for the EOG as soon as possible.
5. Establish the media monitoring centre. Keep the EOG informed of all news concerning the emergency as reported by the media.
6. Obtain regular briefings from the Incident Commander.
7. Assist in the development of EOG Incident Action Plans for this particular incident.
8. All communications require consultation with the Emergency Operations Group prior to release of information to news media.
9. Formulate and release information to the University community, media and other agencies. Coordinate public information activities with other agencies such as government and regulatory agencies, as appropriate.
10. Post all media releases within EOC.
11. Maintain accurate and detailed records of all actions.

**Assistant Vice-President Ancillary Services**

**Assigned** Assistant Vice-President Ancillary Services

**Alternate** – Director, Residence Operations

**Role** - To evaluate and advise on the impact of the emergency related to student housing.
Responsibilities:

1. Assess the need for and expected duration of temporary or alternate accommodations and supplies for students.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Assist in the development of EOG Incident Action Plans for this particular incident.
4. Implement housing relocation protocols, if necessary.
5. Establish and operate reception centre that will record where displaced individuals are going to and their communication information.
6. Initiate actions to research availability and obtain available space for regrouping displaced persons.

Operations Manager, Security Services

Assigned - Operations Manager Security Services

Alternate – Security Services Community Safety Officer

Role - Maintain the communication links with the Incident Commander and the Campus Security First Response Team members, relaying all relevant information to the EOG Coordinator. The Security designate will help manage the Security functions and resources as required.

Responsibilities:

1. Liaise between Incident Commander and Emergency Operations Group.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Communicate with the on scene Security Site Team members and relay pertinent information to Emergency Operations Control Group.
4. Develop and implement the Security Incident Action Plan, which will include the Initial Response Phase as well as the Recovery Phase.
5. Obtain briefings from and give briefings to the Emergency Operations Control Group.
6. Work with EOG and/or other agencies and their representatives.
7. Assist in the development of EOG Incident Action Plans for this particular incident.
8. Respond to all security-related questions in regards to policies, procedures and University Security protocol.
9. Work with related external agencies and act as the liaison for all security questions/requests from those agencies, as required.
10. Allocate Security Services resources as required.
11. Provide advice regarding employee, student and public safety issues.
12. Maintain accurate and detailed records of the Security related issues within the EOG structure.
Assistant Vice-President Information Technology Services

Assigned — Assistant Vice-President Information Technology Services

Alternate -

Role - Coordinate information technology and telecommunications support to emergency operations. This includes IT in individual departments as well as University-wide system.

Responsibilities:

1. Establish appropriate staffing of section to address information technology and telecommunications service issues associated with emergency operations.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. Communicate with departments who IT networks are or may be impacted by the emergency.
4. Collect and summarize information regarding the status of computer networks, telecommunications services and business systems.
5. Develop an IT and telecommunications services Incident Action Plan in support of the EOG Incident Action Plan.
6. Provide advice to the EOG regarding aspects of IT and Telecommunication services for response and recovery.
7. Assist in the development of EOG Incident Action Plans for the particular incident.
8. Provide advice, guidance and direction as necessary to business systems areas regarding activities and Incident Action Plans for response and recovery.
9. Maintain accurate and detailed records of IT & Telecommunications related issues within the EOG structure.
10. Liaise with outside agencies for IT hardware/software support & resources.

Facilities Management Director of Planning

Assigned – Director of Planning Facilities Management

Alternate - Assistant Director, Asset Management

Role – Provides information in relation to University properties, facility layout, as well as design and infrastructure.

Responsibilities:

1. Assist in the development of EOG Incident Action Plans for this particular incident.
2. Contact 1st and 2nd alternate positions, when appropriate to do so, to make them aware that they should remain available.
3. In conjunction with the Registrar assess the impact of the incident upon academic scheduling.
4. Provide guidance and direction on space management issues created by the emergency
5. Develop contingency plans for the temporary relocation of academic and research activities.
6. Provide information related to external and internal event bookings.

APPENDIX C

University Closure or Class/Examination Cancellation

Preamble:

Adverse conditions such as winter storms or power outages will, from time to time, require the University to reduce or restrict its normal activities or services. In effect, the University never closes totally. For the purposes of this policy, “closure” means a reduction or restriction of activities and services on Dalhousie’s campuses. This policy covers all of Dalhousie’s campuses, including the Agricultural Campus. The extent of any such reduction or restriction may differ depending on the particular circumstance and the nature or location of individual units’ operations. For example, a power outage may not affect all campuses, and in such circumstances, some, but not all, campuses may be closed. Also, some units have responsibility for maintaining essential services, restoring services or securing the campus. In the event that adverse conditions require curtailment of activities/services during the regular work day, this will mean that some employees will be required to remain at work when others will be free to leave or required to leave the campus. It may also be decided that only classes or examinations will be cancelled. Therefore, this policy should be interpreted in light of the operational obligations and requirements of each of the units in which faculty and staff are employed. Also, because operations in particular areas will be resumed as feasible and necessary, all employees are deemed to be “on call” for what would otherwise be a regular work day and available to return to work upon notification by their supervisor or through media announcements.

1. Notification

1.1 When conditions develop outside of normal operating hours or overnight, a decision is made to cancel classes/examinations or close the University or certain buildings/campuses of the University. An announcement of this decision will, whenever possible, be broadcast on CBC at 90.5 FM and CKDU at 97.5 FM in Halifax and at CKTO FM and CKCL at 100.9 FM in Truro prior to 6:00 a.m. a.m.

The Dalhousie main web page will carry up-to-date storm cancellation/closure information as of 6:00 a.m. Check www.dal.ca for current cancellation/closure information and dal.ca/agriculture for the Agricultural Campus. As well, the University switchboard (494-2211) and the Agricultural Campus emergency phone line (893-6027, 1-877-672-2363) will carry a recorded message. Employees may also subscribe to Dal Alert for text messaging updates on cancelations and closures.

These announcements will indicate whether it is classes/examinations only that are cancelled or
whether the University or parts thereof are closed.

1.2 Should circumstances lead to a decision to cancel classes/examinations or close during the day, a Notice Digest electronic broadcast will be issued and an announcement will be telephoned from the President’s Office to the Office of each Vice-President, Dean and Administrative Director. They in turn will advise each department or unit reporting to them of the decision. A public service message will also be telephoned to radio stations in the Halifax and/or Truro area by Media Relations. An appropriate announcement will also be lodged with the University switchboard staff (494-2211), the Agricultural Campus emergency phone line (893-6027, 1-877-672-2363), and the Dalhousie website.

2. **Unit Procedures**

Each unit is responsible for determining which services will be required to operate in the event of a Closure. This may vary depending on the particular circumstances of a unit.

A communication tree is to be established and maintained such that each employee in the unit can be contacted if required and so that each employee can contact their supervisor or designate.

**Deans, Chairs, Heads, Directors, and Unit Managers are not authorized to close their units without express authorization from the appropriate Vice-President (or VP Finance and Administration) (Campus Principal in the case of the Agricultural Campus) to do so.** Time not worked due to severe weather conditions when the University is open will be accounted for through vacation time, authorized accumulated time, personal leave day, unpaid leave day, or authorized time made up at a later date, subject to the department heads approval.

In some circumstances faculty and staff may not be granted access to University buildings without the express authorization of Security Services or the Safety Office. Deans, Chairs, Heads and Directors will be advised by the appropriate Vice-President’s office if this is the case.

3. **Essential Services**

Positions designated as essential for purposes of this policy are:

- Faculty and Staff in clinical areas in the Faculty of Medicine
- Designated animal care staff
- Farm Staff responsible for care of animals at the Agricultural Campus
- Designated Communications and Marketing staff
- Designated systems programming, operations and communications staff – University Computing and Information Services
- Department of Facilities Management
  - Thermal Plant Operations
  - Security Services Staff
  - Environmental Services staff assigned to snow removal duties
  - Custodial staff assigned to Student Residence Facilities
  - All other required FM staff, based on the requirements during each closure for emergency repairs and maintenance. These individuals will be notified by their supervisor to report for work during the closure.
• Faculty of Agriculture Staff assigned to snow removal duties
• Designated staff in University Health Services
• Designated staff in Housing and Conference Services
• Food Services for Residence Students

4. Policy on Payment of Salary and Wages:

All full-time and regular part-time employees will receive their regular pay in the event of a closure which is of short-term duration. Payment is conditional upon being available to report to work and reporting to or remaining at work when requested to do so. Employees who are on vacation, sick leave, or any other form of approved paid leave will receive their regular pay. They are not entitled to equivalent time off at a later date.

Should personal circumstances mean that an individual is unable to report or remain at work, when requested to do so, the responsible supervisor may schedule accrued vacation or pay or any accrued time-off so that regular pay is maintained. Casual employees who work on a day-to-day basis as and when required and short term temporary employees will be paid from the time they report to work if required to do so and for the hours actually worked.

[Revised: March 2014]

Procedures for Weather Related Events

Purpose

The purpose of this section is to establish guidelines for the decision-making process that may lead to closure or cancellation and to establish protocols for communicating a closure once a decision to do so has been made.

The decision to close or cancel classes, suspend activity or close the University is the sole responsibility of the University President or designate VP Finance & Administration).

The goal of a planned response to severe weather is to minimize the potential risk to personnel and property. Ice storms, blizzards and severe winter weather may cause power outages, blocked roads and damage/collapse to facilities and facility systems, which can affect the safety of personnel and damage property.

There is usually significant notice of a severe weather system. If the storm occurs during the night, the University must decide whether to close or cancel classes/examinations. When possible the decision must be communicated to employees and students in a timely fashion so as not to put their safety at risk by travelling to a campus that is not fully functioning. If storms occur during regular business hours, the University must assess the risk involved in having students and staff remain on campus.

Scenario 1 – During Regular office Hours (0700 – 1700)
As weather conditions are forecast to or begin to deteriorate during the day, (in advance of dangerous conditions), the Director of Security will initiate a “standby” conference call with the President of the University (or designate), the Manager of Environmental Services, and the Communications & Marketing Senior Media Advisor. The purpose of the “standby” conference call is to confirm the availability of decision makers and the readiness to initiate a response. As conditions begin to deteriorate, the Director of Security in conjunction with the Manager of Environmental Services will initiate a follow-up conference call after considering factors such as current conditions, weather forecast, and status of public transit and time of day to determine the need to curtail or suspend University activity. A combination of the following factors will result in a recommendation to the President to cancel classes or suspend activities at the University:

- Current and forecasted weather conditions;
- Feedback from Facilities Services indicating difficulties in maintaining the roads, sidewalks, and entrances to buildings in a safe condition;
- Feedback from Campus Security indicating that motorists or transit drivers are beginning to experience difficulties
- Cancellation or reduction of Transit Services
- Ability of emergency services to access the campus
- Disadvantages of sending individuals back into the weather once they have arrived on campus; and
- Anticipation that conditions will worsen or persist such that public transportation may not operate or roads may be closed as a result of storm conditions, which will make travel home unusually difficult or hazardous.

University operations can be cancelled only under the authority of the President or designate (VP Finance & Administration), in consultation with the Director of Security, Manager of Environmental Services, and the Communications & Marketing Senior Media Advisor, when continuing normal operations would pose a danger to students, staff and faculty while on campus, or would pose a potential risk in their transportation to or from the campus. The ongoing requirement to maintain utilities and essential services for research and building operations means that the University can never be fully shut down.

The decision will provide information on when the cancellation or closure will begin; for example, classes commencing at 2:30pm onwards are cancelled, with staff excused to depart after
3:00pm. Classes currently in session will remain in session until the class ends. Where possible, the decision will be made at least one hour prior to the cancellation going into effect.

The decision of the President will be communicated to the Dalhousie community through:

1. Employees will be advised of class cancellation via Dalhousie Alerts by the Director of Communications and Marketing Senior Media Advisor.
2. The Dalhousie University home page will be updated accordingly [http://www.dal.ca](http://www.dal.ca), along with the social media pages.
3. Local news media outlets will be notified.
4. If the situation requires that University employees, students and visitors be sent home in advance of the winter storm, the Director of Security will contact all of the Deans and Directors with the information and ask them to forward the information to their Department Heads, Managers, employees and students.

**Scenario 2 – Prior to the Start of Regular Office Hours**

As weather conditions are forecast to or begin to deteriorate during the evening, (in advance of dangerous conditions), the Director of Security will initiate a “standby” conference call with the President of the University, Manager of Environmental Services, and the Communications & Marketing Senior Media Advisor. The purpose of the “standby” conference call is to confirm the availability of decision makers and confirm readiness to initiate a response.

Security and Facilities Services will monitor the situation during the evening and prior to 5:30am in conjunction with Marketing and Communication and initiate a conference call.

When a decision is made by the President to cancel classes or activities prior to the commencement of a regular business or academic day every effort will be made to make the decision by 5:30am. This decision will be made as a consequence of the conference call between the President, Director of Security, Manager of Environmental Services and the Director of Marketing and Communication.

As soon as a decision to cancel classes has been made, Marketing and Communication will:

1. Advise Faculty, students and employees of class cancellation via Dalhousie Alerts.
2. Update the Dalhousie University web home pages and appropriate social media networks with current information pertaining to the decision.
3. Notify local news media outlets will be notified.

**Building Access and Control**

During a period of university closure Security Services will restrict access to Dalhousie facilities. Access for non-critical functions will not be permitted. Access will be granted only to those individuals that have been granted prior approval by their respective Dean or Director.

**Return to Normal Operations**

Page 36 of 48
After consideration of all relevant information, the President (or designate) will make all decisions concerning the return to regular University operations. Under most circumstances, this will result in the reopening of the University. However, in some cases, a phased in approach by employee group or by building, may be required to ease the transition.

Information regarding the resumption of activity of will be communicated by the department of Marketing and Communication in the timeliest manner possible.

Reference Guide

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Vice –President Finance & Administration | • Receive updates from Security  
• Participate in conference call  
• Final determination of curtailment of University closure |
| Director of Security | • Initial conference call to advise of potential for curtailment and determine availability of decision makers  
• Assessment of conditions with Manager of Environmental Services  
• Update VP Finance & Admin of current situation  
• Participate in follow up conference call  
• During regular working hours contact Communications & Marketing to initiated notification process. |
| Manager Environmental Services | • Initial conference call to advise of potential for cancellation and determine availability of decision makers  
• Assessment of conditions with director of Security |
| Communications & Marketing Senior Media Advisor | • Facilitate the communication of the decision to Faculty, students and employees via Dalhousie Alerts.  
• Update the Dalhousie University web home pages and appropriate social media networks with current information pertaining to the decision.  
• Notification of local news media outlets |
Curtailment of Activity (after hours) Decision Tree

Communication between Manager Environmental Services and Director of Security re possible next day closure

‡ Monitoring of Environment Canada, local police, and Media weather & road conditions

Conditions monitored overnight by Security Services 494-6400

2am assessment of conditions by Manager Environmental Services and Director of Security

4:30am assessment of conditions by Manager of Environmental Services and Director of Security

Decision to recommend No curtailment to VP Admin

Yes

Initiate conference call with VP Finance & Admin (5am)

No further action Continue to monitor

Yes

Decision to curtail activities

No

FM Operations Contacts
1. Mike Wilkinson
494-8396 (desk)
401-6455 (cell)
576-2075 (home)

2. Tom Innes
452-8036 (cell)
835-2888 (Home)

† Monitoring of Environment Canada, local police, and Media weather & road conditions

Security Services Contacts
1. Mike Burns
494-1539 (desk)
479-1942 (home)
452-9863 (cell)

2. Peter Brown
454-9119 (home)
452-9864 (cell)

3. Security Duty Supervisor
494-6400 (desk)

FM Operations Contacts
Communication and Marketing Contacts
1. Janet Bryson
494-1269 (office)
222-9379 (cell)

† Monitoring of Environment Canada, local police, and Media weather & road conditions

Nikki Comeau
† 1.
494-4189

Communications and Marketing Contacts
1. Janet Bryson
494-1269 (office)
222-9379 (cell)

Nikki Comeau
† 1.
494-4189

Page 38 of 48
Dal Alert Update of Web Page, Facebook, Twitter and Switchboard
(Graham MacDougall)

Notification of Communications and Marketing (9:30 am)

No further action
Continue to monitor

Notification of print and electronic media
(Charles Crosby)
Curtailment of Activity (during work hours)

Decision Tree

Communication between Manager Environmental Services, Communications and Marketing and Director of Security re possibile closure

Ongoing assessment of conditions by Manager Environmental Services and Director of Security

Decision to recommend curtailment to VP Admin

No further action
Continue to monitor conditions

Security Services Contacts
1. Mike Burns
   494-1539 (desk)
   479-1942 (home)
   452-9863 (cell)

2. Peter Brown
   454-9119 (home)
   452-9864 (cell)

3. Security Duty Supervisor
   494-6400 (desk)

Decision to curtail activities

FM Operations Contacts
1. Mike Wilkinson
   494-8396 (desk)
   401-6455 (cell)
   576-2075 (home)

2. Tom Innes
   452-9036 (cell)
   835-2888 (Home)

Communications and Marketing Contacts
1. Janet Bryson
   494-1269 (office)
   222-9379 (cell)

2. Nikki Comeau
   494-4189 (desk)
   222-8810 (cell)

Nikki Comeau
1. 494-4189 (desk)
2. 222-8810 (cell)

Notification of Communications and Marketing

Notification of print and electronic media (Charles Crosby)

Initiation of Communications Tree to Deans and Directors

Initiation of Web Page, Facebook, Twitter and Switchboard (Graham MacDougall)

Dal Alert Update of Web Page, Facebook

No further action
Continue to monitor conditions
Scenario 3 – Advance Notice of Severe Weather / Planned Response

The protocols described in this section are designed to provide guidance for developing a planned response to a “Severe Weather” event. The purpose is to minimize the potential risk to personnel and property. Severe weather events (blizzards, ice storms, and hurricanes) may cause power outages, and damage to facilities and facility systems, which can affect the safety of people as well as disruption of class scheduling, research activities and regular University activities.

There is usually significant notice of a severe weather event. If the storm is expected to significantly impact utilities and/or infrastructure, the University must decide whether to curtail activity or close the university. The decision must be communicated to employees and students in a timely fashion so as not to put their safety at risk to travel to a campus that is not fully functioning.

Once apprised of the possibility of a severe weather event, the University Incident Commander will advise members of the EOG and place the group in a monitoring / standby mode.

The Emergency Operations Group will be notified at the first indication of a potential severe weather and may meet to discuss actions required to prepare for the event. This meeting will be chaired by the University Incident Commander with the following staff members (or alternate) present:

- AVP, Enrollment Management & Registrar
- AVP, Human Resources
- Director of Operations, Facilities Management
- Director of Planning, Facilities Management
- Executive Director Student Wellness
- AVP, Ancillary Services
- AVP, Information Technology Services
- General Counsel
- Director of Environmental Health & Safety
- Communications & Marketing Senior Media Advisor
- University Director of Animal Care (when necessary)

Once apprised of the possibility of a severe weather event, the Director of Security Services will:

1. Monitor the weather watch and warnings broadcast by local weather broadcasts or Environment Canada and communicate same to members of the EOG and the Executive Management Team.
2. Consult with the local emergency services agencies to determine if it is safe to send University employees, students & visitors home in advance of the winter storm.

The Director of Operations, Facilities Management shall ensure:
1. If the high winds are anticipated all moveable items are secured in a safe manner
2. Emergency generators are inspected and fuel tanks are topped up
3. Trades staff required to maintain utilities and essential emergency systems are placed on stand by
4. Any equipment required to abate flooding or to mitigate the impact of wind damage is in place and available to first responders.
5. Emergency safety lighting is inspected and deemed to be functioning

AVP Enrollment Management and Registrar will determine:

1. The impact that a University closure will have on class scheduling and examinations.
2. Prepare a contingency plan in the event rescheduling or relocation of classes or examinations is required.

Director of Environmental Health and Safety will:

1. In conjunction with the Director of Security monitor weather reports and relay the anticipated impact to the members of the EOG and EMT.
2. Ensure that all University Safety policies are adhered to in preparation for the event.
3. Assess current Campus construction activities and ensure that all constructions structures and materials are properly secured by the contractor.

Senior Media Advisor will:

1. Communicate the possibility of a severe weather event to the University community
2. Provide educational material to the University Community on issues of personal safety related to the event.
3. Manage local media enquiries on the state of readiness of Dalhousie University.
4. Communicate and cancellation or curtailment of University activity through Dal Alert, web page, social media, and local media outlets.

AVP Ancillary Services:

1. Assess the need for resources in the event of a prolonged utility failure or a requirement to evacuate an on Campus residence.
2. Establish a plan for the registration of residents in the event an evacuation is required.
3. Communicate with residents the nature of the anticipated severe weather event and the residence emergency procedures in place should there be a prolonged utility failure or need to evacuate the residence facility.

AVP Information Technology Services will:

1. Evaluate the operational readiness of the Dal Alert system.
2. Ensure the University switchboard is adequately resourced during the emergency.

University Director of Animal Care will:

1. The impact that a University closure will have on animal care and the maintenance of the animal care facilities.
2. Prepare a contingency plan in the event of long term disruption of utilities or closure of the facility.

In the event the storm results in a major emergency (prolonged utility loss or the significant damage to University infrastructure) the Incident Commander will activate the members of the EOG and require them to assemble at the Emergency Operations Center. The Director of Security will assume the role of University Incident Commander.

The loss of utilities, failure of any major components of the University’s heating/cooling and ventilation systems or the failure of any major component of the University’s fire alarm or security systems may not result in an immediate risk to health and safety of University employees and students. Nor does such a loss or failure normally present an immediate risk to property. However, a prolonged outage may cause health and safety problems for building occupants. It may also cause significant disruptions to critical program delivery and damage to the buildings.
Severe Weather

Investigate – Open Event Log

Evaluate, is there:
- Declaration of local emergency, activation of HRM Emergency Plan

no

YES

Disaster
- Activate EMT
- Initiate the activation of the EOG and open the Emergency Operations Center

no

YES

Major Emergency
- Activate Emergency Operations Group
- Evacuate the Site
- Rescue and assist injured where required
- Restrict access, establish security
- Update First Responders

no

YES

Minor Emergency
- Call for emergency Services if required
- Notify Security Dispatch and Media Relations
- Notify affected Departments

No emergency
Use standard operating procedures

Incident Resolved
APPENDIX D

Chemical Spill Response

Chemical Spill

Evaluate, is there:
- City wide incident
- Declaration of local emergency, activation of HRM Emergency Plan

YES

Disaster
- Activate EMT
- Initiate the activation of the EOG and open the Emergency Operations Center

Major clean up required?
- Injuries or fatalities occurred?
- Loss of services ongoing?
- External agencies required to facilitate clean up and investigation?

YES

Major Emergency
- Activate Emergency Operations Group
- Evacuate the Site
- Rescue and assist injured where required
- Restrict access, establish security
- Update First Responders

NO

No injuries?
- Minor clean up?
- Resumption of activities in 24 hours?

YES

Minor Emergency
- Call for emergency services if required
- Notify Security, Dispatch and Media Relations
- Notify affected Departments

NO

No emergency
Use standard operating procedures

Incident Resolved
APPENDIX E

Civil Unrest Response

Investigate – Open Event Log

Evaluate, is there:
- are there acts of serious violence with multiple victims?
- events ongoing with targeted groups?

YES

Disaster
- Activate EMT
- Initiate the activation of the EOG and open the Emergency Operations Center

NO

Major Emergency
- Activate Emergency Operations Group
- Evacuate the Site
- Rescue and assist injured where required
- Restrict access, establish security perimeter
- First Responders
- Update First Responders
- Notify Security Dispatch and Media Relations
- Notify affected Departments

Minor Emergency
- Security Shift Supervisor becomes incident commander until relieved
- Clear immediate vicinity and establish security perimeter
- Call for Emergency Services if required
- Call for emergency Services if required
- Notify Security Dispatch and Media Relations
- Notify affected Departments

NO

- Serious injury to one or more persons?
- Extensive victim response necessary?
- Widespread public concern?

NO

- Isolated event, minor injuries
- Requires a response to victim needs and concern about campus safety?

NO

No emergency
Use standard operating procedures

Incident Resolved
APPENDIX F

Utility Failure Response

- Investigate – Open Event Log

- Utility/System/Equipment failure

- Evaluate, is there:
  - Service disruption that will exceed 72 hours?
  - Extensive effort required to remedy issue?

- Yes

- Disaster
  - Activate EMT
    - Initiate the activation of the EOG and open the Emergency Operations Center

- No

- Major Emergency
  - Activate Emergency Operations Group
  - Evacuate the Site
  - Rescue and assist injured where required
  - Restrict access, establish security
  - Update First Responders

- No

- Minor Emergency
  - Call for emergency Services if required
  - Notify Security Dispatch and Media Relations
  - Notify affected Departments

- No

- Limited harm to persons/property
  - Service resumption within 48 hours?
  - Disruption remedied with moderate efforts

- Yes

- No

- No emergency
  - Use standard operating procedures

- Incident Resolved
APPENDIX G

Pandemic Response

Investigate – Open Event Log

Evaluate, is there:
- City wide or greater pandemic
- Declaration of local emergency, activation of HRM Emergency Plan

-YES-

Disaster
- Activate EMT
- Initiate the activation of the EOG and open the Emergency Operations Center

NO-

- A potentially deadly or highly contagious disease being spread?
- Tracing of source and contacts required?
- Need for immediate containment?

-YES-

Major Emergency
- Activate Emergency Operations Group
- Evacuate the Site
- Rescue and assist injured where required
- Restrict access, establish security
- Update First Responders

NO-

- Minimal or no injuries?
- Minor clean up?
- Resumption of activities in 24 hours?

-YES-

Minor Emergency
- Call for emergency Services if required
- Notify Security Dispatch and Media Relations
- Notify affected Departments

NO-

No emergency

Use standard operating procedures
Incident Resolved
APPENDIX H

Fire Response

Investigate – Open Event Log

Evaluate, is there:
- Several building affected?
- Serious injuries with multiple victims?
- Considerable planning required to maintain business continuity?

Disaster
- Activate EMT
- Initiate the activation of the EOG and open the Emergency Operations Center

No

Evaluate:
- Small fire limited to one site?
- Fire continues to burn?
- Persons injured?

Yes

Major Emergency
- Activate Emergency Operations Group
- Evacuate the Site
- Rescue and assist injured where required
- Restrict access, establish security
- Update First Responders

No

Evaluate:
- Small fire limited to one site? Minimal damage to personnel/property?
- Limited loss of facilities/service?

Yes

Minor Emergency
- Call for emergency Services if required
- Notify Security Dispatch and Media Relations
- Notify affected Departments

No
No emergency
Use standard operating procedures

Incident Resolved
APPENDIX I

Community Hazard Assessment

Halifax Regional Municipality

About HRM

With a population of 372,000, HRM is the largest population center in Atlantic Canada and largest in Canada east of Quebec City. The urban area of HRM is a major economic center in eastern Canada with a large concentration of government services and private sector companies.

Climate

The HRM, situated by the Atlantic Ocean, encounters frequent precipitation year round. The temperature generally ranges into the negative single digits (Celsius) during the winter, and increases into the low to mid 20’s during the summer.

Tropical Storms travelling up through the Eastern seaboard have become a common occurrence in HRM, usually during August through October.

Transport

Halifax Stanfield International Airport serves HRM by providing domestic and international flight options. CFB Shearwater, an air force base, is located on the eastern side of Halifax Harbor.

VIA Rail Canada provides overnight passenger rail service six days a week to Montreal.

Halterm shipping terminal (Port of Halifax) is located in the south end of Halifax.

Industry

Halifax serves as the business, banking, government and cultural center for the Maritime region. Major employers and economic generators include the Department of National Defense, as well as the Port of Halifax.

Dalhousie University

Dalhousie University Halifax Campus is situated in the heart of the Halifax Regional Municipality urban region with a population in the order of 400,000. The campus stretches across the City’s core peninsula, adjacent to established residential neighborhoods and within walking distance of commercial downtown core. The Agricultural Campus is located 100 kilometers from Halifax in Bible Hill Nova Scotia. The four Campuses are situation on 93 acres on which 140 buildings are situated. The University currently supports an enrollment of 18,220 students (2013) and employs 3,700 faculty / staff.
### Hazard Listing Classification

#### Hazards Defined

<table>
<thead>
<tr>
<th>Minor Emergency</th>
<th>Major Emergency</th>
<th>Disaster</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Violent persons</strong>: An isolated or unpublicized event with minor injuries occurring, which requires a response to victim needs and may generate concerns about campus safety.</td>
<td><strong>Violent persons</strong>: Serious injury or fatalities occur to one or more people, with extensive victim response necessary and widespread public concern resulting.</td>
<td><strong>Violent persons</strong>: Serious injuries or deaths with multiple victims; has serious safety concerns because event is ongoing involving targeted groups. Panic ensues.</td>
</tr>
<tr>
<td><strong>Building failure/collapse</strong>: With minimal or no injuries, causing temporary loss of use of an area, with impacts upon a small select group.</td>
<td><strong>Building failure/collapse</strong>: With injuries, fatalities or damage occurring which decommissions a building or facility for an extended period.</td>
<td><strong>Building failure</strong>: Serious injuries, fatalities or damage occurs with either a building loss/disablement requiring extensive response or recovery efforts.</td>
</tr>
<tr>
<td><strong>Chemical, biological or radioactive spill/leak</strong>: Minimal or no injuries occur and a minor clean-up is required. The disruption is minimal and temporary but an investigation is required and the appropriate agencies notified.</td>
<td><strong>Chemical, biological or radioactive spill/leak</strong>: A major clean-up is required. Injuries or fatalities may or have occurred and the loss of use of services is ongoing and disruptive. External agencies help manage and investigate the event.</td>
<td><strong>Chemical biological or radioactive spill/leak</strong>: A city-wide incident requiring enactment of City Disaster Plan and declaration of local emergency.</td>
</tr>
<tr>
<td><strong>Civil disobedience</strong>: Few or minimal harm to persons or property with only modest disruption to University operations. Media, personal security and escalation concerns exist.</td>
<td><strong>Civil disobedience</strong>: Property damage, personal injuries and a total disruption of critical services or University operations occur. High-level security concerns and media relations’ problems exist. University policies and practices are targeted directly.</td>
<td><strong>Civil disobedience</strong>: City-wide riot requiring the city to enact its disaster plan and declare a state of local emergency.</td>
</tr>
<tr>
<td><strong>Electrical outage</strong>: Facility use is temporarily lost with minimal impact on critical operations. A temporary disruption occurs which does not completely displace services or staff.</td>
<td><strong>Electrical outage</strong>: A critical facility or system is lost for an indeterminate amount of time, displacing students, departments or essential University operations. The disruption is major with significant ramifications.</td>
<td><strong>Electrical outage</strong>: A province-wide or city-wide loss of electrical power requiring enactment of City Disaster Plan and declaration of local emergency.</td>
</tr>
<tr>
<td><strong>Equipment/systems failure</strong>: Limited harm to persons or property with a temporary loss of service or use. Disruption can be remedied with moderate efforts.</td>
<td><strong>Equipment/systems failure</strong>: Harm to person or properties or to University operations is significant and not easily remedied, requiring extensive effort.</td>
<td></td>
</tr>
<tr>
<td><strong>Infectious disease</strong>: One or more infectious carriers are identified with a known and moderately dangerous contagion. Public health education and medical treatment are adequate to manage the situation.</td>
<td><strong>Infectious disease</strong>: Known or unknown infectious carriers exist spreading an potentially deadly or an unidentifiable or highly contagious disease. Extensive tracing of source and contacts is required with an immediate need for containment. Impact on the campus community is very disruptive.</td>
<td><strong>Infectious disease</strong>: A worldwide, national, provincial, or city-wide epidemic/pandemic requiring the declaration of a state of emergency nationally, provincially or locally.</td>
</tr>
<tr>
<td><strong>Fire or explosion</strong>: Minimal damage to persons or property occurs with a limited loss of facilities or services. Normalcy is very quickly restored after a contained event such as this.</td>
<td><strong>Fire or explosion</strong>: Extensive injuries/death or damage to property disrupts operations in an area requiring a relocation of services or residents. All or a large portion of one or more facilities are affected with a long-term recovery period.</td>
<td><strong>Fire or explosion</strong>: Several buildings are affected or lost with injuries and/or fatalities resulting. Considerable planning is needed to accommodate displaced services, departments or residents.</td>
</tr>
</tbody>
</table>
APPENDIX J

Emergency Contact Information

ALL EMERGENCIES

CAMPUS SECURITY: CALL 494-6400 / 4109          Email: security@dal.ca

IF THE EMERGENCY OPERATIONS GROUP IS TO BE ACTIVATED

<table>
<thead>
<tr>
<th>Work Position</th>
<th>Office</th>
<th>Cell</th>
</tr>
</thead>
<tbody>
<tr>
<td>University President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP, Academic &amp; Provost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP, Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP, Student Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP, Finance &amp; Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP, External</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Ancillary Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Enrollment Management / Registrar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Facilities Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Communications &amp; Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, ITS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVP, Government Relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Counsel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director, Security Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director Environmental Health &amp; Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director Student Wellness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director Operations FM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Planning FM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Media Advisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Director of Animal Care</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX K

Building Plans

Note – reference network directory U:\building plans