

# EMERGENCY RESPONSE PLAN



**uOttawa All-Hazards Emergency Response Plan  
2022**

## Preface

The University of Ottawa may face various types and magnitude of emergencies that can adversely impact the University community and activities including academic, research, support services and events. A shared responsibility, it is the goal of uOttawa to ensure the safety and wellbeing of students, staff, faculty and visitors at all times while on its three campuses.

This All-Hazards Emergency Response Plan (AHERP) was developed to provide the overall response framework, measures and arrangements necessary to preserve the safety and wellbeing of the University community and to safeguards University assets, the environment and its reputation during emergency situations.

Always in force, the AHERP does not need to be activated for its measures and arrangements to be used or implemented. It is important to note that the AHERP:

- Reflects the regular internal governance structure.
- Makes use of the regular administration and management authorities.
- Details temporary measures and arrangements beyond the regular emergency response capabilities necessary to effectively resolve significant emergencies.

It is also understood that the day-to-day University organizational structure may need to be adjusted during significant emergency responses to make efficient use of available internal expertise and capabilities. Employees at all levels may need to temporarily report to individuals to whom they do not ordinarily report to.

Although uOttawa will rely on the City of Ottawa and the Province of Ontario to provide resources and expertise – in particular for law enforcement, emergency medical and fire services – uOttawa remains responsible for emergency response efforts to ensure the safety of the University community and minimizing damages to assets on all of its campuses.

Due to the wide variety of potential emergencies and their possible impacts on uOttawa, a good deal of personal judgement and situational decision making must be employed by those individuals responsible for emergency response at the University. This plan, therefore, provides a management structure, key roles and responsibilities, and general guidance rather than specific step-by steps directions.

The AHERP is to be used in conjunction with hazard specific contingency plans, standard operating procedures (SOPs) and Unit emergency response and continuity plans that provide more detailed guidance and response actions to be implemented.

A living document, the AHERP does not go through a formal regular review process but instead goes through continuous, on-going changes based on the results of operational debriefs of actual emergencies, drills, exercises and other emergency management activities and inputs from all stakeholders.

## Glossary

Definitions for **University Emergency**, **Unit**, and **Head of Unit** can be found in Policy 125 – Emergency Management and Business Continuity Programs.

In addition, the following terms are used in this document:

- **Incident Scene** – Defined as the primary location of the occurring hazards and primary impacts and consequences. Although most time it consists of a clearly defined physical location, for some hazard occurrences, it can consist of a system (E.g., a cyber-security event) or the entire university Community (E.g., in the case of a public health emergency). For complex hazards, with cascading effects, additional scenes may be designated more than one scene may be designated and designated using a naming convention.
- **Off-Scene Location** – Defined as the location(s) within the boundaries of the University' campuses and rental locations that require active management by the Crisis Management Structure as part of the overall response efforts due to them being:
  - Indirectly impacted by response activities (E.g., Reception of evacuees)
  - Subjected to significant but not severe (I.e., no loss of life or major damage to infrastructure) cascading effects of the incident (E.g., Area experiencing increased vehicular traffic due to the redirection of traffic to avoid incident scene congestion, closure of building due to loss of cooling or heating capacity.)
  - Required to host a response function (E.g., Staging area for response resources awaiting assignment, a relief centre to provide temporary food and shelter to evacuees.)
- **Response Function** – Defined as the grouping of capabilities into an organized functional structure to provide cross-cutting support, resources, and services as part of the overall response efforts. (E.g., Traffic Management, Logistics, Mental Health Services, etc.)
- **EOC Action Plan** - Contains objectives reflecting the overall EOC strategy<sup>1</sup> and specific tactical actions and supporting information for the next operational period<sup>2</sup>. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).
- **Primary Impacts** – the primary impacts / effects that are immediate, tangible, and direct consequences that are related to the impact mechanisms of the occurring hazard and normally confined to its observable impact area. These will typically be limited to physical impacts or limited to a system.
- **Cascading Effects** - Cascading effects are the consequences arising from when an incident affecting a specific impact zone or single system or function propagates to other areas, functions or services, due to a (inter-) dependency between them. **Note** - Cascading is not only like toppling dominoes but is typically a non-linear progression and amplification of impacts. Cascading effects may occur concurrently or spread over time, or in sequence or in parallel. What is important to grasp is that the identification of cascading effects allows us to completely understand the full scope and breadth of geographical, systems and time-based reach of a hazard occurrence. At times, the cascading effect can represent greater concerns than the initial impacts of the hazard occurrence.

---

<sup>1</sup> The general plan or direction selected to accomplish objectives set by the EOC.

<sup>2</sup> The period of time scheduled for the implementation of a given set of operational actions as specified in the EOC action plan. Operational Periods can be of various lengths, although usually not over 24 hours.



## Table of Contents

Preface .....	1
Glossary.....	1
1 Introduction .....	1
2 Purpose.....	1
2.1 Scope.....	1
2.2 Limitations, Assumptions and Requirements .....	2
3 Crisis Management Structure .....	3
3.1 CMT Roles Assignments .....	4
3.2 EOC Roles Assignments.....	5
3.3 Authorities.....	6
3.4 Incident Response Team (IRT) Activation .....	6
3.5 Emergency Operations Centre (EOC) Activation .....	6
3.6 Crisis Management Team (CMT) Activation.....	6
3.7 Auto-activation.....	7
4 Emergency Response Priorities.....	7
5 Incident Notifications .....	7
6 Emergency Alerts .....	8
7 Response Stages.....	9

# 1 Introduction

This All-Hazards Emergency Response Plan (AHERP) has been developed in accordance with the uOttawa Policy 125 - Emergency Management and Business Continuity Programs. Several natural and human-caused hazards that can affect the University community, property, and activities. To effectively respond to these hazards, uOttawa had adopted this AHERP to guide response and initial recovery efforts to:

- Protect human and animal life
- Stabilize the incident
- Protect the environment
- Protect University property
- Maintain and restore critical infrastructure and services
- Maintain and restore academic, research and support services

The AHERP provides an emergency response framework, guidelines, and procedures for managing the actual or anticipated impacts and consequences on the University community and assets due to external and internal emergency situations. It is important to note that the AHERP:

- Reflects the regular internal governance structure.
- Makes use of the regular administration and management authorities.
- Details temporary measures and arrangements beyond the regular emergency response capabilities necessary to effectively resolve significant Emergencies.

This plan is designed to be flexible and to be used in any emergency response situation regardless of the size, type, or complexity (e.g., infrastructure failure, fire, civil unrest, winter storm, violent threat, pandemic, earthquake, etc.). The measures and arrangements contained in the AHERP, can be fully or partially implemented as required by specific emergencies.

The role of University Units involved in emergency response will generally parallel normal day-to-day functions, however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to emergency response may be suspended for the duration of an emergency. Activities that are typically required for normal daily functions may be redirected to accomplish emergency tasks.

Contingency Plans addressing specific types of emergencies (E.g., a public health emergency) and standard operating procedures (SOPs) for functional emergency response activities (E.g., emergency alerts) are complementary to the AHERP and are contained in the annexes of this plan which are not publicly available.

## 2 Purpose

The purpose of the AHERP is to make provision for additional and temporary measures and arrangements that are beyond the day-to-day emergency services capabilities, but necessary to effectively manage actual and anticipated effects and consequences on University community, property and activities of anticipated or occurring significant emergencies.

### 2.1 Scope

The AHERP describes the overarching framework for effective University-wide response efforts including:

- Limitations, assumptions and requirements applicable in the development and use of the AHERP.
- The Crisis Management Structure
- Role assignments and responsibilities
- Authorities
- Response concept of operations
- Response priorities
- Response stages

## 2.2 Limitations, Assumptions and Requirements

- The framework is also to be used to develop University-wide contingency plans and Unit-level emergency response and continuity plans. Each Unit must ensure that appropriate emergency procedures and plans are in place and fully integrate with the AHERP. Head of Units should consider the following:
  - The necessary precautions to protect people, critical research, animals, irreplaceable records, archives, valuable material, equipment and property within their areas.
  - The need to secure or make safe hazardous locations and activities.
  - The maintenance of appropriate emergency contact information and list of all personnel within their area.
  - The continuity plans that are required for maintaining and restoring critical business functions.
  - The need during emergencies to be prepared to provide information within the Crisis Management Structure as needed.
- The uOttawa Crisis Management Structure will reflect the regular internal governance and management structure and set of authorities as detailed in uOttawa Policy 125 - Emergency Management and Business Continuity Programs.
- Some situations will occur with enough warning such that appropriate notifications can be issued to ensure some level of preparation and implementation of protective action (i.e., AlertUO).
- Emergencies may threaten the health, safety or environment of the campus community and may potentially disrupt services, programs, and activities.
- Depending on the scale and duration of an emergency, uOttawa may require the external support and expertise of personnel from the City of Ottawa and from Ontario provincial agencies and departments.
- Routine activities may be temporarily modified or suspended in order to provide personnel to help in managing the emergency.
- In the event of a worst-case emergency, such as a tornado or earthquake, uOttawa will operate under a set of assumptions that are incorporated into the AHERP and its annexes. The following assumptions could apply in a worst-case emergency:
  - Critical lifelines utilities may be interrupted including:
    - Potable water delivery
    - Firefighting water delivery
    - Electrical power
    - Natural gas
    - Chilled water
    - Steam
    - Compressed air
    - Network and telecom systems
    - Microwave and repeater-based radio systems
    - Cellular telephones and information systems
  - Regional and local services may not be available

- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including homes of staff members, may be damaged
- Unsafe conditions including structural and toxic environment may exist for a prolonged period
- Damages may cause injuries and displacement of people
- Normal suppliers may not be able to deliver materials and services
- Contact with family and homes may be interrupted.
- People may become stranded at the University as conditions may be unsafe to travel off-campus.
- The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, using the Emergency Operations Centre (EOC) while emergency conditions persist.
- Communication and exchange of information is essential for effective response on campus.

### 3 Crisis Management Structure

Policy 125 establishes the overarching structure to effectively manage University Emergencies. Referred to as the Crisis Management Structure, it is designed to provide leadership, communication, and coordination of response efforts. Flexible and scalable in nature, it can expand or contract as necessary based on the needs of the occurring or imminent Emergency and offer a temporary mechanism that allows for:

- Compressed (urgent) and frequent decision-making
- Timely information sharing and communication
- Development of shared situational awareness
- Enhanced coordination of university-wide response efforts, including postponement and cancellation of University activities when needed
- Focused resources management including mutual aid activation and prompt acquisition of material and services.

The structure consists of the following levels of leadership and coordination:

- **Strategic Level** – The Crisis Management Team (CMT) is composed of the University’s Senior Management and provides strategic leadership and sets high-level priorities for the coordination of response, policy direction and guidance, and delegates temporary authorities to support the development and implementation of response and recovery strategies.
- **Operational Level** – The Emergency Operation Centre (EOC) is led by the Office of Emergency Management (OEM) and composed of Heads of Unit, typically at the Director level. It provides operational leadership and coordination by establishing situational awareness, developing response and recovery strategies and related EOC Action Plans to provide scene support, managing off-scene impacts, and keeping the CMT informed and supporting its decision making. The composition of this level can be adjusted to reflect the needs of the incident, including working groups.
- **Tactical Level** – One or more Incident Response Teams (IRT) may be needed to provide tactical leadership and coordination at the scene(s) by developing required tactics to implement response-and-recovery strategies and EOC Action Plans, and assigning resources to carry out the tactics, providing direction for tactics implementation, and monitoring implementation. Each IRT is led by a member of the University community who is knowledgeable in the subject-matter relevant to the incident and who provides situational awareness to the EOC when activated.

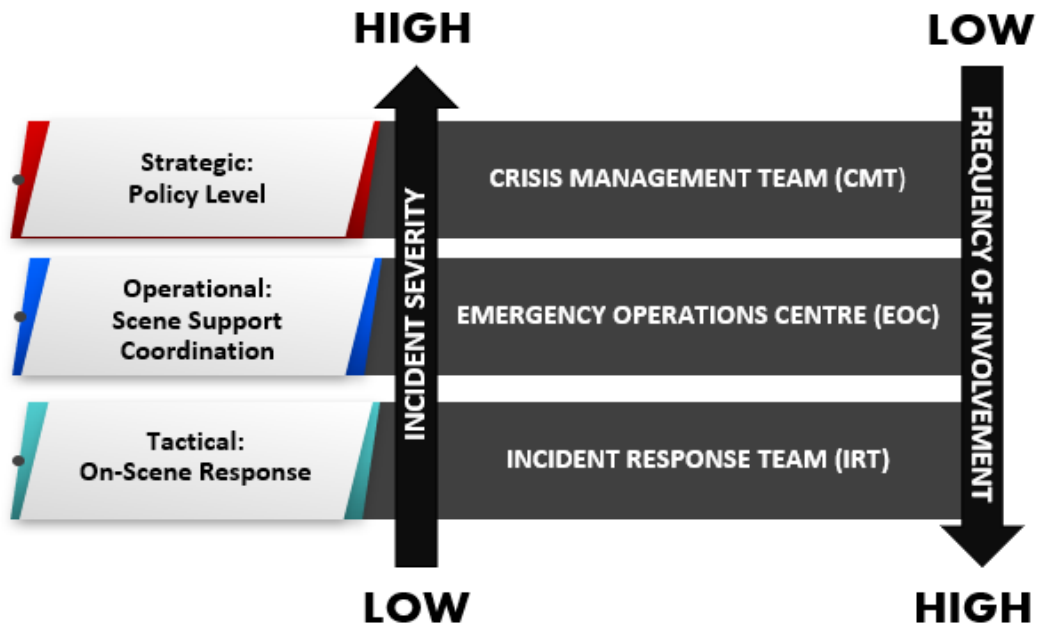


Figure 1: Crisis Management Structure (collapsed)

### 3.1 CMT Roles Assignments

The CMT is led by the President and Vice-Chancellor, or delegate, with the following membership and role assignment:

CMT Role	Assigned to
CMT Leader	President and Vice-Chancellor
Deputy CMT Leader	Provost and Vice-President, Academic Affairs
Alternate CMT Leader	Vice-President, Finance and Administration
Member	Vice-President, Research and Innovation
Member	Vice-President, International and Francophonie
Member	Vice-President, External Relations
Member	Secretary-General
Member	Chief Communications and Government Relations Officer
CMT Coordinator	Chief Risk Officer



### 3.2 EOC Roles Assignments

The Senior Manager, Office of Emergency Management, or delegate will act as the Director of the EOC and assign EOC technical and administrative support.

The Situational Awareness Cell (SAC) will provide situational awareness to the EOC and will be staffed by a designated member of the EOC, or delegate.

The EOC membership consist of identified University Heads of Unit when required, and are assigned the following roles:

Title of Role	Assigned to	Description
EOC Director	Senior Manager Office of Emergency Management (OEM)	Exercises overall management responsibility for the operational coordination between Units in support of IRTs and the management of impacts on critical services and the University community. Maintains a direct line of communication with the CMT Coordinator.
Communications Directorate Representative	Director, Issues Management & Media Relations Office of Communications & Government Relations	In addition to the responsibilities described for all members, this role includes serving as the coordination point for internal messaging, public information, and media relations.
Office of Risk Management Representative	Senior Manager, Occupational Health & Safety Office of Risk Management (ORM)	In addition to the responsibilities described for all members, this role includes ensuring the overall safety of the response efforts, that good risk management practices and health & safety legislation and regulations are applied throughout the response organization and activities.
Legal Representative	Legal Counsel	In addition to the responsibilities described for all members, this role includes advising the EOC on legal matters.
Protection Services Representative	Director Protection Services	Participate in the development of response and recovery strategies and coordinate their implementation by organizing and directing respective Unit resources to support IRT activities and the management of off-scene consequences and the implementation of business continuity measures. Provide domain or Unit-specific subject matter expertise and advice.
Facilities Representative	Director, Integrated Facility Management Facilities	
Office of the Registrar Representative	Registrar	
Student Life Representative	Director, Client Services Student Life	
Human Resources Representative	Director, Health & Wellness Human Resources (HR)	

Title of Role	Assigned to	Description
IT Representative	Deputy Chief Information Officer IT	
Financial Services Representative	Associate Vice – President, Financial Resources	
Academic Representative	Vice-Provost, Programs and Dean’s representative ( <i>Assigned by Provost</i> )	
Research Representative	Chief of Staff Office of the Vice-President, Research & Innovation	

### 3.3 Authorities

When activated, the Crisis Management Structure supersedes the normal internal governance and management structure with response duties and activities having priority over other regular duties and planned University activities. The CMT functions as strategic policy, prioritization, and direction hub while the EOC functions as a centralized coordination and control mechanism responsible for University-wide response effort planning and execution of operational activities. It will also investigate continuity of critical functions beyond the incident location.

Both the CMT and EOC make use of the standing authorities of their membership to issue response and recovery policy guidance and operational direction to the University community including assigning tasks in support of response and recovery strategies and EOC Action Plans. In addition, the following specific powers, detailed in Policy 125 – Emergency Management and Business Continuity Programs, apply:

- The President, or delegate, authorizes the temporary or indefinite and immediate cancellation, cessation or restriction of University activities and their resumption.
- The Director of Protection Services, or delegate, can order the temporary and immediate cessation or restriction of University activities to prevent, reduce or mitigate imminent and serious harm to persons or substantial damage to property due to an anticipated or occurring emergency. The Director shall promptly advise the President, or delegate, upon the exercise of such power.

### 3.4 Incident Response Team (IRT) Activation

IRT can be activated as part of regular Unit response to localized incidents or at the direction of the EOC Director, when activated.

### 3.5 Emergency Operations Centre (EOC) Activation

The EOC may be activated at the direction of the Senior Manager, Office of Emergency Management, or delegate.

### 3.6 Crisis Management Team (CMT) Activation

The CMT may be activated by the President, or delegate, on the recommendation of the Vice-President, Finance & Administration, or delegate.

### 3.7 Auto-activation

CMT and EOC members will convene virtually as a standard. If virtual accommodations are not possible, CMT and EOC members are to make their way to their respective designated meeting location.

Activations will occur when some or all the following conditions are met:

- When an emergency is likely to be considered a University Emergency due to its magnitude
- The emergency occurs without warning
- Normal communication means are disrupted
- If at home, their dependents are safe
- It is safe to do so

## 4 Emergency Response Priorities

Priorities for all emergency response at uOttawa are to:

1. Protect of life
  - a. Emergency response personnel
  - b. At risk people
  - c. At risk animals
2. Stabilize of the Incident
  - a. Bring the incident to a point of order
  - b. Determine course of action
  - c. Prevent the incident from expanding
  - d. Isolate the scene and deny entry
  - e. If at risk, secure hazardous locations and research activities
3. Protect the environment
  - a. Confine, contain or neutralize hazardous materials that may be released.
  - b. Ensure, to the extent practical, that emergency response efforts do not adversely impact the environment.
4. Protect University Property
  - a. Facilities used for emergency response are high priority
  - b. Facilities necessary for shelter and care of students are a high priority
  - c. Facilities used for education and operational purposes
  - d. Critical university records (vital records, digital and paper format), collection and research.
5. Continue critical services, research and academic programs
  - a. Services necessary for emergency response
  - b. Services critical to the wellbeing of students
  - c. Services to the integrity of research projects and educational services

## 5 Incident Notifications

If the incident is evaluated as significant or as an actual or potential University Emergency, an *Incident Notification* may be issued to a limited set of recipients that is situation dependent. The intent of the Incident Notification is two-fold:

- To advise recipients that the responding Unit is aware of the incident and is collecting incident information and assessing the situation to determine if further emergency response actions are required.

- To allow recipients to make pro-active arrangements and take necessary measures in preparation for possible mobilization for emergency response.

**Important Note** – An Incident Notification does not replace life safety information sent via the University’s Alerting System that targets all University community members. (See next Section: Emergency Alerts)

## 6 Emergency Alerts

*Emergency Alerts* will be sent to the entire University community when a University Emergency exists, or has the potential to occur, such as when life safety or personal safety may be at risk, or when a significant disruption to campus operations exists or is possible. Alerts will be distributed using some or all the following tools within the AlertUO system:

- SecurUO mobile safety app
- Alertus screen alerts
- Email
- Social media platforms:
  - **Twitter:** @uOttawaAlert and @uOttawa
  - **Facebook:** Main uOttawa page
- AlertUO Web Banners activated on all uOttawa.ca gateway pages
- AlertUO Information Page

AlertUO is used to provide the University Community with emergency information updates, including an all-clear notice.

**Note** - Alerts and incident notifications may be used concurrently as their purposes and target groups are different. Sending alerts will always take precedence over sending incident notifications.

## 7 Response Stages

To help identify and coordinate the required response activities, and focus response efforts within the Crisis Management Structure, a standard set of response stages and color coding is used as detailed in the following matrix. **Note:** *the included key activities are illustrative examples only.*

Stages	Incident Notification*	Alert*	Initial Response	Response	Initial Recovery	Recovery and Resumption
Focus	Proactive Arrangements	Awareness and Personal Protective Actions	Activation/mobilization, Situational Awareness & Scene Support	Control, Stabilization & Consequence & Management	Relief and recovery of critical systems/services	Return to pre-incident condition or new normal
Key Activities	<ul style="list-style-type: none"> <li>+ Incident Notification</li> <li>+ Sharing of information</li> <li>+ Development of contingency plans</li> <li>+ Primary and cascading risk Reduction arrangements</li> <li>+ Preparation for possible mobilization</li> <li>+ Training</li> </ul>	<ul style="list-style-type: none"> <li>+ Issuing of alerts via SecurUO, Alertus, Email, Social Media, and Web</li> <li>+ Personal protective measures including evacuation, shelter in place, hold and secure, lockdown.</li> <li>+ Situational awareness, when required such as reassurances and confirmation that campus is safe</li> <li>+ Pre-determined resource mobilization and deployment</li> </ul>	<ul style="list-style-type: none"> <li>+ Activation and resource mobilization</li> <li>+ Development of situational awareness</li> <li>+ Incident Notifications &amp; Alerts</li> <li>+ Life safety protective measures</li> <li>+ Critical services protection and continuity</li> <li>+ Reduction of primary risks</li> </ul>	<ul style="list-style-type: none"> <li>+ Maintaining situational awareness</li> <li>+ Protective measures, life safety and critical services</li> <li>+ Scene and off-scene consequence management</li> <li>+ Incident Notifications &amp; Issuing of Alerts</li> <li>+ Public &amp; internal communication</li> <li>+ Primary and cascading risk reduction</li> <li>+ Planning for transition to Initial Recovery Stage</li> </ul>	<ul style="list-style-type: none"> <li>+ Damage &amp; environmental assessment</li> <li>+ Re-entry</li> <li>+ Cleanup</li> <li>+ Recovery of critical services</li> <li>+ Temporary relief &amp; support (Lodging, feeding, clothing)</li> <li>+ Monitoring needs &amp; provision of health &amp; psychosocial services</li> <li>+ Public &amp; internal communication</li> <li>+ Recovery transition planning</li> </ul>	<ul style="list-style-type: none"> <li>+ Planning and reconstruction</li> <li>+ Recovery of all services including residences</li> <li>+ Financial recovery</li> <li>+ Social and cultural recovery</li> <li>+ Long term counselling and support</li> <li>+ Public &amp; Internal Communication</li> <li>+ Commemorative activities</li> </ul>