



**DALHOUSIE**  
UNIVERSITY

## UNIVERSITY CRISIS MANAGEMENT

June 2023

*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.*

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### Internal (Confidential Information Included)

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AVP, Human Resources

AVP, Communications, Marketing and Creative Services

AVP, Enrollment Management and Registrar

General Counsel

Dean's Group (Agriculture, Architecture & Planning, Arts & Social Sciences, Computer Science, Dentistry, Engineering, Graduate Studies, Health, Open Learning and Career Development, Law, Management, Medicine, Science, Libraries)

Executive Director of Environmental Health and Safety

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

A public version of this plan will be available on the Facilities Management Security Services website at <https://www.dal.ca/dept/facilities/services/security-services.html>

## RECORD OF REVISION

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Jan 24,2011	Draft (1)	
May 25, 2011	Draft (2)	
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July 11, 2014	Revision to reflect closure policy	
August 18, 2015	Addition of the Agricultural Campus	
September 2018	1.Integration with external emergency management response 2. Recovery Steering Group	
June 2023	Annual review updating changes in procedures and position titles	

## 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, and 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.

### **Components of the Crisis Management Plan**

**MITIGATION** - Actions taken to eliminate or reduce the degree of long-term risk to human life, property, and the environment from natural and technological hazards. Mitigation assumes our campus is exposed to risks whether or not an emergency occurs. Mitigation measures include, but are not limited to, hazard identification and risk assessment, monitoring, inspection, public education, policies and procedures, building design, and legislation.

**PREPARATION** - Actions taken in advance of an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Preparedness measures include, but are not limited to, business continuity planning, emergency alert systems, emergency communication systems, emergency operations centers, emergency operational plans, emergency public information materials, exercise of plans, mutual aid agreements, resource management, training response personnel, and warning systems.

**RESPONSE** - Actions taken immediately before, during, or directly after an emergency occurs, to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan utilization, emergency alert system use, emergency instructions to the public, emergency medical assistance, staffing the emergency operations center, senior management notifications, reception and care, shelter and evacuation, search and rescue, resource mobilization, and use of warning systems

**RECOVERY** - Activity to return vital support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, use of continuity of operations plans, crisis counseling, damage assessment, clearing of debris, computer systems restoration,

decontamination, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and full-scale business resumption.

Emergency Management Cycle



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 the 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 number 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 on the University's business continuity and 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** – A moderately disruptive event, resolved with routine response measures and managed internally, with possible external assistance. 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.
- 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 laboratory.
- Isolated fire in building.
- Short term loss of utilities in building(s).

A disruptive or major event, capable of being managed by the ERT and internal responders with assistance of external agencies.

**Major Emergency** – A disruptive or major event, capable of being managed by the Emergency Operations Group with the potential of assistance from external agencies. A major emergency poses a current or potential 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.
- Network privacy breach.
- 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, ransomware, privacy breach.
- Significant event with severe impact on University operations and requires considerable external assistance and coordination to manage.

**Disaster** – A significant event with severe impact on University operations and requires considerable external assistance and coordination to manage. 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.
- Fire and natural disasters that cause significant damage to multiple facilities.
- Significant media involvement (local and national).
- The expected duration of the emergency response phase is more than 48 hours.
- 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.
- Infectious disease outbreak that significantly affects the University's business continuity.
- University wide utility loss for an extended period (more than 72 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.

## 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 (ECP)

## 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. Site Management Team members may include the following individuals:

- Operations Manager, Security Services
- Manager, Industrial Safety
- Executive Director, Environmental Health & Safety (or delegate – likely to be hazard specific at initial response stage)
- Manager Facilities Management Operations & Facilities Management Zone Supervisor
- Associate Director Media Relations and Issues Management

The primary functions of the SMT are to:

- 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 Security Services Boardroom 1252 LeMarchant St.

## 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.

This plan recognizes the dual role of the Dean of Agriculture as the Academic Dean and the Principal of the Agriculture Campus.

### 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 Campus Planning, Facilities Management
- Vice-Provost, Student Affairs
- AVP, Ancillary Services
- AVP and CIO, Information Technology Services
- Dean of Agriculture (incidents local to the Agriculture Campus)
- General Counsel
- Executive Director of Environmental Health & Safety
- Associate Director Media Relations and Issues Management
- 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.

For Halifax campuses the room designated for the EOC is the Security Services Boardroom 1252 LeMarchant St. At the Agriculture Campus the designated EOC facility is the Principal's Boardroom in Cumming Hall.

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.

### Integration of Emergency Operation Group with External Agencies

In circumstances where the nature of the critical incident suggests the coordination of the University response with external emergency service providers is required the Emergency Operations Group through the Incident Commander will liaise with representatives from external agencies. These agencies would include but not be limited to Police, Fire Services, Emergency Health Services, HRM EMO, and provincial and federal regulatory agencies.



This integration may take the form of requesting external emergency operation officials be part of the University emergency planning process or placing a member of the University EOG within a municipal or provincial EMO response group.

In situations where a critical incident is anticipated the Incident Commander will open a dialogue with external emergency management officials to discuss how the University response will intersect and potentially compliment the external agency response strategies.

### 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 a spokesperson for media as required.
- 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. In circumstances involving a local response related to the Agriculture Campus the Principal of the Agriculture Campus will be brought into this group.

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 & Creative Services is responsible for the coordination of all information distribution (internal and external) during an emergency situation. The CMCS, Associate Director Media Relations and Issues Management 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 enquires 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 Executive 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 & Creative Services
- Ancillary Services
- Student Affairs
- Registrar's Office

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 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 Plan as necessary to the University community (employees, students, volunteers, and contractors).
- 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.
- 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.

## Recovery and Remediation

The Incident Commander in consultation with the Vice President, Finance and Administration will determine when the initial emergency is sufficiently under control and University efforts should transition to activities related to recovery and remediation. This transition should be clearly communicated by the establishment of a Recovery Steering Group assembled and chaired by the Vice President Finance & Administration. The Recovery Steering Group will meet either prior to, or immediately upon the notification of the Incident Commander that the response phase of emergency has concluded.

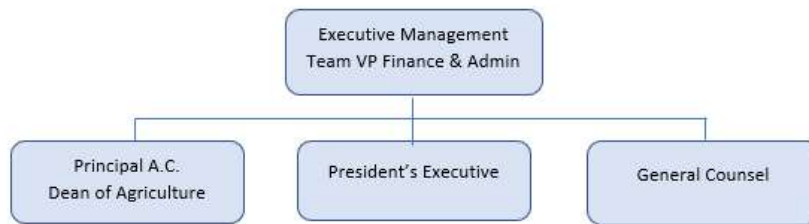
Post-incident recovery activities should be initiated as soon as possible. Post-incident recoveries include effecting permanent repairs or restorations to temporary repairs developed as part of the emergency response.

When an incident results in significant impact to stakeholders, including the departments, employees, students, contractors, public, customers, government and the media it will be necessary to take proactive steps to keep these groups apprised of developments related to the event and recovery actions, and to work with them to assess their needs and abilities to contribute to recovery efforts.

The priority is to minimize the impact of the incident on stakeholders and provide for an appropriate recovery process for departments and individuals affected by the loss.

The Recovery Steering Group is the central hub for recovery and business continuity operations. Although some recovery operations may partially commence under the EOG (usually short-term solutions), once the University Incident Commander has determined that the “emergency” has been resolved, the Recovery Phase will be initiated by, and under the authority of the Vice President Finance & Administration.

# Organizational Chart



## 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

<b>Group</b>	<b>Minor Emergency</b>	<b>Major Emergency</b>	<b>Disaster</b>
Campus Security	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Site Management Team	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Emergency Operations Group	No Action	<b>Yes</b>	<b>Yes</b>
Executive Management Team	No Action	<b>Yes – minimum team</b>	<b>Yes – full team</b>

## APPENDIX B

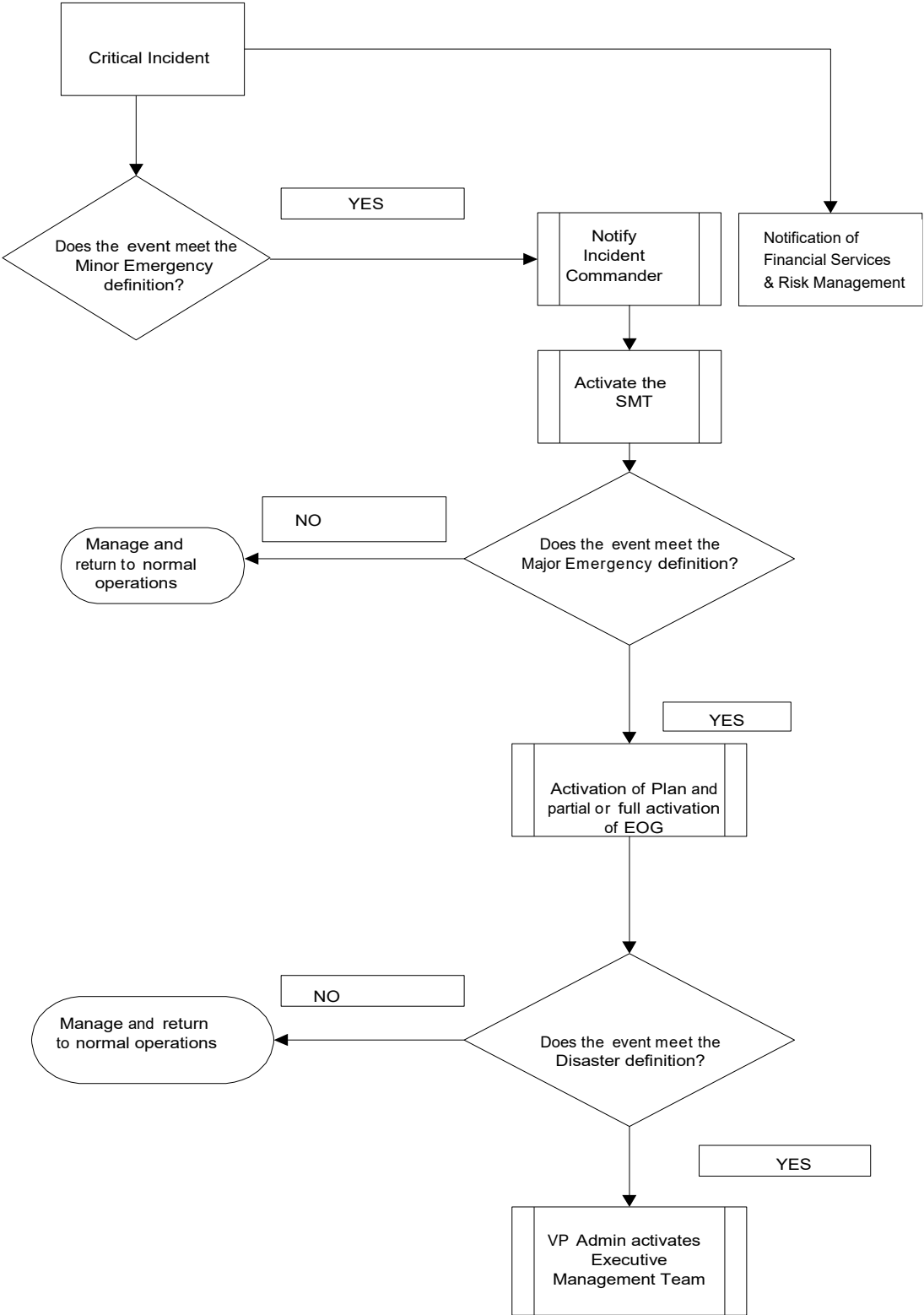
### Hazard Listing Classification

#### Hazards Defined

Minor Emergency	Major Emergency	Disaster
<b>Violent persons:</b> An isolated or unpublicized event with minor injuries occurring, which requires a response to victim needs and may generate concerns about campus safety.	<b>Violent persons:</b> Serious injury or fatalities occur to one or more people, with extensive victim response necessary and widespread public concern resulting.	<b>Violent persons:</b> Serious injuries or deaths with multiple victims; has serious safety concerns because event is ongoing involving targeted groups. Panic ensues.
	<b>Bomb threat:</b> Credible enough to require multi-agency/group decision process with significant disruptive effects on University operations and the community's sense of well-being.	<b>Bomb detonation:</b> Explosion occurs with injuries, fatalities and widespread panic and distress; considerable response and recovery efforts are necessary.
<b>Building failure/collapse:</b> With minimal or no injuries, causing temporary loss of use of an area, with impacts upon a small select group.	<b>Building failure/collapse:</b> With injuries, fatalities, or damage occurring which decommissions a building or facility for an extended period.	<b>Building failure:</b> Serious injuries, fatalities or damage occurs with either a building loss/disablement requiring extensive response or recovery efforts.
<b>Chemical, biological or radioactive spill/leak:</b> 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.	<b>Chemical, biological or radioactive spill/leak:</b> 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.	<b>Chemical biological or radioactive spill/leak:</b> A city-wide incident requiring enactment of City Disaster Plan and declaration of local emergency.
<b>Civil disobedience:</b> Few or minimal harm to persons or property with only modest disruption to University operations. Media, personal security, and escalation concerns exist.	<b>Civil disobedience:</b> 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.	<b>Civil disobedience:</b> City-wide riot requiring the city to enact its disaster plan and declare a state of local emergency.
<b>Electrical outage:</b> Facility use is temporarily lost with minimal impact on critical operations. A temporary disruption occurs which does not completely displace services or staff.	<b>Electrical outage:</b> 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.	<b>Electrical outage:</b> A province-wide or city-wide loss of electrical power requiring enactment of City Disaster Plan and declaration of local emergency.
<b>Equipment/systems failure:</b> Limited harm to persons or property with a temporary loss of service or use. Disruption can be remedied with moderate efforts.	<b>Equipment/systems failure:</b> Harm to person or properties or to University operations is significant and not easily remedied, requiring extensive effort.	
<b>Infectious disease:</b> 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.	<b>Infectious disease:</b> Known or unknown infectious carriers exist spreading a 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.	<b>Infectious disease:</b> A worldwide, national, provincial, or city-wide epidemic/pandemic requiring the declaration of a state of emergency nationally, provincially, or locally.
<b>Fire or explosion:</b> 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.	<b>Fire or explosion:</b> 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.	<b>Fire or explosion:</b> Several buildings are affected or lost with injuries and/or fatalities resulting. Considerable planning is needed to accommodate displaced services, departments, or residents.

**APPENDIX C**

Utilizing the Emergency Management Process (Figure 4-1)



## APPENDIX D

### Roles and Responsibilities

#### University Incident Commander

**Assigned** – Director Security Services

**Alternates** - Assistant Director Security Services

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

**Responsibilities:**

1. Chair of the Emergency Operations Group.
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 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.
8. Develop an Incident Action Plan.
9. Approve and authorize the Incident Action Plan implementation.
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, Marketing and Creative Services 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.

## 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 regard 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. Aid 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 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 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.

## Executive Director Environmental Health and Safety

**Assigned** – Executive Director Environmental Health and Safety

**Alternate** – Manager Industrial Safety

**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 the incident.
7. Respond to all safety-related questions regarding 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** – Associate Director Media Relations and Issues Management

**Alternate** -

**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 center. 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 and Conference 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 the incident.
4. Implement housing relocation protocols, if necessary.
5. Establish and operate reception center 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.

## Assistant Director, Security Services

**Assigned** – Assistant Director Security Services

**Alternate** – Operations Manager Security Services

**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 the incident.
8. Respond to all security-related questions in regard 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 and CIO 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 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 Campus 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 E

### Guidelines for University Emergency Interruptions

As a guiding principle, the university will focus on the safety and well-being of our faculty, staff, and students, balanced against the need to maintain critical operations to the greatest extent possible. With many faculty and staff equipped to work remotely means we can better maintain important operational functions through these weather events while still taking steps to ensure the safety of those who would normally work on campus.

This document will summarize what faculty and staff can expect in the case of major events that impact on-campus activities.

### Employees

In the event of a university closure due to weather, or any other emergency interruption during the academic year, faculty and staff:

- who are already working remotely should continue to work provided they are able to;
- who are working on campus but who can work remotely should continue their work remotely; and
- whose work is deemed essential and is required front-line work (including those referenced in the Policy on University Closure or Class/Examination Cancellation) will be expected to remain at work on campus. (Those faculty and staff who are working on campus and who cannot work remotely will be permitted to go/stay home without loss of pay.)

Individual circumstances may impact an employee's ability to complete a normal workday, including child-care considerations resulting from school closures, disruptions to power or Internet, or other special considerations. Please consult with your department head or supervisor to ensure those involved or impacted are aware of the circumstances.

As a guiding principle, the university will focus on the safety and well-being of our faculty, staff, and students, balanced against the need to maintain critical operations to the greatest extent possible.

With many faculty and staff equipped to work remotely means we can better maintain important operational functions through these weather events while still taking steps to ensure the safety of those who would normally work on campus.

### Courses and Instruction

If weather conditions or emergency interruptions lead to a campus closure, the university has decided that delivery of courses (in-person and online) would be suspended and would not resume until the university re-opens. Be advised that access to some supports and services may be impacted.

Instructors, if there is a campus closure please inform your students of any changes to synchronous components of your course, including lecture delivery or assessments. Please be



mindful of the varied impacts the storm may have on students in different geographic locations and adjust deadlines accordingly.

## Communications

The DalSAFE system will be used to notify the university community in the event of significant impact on university operations, including university closures. Significant updates will be shared via the DalSAFE app, email, the dal.ca website, text message and on social media. We encourage everyone to download the DalSAFE mobile app (available for iOS and Android) or sign up for text message alerts.

## FAQs

Q. What principles guide the university decision to interrupt campus activity in the event of emergency?

A. As a guiding principle, the university will focus on the safety and well-being of our faculty, staff, and students, balanced against the need to maintain critical operations to the greatest extent possible.

Q. What is the possible scale/scope of a campus interruption decision?

A. Campus activity may be interrupted by individual building, by campus, or university wide. Normally such interruptions apply to the physical buildings located on Dalhousie campuses, and while the buildings are closed only remote work would continue, however remote instruction of online courses would be suspended as there may be students coming to campus to access online learning or may need access to supports that are unavailable.

Q. When university activity is interrupted what will be the impact on classes?

A. When a decision to interrupt all campus activity or a decision to interrupt all university activity is made, all in-person classes, online courses and exams scheduled to take place that day will be cancelled. Instructors, if there is a campus closure please inform your students of any changes to synchronous components of your course, including lecture delivery or assessments. Please be mindful of the varied impacts the storm may have on students in different geographic locations and adjust deadlines accordingly.

During a formal examination period the Registrar's Office will be responsible for the rescheduling of the examinations if required.

Q. Am I required to report to work if the university building that I work in closes?

A. When a decision is made to close a building at the university, all non-essential staff working in a Dalhousie owned building affected by the closure shall be released from the workplace for the day without loss of salary. Employees who normally work remotely will be expected to continue their workday as normal. Employees who work on campus but can work remotely will also be expected to continue to work. Staff providing essential services will be expected to report to work unless alternative direction is provided by their supervisor.

Q. During a power outage what do I do if the building in which I regularly work is supported by a backup generator?

A. Non-essential staff will be excused from the workplace. (Examples of buildings with backup generator power include Tupper, LeMarchant Place, Mona Campbell, Life Sciences Centre, Steele Ocean Sciences Building, Emera IDEA Building, Richard Murray Design Building, etc.) In buildings equipped with a backup generator, the generator support is primarily in place to support/protect research assets, not to allow normal operations.

Q. What if my campus or building (without a back-up generator) is not affected by the utility outage?

A. Dalhousie employees working in a building or on campus not impacted by the outage will be required to remain at work.

Q. Who are essential staff in relation to the university closure policy?

A. Employees designated as essential are defined in the Policy on University Closure or Class/Examination Cancellation. They are listed below. The Policy also provides a process for other staff to be declared essential on an ad hoc basis, depending on the needs of the emergency.

- Faculty and Staff in clinical areas in the Faculty of Medicine
- Designated Animal Care staff
- Core facility managers
- Farm Staff responsible for care of animals at the Agricultural Campus
- Designated Communications, Marketing and Creative Services staff
- Designated systems programming, operations, and communications staff – Information Technology Services (ITS)
- Department of Facilities Management - Thermal Plant Operations; Security Services Staff; Environmental Services staff assigned to snow removal duties; Custodial staff assigned to student residence
- 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

Q. If I am a Dalhousie employee but do not work on a Dalhousie campus or in a Dalhousie-owned building what can I expect?

A. Dalhousie employees who normally report in-person to work at a site that is not operated by Dalhousie, such as hospitals, Advancement offices, are not covered by this policy. Decisions regarding the closure of these buildings and/or excusing of employees will be at the discretion of the relevant department, with safety being of primary consideration.

Q. What contingencies are in place to ensure university business continuity without compromising the safety of staff and students?

A. Contingencies are in place to facilitate the continued operation of all critical administrative services, including in situations of extended suspension of on-campus activities. Unit leaders have developed contingency plans for their areas to ensure that there will be no disruption in critical services.

Q. How will the decision to interrupt university activity, campus activity or the activity taking place within a specific building be communicated to students and staff?

A. The institutional communication of the closure will be managed by Dalhousie Communications Marketing & Creative Services together with Dal Security. This may include a Campus Alert through the DalSAFE app (including updates to dal.ca, text messages, email alerts, push notifications and social media posts) as well as other tactics to ensure affected individuals are aware of the impacts. Decisions to interrupt the activity may also be shared directly from unit leaders or other supervisors.

## **APPENDIX F**

### Community Hazard Assessment

#### **Potential Threats**

Dalhousie is exposed to a variety of potential threats related to its geographic location, the Research activities of the campus and surrounding community, businesses and industry in the Halifax Regional Municipality and the Village of Bible Hill, the transportation routes in and through the city (i.e., the nearby Rail lines), and the types of structures in which we study, live and work. For planning purposes, these threats are broken into two main categories — natural and manmade.

Natural Threats - Due to our geographic location, the most likely natural threats that could generate a major emergency are hurricanes/sub-tropical storms, winter blizzards, ice storms.

Manmade Threats - The most common threats result from human activity: accidental release of hazardous materials; fires, or explosions; failure of utility systems (electricity, heat, and water); structural collapse; transportation incidents (air, rail, and road); civil disturbances; criminal violence, and contagious illnesses.

#### **Halifax Regional Municipality**

##### **About HRM**

With a population of 400,000, 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, health care facilities and private sector companies.

Halifax serves as the business, banking, government, health care and cultural center for the Maritime region. Major employers and economic generators include several post-secondary educational institutions, Department of National Defense, as well as the Port of Halifax.

##### **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 in the south end of Halifax.

## **Agricultural Campus – Bible Hill Nova Scotia**

Located just outside **Truro in Bible Hill, Nova Scotia**, the Faculty of Agriculture is home to a working farm, almost 1,000 acres of research fields, gardens, and greenhouses, and is built on a proud history of industry-leading education and research since 1905. In 2012, the former Nova Scotia Agricultural Campus joined with Dalhousie University to continue our **tradition of excellence** in education and research.

