EMERGENCY RESPONSE PLAN

2019
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PLAN FUNDAMENTALS

Purpose
The purpose of the Emergency Response Plan is to describe how the University of Victoria will respond to large-scale emergencies. These emergencies may threaten the health, safety or environment of the campus community and/or potentially disrupt its programs and activities. This document presents an outline of the organizational structure, the teams on campus that are involved, and includes the activation of the plan.

Preparing for emergency response in advance will help prevent injuries and losses for the entire university community.

Priorities
The priorities of response on campus are to:

1. Protect lives including those of responders
2. Protect property and critical infrastructure
3. Protect the environment
4. Restore academic, research and administrative functions

Plan Scope
Small-scale incidents taking place on campus are considered local emergencies. Generally, these localized events are handled within the department. Members of Campus Security Services, Facilities Management and Occupational Health, Safety & Environment may be asked to provide assistance.

This plan is intended to address larger-scale incidents that involve these departments, but may also require other resources on campus, as well as external agencies.

Authority
Emergency response on campus operates under the authority of the Vice-President Finance and Operations (VPFO) on behalf of the Board of Governors. Emergency Management is the responsibility of the Manager, Emergency Planning: www.uvic.ca/services/emergency/.

Response Levels
At UVic, three different levels are used to describe emergencies: local (Level 1), major (Level 2) or catastrophic (Level 3).

Local (Level 1)
These incidents are localized, with minimal damage and/or disruption to the campus. They are the most frequent type of emergency to occur. Local level incidents can be serious, but are small-scale events that are typically handled by Campus Security Services, Facilities Management or Occupational Health, Safety & Environment.

Examples: medical emergency, plumbing failure or small hazardous materials spill

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Major (Level 2)

These incidents are generally limited to the university, can include considerable damage and/or disruption to the campus and can impact a large number of staff and students. Major incidents are larger, but less common, events that require an increased level of coordination on campus. External agencies, such as fire or police departments, will likely be involved. The UVic Site Response Team will respond and the university Emergency Operations Centre (EOC) and the Executive Policy Group (EPG) will be activated, if required.

Examples: building fire, active threat, large gas leak, large hazardous materials spill

Catastrophic (Level 3)

These are incidents that have regional impacts and result in extensive damage and/or disruption to the campus. These events are rare and are the least frequent type of emergency to occur. Catastrophic level incidents are widespread, and require all UVic teams and groups to respond (Building Emergency Teams, Site Response Teams, Emergency Operations Centre, Department Operations Centres and Executive Policy Group). External agencies will also be required, but their ability to respond may be limited.

Examples: severe weather, major earthquake or a major power outage.

Before an Emergency

All members of the university community need to be familiar with the following key procedures and plans:

1. **Emergency Procedures.** The steps to take in a variety of emergencies are provided on the UVic Emergency Procedures poster and wallet card. This information is posted in many locations on campus and can be downloaded from the Emergency Planning website at [https://www.uvic.ca/services/emergency/evacuation/buildings/index.php](https://www.uvic.ca/services/emergency/evacuation/buildings/index.php)

2. **Emergency Evacuation Plans.** Posted in major hallways of all campus buildings, these plans describe earthquake and fire procedures, and the location of fire extinguishers and pull stations.

3. **Building Emergency Assembly Points & Campus Assembly Area.** There are specific Building Emergency Assembly Points outside each building on campus to be used in the event of a building evacuation (e.g. fire). All occupants should know the assembly point(s) for their office/classroom building(s). They can be found at: [https://www.uvic.ca/services/emergency/evacuation/buildings/index.php](https://www.uvic.ca/services/emergency/evacuation/buildings/index.php). In the event of a major damaging earthquake, the entire campus community should evacuate to the Campus Assembly Area (playing fields). Campus evacuation procedures can be found at [https://www.uvic.ca/services/emergency/evacuation/index.php](https://www.uvic.ca/services/emergency/evacuation/index.php).
During an Emergency
In the event of a serious emergency on campus, UVic will contact staff and students using the UVic Emergency Alerts system. This system uses email, UVic Voice over Internet Protocol desk phones (VoIP), text message to the VoIP phones, SMS text messaging to subscribed mobile phones, Twitter @UVic and networked digital signage to send important emergency messages to campus members. Members of the university community are encouraged to visit www.uvic.ca/alerts for more details on the system and to follow the links to MyPage to ensure that UVic has their current contact information. The university will also keep the campus community informed primarily through advisories on the main UVic website at: www.uvic.ca. CFUV 101.9 FM and the UVic Emergency Information Line: 250-721-8620 or 1-888-721-8620 (toll free in North America) will also be used. The main UVic Facebook and Twitter accounts will be used to provide regular updates.

Be Prepared
Successfully responding to and recovering from a major emergency or disruption greatly depends on one’s personal preparedness. One should consider their specific needs, and the needs of their family members, to reduce the impact of sudden unexpected events. Public Safety Canada and Emergency Management BC advise individuals and families to be self-sufficient for at least 72 hours, though at least one week of preparedness is advised. Information about personal preparedness, and links to these government websites, can be found at: https://www.uvic.ca/services/emergency/be-prepared/personal-preparedness/index.php

Framework of Response

British Columbia Emergency Management System (BCEMS)
UVic uses the British Columbia Emergency Management System (BCEMS) as the foundation for response. BCEMS is the standardized approach used for emergency response by British Columbia provincial government ministries, local authorities, agencies and crown corporations. This approach provides a standardized frame of reference and language amongst responding organizations, resulting in better communication and a more efficient response.

Incident Command System (ICS)
BCEMS is based on the Incident Command System (ICS), a system designed to improve coordination efforts when multiple agencies respond to an emergency. The ICS model provides a standard framework that can be applied to any and all types and sizes of emergencies. It utilizes an “all hazards” approach that reduces the need for separate emergency plans for specific incidents (e.g. a fire plan, an earthquake plan etc.). It can rapidly expand or contract to meet the changing response needs during an emergency event.

Key components of ICS include clearly identifying leadership, using consistent language, and establishing common objectives and action plans to achieve the stated goals. To accomplish this, response is organized into five colour-coded categories: a Command function and four sections - Operations, Planning, Logistics and Finance (see Diagram 1).
Command (green) coordinates and directs response, ensuring responder safety and overall achievement of objectives. The Incident Commander is supported by management staff members (red) that are responsible for communications to internal and external groups (Information Officer), safety (called the Safety Officer at the site of the emergency and the Risk Officer in the EOC) and inter-agency coordination (Liaison Officer). Operations (orange) coordinates and carries out response activities at the scene based on immediate needs and developed action plans. Planning (blue) collects and analyses information, conducts long-range planning and documents the action plans. Logistics (yellow) obtains the essential resources such as personnel and equipment to support the response to the incident. Finally, Finance (grey) manages and tracks costs associated with the response.

Diagram 1: Command Structure

If several agencies respond to a campus emergency, a unified command approach is utilized. All agencies will work together to create a common set of objectives. By working as a group to identify response objectives, a unified command structure ensures collaboration without the various responding agencies losing their authority, responsibility or accountability.

In a small incident, all five sections (Command, Operations, Planning, Logistics and Finance) may be managed by one individual. Larger incidents would require more individuals to manage and support each section. The Incident Command System can expand or contract to match the scale of the emergency and response.
Emergency Management at UVic

Definition of Emergency
An emergency is a critical situation that threatens to cause harm to people, university property, the environment or the academic, research and administrative functions of campus.

Principles of Emergency Management
Emergency management on campus consists of four phases: mitigation, preparedness, response and recovery.

- **Mitigation** includes activities that attempt to avoid or prevent a disaster, or reduce its impact on the community (e.g. seismic upgrading).

- **Preparedness** incorporates planning and training for response, such as emergency plan development, training and exercises for staff with emergency roles, practicing fire drills and maintaining emergency supplies.

- **Response** addresses the short-term impact of an incident. Immediate actions taken to protect life and property are included in this phase.

- **Recovery**, the final stage, includes all activities that focus on restoring a community to its “new” normal. Recovery activities should begin early in the response phase of the event and grow as the event transitions from response to recovery.

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Mitigation

Preparedness

Response

Recovery
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Diagram 2: Emergency Management Phases

The emergency management phases are cyclical as shown in Diagram 2. However, phases often overlap, and steps taken in one phase will directly impact how the next phase will progress. This pattern also recognizes that with all recovery activities, consideration needs to be given to mitigation for future incidents based on lessons learned.

Response Teams on Campus
Responding to a major emergency on campus requires a number of different specialized teams. These teams have specific roles, but using the Incident Command System, they collaborate to provide an efficient and effective response to incidents.

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**Campus Security Services (CSEC)**
Campus Security (CSEC) provides 24-hour emergency response on campus. Campus Security staff function as the first responders at the scene and assume initial command of the situation. They will determine if the response should be expanded.

**Incident Commander (IC)**
The Incident Commander is the individual who assumes command on scene. Typically, the first responder on scene becomes the Incident Commander. As more experienced or pre-designated individuals arrive at the site, the position may be transferred. There is always an Incident Commander at the scene.

**Building Emergency Teams**
Within all buildings on campus are teams of individuals who have volunteered to be Building Emergency Coordinators (BECs) or Floor Emergency Coordinators (FECs). Building occupants must follow directions given by these individuals during an emergency. Building and Floor Emergency Coordinators wear safety vests that usually include “UVic” and their building name identified on the back of the vest.

**Floor Emergency Coordinators (FECs)** assist with building evacuation, ensure alarms have been sounded and assist individuals with a disability or injury to refuge areas. Once outside, they guide evacuees to the building emergency assembly points, keep people away from the evacuated building and report evacuation information to the Building Emergency Coordinator.

**Building Emergency Coordinators (BECs)** also ensure fire alarms have been sounded, before reporting to the building annunciator panel or other pre-determined meeting place. The BEC receives information from the FECs regarding the status of evacuees, and reports this directly to the fire department and/or Campus Security. The BEC continues to act as a liaison between the responders and the building occupants, will join the Site Response Team if it is activated.

**Site Response Team (SRT)**
The Site Response Team is comprised of members of Campus Security, Facilities Management, Occupational Health, Safety & Environment, University Communications + Marketing, the Manager of Emergency Planning, the Manager of Risk, Insurance and Continuity Planning, the Building Emergency Coordinators, building representatives and other departments such as Residence Services, Food Services or Counselling Services as appropriate.

This team provides a coordinated site-level response and meets at the site of the incident. The group confirms the Incident Commander to lead response on site. They coordinate their efforts with responding agencies such as the police and fire departments. Collaboratively, this team assesses the incident and the Incident Commander ensures that the Vice-President Finance and Operations is notified. Most incidents are managed at the scene and do not require any further assistance.
Emergency Operations Centre (EOC)
The Emergency Operations Centre provides coordination and support to the campus during times of large scale emergency or disruption. The EOC can be activated to provide support to the Site Response Team and to provide a coordinated response to events effecting some or all of campus.

If the Site Response Team requires assistance, they will request the activation of the Emergency Operations Centre (EOC). Some events can require the activation of the EOC without the Site Response Team first being activated, particularly when cross-campus coordination is required. The EOC team is comprised of staff and faculty from across the campus. The Emergency Operations Centre can be partially or fully activated, depending on the needs of the event. UVic has a primary and a secondary (back-up) EOC location.

The Emergency Operations Centre is responsible for supporting the Site Response Team by coordinating resources on campus and communicating with the campus community and the public. The Emergency Operations Centre Director is responsible for coordinating and managing the Emergency Operations Centre, along with liaising with the Incident Commander at the scene, as well as the Executive Policy Group.

The Emergency Operations Centre facility is located at a distance from the incident site, in one of two predetermined locations. This facility can operate 24/7 in case of a protracted emergency.

Executive Policy Group (EPG)
The Executive Policy Group provides overall policy direction for the Emergency Operations Centre. The Executive Policy Group is made up of the President and the Vice-Presidents on campus. They are responsible for high-level decision-making and for determining who the spokesperson will be for the campus during a major emergency event. The Executive Policy Group determines whether classes will be cancelled or a campus closure is required.

Department Operations Centres (DOCs)
Department Operations Centres can be activated in specific departments on campus that have key responsibilities for emergency response on campus (i.e. Campus Security, University Systems, Facilities Management, Occupational Health, Safety & Environment, Student Affairs, and University Communications + Marketing.)

The Departmental Operations Centres coordinates with the EOC to provide needed support, resources and supplies to areas of need on campus, including to the Site Response Team. By activating their own department operations centre, the department can more effectively coordinate its resources and move from their regular operational activities into emergency response priorities.

Emergency Call Centre
During a crisis when large numbers of incoming calls are expected to the university, the EOC Information Officer may activate the Emergency Call Centre. Calls to the main university switchboard, Campus
Security Services or Communications + Marketing (e.g. the emergency information line 250-721-8620) may be transferred to the call centre as appropriate.

**Rapid Damage Assessment Team (RDA)**

Facilities Management maintains a trained team who can conduct rapid damage assessment. Rapid damage assessment is an initial safety inspection of a structure to determine if the structure shows damage that makes it unsafe. The RDA team utilizes the ATC-20 standard when conducting rapid damage assessments. A more detailed assessment by a structural engineer may be required.
UVic Response Teams

UVic EOC
Representatives from various departments

- Executive Policy Group
- PREOC
- Ministry of Advanced Education
- Site Response Team
- Facilities Management Department Operations Centre
  - Rapid Damage Assessment Team
- Campus Security Department Operations Centre
  - Various Shops
- UC+M Department Operations Centre
  - Emergency Call Centre

1. Solid line indicates direct report
2. Dotted line indicates information sharing

Last update: November 20, 2017
Activating the Plan

Response to an emergency on campus is based on a team approach using the Incident Command System framework.

1. **Campus Security** receives notification that an incident has occurred.
   a. If necessary, **Floor Emergency Coordinators** and the **Building Emergency Coordinator** evacuate the building(s) and direct occupants to the building emergency assembly points.
   b. The Building Emergency Coordinator assumes control of the scene and initially becomes the **Incident Commander (IC)**.

2. Campus Security arrives on scene and assumes control as the Incident Commander.

3. If Campus Security determines that the incident is major, the **UVic Emergency Response Plan** will be activated.
   a. The Incident Commander will:
      i. Contact Campus Security dispatch to request members of the **Site Response Team (SRT)** to be deployed to the scene.
      ii. Notify the Director of Campus Security, and ensure that the Executive Director of Facilities Management and the Vice-President Finance and Operations (VPFO) are alerted that the Site Response Team has been activated.
      iii. Coordinate with any external agencies that may arrive to the scene, such as the fire department, police or ambulance services.
   b. The Vice-President Finance and Operations or designate will:
      i. Alert the President of the situation

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Diagram 3: Activating the Plan

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ii. Alert the appropriate Vice-Presidents

4. Once assembled on site, the Site Response Team will consult to:
   a. Confirm who should be Incident Commander.
   b. Assess the incident and determine if the Emergency Operations Centre should be activated.
   c. Assign required Incident Command System roles including Operations Chief and Deputy IC.

5. If the Site Response Team requires more assistance, the Incident Commander will:
   a. Contact the Vice-President Finance and Operations to advise of the situation and recommend activation of the Emergency Operations Centre.

6. If the Vice-President Finance and Operations determines it is necessary, she/he will activate the Emergency Operations Centre (EOC) partially or fully.
   a. To activate the Emergency Operations Centre, the Vice-President Finance and Operations will:
      i. Appoint an Emergency Operations Centre Director.
      ii. Inform the President of the situation.

7. The Emergency Operations Centre Director will:
   a. Decide on a safe location for the Emergency Operations Centre
   b. Designate an Emergency Operations Centre Activator who will contact Emergency Operations Centre members. (See EOC Activation Procedure for detail).
   c. Maintain contact with the Vice-President Finance and Operations and recommend whether the Executive Policy Group should be activated.

8. If the Vice-President Finance and Operations and President agree that the Executive Policy Group is required:
   a. The Emergency Operations Centre Activator will contact the Executive Policy Group members and direct them to a safe meeting place to convene.
   b. The Executive Policy Group may be activated at the same time as the Emergency Operations Centre, or may assemble later if the incident escalates to the point where the Executive Policy Group is required.

9. Depending on the magnitude and type of emergency, specific departments will activate their Department Operations Centre (DOC). Each DOC will have a representative in the Operations Section in the Emergency Operations Centre.

10. In the event of a major damaging earthquake, building occupants are requested to evacuate their building and safely make their way to the Campus Assembly Area (UVic playing fields). An Incident Command Post will be set up at the Campus Assembly Area likely close to the emergency supplies shipping container in Field 4 (see Appendix 6 for detailed information and procedures). The Incident Commander or the Emergency Operations Centre Director has the authority to evacuate the campus.
External Response

**Municipalities**
The University of Victoria campus is situated within the municipalities of both Saanich and Oak Bay. These municipalities provide police and fire response to the campus. UVic’s Site Response Team works collaboratively with municipal responders on scene, and when possible, a unified command model is used to manage the emergency response. In major (Level 2) or catastrophic (Level 3) EOC activations the UVic EOC may work with the Saanich and Oak Bay EOC’s.

**Emergency Management British Columbia**
Emergency Management BC (EMBC) monitors and supports emergency events in the Province of British Columbia. In a large-scale event impacting the campus and/or the region that requires the assistance of the provincial or federal government, EMBC will communicate with the municipalities of Saanich and Oak Bay to help coordinate the response on campus. In significant emergencies EMBC will activate the Vancouver Island Provincial Regional Emergency Operations Centre (PREOC) to coordinate and support local authorities, provincial ministries, health authorities, and other stakeholder groups, including higher education. The province also utilizes the Provincial Emergency Coordination Centre (PECC) to coordinate and support any open PREOCS across the province.

**Inter-agency Response**
The university depends on a number of external agencies to provide assistance with medical response, public health issues and critical infrastructure support and repairs. This includes the BC Emergency Health Services (ambulance), Island Health, BC Hydro and Fortis BC. UVic works closely with these groups to plan and prepare for emergency response.

**Deactivating the Plan**
When the response to the emergency is complete, the EOC Director will recommend to the Vice-President Finance and Operations and/or the Executive Policy Group that they terminate the emergency response. The university will move fully into recovery efforts based on pre-established business continuity plans.

After Level 2 or 3 emergency response events are concluded, the Manager, Emergency Planning will arrange a debriefing for all key responders.
Supporting Documents

Manuals
There are four documents used to support the Emergency Response Plan. These documents contain detailed information for the specific teams such as full position descriptions, initial response directions and other resources.

- Building Emergency Plans
- Site Response Team Manual
- Emergency Operations Centre Procedures Manual
- Executive Policy Group Emergency Response Information

Other Plans
In addition, other documents outline important response and recovery information that is key to emergency management on campus.

Department Operations Centre
Some departments have created Department Operations Centre plans for use in significant events. These plans outline the key response procedures for that department.

Crisis Communications Plan
The UVic Crisis Communications Plan provides procedures for coordinating communications within the university, and between the university, media and public in the event of a crisis. For further information on this plan, contact University Communications + Marketing.

Strategic Framework
The UVic Emergency Response Plan is aligned with key objectives of the university’s 2018 – 2023 Strategic Framework, which can be found at: https://www.uvic.ca/strategicframework/index.php. The university is committed to preparing the campus community for emergencies and disasters, and to building partnerships and links with the community. These collaborations are essential for effective response.

Critical Issue Response Coordination Protocol for Executive
The purpose of this procedure is to provide for effective coordination across executive portfolios so that the university responds in a timely and effective manner to critical issues and that the needs and expectations of students, faculty, staff, alumni and other stakeholders are met. A Critical Issue is defined as an incident or issue on or off campus that exceeds the capacity or authority of an individual or existing team to manage the situation, has a serious impact to the University of Victoria, but does not meet the criteria for activation of the Site Response Team or the Emergency Operations Centre.
**Ammonia Release Emergency Procedures**
This plan addresses the immediate actions required if there is a suspected ammonia leak at the Ian Stewart Complex.

**Mass Casualty Plan**
This plan provides information on how to respond to an emergency event where there are a number of injured people.
Related Policies
There are a number of policies that address emergency response issues on campus. Below are key policies and a short summary of their purpose. The full polices can be online at:
http://web.uvic.ca/univsec/pol_pro/index.html

SS9200 Environmental Health and Safety Policy
This document outlines the university’s commitment to protect the health and safety of all faculty, staff, students and visitors against work accidents and occupational hazards. It describes how the university complies with relevant laws and regulations and how effective safety programs are coordinated.
https://www.uvic.ca/universitysecretary/assets/docs/policies/SS9200_3250_.pdf

SS9115 Critical Incident Response
The purpose of this operational policy is to identify the University’s plan for delivery of a timely and coordinated response to critical incidents and urgent situations involving students, staff, faculty, and campus visitors. https://www.uvic.ca/universitysecretary/assets/docs/policies/SS9115_6110_.pdf

AC1215 (6540) Responding to the death of a student member of the university
This policy outlines the university’s administrative response to the death of a student who is currently registered in any course or program offered by the university.
https://www.uvic.ca/universitysecretary/assets/docs/policies/AC1215_6540_.pdf