

OCAD Emergency Preparedness Plan



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Emergency Preparedness Plan

Part 1

Overview

General Instructions for Calling OCAD Security (applies to all Emergency situations):

- Pick up any red courtesy phone, which rings through to Security immediately
- OR pick up any white courtesy phone or any OCAD office telephone and ***Dial 511***
- OR use a mobile phone to ***Dial 416 977 6000 x 511***

OCAD Emergency Preparedness Plan - Overview

1.1 INTRODUCTION

Located in the downtown core of a large, culturally diverse city, Ontario College of Art & Design (“OCAD” or “the university”), as with any university, faces many possible environmental and man-made hazards. Whether inclement weather, fire, utility failure, contagious diseases, civil disturbance, IT infrastructure failure, or criminal acts, OCAD must always be prepared.

Webster’s defines *Emergency* as “**a sudden, generally unexpected occurrence or set of circumstances requiring immediate action**”.

Major emergencies may threaten the university’s purposes and the safety of its students and employees. While the university cannot avoid all risks associated with disasters and major emergencies, this Emergency Preparedness Plan is designed to provide overall procedures necessary to minimize the potentially adverse impact of these risks.

In addition to on-campus academic offerings, OCAD provides opportunities for off-campus education through its Florence Off-Campus Study and Mobility Exchange Programs. Emergency preparedness for these programs is addressed within their individual Business Continuity Plans.

1.2 MANDATE

The mandate of the Emergency Preparedness Plan is to enable OCAD to fulfill its mission, as outlined in the Strategic Plan, of “providing a unique learning environment”, by providing a safe place to work, study and visit.

1.3 PURPOSE

The *Emergency Preparedness Plan (“EPP” or “the Plan”)* is designed to enable OCAD to appropriately plan for, respond to, and recover from all types of disruptions that may occur on campus. The EPP specifies the organization, coordination, procedures, communication and decision-making structures to be followed in urgent and unexpected situations.

The EPP is intended to be a framework governing OCAD’s response to emergency situations. Specific responses to each unique emergency cannot be fully planned in advance because it is impossible to anticipate every emergency. But the EPP provides a systematic approach to begin the process of responding to emergency situations and, more than anything, a framework for decision-making.

1.4 SCOPE

The EPP provides a basic structure for coping with most kinds of emergencies on campus. It also helps OCAD, and its community, foster a general spirit of emergency awareness, preparedness and cooperation. At present, the EPP does not deal with emergencies that might occur off-campus, e.g., on student field trips or at OCAD’s academic program in Florence, Italy.

EPP procedures apply to all members of the OCAD community (students, faculty and staff), as well as to campus visitors, as applicable.

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The EPP is intended to be constantly evolving. After each training exercise and actual emergency situation, a systematic debriefing meeting will occur. Issues that have occurred will be reviewed and identified for possible inclusion in the EPP. This meeting will also assist in identifying deficiencies in and improvements to the EPP.

Future versions of the EPP will be brought to the Board of Governors, for either information or approval (depending on the scope of changes to the plan), approximately once per year. It is anticipated that the document will become progressively clearer and more thorough, over time, as ongoing input is received from many sources, and as the OCAD community works together to build its capacity to respond to, successfully recover from, and learn from, emergency situations.

1.5 STRATEGY

The goal of the EPP is to identify risk and provide for life safety, protection of OCAD property, and restoration of its academic programs and administrative functions, should an emergency occur.

The success and effectiveness of the EPP depends on the following components to bolster its overall structure and enable its systems to work together efficiently:

- Part 1 Overview
- Part 2 Risk Assessment
- Part 3 Incident Response Plan (IRP)
- Part 4 Business Continuity Plan
- Part 5 Communications Plan
- Part 6 Accountability Plan

1.6 EMERGENCY PREPAREDNESS PLANNING GROUP

Reporting to the Vice-President, Finance & Administration (“VP Finance & Administration”), the ***Emergency Preparedness Planning Group (“EPPG”)*** is responsible for ensuring the EPP is comprehensive and up to date. The EPPG includes the following, or their designates:

- Director, Campus Services & Security (Co-Chair)
- Director, Risk Management (Co-Chair)
- Director, Diversity & Equity
- Director, Facilities Planning & Management
- Director, Human Resources
- Director, IT Services
- Director, Marketing & Communications
- Director, Student Services
- Registrar
- Manager, Campus Security
- One Dean of Faculty (appointed by the Vice-President, Academic)
- Two Associate Deans of Faculty (appointed by the Vice-President, Academic)

Proposed changes to the EPP may be submitted on an ongoing basis to either of the Co-Chairs by any member of the OCAD community. The EPPG meets as often as required and, at minimum, once per year, in order to review the EPP, update information and recommend changes as appropriate.

After each meeting, the EPPG submits a written report to the VP Finance & Administration, who is responsible for approving proposed changes to the EPP or, if changes are substantive, obtaining further approvals as required. The VP Finance & Administration also approves changes

OCAD Emergency Preparedness Plan - Overview

to the composition of the EPPG.

The EPPG, with the participation of senior management and other members of the OCAD community as required, periodically conducts training exercises, including mock emergencies (“**Table-tops**”) and other simulations. Table-tops are typically conducted in a conference room and take the members of emergency response teams through simulated emergencies, step-by-step, as a real situation might unfold, with new, and sometimes contradicting, information constantly coming in. Internal and/or external observers may be present. Table-tops provide an opportunity for team members to respond and make real-time decisions, just as they would in a real emergency. Other simulations, such as Drills, Evacuations and Lockdowns, are designed to test the responsiveness of the OCAD community and the effectiveness of emergency response teams.

All such training exercises provide a safe learning environment for participants, and an opportunity for them to experience what might be required of them in an actual emergency. They also help to identify gaps or errors in the EPP, resulting in changes to the Plan, and recommendations to the VP Finance & Administration concerning training or other measures that would improve OCAD’s overall emergency preparedness.

The EPPG, led by the Director, Risk Management is charged with the responsibility to ensure each individual OCAD department develops and keeps current their own individual departmental emergency Business Continuity Plan using OCAD’s on-line “OCAD Ready” planning tool.

The EPPG, led by the Director, Marketing & Communications, is charged with the responsibility to not only develop communications strategies for emergency situations, but also to develop strategies and materials for ongoing communication of the EPP, including training opportunities, to OCAD students, faculty and staff.

1.7 GENERAL STATEMENT RE CONFIDENTIALITY

As outlined throughout the EPP, various OCAD administrative and academic Managers are charged with the responsibility to promptly submit reports to the EPPG and others following an Emergency.

Where it is necessary to do so, names of individuals and other identifying information may be included in these reports (for example, to report that one person has issued specific threats against another person), in accordance with the university’s FIPPA policies.

However, where copies of Emergency Reports are circulated to the EPPG and others for general information (for example, to learn from, identify training or communications gaps, and make improvements to the EPP), names and other information which could identify individuals must be deleted prior to circulation.

1.8 GENERAL STATEMENT RE COMMUNICATIONS

In any emergency situation, all members of the OCAD community are requested to forward media and public inquiries to the OCAD Marketing & Communications office.

In the event of a Level 1 or Level 2 Emergency, a communications plan will be approved by the President or relevant Vice-President. The plan will be prepared by the Director, Marketing & Communications (or designate).

OCAD Emergency Preparedness Plan - Overview

In a Level 2 or Level 3 Emergency, no one may speak officially on behalf of the university except the President, Chair of the Board of Governors, a Vice-President, Director, Marketing & Communications, or other persons specifically delegated by the President or a Vice-President.

In the event of a death on campus, no names or other information are to be released except by the President, a Vice-President, or the Director, Marketing & Communications.

1.9 GENERAL STATEMENT RE INSURANCE COVERAGE

The Director, Risk Management is charged with the responsibility to:

- provide ongoing liaison between OCAD and its insurers
- ensure that appropriate levels of coverage are in effect, relative to the university's risk management and emergency preparedness plans
- ensure compliance with insurers' requirements
- liaise with the insurer during an emergency to coordinate the activities of the adjuster, submit insurance claims as required, and work with Facilities Planning & Management, Campus Services & Security and other departments, as required, for completion of remedial work by contractors.

1.10 GENERAL STATEMENT RE OCAD AS AN ART & DESIGN UNIVERSITY

It must be recognized that students of OCAD, an institution which specializes in contemporary art and design education, may produce images, performances, installations or other representations that are subject to multiple interpretations and, on occasion, misinterpretation.

In this context, OCAD Security personnel may be required to exercise careful judgement, in collaboration with Deans, the VP Academic and, when necessary, the President, to carefully differentiate between cause for real concern and creative representation.

OCAD Security, as well as OCAD faculty, managers and staff, are all equally committed to maintaining an environment that is safe and secure for all.

1.11 SUMMARY

The EPP's success and effectiveness depend on the following key steps to bolster its overall structure and enable its systems to work together efficiently:

- 1.11.1 Preparedness:** advance planning to facilitate an appropriate and effective response in the event of an emergency. This includes setting up emergency systems, procedures and decision-making structures; obtaining necessary equipment, stockpiling supplies, setting up Emergency Operations Centres; providing ongoing training for managers, staff, faculty and students; continual re-evaluation of existing procedures in light of new information and lessons learned from simulated and real emergency situations; and contingency planning for containment, recovery and business continuity.
- 1.11.2 Response:** actions taken during or immediately after an emergency situation in order to prevent injury or loss of life, prevent or minimize damage to records, property and equipment, and accelerate and enhance recovery.

OCAD Emergency Preparedness Plan - Overview

1.11.3 *Communications*: actions taken in advance of and during emergency situations to educate, prepare and help the university community respond appropriately and safely.

1.11.4 *Recovery*: actions taken to quickly and effectively return all academic, administrative and support systems to operational standards and enable the university community to resume normal activities.

Emergency Preparedness Plan

Part 2

Risk Assessment

OCAD Emergency Preparedness Plan – Risk Assessment

2.1 INTRODUCTION

2.1.1 Purpose

Analysis of risks and the potential impact of disruption of OCAD academic programs and administrative functions helps identify priorities, recovery time frame requirements and resources critical to the process.

2.1.2 Scope

Departmental Business Continuity Plans (BCPs) will identify the financial and operational impacts, both tangible and intangible, that may result from a disruption of OCAD academic programs and administrative functions. BCPs will provide the necessary data to guide the University in decision-making, including the selection of risk prevention and mitigation tactics prior to, as well as during and after, interruption of OCAD academic programs or administrative functions.

2.1.3 Strategy

In order to assess which types of disruption may occur and their potential business impacts, risks and their probability are examined. For example, Information Technology (IT), following OCAD's strategic plan, assesses risks associated both with the location (available support) and the critical applications needed by OCAD in the continued delivery of art and design education at the undergraduate and graduate levels, in a learning environment that integrates studio-based education with historical, critical and scientific inquiry. Facilities Planning & Management assists with assessment of specific risks associated with the buildings and locations where academic programs and administrative functions are performed.

The initial focus will be on ensuring that the most critical academic programs and administrative functions continue where possible and that the required support from areas such as Campus Services & Security, Facilities Planning & Management, Finance, Human Resources, IT Services, Risk Management and Student Services is known.

2.2 “OCAD Ready” Business Continuity Planning Tool

OCAD Ready is an intuitive, web based on-line business continuity planning (BCP) tool that will prompt those completing it to provide answers in a comprehensive five step process. Upon completion each department will have created their own comprehensive BCP that will include risks unique to OCAD, critical functions and action items.

2.2.1 Step 1 – Department Identification

- Personnel – number, type, faculty, staff, volunteers
- Department type – Academic, Administrative, Information Technology
- Locations
- Evacuation Plans (if applicable)

2.2.2 Step 2 – Critical Functions

Type of Function / Description - Examples:

- Undergraduate / Graduate Instruction

OCAD Emergency Preparedness Plan – Risk Assessment

- Student Services
- Payroll
- Purchasing

2.2.2.1 Level of Criticality

CRITICAL 1: must be continued at normal or increased service load. Can not pause.

Necessary to life, health, security. Examples:

- Security
- Health & Safety
- Donor relations
- Workstation and remote access support
- Personnel actions
- Plumbing or heating

CRITICAL 2: must be continued if at all possible, perhaps in reduced mode. Pausing completely will have grave consequences. Examples:

- Functioning of data networks
- At-risk research

CRITICAL 3: May pause if forced to do so, but must resume in 30 days or sooner. Examples:

- Classroom instruction
- Research
- Student advising

DEFERRABLE: may pause; resume when conditions permit. Examples:

- Routine building maintenance
- Training
- Marketing

EXTRAORDINARY FUNCTIONS are different. These are things OCAD might not normally do (at least to that degree), but which an emergency situation demands. Examples:

- Facilities Planning & Management, post-ice storm, needs to quickly inspect every building.
- Campus Security may need to secure, and potentially seal, one or more campus buildings.
- The Registrar's Office may need to deliver the curriculum in a significantly reduced number of classrooms.
- Student Services and Human Resources might need to deal with a large number of students and/or employees in distress.

2.2.2.2 Peak Periods – examples:

- Months of expected high activity, i.e. annual fiscal closing for accounting functions
- Activities that happen only at certain times – course registration

2.2.2.3 Documents / Records – paper or electronic

2.2.2.4 Dependencies

- Upstream – whom do you depend on? Examples:
 - Payroll
 - Security
 - Information Technology
- Downstream – who depends on you? Examples:
 - Students
 - Faculty / Staff
 - Other Departments

OCAD Emergency Preparedness Plan – Risk Assessment

2.2.2.5 Consequences of Slow Recovery – Examples:

- Disruption of teaching
- Well-being of students
- Well-being of faculty / staff
- Departure of faculty / staff
- Loss of Revenue

2.2.2.6 How to Cope – Examples:

- High absenteeism
- University closure
- Loss of unique skills
- Working from home
- No network access

2.2.2.7 Action Items – Examples:

- What can be done to PREPARE before any incident happens to lessen impact on critical functions?
- What is the cost?

2.2.3 Step 3 – Information Technology

This step includes information on:

- Applications - central, departmental
- Servers
- Work Stations
- Action Items

Assistance from IT Services may be required for completion of this section.

2.2.4 Step 4 – Faculty Preparedness

Examples of how Departments can promote disaster-consciousness and disaster-readiness among faculty are:

- Promoting/ensuring computer backup
- Safeguarding research materials
- Preparing alternate course delivery methods

2.2.5 Step 5 - Key Resources

- Staff Basics
- Work from Home
- Teams
- Skills, licenses or certifications required
- Staffing Requirements
- Staff of Other Units
- Stakeholders
- Document Summary
- Equipment & Supplies
- Facilities & Transportation

OCAD Emergency Preparedness Plan – Risk Assessment

2.2.6 Action Item Summary

Action items are the most important part of a BCP. They can be done immediately, or at anytime before an incident occurs.

2.3 PROCESS LOCATION RISKS

The site risk assessment and risk analysis processes provide part of the foundation for the continuity planning effort. Evaluation of the location risks is fundamental to defining which risks OCAD should plan to address, and in what order. For example, each facility should be analyzed by Facilities Planning & Management to determine the exposure to potential risks and the resultant potential disruption associated with each risk.

Recovery plans should be developed for the critical services and infrastructure by the Director, IT Services in consultation with the Director, Facilities Planning & Management at either the original or new location.

2.3.1 Process Locations

Critical processes by location should be identified by the process owners and communicated to Facilities Planning & Management in order to develop the appropriate plans. OCAD Ready will assist in this identification through individual departmental BCPs.

2.3.2 Site by Site Facilities Risk Assessment

Site Risk Assessment is the determination of the likelihood of occurrence for particular disruptive events, both internal and external, for any given location. Through OCAD Ready, the facilities risk assessment should identify key risks by location.

Following the Site Risk Assessment, conclusions regarding potential site threats, vulnerabilities, and durations that should be planned for are documented in the BCPs. Risk Assessment is not an exact science, but, based on previous events that have occurred at specific locations and knowledge of the building infrastructure and systems, basic conclusions can be made as to the durations of interruptions that should be planned for.

2.4 INFORMATION TECHNOLOGY RISK ASSESSMENT

IT Services' recovery capabilities supporting the key business processes are identified in the IT Services BCP. Recovery timeframes are compared to the maximum possible process downtime to determine where additional prevention and mitigation tactics should be implemented, and/or where special Resumption and Recovery plans must be developed in consultation with Facilities Planning & Management.

Emergency Preparedness Plan

Part 3

Incident Response Plan

***General Instructions for Calling OCAD Security
(applies to all Emergency situations):***

- Pick up any red courtesy phone, which rings through to Security immediately
- OR pick up any white courtesy phone or any OCAD office telephone and ***Dial 511***
- OR use a mobile phone to ***Dial 416 977 6000 x 511***

OCAD Emergency Preparedness Plan – Incident Response Plan

3.1 INTRODUCTION

3.1.1 Purpose

The ***Incident Response Plan (“IRP”)*** is designed to enable OCAD to appropriately respond to all types of emergencies that may occur on campus. The IRP specifies the organization, coordination, procedures, communication and decision-making structures to be followed in urgent and unexpected situations.

Incident response involves the deployment of teams, plans, measures and arrangements in response to an incident. While no two incidents will ever be identical, they may well share common aspects. It is the commonality of occurrences that this IRP strives to address.

The purpose of the IRP is to control the possible consequences of emergencies by preventing or minimizing fatalities, injuries and damage to buildings and equipment, and facilitating a return to normal operations as soon as possible.

3.1.2 Scope

The IRP provides a basic framework to cope with most kinds of emergencies impacting OCAD..

IRP procedures apply to all members of the OCAD community (students, faculty and staff) and to all campus visitors, as applicable.

3.1.3 Levels of an Emergency/Incident - Definitions

For the purposes of this document, “Emergency” or “Incident” are used as generic terms to refer to any or all occurrences.

The following definitions are based on anticipated level of threat and/or duration of a situation or event:

3.1.3.1 Level 1 Emergency: an event that threatens, in the short term, the well-being of one or more individuals in the university or the university itself.

3.1.3.2 Level 2 Emergency: an event that has a major impact on one or more individuals or on the university itself, and requires the involvement of senior management.

3.1.3.3 Level 3 Emergency: an event of such proportions that it cannot be dealt with under normal response procedures as recognized by the university, and that would adversely affect the university, possibly shutting it down for an extended period.

OCAD Emergency Preparedness Plan – Incident Response Plan

Level 1 Emergency

An event that threatens, in the short term, the well-being of one or more individuals in the university or the university itself.

Examples:

- Fire alarm
- Minor chemical spill or unknown substance
- Minor physical assault (e.g. shoving)
- Minor threat or invasion of space
- Medical alert
- Obnoxious odour



Level 2 Emergency

An event that has a major impact on one or more individuals or on the university itself, and requires the involvement of senior management.

Examples:

- Explosion, fire or water damage
- Major chemical spill
- Major utility failure
- Network security breach or major data loss
- Bomb threat
- Threat of assault or violence
- Sexual or serious physical assault



Level 3 Emergency

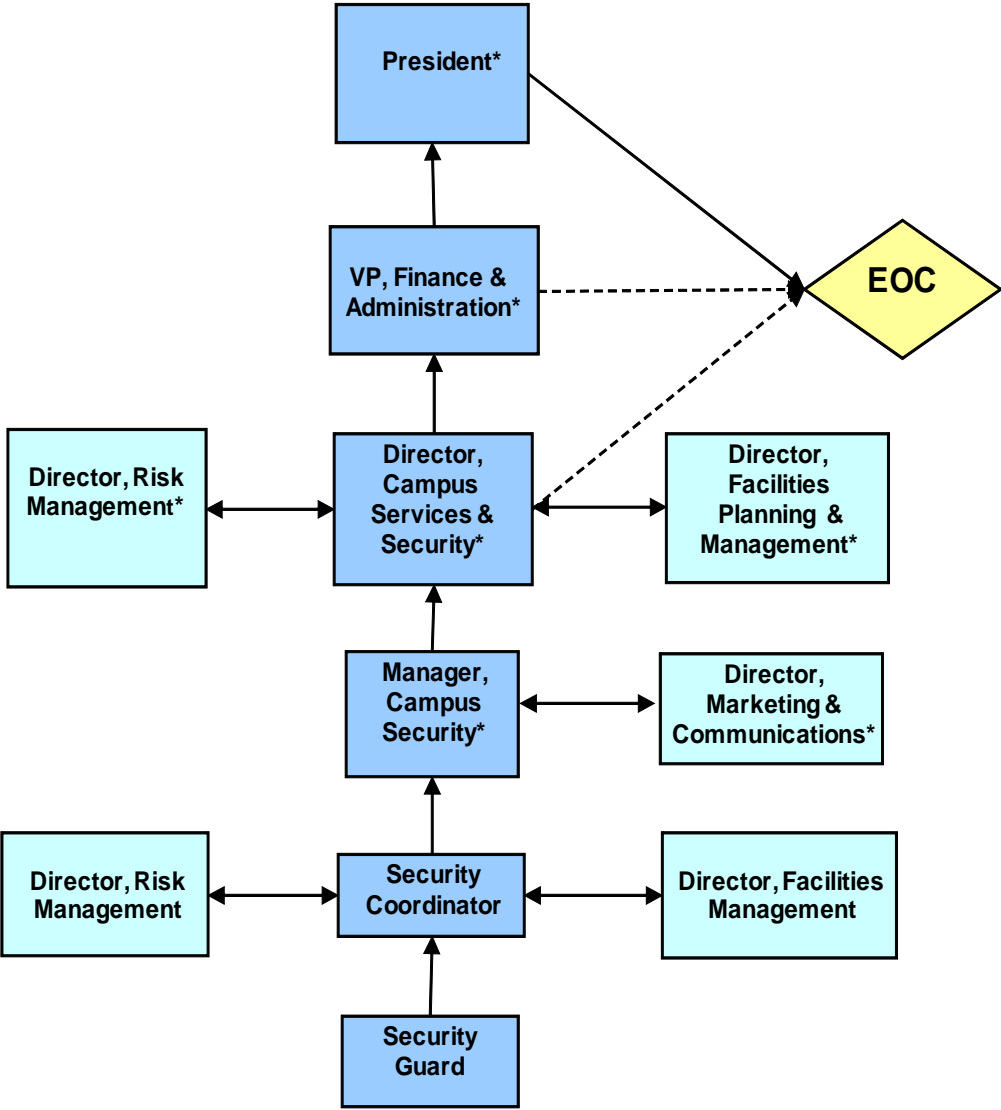
An event of such proportions that it cannot be dealt with under normal response procedures as recognized by the university, and that would adversely affect the university, possibly shutting it down for an extended period.

Examples:

- Major fire
- Discharge of a firearm or use of any dangerous weapon
- One or more deaths on campus
- Destruction of the main transformer and/or ongoing utility failure
- Imminent threat or onset of widespread health emergency (such as flu pandemic)
- Environmental/natural disaster (such as earthquake, flood or tornado).

An event could escalate in seriousness, or one event could trigger other, more serious events. For example, an electrical short circuit could start a fire which could, in turn, cause building structural problems. A minor earthquake could potentially trigger numerous technological or biological hazards. A threat of violence could escalate into an actual attack. In all such cases, the university's response would also escalate to the next level, as determined by the emergency response personnel. See Incident Response Escalation Flow Chart.

Incident Response Escalation Flow Chart



* or alternate

OCAD Emergency Preparedness Plan – Incident Response Plan

3.1.4 Evacuation – General Procedures

In an Evacuation related to fire or other emergency on campus, Toronto police, ambulance and/or fire departments (**collectively known as “Emergency Services”**) may choose to take command of the situation. Until Emergency Services arrive and take command, directions given by OCAD Security personnel must be followed.

An Evacuation will be signalled via the **Public Address (“PA”) System, Digital Display Boards** throughout the campus, and **Fire Alarm**.

In the event that a building Evacuation is required, OCAD Security will, depending on the nature of the emergency, determine which type of Evacuation is necessary: a Slow Evacuation or, usually in the case of a Level 2 or Level 3 Emergency, a Quick Evacuation:

3.1.4.1 Slow Evacuation: an announcement is made via the PA System and Digital Display Boards telling people to leave the building; however, they may take a few moments to gather their belongings (e.g. laptop computers) and exit in an orderly fashion. If the PA System and/or Digital Display Boards are not operating, OCAD Security personnel will personally direct the evacuation.

3.1.4.2 Quick Evacuation: the Fire Alarm system is initiated, and people are required to leave the building immediately, without delaying to gather up belongings.

3.1.4.3 Any Evacuation: everyone in the affected building(s) is required to leave promptly, close all doors behind them (do not lock). **EXIT VIA STAIRWELLS ONLY – DO NOT TAKE AN ELEVATOR!** Follow instructions given by Emergency Services, OCAD Security, or Temporary Wardens, and not re-enter the building until authorized to do so by OCAD Security.

3.1.4.4 Temporary Wardens: OCAD Security, police or fire department personnel may, at their discretion, appoint OCAD managers, staff, faculty or students as Temporary Wardens to assist in maintaining crowd control or other appropriate duties.

General Evacuation Instructions

- **Students, faculty and staff are encouraged to familiarize themselves with all emergency exits, and take note of exit routes from regularly used facilities or workplaces.**
- **If evacuating a building in case of fire, do not use elevators.**
- **Walk briskly, but do not run. Do not panic.**
- **Immediately notify Emergency Services or OCAD Security of Persons with Disabilities who are still in the building and unable to evacuate.**
- **Once outside, move well clear of the evacuated building (e.g., to the opposite side of the street).**
- **Keep streets, walkways and parking areas clear for emergency vehicles and personnel.**
- **Do not return to an evacuated building unless directed to do so by OCAD Security.**
- **Notify someone if you decide to leave the area.**

OCAD Emergency Preparedness Plan – Incident Response Plan

3.1.5 Lockdowns

OCAD is intended to be an open and creative environment, where students, faculty and staff can communicate freely and collaboratively. And, as a public institution, OCAD has relatively few restrictions on who can enter or leave the campus. However, in the context of possible acts of violence, terrorist attacks or other hostile acts, OCAD, like all other universities and institutions, must be prepared to respond in a proactive manner to protect its community.

In certain situations, particularly those involving armed violence, or threat of armed violence or other hostile acts, a building or campus **Lockdown** may be necessary to protect students, faculty and staff, and gain control over a dangerous situation.

A **Lockdown** is a recognized and well established procedure utilized by Emergency Management Professionals to secure a facility when there is something of dangerous significance occurring. The procedure requires everyone who is in the facility to literally lock themselves in to the safe areas they are in or closest to.

A Lockdown will be communicated by OCAD Security in several ways:

- Public Address System (loud speakers)
- Digital Display Boards
- E-mail blast
- OCAD website
- Campus Security Facebook site.

Please note that additional forms of communication, including text messaging, are also being explored.

The following general expectations are in effect during a Lockdown:

3.1.5.1 If you are inside a building, in a safe location (i.e. not in an open area):

- stay where you are
- close and lock or secure the door to the extent possible
- turn off lights, cover all windows (if feasible), remain calm and quiet, silence all mobile phones
- crouch down and remain out of sight from doors and windows
- remain there until further instructions
- when Emergency Services personnel arrive, stay on the floor and do not move until directed to do so.

3.1.5.2 If you are inside a building, but close to a building exit and able to leave safely:

- exit immediately (walk quickly, but do not run)
- proceed to a safe location (e.g. inside another building, away from windows – do not stand in the open)
- remain there until further instructions.

3.1.5.3 If you are inside a building, in an open area and not close to a building exit:

- gather as many people as possible and proceed immediately to a safe location (a room with a door), close and lock or secure the door to the extent possible
- turn off lights, cover all windows (if feasible), remain calm and quiet, silence all mobile phones
- crouch down and remain out of sight from doors and windows
- remain there until further instructions
- when Emergency Services personnel arrive, stay on the floor and do not move until directed to do so.

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3.1.5.4 *If you are outside:*

- proceed immediately to a safe location (e.g. inside another building, away from windows – do not stand in the open)
- remain there until further instructions
- no one other than Emergency Services or OCAD Security will be allowed to enter or re-enter a building under Lockdown
- no one will be allowed to stand outside a building under Lockdown.

3.1.5.5 *If you are in another building:*

- Remain there until further instructions
- Do not call the location that is in lockdown
- Wait for information and updates on the website.

3.2 PREPAREDNESS

3.2.1 Levels of Emergency Response

In keeping with Emergency Management Ontario guidelines and Toronto Emergency Services response strategies, OCAD has adopted a three-tiered response to emergencies.

Response to a Level 1 Emergency is **Incident Command**, which is set up at or near the site of the incident or emergency. All first responders (Security and Emergency Services) will report to this site, which is the only site for a Level 1 Emergency.

Emergencies of a larger magnitude necessitate activation of an **Emergency Operations Centre (“EOC”)**. A Level 2 Emergency requires a Level 2 EOC. A Level 3 Emergency requires a Level 3 EOC. Both are defined in greater detail below.

In either case, the role of the EOC team is to deal with matters of strategic importance. Overall responsibilities include the following:

- coordinate activities and resources to deal with the emergency
- monitor the impacts of an emergency across the whole university
- coordinate and disseminate information to the university community, the public and media
- collect, analyze and display information related to the emergency
- support policy direction and critical decisions made by the EOC team
- establish priorities for response and management of the emergency including communications and business continuity
- develop an EOC Action Plan
- activate departmental **Business Continuity Plans (“BCPs”)** to initiate recovery from the emergency and plan for business resumption

Depending on the size or seriousness of an emergency situation, immediate response and action will be taken by one of the following:

- **Level 1 Incident Command Team**
- **Level 2 EOC Team**
- **Level 3 EOC Team**

In this document, “response team” is used generically to refer to any or all of the above.

OCAD Emergency Preparedness Plan – Incident Response Plan

3.2.2 Incident Command

In the case of a Level 1 Emergency, an Incident Command is set up at or near the emergency. Materials which may be required by OCAD Security and Emergency Services will be safely stored at the Entrance Lobby Security Consoles in two buildings: Main Building, 100 McCaul Street and Annex Building, 113 McCaul Street. Generally, the console which is closest to the Emergency will be used. The consoles are also equipped with multiple telephone lines, internet access, emergency response mechanisms, and other items that may be needed in an emergency.

3.2.3 Emergency Operations Centre (EOC) Locations

In the case of a Level 2 or Level 3 Emergency, the **EOC** response team will assemble in a common meeting place and base of operations – this location is essential for making decisions, coordinating activities and maintaining communications. Since the university has two possible locations for this, a Designated EOC location and an Alternate EOC location, choosing which to use is one of the first decisions to be made in an emergency.

3.2.3.1 Designated EOC: Room 2330, Level 3, Rosalie Sharp Pavilion, 115 McCaul Street. This location would generally be chosen for an emergency situation which is serious, but does not necessarily involve large numbers of people. Additional offices, facilities and equipment may be appropriated as required.

3.2.3.2 Alternate EOC: Room 284, Level 2, Main Building, 100 McCaul Street. Because of its proximity to large spaces such as the Great Hall and the Auditorium, this location would generally be chosen for an emergency situation which involves large numbers of people. It is also close to Butterfield Park, which can be used for ambulance dispersal and triage (assigning priorities for providing medical attention) if required. Additional offices, facilities and equipment may be appropriated as required. If this alternate site is chosen, early responders will be expected to post signage directing later responders to Room 284.

The Designated and Alternate EOCs each have multiple phone lines, some of which operate independently of internal equipment that could shut down due to power failure; and at least one dedicated, direct internet connection that is not connected to the internal OCAD network.

Each of the two EOCs have a locked **Emergency Supplies Cabinet**, containing safety/security and communications equipment that may be required in an emergency situation. Contents of the Emergency Supplies Cabinets must be maintained at all times, and inspected regularly by the Manager, Campus Security. Keys will be held by OCAD Security, including the Security Coordinators, Manager, Campus Security, and Director, Campus Services & Security.

The EOC locations currently exist and are equipped with the necessary supplies. Also, stockpiling of emergency supplies that will be needed in case of medical emergencies such as an influenza pandemic has begun.

3.2.4 OCAD Security

OCAD Security includes the following:

- Contracted Security Guards (includes at least one Site Supervisor per shift)
- Mobile response units, as required
- Security Coordinators
- Manager, Campus Security
- Director, Campus Services & Security

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Security personnel are complemented by a 24 hour/day monitoring service and a network of alarms, burglar deterrents, access control points, magnetic locking mechanisms and closed-circuit television throughout the campus.

Overall leadership is provided by the Director, with the Manager responsible for management and supervision of Security staff and equipment. The Coordinators are responsible for direct supervision of contracted **Security Guards (“SGs”)**.

SGs patrol all campus buildings and property, including: the Main Building and Sharp Centre for Design (100 McCaul); Annex building (113 McCaul); New Textile Building (205 Richmond); Learning Zone (113 McCaul); Rosalie Sharp Pavilion (115 McCaul); Student Gallery (285 Dundas); Student Centre (51 McCaul), and other OCAD properties such as 49 and 74 McCaul St.

At least one SG is stationed at the 100 McCaul Security Console at all times during regular operating hours, while other SGs maintain a roving presence throughout the campus. SGs play a front-line role in emergency response by dispensing first aid, providing CPR (including emergency defibrillation), handling conflict resolution, and providing assistance and direction to members of the OCAD community and the public as required.

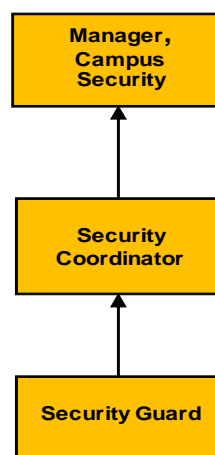
3.2.5 Level 1 Incident Command

This response team is responsible for handling Level 1 Emergencies as they arise, and is headed by the Security Coordinator (or Manager, Campus Security, depending on severity of situation).

Incident Command comprises the following:

- Security Guards (SGs)
- Security Coordinator
- Manager, Campus Security

Incident Command



The Incident Command team determines the steps necessary to handle the incident and prevent escalation. Individual responsibilities including the following:

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3.2.5.1 Security Guards (SGs)

- Provide immediate first response and assess the severity of the incident
- Call for 911 Emergency Services and other assistance if required
- Notify Security Coordinator (or higher, if unable to reach)
- Provide first aid if required
- Provide crowd and/or traffic control if required and cordon off unsafe areas
- Coordinate building evacuation if required
- Maintain and promptly submit to the Security Coordinator accurate records of the incident, and responses to it.

3.2.5.2 Security Coordinator

- Assumes initial control of the emergency situation
- Notifies Manager, Campus Security, if severity of incident warrants it (or higher, if unable to reach).
- Coordinates provision of first aid if required
- Evaluates circumstances of the emergency and appoints personnel to respond
- Appoints Temporary Wardens if required
- Meets Emergency Services personnel, escorts to incident location, and provides access as required, including site maps, floor plans, keys and security codes
- Maintains records and promptly submits to the Manager, Campus Security a complete and accurate report on the incident, and responses to it.

3.2.5.3 Manager, Campus Security

- Assumes control of the emergency situation, if situation warrants, once on-site
- Notifies Director, Campus Services & Security, if severity of incident warrants (or higher, if unable to reach)
- Determines if/when a Level 1 Emergency has escalated to a Level 2 Emergency, and initiates Level 2 EOC if needed
- Maintains records and promptly submits to the Director, Campus Services & Security and VP Finance & Administration a complete and accurate report on the emergency, and responses to it, including potential for recurrence or escalation, and potential legal implications if situation warrants
- For situations involving actual or threatened physical assault, also submits a report to the VP Academic (for cases involving students and/or faculty), Director, Human Resources (for cases involving staff), and VP Finance & Administration and President (all cases).

3.2.6 Level 2 EOC

This response team is responsible for handling Level 2 Emergencies as they arise, and is headed by the VP Finance & Administration.

Level 2 EOC comprises the following, or their alternate:

- Manager, Campus Security (Incident Commander/alternate EOC Deputy Director)
- Director, Campus Services & Security (EOC Deputy Director)
- Director, Marketing & Communications (Public Information Officer)
- VP Finance & Administration (EOC Director)
- Assistant to a VP (EOC Coordinator/Scribe)

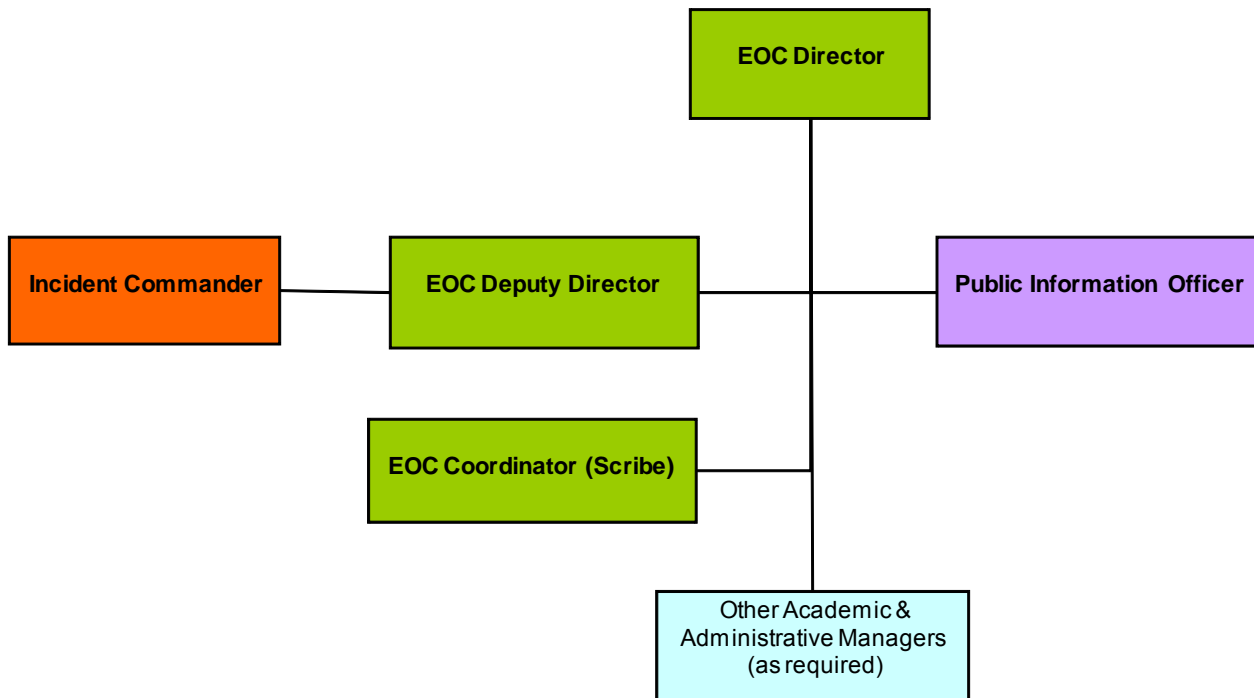
Any of the following, or their alternate, as required by the circumstances and severity of the incident may also be convened to serve on the Level 2 EOC:

- VP Academic (alternate EOC Director)
- VP Research & Graduate Studies (alternate EOC Director)

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- Director, Facilities Planning & Management
- Director, Finance
- Director, Human Resources
- Director, IT Services
- Director, Risk Management
- Director, Student Services
- Manager, Health & Wellness Centre
- Registrar
- Deans or Associate Deans
- Studio Managers
- Media & Communications Officer (alternate Public Information Officer)
- Security Coordinator (alternate Incident Commander)
- Other academic and administrative managers necessary to respond to the emergency
- Administrative/technical support as needed.

Level 2 EOC



Under the leadership of the VP Finance & Administration, the **Level 2 EOC** takes all necessary steps to manage the **Level 2 emergency** and prevent escalation. Individual responsibilities include the following:

3.2.6.1 Incident Commander - Manager, Campus Security (alternate - Security Coordinator)

- Assumes initial control of the emergency situation at Incident Command
- Calls for 911 Emergency Services and other assistance as required
- Notifies Director, Campus Services & Security (or higher, if unable to reach)
- Coordinates provision of first aid if required
- Makes decision re choice of EOC location and ensures it is fully functional
- Provides Security personnel to conduct building lockdowns or evacuations, building and campus patrols, crowd and/or traffic control, cordoning off unsafe areas, as required

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- Meets Emergency Services personnel, and provides access as required, including site maps, floor plans, keys and security codes
- Maintains records and promptly submits to the Director, Campus Services & Security a complete and accurate report on the emergency, and responses to it.

3.2.6.2 EOC Deputy Director - Director, Campus Services & Security (alternate – Manager, Campus Security)

- Provides direction to the Incident Commander
- Notifies VP Finance & Administration (or higher, if unable to reach) and Director, Marketing & Communications (or alternate)
- Assumes control of the EOC, until EOC Director is available
- Calls in Director, Facilities Planning & Management, if required, to identify and take immediate steps to remedy hazardous situations, such as gas leaks, unsafe structures or trees, or fire hazards
- Calls in Director, Risk Management, if required, to provide risk management advice on all environmental health and safety issues
- Contacts neighboring security forces (e.g. AGO, Village by the Grange, Michener Institute) to advise of situation and request support if required
- Maintains records and promptly submits to the EOC Director a complete and accurate report on the incident, and responses to it, including potential for recurrence or escalation, and potential legal implications as advised by the Director, Risk Management
- For situations involving actual or threatened physical assault, also submits a report to the VP Academic (for cases involving students and/or faculty), Director, Human Resources (for cases involving staff and managers), and VP Finance & Administration and President (all cases).

3.2.6.3 Public Information Officer - Director, Marketing & Communications (alternate – Media & Communications Officer)

- Maintains communication within the university community, as required
- Provides information to the media and members of the public, as appropriate
- Maintains records and promptly submits to the EOC Director a complete accurate report on the incident, and responses to it, focusing on internal and external communications issues

3.2.6.4 EOC Director - VP Finance & Administration (alternate – VP Academic or VP Research & Graduate Studies)

- Notifies President (or Chair, Board of Governors, if unable to reach) and keeps President informed throughout the emergency
- Activates EOC, at the direction of the President, and appoints team members as appropriate
- Assumes control of the EOC, once on-site or in regular voice communication
- Chairs EOC meetings and, with advice from EOC members, makes decisions to respond to, contain and manage the emergency
- Determines when the emergency has ended and disbands the EOC under direction of the President
- OR determines if/when the emergency has escalated to become a Level 3 emergency, and initiates Level 3 EOC if needed
- After the emergency, reviews and evaluates reports on the incident and implements immediate measures, as required, to protect the safety and security of students, faculty and staff.
- Submits summary report to the President on the incident, the university's responses to it, lessons learned, and changes implemented.

3.2.6.5 EOC Coordinator (Scribe) – Manager, Office of the VP Finance & Administration (alternate – Manager, Office of the VP Academic/Manager, Office of Research & Graduate Studies)

- Transcribes the Initial Briefing by the EOC Director
- Maintains a EOC Journal, which will include time, activity and actions taken

OCAD Emergency Preparedness Plan – Incident Response Plan

- Periodically distributes a situation report to EOC personnel
- Gathers incident related information from EOC Personnel for entry into the “Journal”
- Refers pertinent information to the Information Officer
- Maintains custody of all documents prepared for briefing the EOC; ensure that the date, time and all persons present for the briefings are properly recorded.
- Maintain an updated map of the incident location, if required
- Assists all EOC personnel as required.
- Prepares all summary reports for the President of the incident, the university’s responses to it and lessons learned, and changes implemented.

3.2.7 Level 3 EOC

This response team is responsible for handling **Level 3 Emergencies** as they arise. It is headed by the President and directed by the VP Finance & Administration and the Executive Team, and comprises any or all of the following, any of whom may appoint an alternate, if required:

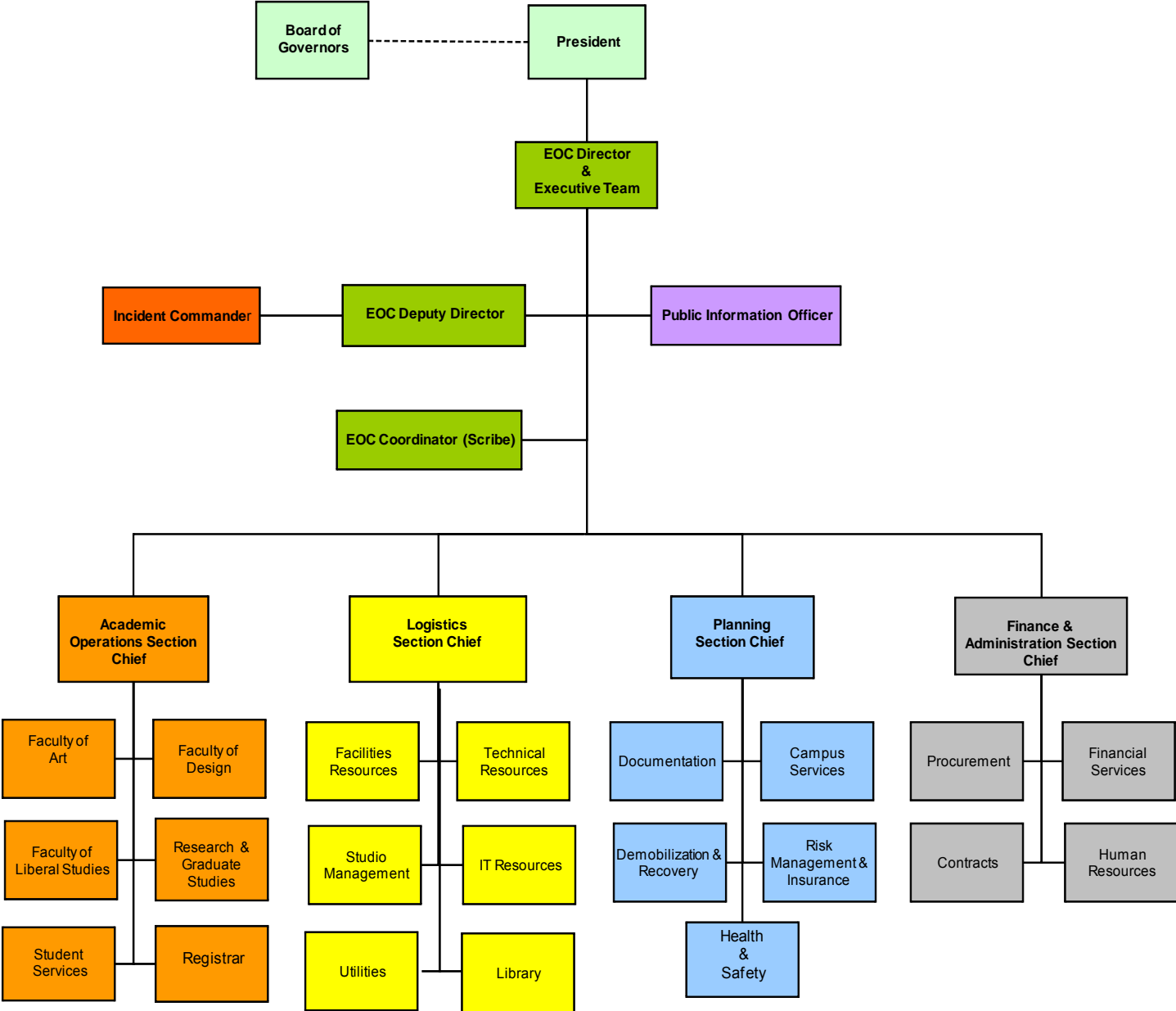
- President (Executive Team)
- VP Finance & Administration (EOC Director and Executive Team)
- VP Academic (Academic Operations Section Chief and Executive Team/alternate EOC Director)
- VP Research & Graduate Studies (Executive Team/alternate EOC Director)
- Director, Campus Services & Security (EOC Deputy Director)
- Manager, Campus Security (Incident Commander/Alternate EOC Deputy Director)
- Director, Marketing & Communications (Public Information Officer)
- Manager, Office of VP Finance & Administration/Office of VP Academic /Office of Research & Graduate Studies (EOC Coordinator/Scribe)
- Director, Facilities Planning & Management (Logistics Section Chief)
- Director, Risk Management (Planning Section Chief)
- Director, Finance (Finance & Administration Section Chief)

And any of the following, or alternate, as required by the circumstances and severity of the emergency:

- Associate VP Academic (Alternate Academic Operations Section Chief)
- Director, Human Resources (alternate Finance & Administration Section Chief)
- Director, IT Services (alternate Logistics Section Chief)
- Deans of Faculties (alternate Academic Operations Section Chief)
- Director, Student Services (Academic Operations Section)
- Registrar (Academic Operations Section)
- Manager, Health & Wellness Centre (Academic Operations Section)
- Manager, Campus Operations (alternate Planning Section Chief)
- Media & Communications Officer (alternate Public Information Officer)
- Other academic and administrative managers as necessary to respond to the emergency
- Administrative/technical support as needed.

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Level 3 EOC



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Under the leadership of the President, and directed by the EOC Director and the Executive Team, the EOC takes all steps necessary to respond to and control negative outcomes of an emergency, prevent escalation, and bring it to a swift and satisfactory conclusion. Factors to be taken into account by the EOC include: the nature, scope and anticipated duration of the emergency; the extent of injury, illness and/or physical damage; the availability of internal and external services; and whether the emergency is confined to OCAD, or if it also affects a broader geographical area or population. Individual responsibilities include the following:

3.2.7.1 Incident Commander - Manager, Campus Security (alternate - Security Coordinator)

- Assumes initial control of the emergency situation at Incident Command
- Calls for 911 Emergency Services and other assistance, as required
- Notifies Director, Campus Services & Security (or higher, if unable to reach)
- Coordinates provision of first aid, if required
- Pending arrival of EOC Deputy Director, makes emergency decision to Evacuate or declare Lockdown, if required
- Makes decision re choice of EOC location, and ensures it is fully functional
- Provides Security personnel to conduct building lockdowns or evacuations, building and campus patrols, crowd and/or traffic control, and cordoning-off unsafe areas, as required
- Meets Emergency Services personnel and provides access, including site maps, floor plans, keys and security codes, as required
- Assesses and responds to any damage to campus alarm networks and other security equipment
- Maintains records and promptly submits a complete and accurate report on the emergency and Security's responses to it to the Director, Campus Services & Security

3.2.7.2 EOC Deputy Director - Director, Campus Services & Security (alternate – Manager, Campus Security)

- Communicates with Incident Command and determines if EOC activation should be recommended to the Director and the appropriate location for the EOC
- Notifies VP Finance & Administration and Director, Marketing & Communications
- Set-up and assumes temporary control of EOC and provides direction to the Incident Commander
- Pending arrival of EOC Director, makes emergency decision to Evacuate or declare Lockdown, if required
- Calls in other Directors and Managers who are immediately identifiable as necessary to control the situation
- Provides ongoing advice on all issues related to security and public safety, including long-term recovery after the emergency
- Liaises between the EOC, Incident Command Centre and Emergency Services
- Collaborates with EOC Director and EOC Section Chiefs on the execution of Action Plans and section responsibilities
- Undertakes special assignments at the request of the EOC Director
- Coordinates internal functions of the EOC for effective operational capability and communicate policy direction and action priorities to all staff
- Stays in tune with Section Chiefs with respect to personnel requirements
- Contacts neighboring security forces (e.g. AGO, Village by the Grange, Michener Institute) to advise of situation and request support if required
- Assists EOC Director with demobilization of EOC and organizes the emergency post-operational debriefing meeting to obtain feedback and to gather "lessons learned" from EOC
- Maintains records and promptly submits, to the EOC Director & Executive Team a complete and accurate report on the emergency, including responses and aftermath, focusing on security and public safety issues

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3.2.7.3 EOC Director - VP Finance & Administration (alternate – VP Academic or VP Research & Graduate Studies)

- Notifies President (or Chair, Board of Governors, if unable to reach) and keeps President informed throughout the emergency
- Activates EOC, at the direction of the President, and appoints team members as appropriate
- Assumes control of the EOC, once on-site or in regular voice communication
- Notifies, as required: Other Vice-Presidents; Director, Facilities Planning & Management; Director, Human Resources; Director, Finance; Director IT Services and Director, Risk Management, if not already done by Deputy Director EOC
- Obtains updates from the Deputy Director or designate responsible for maintaining communications link with Incident Commander
- Establishes initial priorities for the EOC based on current emergency status and information from the Deputy Director
- Chairs EOC meetings and, with advice from EOC Executive Team and EOC members, makes decisions to respond to, contain and manage the emergency
- Conducts periodic briefings with Executive Team and presents policy options and recommended actions for approval
- Directs, in consultation with the Public Information Officer, appropriate emergency public information actions using the best methods of dissemination
- Provides overall direction for scene support and continuity of operations and recovery
- Determines when the emergency has ended and, on the direction of the President, disbands the EOC
- After the emergency, reviews and evaluates reports on the incident and implements immediate measures, as required, to protect the safety and security of students, faculty and staff.

3.2.7.4 Executive Team

- VPs notify their direct reports
- Maintains flow of communication between EOC and academic/ administrative managers
- Liaises with other universities and relevant external agencies
- Provides ongoing advice on all issues relating to management and administration, and the well-being of students, faculty, staff, members of the public and university facilities, including long-term recovery after the emergency
- Tracks availability of resources, and requests assistance from legal counsel and/or external agencies as required
- After the emergency, reviews and evaluates emergency reports and makes recommendations to the President on immediate measures to protect the safety and security of OCAD students, faculty and staff, as required

3.2.7.5 President

- Notifies Chair, Board of Governors, and keeps Board informed throughout the emergency
- Activates EOC and may appoint/assign team members as appropriate
- Invites representatives of external agencies to join the EOC Executive Team if required
- Upon advice from EOC, makes decisions to respond to, contain and control the emergency
- Continually assesses situation and develops, monitors and adjusts action plans as required
- Approves public announcements and news releases
- Determines when emergency has ended and implements plans for long-term emergency recovery
- Makes decision to disband EOC when recovery is underway or complete

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3.2.7.6 Public Information Officer - Director, Marketing & Communications (alternate – Media & Communications Officer)

- Ensures that the university community and local residents within the affected area receive complete, accurate and consistent information about life-safety procedures, public health advisories, relief and assistance programs and other vital information
- Maintains flow of communication, as appropriate, between EOC and the media/public, and establishes a media information centre, if required
- Provides ongoing advice on all issues relating to release of information and internal/external communications, including long-term recovery following the emergency
- Develop the format and policy guidelines for press conferences and briefings in conjunction with the EOC Director
- Prepares news releases and official statements for approval by President (or delegate); serve as the coordination point for all media releases for the EOC
- Monitors electronic and print media for content and accuracy and provides regular updates to the EOC
- Ensures information related to the emergency is posted and continually updated on OCAD website
- Assists in the set up of a Public Information call Service for the public to access helpful information and advice; provide call-takers with timely and accurate messaging sheets so they offer only confirmed and approved information
- Keeps the EOC Director apprised of all unusual requests for information and all major critical or unfavourable media comments; recommend procedures or measures to improve media relations
- Maintains records and promptly submits to EOC Director & Executive Team a complete and accurate report on the emergency, including responses and aftermath, focusing on internal and external communications issues and participate in all post-operational debriefing meeting.

3.2.7.7 EOC Coordinator (Scribe) – Manager, Office of the VP Finance & Administration (alternate – Manager, Office of the VP Academic/Manager, Office of Research & Graduate Studies)

- Assists EOC Director and Executive Team by making all arrangements for EOC meeting logistics, including calling meetings, preparing agendas, taking minutes, ordering refreshments and supplies, etc.
- Maintains an EOC Journal, which will include time, activity and actions taken
- Periodically distributes a situation report to EOC personnel
- Refers pertinent information to the Information Officer
- Gathers and compiles all incident-related information from EOC Personnel
- Maintains custody of all documents prepared for briefing the EOC; ensure that the date, time and all persons present for the briefings are properly recorded
- Maintain an updated map of the incident location, if required
- Assists all EOC personnel as required
- Prepares all summary reports for the President on the emergency, the university's responses to it and lessons learned, and changes implemented.

3.2.7.8 Academic Operations Section Chief – VP Academic (alternate – Associate VP Academic or Dean of Faculty)

- Section Chief calls in Deans, Associate Deans, Director, Student Services, Registrar, Manager, Health & Wellness Centre, Manager and/or others, as required
- Maintains flow of communication between EOC and faculty/academic staff
- Continuously appraise and evaluate the tactical situation as it relates to curricular and academic matters and provide the EOC with ongoing advice on all issues relating to curricular and academic matters, and the well-being of faculty, academic staff and academic facilities, including long-term recovery after the emergency
- Maintains flow of communication between EOC and students

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- Establishes Inquiry Services to track and respond to family members' and friends' queries concerning safety and whereabouts of students
- Assesses damage to vital academic and statistical records
- Ensures restoration and/or reconstruction of records if possible, engaging third-party services if required
- Provides ongoing advice on all issues relating to student support services, and the health and well-being of students, including long-term recovery following the emergency
- Liaises with local Medical Officer of Health, as required (or delegates to Manager, Health & Wellness)
- Assesses traumatic-stress and psychological counselling needs for faculty and academic staff and students, as required
- Assist the Logistics Section by providing information on resources (equipment, supplies and personnel) required for the continuation of academic operations
- Assist with demobilization planning for returning to normal operations
- Maintains records and promptly submits to EOC Director & Executive Team a complete and accurate report on the emergency, including responses and aftermath, focusing on protection of academic records, communication with faculty and students, and issues relating to curriculum delivery, student services, and health and wellness and participate in all post-operational debriefing meetings.

3.2.7.9 Logistics Section Chief – Director, Facilities Planning & Management (alternate – Director, IT Services)

- Section Chief calls in Manager, Facilities Maintenance, Manager, Building Projects, Director, IT Services, Studio Managers, Director of Library, and/or others, as required
- Assesses damage to the university's infrastructure and utilities; identifies and remedies any hazardous situations on campus, such as gas leaks, unsafe structures, electrical or cabling infrastructure failure and fire hazards
- Restores operation of utilities on campus, including emergency telephone service, as soon as possible
- In the event that power and/or water cannot be restored in a timely fashion, attempts to establish temporary supplies of power and/or water using other sources such as generators and tanker trucks
- Provides advice on the acquisition of all resources required for incident resolution
- Provides ongoing advice on all issues related to facilities, including buildings, equipment, engineering, infrastructure, utilities, campus grounds, and long-term recovery following the emergency
- Assesses damage to OCAD database, file servers and network infrastructure systems
- Ensures backup and recovery strategies are operational, and restores system to regular operation as soon as possible
- Ensures that web hosting and third-party e-mail services are available to enable internal communications and access to the OCAD website
- Provides integrated information from various databases, as required, and recommends optimum use of information technology in implementation of EOC decision-making
- Provides ongoing advice on all issues relating to information technology, including long-term recovery following the emergency
- Assesses damage to OCAD studios and equipment
- Provides ongoing advice on all issues relating to studios, including long-term recovery following the emergency
- Assesses condition of Library's permanent collection, archives and electronic collections
- Initiates preventative measures to protect and preserve the Library's holdings
- Maintain a visible chart of resources and equipment requested by all areas and the status of availability including estimated delivery
- Arrange for the provision of all ongoing needs of the EOC members while EOC is in operation
- Maintains records and promptly submits to EOC Director & Executive Team a complete and accurate report on the emergency, including responses and aftermath, focusing on issues of

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facilities planning and management, information technology, studio management and Library collections and participate in all post-operational debriefing meetings.

3.2.7.10 Planning Section Chief – Director, Risk Management (alternate – Manager, Campus Operations)

- Section Chief calls in Manager, Campus Operations and/or others, as required
- Coordinates, as required, any resources necessary to gather information relating to specific hazards and other risks relating to the emergency
- Assesses safety issues that could impact the community (non-responder safety) and share with EOC Director and PIO for possible public notification
- Responsible for providing intelligence information relating to specific hazardous locations and for individuals advocating and /or participating in violations of the law
- Calls in representatives from the Joint Health & Safety Committee, as needed
- Informs OCAD's insurers about the emergency situation, as appropriate
- Liaises with OCAD's insurer(s) throughout the emergency and during the post-emergency recovery period, submits insurance claims as required, and works with Facilities Planning & Management and Campus Services & Security, as required, for completion of remedial work by contractors
- Provides ongoing advice on environmental health, safety and risk management issues, including prompt and appropriate means of mitigating health and safety hazards, and long-term recovery following the emergency
- Maintains with the assistance of Finance & Administration Section up-to-date lists of supplies and equipment that may be required during an emergency, including sources for procurement, rental or loan of these supplies and equipment
- Liaises with the Ministry of Labour, as required
- Assesses factors affecting escalation or de-escalation and, at the request of the Incident Commander, performs field observations such as:
 - Identification of high-risk locations
 - Situation damage/injury/casualty estimates
 - Weather and environmental conditions.
- Provides ongoing advice on all issues relating to campus operations, including long-term recovery following the emergency
- Liaises with the housekeeping contractor on all necessary adjustments to cleaning schedules and procedures including the isolation and disinfection of areas, as required due to the outbreak of a communicable disease
- Prepares a plan for returning to normal operations, including conducting personnel danger assessment in affected area(s) and coordinating a plan for the reassignment of personnel, if required
- Prepares plan for repopulating evacuated areas, where appropriate
- Maintains records and promptly submits to EOC Director & Executive Team, a complete and accurate report on the emergency, including responses and aftermath, focusing on issues of health & safety, risk management, insurance issues and campus operations and participate in all post-operational debriefing meetings.

3.2.7.11 Finance & Administration Section Chief – Director, Finance (alternate – Director, Human Resources)

- Section Chief calls in Director, Human Resources, Accounting Manager and/or others, as required
- Provides ongoing advice on all issues relating to finance and legal responsibility, including long-term recovery following the emergency
- In consultation with the EOC Director determines spending limits, if any for all functions of the EOC
- Directs all procurement operations and authorizes all emergency expenditures as required
- Ensures that all financial records are maintained throughout the emergency

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- Tracks all expenditures to submit to insurance company and coordinates with the Insurance company, adjuster and OCAD Risk management on all claims associated with the emergency.
- Tracks all on-duty time for personnel and ensures continuum of payroll process as required
- Maintains flow of communication between EOC and administrative staff
- Establishes Inquiry Services to track and respond to family members' and friends' queries concerning the safety and whereabouts of staff and faculty
- Provides ongoing advice on all issues relating to human resources and the well-being of employees, including long-term recovery following the emergency
- Ensures the provision of health and counselling services to employees, as required
- Works with other EOC members, as appropriate, to establish a Volunteer Bureau which can accept, register, assess and assign volunteers
- Coordinates official communications with staff, faculty and bargaining units regarding the impact of the emergency on their workplace, employment status, need for re-assignment of duties, if required, and payment of salaries and benefits
- Develops mechanisms to monitor employee absenteeism (and health status in a health emergency such as flu pandemic), and predicts possible impact on university operations
- Maintains records and promptly submits to EOC Director & Executive Team a complete and accurate report on the emergency, including responses and aftermath, focusing on human resources, financial and legal issues and participate in all post-operational debriefing meetings.

All of the above-listed administrative and academic managers are expected to train for these duties and be fully prepared to fulfill the functions as outlined. They are also expected to appoint at least one designate, should the manager be away, incapacitated, or otherwise unable to serve in person. Designates are also expected to train for these duties and be fully prepared to fulfill the functions outlined above, if required.

3.3 INCIDENT RESPONSE

This section covers the following possible campus emergency situations and the specific response procedures for each situation (these are in addition to the general incident response procedures outlined in Sections 1 and 2):

- Medical Alert
- Critical Injury
- Death on Campus
- Communicable Disease Alert
- Disruptive Behaviour
- Violent Crime or Sexual Assault
- Armed Intruder/Shooting on Campus
- Bomb Threat
- Chemical Spill/Odour
- Fire

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General Instructions for Calling OCAD Security (for all Incidents/Emergency situations)

- Pick up a red courtesy phone which rings through to Security immediately
OR
- Pick up any white courtesy phone or OCAD office telephone and **dial 511**
OR
- Use a mobile phone to **dial 416 977 6000 x 511**
OR
- Use a mobile phone to **Dial 911 and identify your location in detail**

3.3.1 Medical Alert

3.3.1.1 Person identifying the Medical Alert

- Calls OCAD Security
- Provides name and reports nature, severity and location of the medical emergency
- Provides the following assistance to the victim, until help arrives:
 - Keeps victim still and comfortable (do not move the victim)
 - Asks victim “Are you okay?” and “What is wrong?”
 - Checks breathing and condition of the victim
 - If victim is choking, checks mouth and clears matter, applies abdominal thrusts if trained to do so
 - Controls serious bleeding by applying direct pressure to the wound
- Remains available to provide information to OCAD Security about the situation

3.3.1.2 OCAD Security Guards (“SG”s)

- Calls 911
- Assign SG to wait for Emergency Services in lobby of identified OCAD building
- Provides first-aid and resuscitation (CPR or emergency defibrillation), as required
- Contacts Manager, Campus Security
- In critical-injury cases, contacts the Director, Risk Management to initiate **Procedure for Reporting a Critical Injury**
- Exercises universal precautions when cleaning up blood spills, based on the premise that anyone can be infectious for blood-borne pathogens, requiring the use of appropriate barriers such as gloves (as per OCAD Blood-Borne Pathogen Control Procedures)
- Maintains complete and accurate records of the Medical Alert situation

3.3.2 Critical Injury

As per OCAD’s Health & Safety (Policy # 5001) and Critical Injury Procedures (Policy # 5002), the following procedures apply to all incidents involving a faculty, staff, contractor, student or visitor on campus.

As per the **Occupational Health & Safety Act ONT. REG. 834 – CRITICAL INJURY – DEFINED R.R. O. 1990, Reg. 834, as am. O. Reg., 351/91 (Fr.)**.

For the purposes of the Act and Regulations, ‘**critically injured**’ means an injury of a serious nature that,

- (a) places life in jeopardy;
- (b) produces unconsciousness;
- (c) results in substantial loss of blood;
- (d) involves the fracture of a leg or arm but not a finger or toe;
- (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe;
- (f) consists of burns to a major portion of the body; or
- (g) causes the loss of sight in an eye.

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The following procedures **must** be followed carefully:

3.3.2.1 *Person identifying the Critical Injury*

- Notify Security immediately (x 511) so that the necessary emergency response measures can be taken, and the site secured.

3.3.2.2 *OCAD Security Guards (“SG”s)*

- Calls 911
- Assign SG to wait for Emergency Services in lobby of identified OCAD building
- Provides first-aid and resuscitation (CPR or emergency defibrillation), as required
- Contacts Manager, Campus Security
- Notify the Director Risk Management (x 292) or via cell (647 210-9611) so that they can:
 - Immediately notify the Ministry of Labour (MoL) with a brief report.
Note: This is required even if the injury is deemed a “possible” critical injury
 - Attend the scene to begin investigations
 - Notify the Certified Joint Health & Safety Committee worker representative to assist with the investigation
- Exercises universal precautions when cleaning up blood spills, based on the premise that anyone can be infectious for blood-borne pathogens, requiring the use of appropriate barriers such as gloves (as per OCAD Blood-Borne Pathogen Control Procedures)
- The scene is to be photographed if at all possible
- **Important - Never move anything** at a critical injury site until the MoL Inspector has arrived, except to alleviate human suffering or to preserve property from further damage.
- Maintains complete and accurate records of the Critical Injury situation

Failure to observe all of these strict requirements may result in prosecution by the MoL.

3.3.3 **Death on Campus**

3.3.3.1 *Person discovering the death-on-campus*

- Immediately calls OCAD Security
- Moves to a safe location, if the situation warrants
- Remains available to provide information to OCAD Security and/or Emergency Services

3.3.3.2 *OCAD Security*

- Calls 911
- Assigns SG to meet Emergency Services in lobby of identified building
- Secures the area and evacuates, if required
- Calls Manager, Campus Security; Director, Risk Management; and Director, Campus Services & Security
- ***Depending on the circumstances, initiates Level 2 or 3 response procedures***
- If EOC is not initiated: President (or designate) will notify next of kin about the death on campus; VP Finance & Administration will handle communication with Emergency Services to ensure privacy of next of kin; Director, Marketing & Communications will handle all communication with the media, as required;
- Director, Student Services will:
 - oversee counselling for students affected by the death on campus
 - facilitate documentation for the family of deceased student, in coordination with the Office of the Registrar
- Director, Human Resources will:
 - oversee counselling for faculty and staff affected by the death on campus
 - facilitate documentation for the family of deceased employee

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3.3.4 Communicable Disease Alert

Members of the university community are expected to adopt responsible health care practices and avoid putting others at risk. Anyone who discovers they have, or have potentially been exposed to, a Communicable Disease (excluding sexually transmitted diseases), e.g. whooping cough or measles, must carry out the following:

- Notify and visit a medical practitioner as soon as possible
- Upon confirmation, notify and warn the appropriate OCAD authorities immediately so that a Disease Alert can be initiated
- **Students** must call Health & Wellness (H&W) (416 977 6000 x 260) to report nature of medical problem and any other relevant information
- H&W then reports the information to the VP Academic, maintaining confidentiality to whatever extent possible
- **Employees** must call Human Resources (416 977 6000 x 279) to report nature of medical problem and any other relevant information
- Human Resources then reports the information to H&W and to VP Finance & Administration, maintaining confidentiality to whatever extent possible
- The H&W medical practitioner notifies Toronto Public Health (TPH) of his/her findings
- TPH will then assume responsibility and notify other students or employees, decide if health alert and/or other stringent safeguards are needed
- H&W establishes disease parameters such as:
 - virulence
 - physical effects
 - symptoms
 - modes of transmission
 - currently affected numbers
 - mitigating measures recommended by medical authorities
 - practical mitigating measures that can be put in place and maintained

If the disease is extremely serious and contagious, the Vice-Presidents will initiate Level 2 response procedures (e.g. Pandemic Plan, Part 4.8).

3.3.5 Threatening or Disruptive Behaviour

OCAD's *Response to Threatening or Disturbing Behaviour Policy* (Policy #5005) provides a mechanism to address threatening or disturbing behaviour expressed verbally, through e-mail or other forms of correspondence, directly or indirectly, to any member of the OCAD community.

For incidents or behaviours presenting immediate or imminent danger::

3.3.5.1 Person Experiencing the Disruptive Behaviour Situation

- Stays calm
- Does not attempt to interfere with disruptive person except for self-protection
- If situation escalates, or, if disruptive person threatens harm to him/herself or others, calls OCAD Security
- Provides name and reports nature of disruptive behaviour
- Remains available to provide information to OCAD Security about the situation

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3.3.5.2 OCAD Security Guards (SGs)

- Makes every attempt to defuse the situation
- If disruptive person has not threatened him/herself or others, asks disruptive person to leave the area under escort
 - **if disruptive person is a student:** during **regular business** hours, SG escorts him/her to their respective Faculty office and transfers custody to the Dean or relevant Assistant Dean, who notifies Director, Student Services; **outside regular business** hours, SG escorts him/her out of the building and informs

Manager, Campus Security; Director, Student Services; and Dean of the relevant Faculty, for follow-up
 - **if disruptive person is not a student:** escorts him/her out of the building, and notifies the Manager, Campus Security
 - Maintains complete and accurate records of the Disruptive Behaviour incident
- If disruptive person has threatened harm to him/herself or others; or refuses to leave the premises, calls 911
- **Depending on the nature of the threat, initiates Level 2 response procedures**

3.3.6 Violent Crime or Sexual Assault

3.3.6.1 Person experiencing a violent crime or sexual assault

- Screams or calls for help
- Calls OCAD security, if able
- If able, accesses a red security phone - only needs to knock it off the hook as it rings through to Security, which will be alerted to their location and send assistance
- Primary objective is to survive the attack and avoid serious injury
- Mentally notes, as much as they can, every detail about the attacker, including:
 - identity, if known
 - clothing
 - gender
 - approximate height and/or weight
 - approximate age
 - skin tone and other identifying physical details
 - speech and mannerisms
 - weapon(s), if any
 - mode and direction of travel, if applicable
 - if applicable: vehicle make/model, colour, licence plate number, and any other identifying details
- If sexually assaulted, urged to not shower, bathe or douche until after being medically examined; not wash or destroy clothes that were worn (if changing clothing, put clothes worn during incident in a bag and take with you to the hospital or police station for use as evidence)
- Sexual-assault victims have the right to relay information to an investigative body in any manner they feel comfortable

3.3.6.2 Person witnessing a violent crime or sexual assault

- Calls OCAD Security, immediately
- Provides name and reports nature, severity and location of crime or assault
- Tries to scare away attacker by shouting, but moves to a safe environment if attacker has a weapon
- Provides assistance to victim, only if this can be done without endangering his/her own safety
- Does not attempt to apprehend or interfere with attacker, except for self-protection

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- If it's safe to do so, tries to get a good description of the attacker, noting the following:
 - identity, if known
 - clothing
 - gender
 - approximate height and/or weight
 - approximate age
 - skin tone and other identifying details of physical appearance
 - identifying speech and mannerisms
 - weapon(s), if any
 - mode and direction of travel, if applicable
 - if applicable: vehicle make/model, colour, licence plate number, and other identifying details
- Remains on-hand to provide information to Emergency Services about the situation

3.3.6.3 OCAD Security

- Calls 911 and dispatches an SG to meet Emergency Services in the front lobby of the identified building
- Contacts Security Mobile Response for back-up
- Sends all available SGs to assist the victim and/or person reporting the crime or assault
- Contacts the Manager, Campus Security
- Provides first aid and comfort to victim
- Secures, but does not disturb, the area where attack took place
- **Initiates Level 2 response procedures**

3.3.7 Armed Intruder/Shooting on Campus

3.3.7.1 Initial Caller

- Calls OCAD Security, immediately
- Provides his/her name and reports seeing intruder with a weapon (or shots fired)
- Security then asks caller to describe the situation, their location, shooter's location, shooter's description, etc., and instructs caller to go to a safe place and wait

3.3.7.2 OCAD Security

- While on the line with the caller, presses panic button to notify monitoring company to send 911 Emergency Services, immediately
- Calls Security Shift Supervisor for backup and fields any further 511 calls
- Initiates Emergency Lockdown of building, and makes the following announcement:

“LOCKDOWN! LOCKDOWN! Secure the doors and stay away from the windows and wait for further instructions from authorities.”

- Prevents anyone from entering building and meets Emergency Services
- Initiates partial Lockdowns of other campus buildings (allowing entry, but preventing exit)
- **Initiates Level 3 response procedures**

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3.3.8 Bomb Threat

3.3.8.1 *Person receiving phone call, e-mail, instant message, etc. announcing a bomb threat*

- If at all possible, obtains answers to the following questions:
 - When is the bomb going to explode?
 - Where is it right now?
 - What does it look like?
 - What kind of bomb is it?
 - What will cause it to explode?
 - Reason bomb has been placed on campus?
 - Are you the one who placed the bomb?
 - What is your name?
- If at all possible, obtains the following information about the caller or e-mail sender:
 - Gender
 - Approximate age
 - Any distinguishing speech pattern and/or accent
 - Background noise(s), if any
 - Phone number at which call was received
 - Phone number from which call was made (if call-display is enabled)
 - Date and time call was received
- Notifies OCAD Security, immediately
- Remains available to provide information to OCAD Security and/or Emergency Services

3.3.8.2 *Person who observes a suspicious object, which may be a bomb*

- Does not handle or approach the object
- Clears the area; goes to a safe location; and warns others away
- Calls OCAD Security, immediately, using a red or white phone, **but not a mobile phone**
- Remains available to provide information to OCAD Security and/or Emergency Services

3.3.8.3 *OCAD Security*

- Immediately calls Manager, Campus Security, who will notify Director, Campus Services & Security
- Calls 911, if directed to do so by Manager, Campus Security or Director, Campus Services & Security
- Assigns SG to wait for Emergency Services in identified location
- ***Depending on nature of the threat, initiates Level 2 response procedures***
- Evacuates building(s), if and when instructed by Manager, Campus Security, Director, Campus Services & Security, or Emergency Services, following standard evacuation procedures
- Prior to evacuation, inspects evacuation routes to ensure safe egress, if possible
- All available SGs will conduct a floor-by-floor search of the specified building, in the case of a specific threat; or, of all buildings, in the case of a non-specific threat
- Upon completion of a search yielding no suspicious object, a decision will be made by the Manager, Campus Security and Director, Campus Services & Security, in consultation with Emergency Services, to stand down, i.e. return to normal, but remain on alert
- Upon discovery of a suspicious package, a decision will be made to evacuate either a section of the building, or the entire building, if evacuation procedures have not already commenced
- If an explosive device is detonated, evacuate the building immediately, following the direction of Emergency Services personnel who will coordinate all activities
- ***Initiates Level 3 response procedures***

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3.3.9 Chemical Spill/Odour

3.3.9.1 *Person who identifies the chemical spill/odour` situation*

- If chemical is known to be dangerous, does not handle or approach the spill/odour
- Clears the area, goes to a safe location and warns others away
- Notifies OCAD Security, immediately
- Remains available to provide information to OCAD Security and/or Emergency Services

3.3.9.2 *OCAD Security*

- Secures the area; advises all persons not trained in chemical spill techniques to immediately clear the area
- Notifies Director, Risk Management, and Manager, Campus Security
- Follows instructions from Director, Risk Management, or Manager, Campus Security
- Calls 911, if directed to do so by Manager, Campus Security or Director, Campus Services & Security
- Evacuates the building, if and when instructed by Director, Risk Management, Manager, Campus Security, or Emergency Services; following standard evacuation procedures
- ***Depending on the nature of the threat, initiates Level 2 response procedures***

3.3.10 Fire

3.3.10.1 *Person discovering the fire*

- Leaves the area immediately
- Activates fire alarm system from safe location by pulling red “Pull Station”
- Calls OCAD Security, immediately, identifying the location of the fire
- Evacuates the building, using the most direct route and nearest exit
- Remains available to provide information to OCAD Security and/or Emergency Services

3.3.10.2 *OCAD Security*

- Calls 911
- Assigns SG to wait for Emergency Services in lobby of the identified building
- Evacuates the building, following standard evacuation procedures
- Secures the building and, if necessary, appoints Temporary Wardens to assist in keeping everyone out
- Keeps the front of the building clear to assist Emergency Services
- When Emergency Services have resolved the situation, gives the “all clear” and allows everyone back into the building
- If there is a fire, notifies Manager, Campus Security, who notifies Director, Campus Services & Security
- ***Depending on the severity of the fire, initiates Level 2 or Level 3 response procedures***

3.4 SHORT TERM INCIDENT RECOVERY

The length and level of recovery will depend on the severity of the emergency. A Level 2 Emergency, while potentially very serious, will generally be short in duration, and the university should be able to resume normal operations in a timely fashion. A Level 3 Emergency, however, will likely be of greater proportions and perhaps will take place over an extended period of time, such that the university’s full recovery may take a longer time and hence will require the initiation of OCAD’s Business Continuity Plan. This section highlights the general responsibilities of Incident Command or the EOC, depending on the level of response required.

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3.4.1 Minimum Acceptable Activity Levels

- Incident Command or EOC, depending on the level of response required, will make arrangements for initial cleanup of the emergency site and set minimum acceptable activity levels in order to manage the emergency and restore order.
- Even after some academic programs or administrative functions have resumed, if OCAD's Business Continuity Plan is implemented, it must be recognized that some individuals will need critical-stress debriefing and emotional support; but also that a quick return to normal activities is important in helping to minimize trauma.

Note: Because timelines can be frequently underestimated, it's advisable to allow more time than anticipated for calculating recovery projections and resumption of normal activities.

3.4.2 Effects on Students, Staff, Faculty and EOC

- The university community is expected to experience considerable difficulty not only during the emergency and the cleanup, but also during the process of returning to normal activities.
- Members of the OCAD community will likely need critical-stress debriefing, as also may members of the EOC.
- Timely professional counseling will be crucial to full psychological recovery.

3.4.3 Resumption of Normal Activities

When the emergency is considered to be no longer a disruption to normal activities, the President (or designate) will formally declare the emergency over and the EOC will initiate the following:

- Assign a skeleton crew to provide continuity while the EOC is being closed down
- Organize the phase-in of normal operational activities, including: re-opening buildings and facilities; resumption of operational, network and communications systems; resumption of classes, support services and other activities
- Collect and compile reports while details of the emergency are still fresh in the minds of everyone involved.

3.4.4 De-Briefing

After normal activities have resumed, the EOC Director will organize a series of debriefing sessions to initiate the following:

- Organize ongoing psychological counseling, as necessary
- Tally costs, compile reports, and produce an overall report for the Board of Governors and insurer(s) as well as the university's files.
- Organize "lessons learned" meetings for all essential and specialist members of the EOC and, if appropriate, with members of the broader OCAD community, to assess which strategies were successful and which were not.
- Ensure that any changes and recommendations are incorporated into the Incident Response Plan, Departmental Emergency Plans, Business Continuity Plans and the EPP.

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3.5 GENERAL INFORMATION

3.5.1 Mitigation Measures

3.5.1.1 Fire Drills

- Fire drills are conducted in all OCAD buildings at least twice per academic year to familiarize students, faculty and staff with exiting procedures. Reports are maintained indicating the dates and times of these drills, along with general comments.

3.5.1.2 Fire Extinguishers

- Monthly inspections of fire extinguishers are conducted by SGs, who date and initial the inspection tags on every fire extinguisher inspected. Any damaged or malfunctioning equipment is replaced.
- Once a year, a qualified fire equipment technician conducts a more thorough inspection testing each unit for contents and pressure according to industry code requirements.

3.5.1.3 First Aid Boxes

- Routine checks of first aid boxes are conducted by area technicians or administrative staff to ensure that the boxes are fully stocked and ready for an emergency situation.

3.5.1.4 Eye-wash Stations

- Eye-wash stations are cleaned and serviced according to manufacturers' recommendations by the department technician.

3.5.1.5 Material Safety Data Sheets (MSDS) for Chemicals and Other Substances

- All chemicals and substances used on campus are accompanied by MSDS, which provide essential information on the dangers and precautions necessary for safe use. MSDS are recorded in the MSDSOnline system and hard copies are provided to departments as required.
- The Director, Risk Management, is responsible for maintaining the MSDSOnline inventory.
- **Complete inventory**, is available to all members of the OCAD community on-line.

3.5.1.6 Hazardous-Waste Management

- To minimize the accumulation of hazardous waste and to control possible contamination, the following trained personnel are responsible for collecting, cataloguing, removing and storing all hazardous waste on campus: Risk Management staff and Distribution Services staff.
- The removal of hazardous waste is conducted by a licensed waste remover according to the guidelines and requirements of government legislation.

3.5.1.7 Red Emergency Telephones & White Courtesy Telephones

- Red Emergency telephones are mounted strategically throughout the campus in every building. These phones do not need to be dialled, and automatically ring through to OCAD Security when picked up. A connection is established immediately, even if the phone is simply knocked off the hook. Security is able to respond, knowing the location of the emergency based on the location of the phone, even if the call is disconnected or the caller is unable to speak.
- Daily inspections are conducted on these phones by SGs who will clearly label any broken phones "Out of Order" and report them via Work Orders. Repair of these telephones is considered top priority.
- There are also White Courtesy telephones mounted strategically throughout the campus. These phones can be used in Emergency situations by dialling **511** to connect to OCAD Security personnel at 100 McCaul Street, who will dispatch an SG and/or call 911 Emergency Services (fire, police and ambulance).
- OCAD office telephones can also be used to contact Security by dialling **511**.

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3.5.1.8 Building-Access Controls

- To limit access to buildings and safeguard the university community, its premises and valuables, most exit doors are equipped with magnetic locks, some of which may allow limited access. At specified times of the day and night, students, faculty and staff can enter the building through certain doors that open when their OCAD-issued photo-ID access cards are swiped by the card reader.
- In the case of fire alarm, the magnetic locks cease to operate and all exterior doors will unlock automatically to allow everyone to quickly exit the building.
- At preset times of the day, the elevators at 113 McCaul St are either free-access or controlled-access. This allows the elevators to be used freely for the main lobby and the two levels of underground parking, but restricts access to Levels 2 to 5 to those with pre-authorized photo-ID access cards.
- All OCAD students and personnel are issued individual photo-ID cards that allow various levels of access. The central computer system controls access times for these locations, keeps track of all the cards issued and assists in managing access to individual buildings on campus and locking devices on certain doors.

3.5.1.9 Lighting

- Appropriate lighting is essential to the university's commitment to safety and security on campus. While on patrol, SGs inspect interior and exterior lighting conditions, including along pedestrian walkways and outside OCAD buildings.
- Locations with defective or inadequate lighting are identified and reported via Work Order Requests.

3.5.1.10 Video Cameras: Monitoring and Recording

- OCAD buildings are equipped with security cameras and recording devices. Active monitoring is not conducted on premises and persons in distress must NOT assume that someone is watching, and that help will be on the way just because a security camera is present. In an emergency, help must still be sought by calling out for help and/or by using a telephone to call security.
- Security cameras in some areas are controlled by motion sensors and videotaped 24 hours a day, seven days a week, with tapes retained for record-keeping purposes.

3.5.1.11 Data and Network Systems

- Regular monitoring and testing of recovery, failover and back-up systems are conducted, including preparation of documentation outlining procedure for recovery or failover.

3.5.1.12 Inspections

- Regular inspections are conducted on all OCAD buildings and properties to detect any unsafe conditions and report them to appropriate departments for corrective action.
 - SGs, while on patrol, may make note of unsafe conditions and safety hazards, or situations that require repair or maintenance then provide documentation, both in their daily reports and in the daily master log or by calling Maintenance (at x 600) to rectify safety problems on campus.
 - Monthly inspections of all OCAD buildings are also conducted by members of the Joint Health & Safety Committee (JHSC). Safety deficiencies identified by the JHSC members are reported to the JHSC and the appropriate person(s) responsible for the area of the deficiency.

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3.5.2 Security Awareness

With a university population of approximately 4,000 students and 500 faculty and staff, OCAD reflects the widely diverse community that it serves and is not immune to societal concerns such as rising crime.

As an inner-city, post-secondary institution, OCAD is fully committed to safety and security on campus, encouraging teamwork, partnerships and promotion of awareness through safety education and training programs.

OCAD Security provides safety programs and services to the university community on an ongoing basis using numerous formats: electronic bulletins and newsletters, as well as student/faculty information sessions and workshops. These programs might feature self-defence classes, special-events planning and community-safety seminars and begin during student and faculty orientation, continuing throughout the school year.

3.5.2.1 *The following crime-prevention programs are currently in operation at OCAD:*

- Uniformed SGs regularly patrol the grounds and buildings on campus to minimize entry of unauthorized personnel (students, faculty and staff are encouraged to wear their OCAD Photo ID at all times).
- The **Walk Safe** program provides an escort, upon request, to individuals walking to or from campus buildings, underground parking areas, and as far as the St. Patrick Station or Osgoode Station subway entrances.
- Campus Services & Security monitors access points, inadequate or defective lighting, and locking mechanisms.
- Campus Services & Security maintains control of all keys on campus, including restricted access to master keys to the buildings.
- Emergency telephones are easily accessible and strategically placed throughout all campus buildings, as well as Butterfield Park.
- Reports of graffiti or vandalism are acted on promptly and graffiti is generally removed within 24 hours.
- The burglar alarm system is monitored 24 hours a day by both in-house and contracted security personnel.
- A daily-updated information board is located in the front lobby for easy referencing by OCAD students, faculty and staff.
- As members of the Community Police Liaison Committee, OCAD Security liaises regularly with Toronto Police Services 52 Division.

3.5.3 Joint Health & Safety Committee (JHSC)

3.5.3.1 *Function and Role*

The JHSC exists to safeguard the health and safety of all workers by assisting the university in identification, assessment and by making recommendations for control of workplace hazards. This is achieved by:

- Assisting the university in efforts to promote safety awareness and safe work practices among employees.
- Working in cooperation with management to identify unsafe work practices.
- Monitoring conformance with health and safety policies.

3.5.3.2 *Membership*

- Five (5) **Employer Representatives** selected by Management including:
 - Human Resources
 - Director, Risk Management
- Five (5) **Worker Representatives** to be comprised of the following:

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- Two (2) Faculty/Technician representatives selected by OCAD Faculty Association
- Three (3) OPSEU local 576 representatives selected by OPSEU local 576
- One of which is the Chemical Handler
- Two (2) **Non-Voting Employees:**
 - Recording Secretary
 - Health & Wellness Representative (as required)

3.5.4 Fire Safety Plan

[The Fire Safety Plan is a very detailed plan which outlines OCAD's fire safety measures, including equipment, procedures, methods of egress and communications, and which is prepared for approval by Toronto Fire Services. This is an extremely comprehensive document in its own right and, as such, is referred to but not included in the EPP.]

3.5.5 Inclement Weather Policy

The OCAD campus will remain open and in full operation during regular hours, weather permitting. Poor weather conditions may sometimes make it difficult for employees and students to travel to work/school, but they are expected to make arrangements which will enable them to arrive as soon as possible. However, under severe weather conditions, a decision may be made to restrict operations or to close the university altogether.

The decision to close the university, or to curtail certain activities, will not be made lightly. Some services and facilities may be closed only under the most extreme circumstances, and others must be maintained regardless of the weather. Only when the situation is extreme will the President, or designate, make a decision to close the university.

3.5.5.1 CLOSURE PRIOR TO START OF THE WORKDAY

If possible, the President, or designate, will make the decision by 7:00am, to cancel or curtail classes and/or administrative services, and will communicate this decision to the Director, Campus Services & Security.

The Director, Campus Services & Security will make immediate arrangements for security of the campus and will also arrange for an announcement concerning the status of class schedules and administrative services on the university's voice messaging system, website, and the following designated media stations:

Radio

- CFRB, 1010 AM
- 680 News, 680 AM
- CBC Radio One, 99.1 FM
- CHUM, 1050 AM
- CHUM FM, 104.5 FM

Television

- CITY TV, channel 57, cable 7
- CFTO TV channel 9, cable 8

During inclement weather, OCAD students, faculty and staff are responsible for informing themselves about possible closure of the university, or curtailment of activities, by tuning into one of the designated radio and television stations listed above, calling the university's main telephone number (416 977 6000) to listen for an announcement, and/or checking the university's website (www.ocad.ca).

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Employees

In the event of a complete closure due to inclement weather, employees will be granted time off without loss of pay. However, if no announcement is broadcast via designated radio and television stations or the university's voice messaging system and website, faculty and staff are expected to make best efforts to report for regularly scheduled duties. Should they be unable to do so, they are expected to contact their immediate supervisor as soon as possible to advise of their anticipated absence or delay. In such cases, employees will normally be provided the opportunity to select from the choices listed below to cover missed time:

- using annual vacation or personal business leave days (if absence is a minimum of one-half day or a whole day);
- making up the time;
- using lieu time (when applicable); or,
- taking leave without pay.

Students

In the event of a complete closure, classes will not be held and any assignment deadlines occurring on that day will be extended to the following academic day at the same time.

3.5.5.2 CLOSURE AFTER THE WORKDAY HAS COMMENCED

In the event that the President, or designate, chooses to close the university once the working day has already begun, an internal announcement will be made and the VP Finance & Administration and VP Academic will, in turn, instruct their respective Managers/Deans to inform staff/faculty of the closure, as well as anyone external to the university who is expected to attend campus events that day.

As above, the Director, Campus Services & Security will make immediate arrangements for security of the campus, and will arrange for announcements concerning the status of class schedules and administrative services on the university's voice messaging system, website, and designated media stations.

During inclement weather, employees who are scheduled to arrive for work during the afternoon and evening, and students who are scheduled to arrive for afternoon or evening classes, are expected to inform themselves about possible closure of the university, or curtailment of activities, as outlined above.

3.5.6 Persons with Disabilities

OCAD students, staff and faculty with disabilities have special needs and problems in the event of an emergency. The university community can help by ensuring that disabled persons receive emergency warnings and are not neglected during the response effort.

3.5.6.1 Mobility Impaired Persons

During an evacuation, no one may use elevators. Those at ground level may exit by normal means. Those located on other floors must go to a designated Safe Zone, which are situated on every above ground level of 100 McCaul and 113 McCaul. Phone OCAD Security (**511**) immediately to notify them as to where you are located and of any special needs you may have. ***Do not leave the Safe Zone without notifying Security.***

The evacuation of mobility impaired persons will be initiated by Emergency Services personnel if it has been determined that there is a danger associated with remaining in one or more designated Safety Zones.

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3.5.6.2 *Visually Impaired Persons*

In the event of an emergency, inform visually impaired persons about the nature of the emergency and offer to guide them. As you walk together, keep them informed as to where you are walking, letting them know about any obstacles along the way. When you have reached safety, again inform them about their final location and ask if they need any further assistance. Remain with them as long as you are needed.

3.5.6.3 *Hearing-Impaired Persons*

Lockdowns and other emergencies will be communicated via Digital Display Boards, but may not be seen by all hearing impaired persons. Therefore it is important to get that person's attention by writing a note or turning the light switch on and off, then indicate through gestures or in writing what is happening and what to do.

Emergency Preparedness Plan

Part 4

Business Continuity Plan

OCAD Emergency Preparedness Plan – Business Continuity Plan

4.1 INTRODUCTION

4.1.1 Purpose

The **Business Continuity Plan (“BCP”)** documents the processes and procedures to be used by OCAD faculty, staff and students to provide critical process continuance in the event of an interruption of academic program delivery and/or administrative functions as per the mission and vision contained within OCAD’s strategic plan.

4.1.2 Scope

The BCP supports the continued delivery of art and design education at the undergraduate and graduate levels in a learning environment that integrates studio-based education with historical, critical and scientific inquiry. This document defines the critical OCAD processes, roles and responsibilities and the processes to be executed in the event that a disruptive incident invokes the BCP.

4.1.3 Strategy

Each OCAD Department is responsible to prepare its own departmental BCP using the “OCAD Ready” on-line, web-based BCP tool, provided by the University of California at Berkeley. This tool will assist departments in identifying:

- CRITICAL FUNCTIONS integral to the operations of the university;
- ACTION ITEMS that can be carried out immediately to lessen the impact of a disruption, and to put OCAD in a better position to continue to function; and
- INFORMATION, STRATEGIES and CORRESPONDING ACTIONS that will be needed during and after the disruption to enable a rapid recovery and support deployment of various related policies and procedures.

4.2 DEFINING BUSINESS CONTINUITY AT OCAD

4.2.1 Business Continuity

Business Continuity is defined as the determination and selection of alternative university recovery operating strategies should a disruption occur in the delivery of academic programs and/or administrative functions for a period of more than 48 hours. Cost-effective mitigation tactics that balance the value of potential losses with the university mission are documented in the BCP.

All reasonable measures are identified to assure continuity of processes that support academic program delivery and administrative functions, and to minimize potential personal injury, property damage, or financial loss. The procedures to be followed to support this continuity are documented in the various BCP phases which are:

- **Response** to the disruption;
- **Resumption** of available academic programs and administrative functions after the initial disruption period (more than 48 hours);
- **Recovery** of academic programs and administrative functions until they can be restored in a permanent location; and
- **Restoration** of academic programs and administrative functions at the end of the disruption.

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Service levels may be reduced due to business interruption. Good continuity planning ensures sufficient levels of service can be provided and a perception of “business as usual” conveyed to faculty, staff, students and the general public.

Business continuity is established initially as a project and upon plan completion, testing and adjustments become operational processes requiring ongoing updates (OCAD Ready) and testing.

4.2.2 Phases of Business Continuity Implementation

4.2.2.1 Response Phase

The response phase begins when an incident has occurred that results in interruption of academic program delivery and/or administrative functions for a period of more than 48 hours, and seeks to respond to the situation. Using OCAD Ready, the plan will ensure a structured and prioritized assessment of process interruption, damage or impact, and ascertains the nature and level of required containment and control activity. It also utilizes standard university policies and procedures to be followed, in so far as possible, in the event of an incident.

4.2.2.2 Resumption Phase

The resumption phase begins as soon as primary or alternate facilities are available to support disrupted academic program delivery and/or administrative functions. Alternate sites may be set up for extended periods, if required. Process steps, inputs and outputs are prioritized to resume the most sensitive and essential programs as quickly as possible.

4.2.2.3 Recovery Phase

The recovery phase seeks to resume, at primary or alternate facilities, the less time-sensitive academic programs and/or administrative functions not included in the resumption phase. Priorities and procedures to switch back to a normal process flow are identified. Alternate sites may be set up for an extended period of time.

4.2.2.4 Restoration Phase

Working with other university departments as required, Facilities Planning & Management, is responsible for documenting plans to repair or relocate the primary site, so that normal business operations can be restored at a primary location. The EOC Team will identify and detail how specific academic programs and/or administrative functions might be migrated from the recovery site to the primary site, and how operational stability might be established.

4.3 BCP ACTIVATION PROCESS

An individual department’s BCP may be activated by an OCAD academic or administrative manager by contacting one of the EPPG Co-Chairs when an interruption of normal delivery of academic programs and/or administrative functions is deemed to be of unacceptable duration and the support of the EPPG and/or EOC is required to enact their individual BCP. Not all academic and administrative BCPs may need to be simultaneously activated.

Certain parts of the overall EPP may be activated in concert with, or independently of, the BCP.

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4.4 BCP RESPONSE PHASE

The BCP Response Phase is invoked immediately upon identification of a disruption to OCAD's ability to continue to deliver academic programs and/or administrative functions that will exceed 48 hours. OCAD will implement the measures to resume academic programs and/or administrative functions as quickly as possible.

4.4.1 Facilities

During this phase the Director, Facilities Planning & Management and/or designate, in consultation with the Director, Risk Management, conducts a situation analysis and determines the level of escalation required. Key areas to address include:

- which areas of the location are safe to continue work and use, if any;
- length of time or resources required to make assessment of full damages;
- reconfirm priorities and identify short-term recovery objectives if possible;
- identify personnel (supplier / contractor) skill requirements needed to meet recovery objectives;
- identify salvage objectives and personnel / skill sets needed to meet objectives; and
- identify personnel to remain available on stand-by to secure or prevent further damages to the facility.

4.4.2 Finance

During this phase, the Director, Finance and/or designate conducts a situation analysis and determines the level of escalation required. Key areas to address include:

- payroll;
- banking requirements (cash flows);
- financial records; and
- key staffing requirements.

4.4.3 Human Resources

During this phase the Director, Human Resources and/or designate conducts a situation analysis and determines the level of escalation required. Key areas to address include:

- departmental BCPs;
- succession planning;
- key staffing requirements;
- compensation & benefits; and
- attendance related policies.

4.4.4 Information Technology

During this phase, the Director, Information Technology and/or designate conducts a situation analysis and determines the level of escalation required. Key areas to address include:

- infrastructure – computing environment, network / systems stability issues;
- applications – communications systems, i.e., email, website;
- business critical systems – DBOCAD, Insync / others; and
- key staffing requirements.

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4.5 BCP RESUMPTION PHASE

This section defines the steps by which the critical academic programs and administrative functions will be recovered on a temporary basis, with a minimum set of resources. All critical academic programs and administrative functions will be resumed as quickly as possible.

At this point, a decision has been made to bring the operation back to some level that will allow a portion of the location or a temporary facility to be functional. Some activities may require relocation to an alternate site until restoration of the original site is complete.

This section of the plan also defines which steps are to be resumed to provide minimal academic programs and/or administrative functions, and in what priority.

Departmental continuity plans as developed using OCAD Ready, will describe the resumption strategy for their particular operations, including:

- how academic programs (including studio and lecture) as well as key administrative functions will be temporarily transferred and what is required while Facilities Planning & Management and IT arrange for temporary LAN, equipment, and workspace where possible (i.e., reciprocal agreements with other university, webinars, etc.);
- staff and faculty work from home using VPN access, SharePoint and email;
- use process work arounds until Recovery or Restoration of the BCP is executed; and
- possibly transfer certain courses or departments to another location or delivery method per the above notes on VPN and web portal access and recover only some steps on site until the Recovery or Restoration Phase is executed.

4.6 BCP RECOVERY / RESTORATION PHASE

Coordination of BCP site recovery/restoration processes is the primary responsibility of the Director, Facilities Planning & Management. During an incident, reporting to the EOC the Director, Facilities Planning & Management will be responsible for establishing site recovery/restoration priorities/objectives and resolving issues within that activity. The EOC response team will establish the academic program and administrative functions delivery schedules.

4.6.1 Recovery Management Process

This section of the Business Continuity Plan summarizes how the EOC response team will communicate with the site occupants as to the general plan to move everyone back to the primary site or facility that will be used. This would include:

- timeframes and strategies for any moves to alternative facilities until permanent facilities can be established; and
- how long the temporary facilities might be used.

4.6.1.1 Facilities

Facilities Planning & Management looks after the recovery of the primary or alternate facilities. Tasks covered include:

- responsibility to ensure a safe work environment (in conjunction with the Office of Risk Management);
- ensuring appropriate space is available for impacted academic programs and administrative functions;
- power, HVAC, door locks, equipment hook ups, security have all been looked after considering the facilities damage assessment;

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- special facilities support for academic program delivery and administrative functions are available such as specialized ventilation, lighting or temperature controls; and
- asset damage estimates and information required for Director, Risk Management for insurer information / claims.

4.6.1.2 Finance

Services to consider include:

- payroll;
- purchasing;
- bank records; and
- extraordinary expense accounting.

4.6.1.3 Human Resources

Services to consider include:

- employee reassignment;
- labour relations;
- recruitment.

4.6.1.4 Information Technology

Coordination of LAN setups at the primary or alternate facilities will be handled by IT Services as part of its Disaster Recovery Plan. All required hardware and software are detailed in the IT Services plan.

4.6.1.5 Other Recovery Activities

The following to be considered and addressed:

- communications to staff, faculty, and students;
- IT applications;
- interface data or data input by Finance or Registrar's Office;
- special equipment or security needed for maintenance of temporary service and program facilities;
- all business equipment, hardware, software have been discussed with IT;
- Human Resources records;
- financial implications (accounts receivable, payroll adjustments);
- purchasing implications (alternate suppliers);
- cross departmental activities;
- hard & soft copy records/documentation; and
- staff availability if applicable.

4.6.1.6 Product/Service Recovery

The order in which to recover support for academic programs and administrative functions will be identified from data contained within departmental BCP's.

4.6.2 BCP Contact Details & Instructions

EOC Team contact details are maintained by the EOC Director and Deputy Director.

4.6.3 Service Level Agreements (SLA)

SLAs provide appropriate details of what criteria must be met and thus supported by the BCP. Off site storage locations required for any important documents where originals only may exist.

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4.7 CONCESSIONS AND DEPARTURES

When the BCP cannot be followed, an upfront analysis must outline how academic programs and administrative services will be resumed by alternative means. Any deviation from the BCP must be documented and agreed to by the EOC response team. An alternative plan will be defined in the event that this BCP cannot be followed.

OCAD relies on outsourced providers (i.e., security / cleaners / chemical companies / library and audio visual materials / intranet services amongst universities / others) to provide goods and/or services to OCAD.

In the event of an emergency, as documented in this BCP, if the target recovery cannot be enacted:

- the best possible recovery scenario must be agreed upon between OCAD and its outsourced providers;
- Service Level Agreements (SLA), impacts and waivers must be agreed upon; and
- these are documented as part of the Response Phase action plan.

Outsourced providers are responsible to provide OCAD with appropriate and up-to-date contact data for communications management during the Response Phase.

4.8 PANDEMIC PLAN

A Pandemic is a unique exposure that can have considerable long-term implications and therefore, requires special consideration as part of OCAD's BCP.

A Pandemic Plan is developed to manage infectious disease and support BCP objectives. OCAD recognizes a duty of care to all members of the university community to protect them and keep them safe from harm while on campus. To support this, OCAD maintains a BCP that considers infectious disease outbreaks.

4.8.1 Purpose

A Pandemic Plan is developed to manage infectious disease and support Business Continuity Plan (BCP) objectives. The Canadian Pandemic Influenza Plan specifies roles and responsibilities for the provinces and territories in developing a Pandemic Business Continuity Plan. Pandemics:

- are worldwide epidemics from a new influenza virus subtype;
- result in a high rates of illness and death worldwide;
- occur 3 to 4 times per century;
- are caused by Influenza A viruses only; and,
- will require new vaccines be developed.

4.8.2 Objectives

Address the need to protect OCAD's community of faculty, staff, students and visitors;

- deliver uninterrupted academic programs and administrative services; and
- support the broader Toronto Public Health Pandemic Influenza Preparedness Plan.

We expect to:

- take leadership in management of the disruption;
- provide a healthy and safe community;

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- be compassionate when a member of our community is faced with challenges to their personal well-being; and
- provide support with workplace stress or stress associated with attendance on site at an OCAD campus for faculty, staff, and students.

We aim to:

- prevent and mitigate disruption to our educational offerings and services;
- minimize spread of any infectious disease; and
- continue essential academic and administrative processes to survive the disruption.

4.8.3 Scope

As part of OCAD's BCP (and the broader EPP), the Pandemic Plan supports the continued delivery of art and design education at the undergraduate and graduate levels in a learning environment that integrates studio-based education with historical, critical and scientific inquiry through the continuance of academic program delivery and administrative functions during a pandemic. The physical locations addressed by this plan include all property owned by OCAD.

4.8.4 World Health Organization (WHO)

The WHO monitors viruses and bacteria for possible epidemics and pandemics. The WHO has defined 6 phases and three periods for pandemics. They are:

4.8.4.1 Inter-pandemic Period

- **Phase 1** - No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.
- **Phase 2** - No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.

4.8.4.2 Pandemic Alert Period

- **Phase 3** - Human infection(s) with a new subtype but no human-to-human spread, or at most rare instances of spread to a close contact.
- **Phase 4** - Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.
- **Phase 5** - Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).

4.8.4.3 Pandemic period

- **Phase 6** - Pandemic: increased and sustained transmission in the general population.

4.8.5 Pandemic Plan Timing Summary

OCAD plan timing summary is as follows:

4.8.5.1 Phase 3

- Gather information;
- assess risks;
- develop a communication plan;
- set a pandemic strategy;
- enact an action plan for BCP; and
- test the plan.

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4.8.5.2 Phase 4 & 5

- Test the strategy;
- define and enact employee communication; and
- semi or fully activate BCP to protect critical resources and the OCAD community.

4.8.5.3 Phase 6

- Focus on all members of the OCAD community - faculty, staff, students and visitors; and
- ensure the continuance of academic programs and administrative functions where possible.

4.8.6 Challenges During a Pandemic

The Public Health Agency of Canada estimates that 15 to 35% of the population will become ill during the course of a pandemic and will be unable to work for a period of time. Many people who are not ill may stay home to care for children, other family members or friends who are ill. Fear will also play a factor in absenteeism.

The resulting high rates of absenteeism will likely impact all of those within the OCAD community, as well as our partners and third party suppliers.

4.8.7 Pandemic Preparedness Team

OCAD's Pandemic Preparedness Team (PPT) is chaired by the Vice-President, Finance & Administration, and includes representation from various sectors of the university community.

The PPT is charged with the responsibility to develop an effective strategy to address the impact of an influenza pandemic on OCAD, and make recommendations to the President and senior administration. The Vice-President, Finance & Administration will make regular reports to the Board of Governors as required. The PPT's members are:

- Vice-President, Finance & Administration (Chair)
- Director, Risk Management (PPT Coordinator)
- Director, Campus Services & Security (Alternate PPT Coordinator)
- Associate Dean, Faculty of Art (or designate)
- Associate Dean, Faculty of Design (or designate)
- Associate Dean, Faculty of Liberal Studies (or designate)
- Graduate Studies Officer, Research & Graduate Studies
- Director, Facilities Planning & Management
- Director, Finance
- Director, Human Resources
- Director, IT Services
- Director, Library Services
- Director, Marketing & Communications
- Director, Student Services
- Registrar
- Manager, Health & Wellness/ Primary Health Care Nurse Practitioner
- One Studio Manager
- Two student representatives (appointed by OCADSU)

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4.8.7.1 PPT's Mandate

To allow OCAD to take leadership and manage a pandemic situation to:

- provide a healthy and safe community;
- prevent and mitigate disruption to OCAD educational offerings and administrative services during a pandemic;
- effectively communicate required information;
- minimize spread of any infectious disease; and
- continue essential academic and administrative functions so as to survive any disruption after a pandemic.

4.8.7.2 PPT's Strategy

Risk assessment

- Keep abreast of all relevant pandemic-related developments, e.g., actions taken by other Ontario universities, Toronto Public Health directives, etc.;
- receive and analyze relevant data, including health / absenteeism of students, faculty and staff;
- identify critical services, applications and people;
- assist departments in their planning to ensure the continued smooth running of the university and its operations in the event of heightened absenteeism due to more widespread illness (i.e., use of OCAD Ready BCP tool);
- identify eventualities that trigger response to demands by public health authorities, i.e., social distancing, class cancellation, closure, other; and
- identify impact on the university community prior to, during, and after a pandemic, i.e., impact on students, faculty, staff, educational offerings, administrative functions, financial, building operations, security, etc.

Mitigation / Response

- Identify measures required prior to, during and after a pandemic in order to mitigate adverse effects on the university community.

Communications

- Establish effective lines of communication; identify audience, information required, timing, and most appropriate delivery vehicle prior to, during and after a pandemic;
- keep OCAD community informed about pandemic developments, as relating to OCAD; and
- intent - educate and reduce fear.

4.8.8 Declaration of a Pandemic at OCAD

If the Pandemic situation escalates and circumstances warrant, the President, or designate, will formally declare a Pandemic at OCAD. This declaration could result from a directive(s) from the Public Health Agency of Canada, Toronto Public Health, or other governmental agency; or from an outbreak of the virus within the campus community. Any decisions will be based on the latest information available, with advice from the PPT. The results could range from a reduction in academic offerings and/or administrative functions on campus, to potentially a full closure of the university.

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4.8.9 Pandemic Monitoring Strategy

The Director Risk Management and/or designate will monitor the following (and other) Pandemic websites for additional details, and possible relevant information on to the PPT, as required:

- The World Health Organization
- Public Health Agency of Canada (PHAC) Pandemic Influenza Site
- MOHLTC
- US Centres for Disease Control & Prevention (CDC)

The purpose of the monitoring is to check for:

- Pandemic phase changes, and
- new recommendations from public health agencies, i.e., for environmental cleaning or personal protective equipment.

4.8.9.1 Managing Emergency Information

- The Director, Risk Management and/or designate identifies the situation using the Pandemic monitoring strategy.
- At every increase in Pandemic level or when significant information becomes available, the Director, Risk Management notifies the PPT.

4.8.10 Conclusion of a Pandemic at OCAD

Once the Pandemic situation subsides and circumstances warrant, the President, or designate, will formally declare a Pandemic at OCAD as being concluded (over). This declaration could result from directive(s) from the Public Health Agency of Canada, Toronto Public Health, or other governmental agency. Any decisions will be based on the latest information available, with advice from the PPT.

4.8.11 Taking Stock

Throughout the Pandemic (which could last 18 months or more), each academic and administrative department will be asked to take stock of its operations periodically and at the end of the Pandemic, and follow the prioritization process until such time as critical academic programs and administrative functions are operating at full capacity. Critical services continue to be the priority until such time as university operations have returned to normal.

Departments will be asked to provide an updated list of faculty, staff and students who are not present in the workplace and/or classes either because of death or bereavement for relatives.

For consideration:

- Staffing levels are assessed and appropriate actions taken.
- Personal Protective Equipment (PPE) stock is assessed.
- Suspended academic programs and administrative functions are restarted in a controlled fashion.
- Communications are prepared and sent to all OCAD Community.
- The PPT reviews all lessons learned and adjusts the Pandemic Plan accordingly.
- New mitigation actions are developed and implemented.
- The Director, Risk Management monitors the Pandemic situation for any new updates and changes to the virus, containment strategies and government mandates and reports periodically or as required to the PPT.

4.8.12 Pandemic Plan Success Factors

The success factors to measure this plan are:

- establishment of effective lines of communication;
- critical services, applications and people are identified;
- authority is effectively delegated;
- effective teamwork in enacting this plan;
- plan awareness is high among faculty, staff, students and OCAD critical stakeholders; and
- plan is tested and validated.

Emergency Preparedness Plan

Part 5

Communications Plan

OCAD Emergency Preparedness Plan – Communications Plan

5.1 INTRODUCTION

5.1.1 Purpose

This section of the Emergency Preparedness Plan outlines policies and procedures for coordinating communication within the OCAD community and between the university, our constituents, the media, and the public in the event of an emergency situation.

5.1.2 Scope

The policies and procedures outlined in this section assume that the Emergency Communications Team is responsible for coordinating, managing, and leading all communications efforts during emergency situations under the direction of the EOC Public Information Officer (usually the Director, Marketing & Communications). The EOC Public Information Officer is the liaison between the Emergency Operations Centre and the Emergency Communications Team.

The Emergency Communications Team consists of:

- EOC Public Information Officer (“**PIO**”)
- Media & Communications Officer
- Manager, Online Architecture & Development
- Manager, Outreach Events
- Editor
- Web Analyst
- Assistant to the Director, Marketing & Communications
- Graphic Designer
- and others, as required (e.g. Manager, President’s Office (communications to Board of Governors), Development & Alumni Relations Officer (major donors and alumni communications), Archivist (advice on FIPPA), IT staff member (advice on security of system), Staff member of Faculty offices, Staff member of Student Services office, legal counsel.

The area where the Emergency Communications Team meets will be called the Emergency Communications Centre.

In the event of an Emergency, the university always will try to notify those most affected and the immediate university community (students, faculty, staff, parents, and board members) before communicating more broadly to the public.

The procedures outlined in this section are to be used in conjunction with other elements of the university’s EPP.

5.2 OBJECTIVES AND GUIDELINES DURING AN EMERGENCY

5.2.1 General objectives

- Gather accurate, verifiable and timely information.
- Determine whether a communications response is warranted. This will be determined in conjunction with:
 - In the case of a Level 1 emergency, the Manager, Campus Security; or

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- In the case of a Level 2 or Level 3 emergency, the EOC Director
- Activate the Emergency Communications Team to develop recommendations for and implement appropriate responses.
- Activate a Press Briefing Centre, in consultation with the EOC Director, if necessary.
- Implement immediate actions to:
 - Identify constituencies to be informed about the situation;
 - Communicate facts about the Emergency;
 - Minimize rumours; and
 - Restore order and/or confidence.

5.2.2 One-hour objective

In addition to the objectives above, the goal is to ensure that OCAD is ready to give a credible public response within one hour of an Emergency occurring.

5.2.3 Guidelines

5.3.1.1 Public and media inquiries

All public and media inquiries that are received by other offices and departments will be forwarded to the PIO.

5.3.1.2 Public statements

All public written or oral statements will require the authorization of either the President or the EOC Director, or their alternates.

All statements will be coordinated by and issued via the PIO. Concern for the right to privacy, personal health and safety, legal liability and the public's legitimate right to be informed will guide decisions with regard to all communications. Good communications will:

- Disseminate clear and accurate information in a comprehensible and timely manner;
- Provide direction to students, faculty and staff;
- Maintain the university's credibility and minimize damage to its reputation; and
- Reduce rumour and uncertainty.

Where possible, all information released by the university will be done in cooperation with the appropriate Emergency Services (e.g., Police Service, Fire Services, Emergency Medical Services).

5.3.1.3 Designated spokesperson

One official spokesperson and an alternate will be appointed by either the President or the EOC Director, or their alternates, to state the university's position. The spokesperson and alternate will be available and accessible to the media and will be selected from the following:

- President*
- Vice-President, Finance & Administration
- Vice-President, Academic
- Vice-President, Research & Graduate Studies
- Associate Vice-President, Academic
- Director, Marketing & Communications

* Only in very serious of circumstances should the President serve as spokesperson.

5.3 ACTIONS DURING AN EMERGENCY

Knowing how to respond in an emergency is a key to restoring order and supporting our students, faculty and staff, as well as the wider university community.

This section identifies communications objectives for the first hours of an incident, as well as ongoing responses. It identifies communications actions to manage the setup of communications systems and activities as part of an overall emergency response effort.

5.3.1 Within 1 hour

5.3.1.1 Assess the emergency (PIO)

- What is the nature of the emergency?
- Is this a Level 1, Level 2 or Level 3 emergency?
- Who is responding and what is being done?
- Is the campus being evacuated or locked down?
- Are people injured?

5.3.1.2 Determine communications needs (PIO)

- Does the Emergency Communications Team need to be activated?
- Who needs to be informed?
- How can they be reached?
- What should be communicated?
- When and by whom should communications be disseminated?

5.3.1.3 Activate Emergency Communications Team (PIO):

- Activate emergency communications protocols, including establishing a Press Briefing Centre (PBC), if necessary
- Gather communications supplies (e.g., EPP binders, mobile devices and chargers, key contacts lists, office supplies)
- Assemble at designated Emergency Communications Centre location

5.3.1.4 Communicate to key internal audiences (Emergency Communications Team)

- Develop a preliminary statement — what's happened, what's the immediate response.
- Disseminate accurate factual information to students, faculty, staff, and board members via appropriate communications channels, such as e-mail, voice mail, text message, university website, printed notices, or public address (PA) system.
- Develop a script for people answering phone calls.

5.3.1.5 Begin external communications (Emergency Communications Team)

- Communicate with the appropriate Toronto emergency service(s) to coordinate public release of information
- Contact Archivist / Records Officer and/or external legal counsel, if necessary, to provide advice on freedom of information and protection of privacy

5.3.1.6 Manage media relations

- In consultation with the EOC Director and relevant Emergency Services, establish a perimeter for media and designate a Press Briefing Centre location
- Identify the designated spokesperson
- Develop an initial media release
- Provide fact sheets and standard press packs, as necessary
- Hold a press briefing in conjunction with relevant Emergency Services Personnel

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- Control rumours by getting facts out as soon as information is verified. Take into account that personal communications tools, such as mobile phones and text messaging, allow students, faculty, and staff to communicate with media and others directly and immediately.

5.3.2 Within 12 hours

5.3.2.1 Plan for ongoing operation of Emergency Communications Centre, if necessary

- Consult with EOC Director to determine best location based on incident site.
- Develop a list of supplies that will be needed to continue the operation of the Emergency Communications Centre, such as desktop computer stations, printers, televisions, fax machines, and photocopiers.
- Assign a volunteer coordinator who will solicit communications experts and volunteers, if needed, to help with Emergency Communications Centre operations (e.g., answering telephones, making copies, etc.).

5.3.2.2 Establish communications channels for internal and external audiences

- Carefully craft a script with what is known and not known to share with faculty, staff, students, families, and board members.
- Initiate phone and e-mail fan-out to faculty, staff, students, and families, as appropriate.
- Create a recorded message on university switchboard auto-responder and update regularly as new information becomes available. Identify a phone number or extension where people with questions can reach a “real” person.
- Update the university website with information about the emergency. Cross-reference phone number and provide links to other resources, such as first aid or mental health support, as necessary.
- Develop FAQ lists to answer questions, and call logs to track incoming calls and new questions.
- Decide what to do about switchboard and high call volume offices on campus. The following locations, which receive high volumes of incoming telephone calls to the university, should be notified regarding the key facts of the emergency (incident fact sheet) and where to refer calls pertaining to the emergency.
 - President’s Office
 - Vice-Presidents’ Offices
 - Campus Services & Security
 - Student Services
 - Marketing & Communications
 - Reception Desk (at 100 McCaul Street)
- Produce an initial daily fact sheet to be used throughout the emergency. The daily fact sheet should contain a summary statement of the situation, developed from information provided and approved by the EOC Director, including all known details appropriate to the circumstances. This information will be made available to and/or approved by the EOC Director. As necessary, this daily fact sheet should be analyzed with respect to the public’s right to know and concerns for privacy and security in consultation with the Archivist / Records Officer and/or legal counsel. Send daily fact sheet electronically to internal and external audiences daily at a set time.
- Send group e-mail to key constituencies with the latest information about what happened and what is being done. Provide information on how to get updates through the website and hotline.
- Deal with rumours. Make sure all students, faculty, staff, and board members have accurate information that they can share in the community to get the facts out. Recognize how technology, such as mobile devices and text messaging, can accelerate the spreading of rumours. Monitor popular user-driven Internet sites, such as YouTube and Twitter, to track relevant postings and comment as necessary to provide factually accurate information.

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5.3.2.3 Prioritize stakeholders

Communicate to internal audiences ahead of external stakeholders, as follows:

- Students, faculty and staff;
- Parents and immediate family members;
- Board of Governors and OCAD Foundation Board members;
- Media, starting with local media, then national and, if applicable, international media;
- Neighbouring institutions, such as the Art Gallery of Ontario (AGO), Michener Institute and Village by the Grange.

5.3.2.4 Continue to address priority needs, including facilities and people management

- In consultation with the EOC and Student Services, provide information to reunite families.
- Contact local hospitals, if required. Establish a liaison between the university and the hospitals, if required.

5.3.2.5 Manage media relations

The media will want ongoing information. Be available, honest and as open as possible.

- Designate a spokesperson who can serve throughout the emergency. In most cases, the spokesperson will be the highest-ranking person possessing the most direct knowledge of the emergency; the PIO may also serve as the spokesperson. Determine carefully whether the President or other senior administrator will make public statements and who is most appropriate. Consider:
 - Is the person emotionally ready and able to give a statement?
 - Does the community/media expect a high-level official to take an active, visible communications role?
 - What are the legal considerations and long-term implications?
 - Who has the most information and is best able to represent the university in the public arena?
- Consider distributing an open letter from the university to the media to encourage accurate and consistent news coverage.
- Prepare officials for their roles:
 - Provide talking points in writing.
 - Prepare a list of FAQs.
 - Practice answering/asking difficult questions.
 - Determine a specific length of time for the interview or news conference. Begin and end on time.
 - Put the PIO in charge to introduce the spokesperson (unless the PIO is in this role), manage the question-and-answer period, and decide when the interview or news conference should end.
- Meet with media spokespersons from the relevant Toronto emergency service(s) to coordinate the public release of information.
- Use an emergency media request call log to track media calls, news agency and reporter names, and questions asked. Set up a regular schedule of media briefings. During the first few hours, as the incident is unfolding, hourly briefings may be required, even if there is nothing new to report. That frequency can decrease as the situation stabilizes. During media briefings:
 - Discuss how the identity of victims will be released. Names should not be released until they are verified and families have been contacted. Relevant Emergency Services, hospitals and victims' families should be involved in this decision.
 - Provide information about evacuation and reunification. The media are very helpful in getting information out quickly, so families know where their loved ones are and how to be reunited.
 - Express sympathy and acknowledge pain and grief suffered by victims, their families and the community. Connect on a human level.
 - Thank individuals and agencies. Acknowledge the good work of university staff, first responders and community agencies.

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- Decide if there is a need to assign university personnel from Visual Resources to take pictures and/or video footage of the scene. This may prove helpful in responding to media inquiries (e.g., by providing B-roll or footage unobtainable by media due to the designated perimeter). Determine whether to supply file video footage or photos from Visual Resources archives.

5.3.2.6 Announce a decision about classes the next day

- In consultation with the EOC Director, the President, and the Vice-President, Academic (or other senior administrators), release information about the following day as soon as possible.

5.3.3 Within 24 hours

5.3.4.1 PIO meets with relevant Emergency Services personnel, EOC personnel, Emergency Communications Team, and any other communications stakeholders that may be involved:

- Discusses what has worked and what hasn't.
- Talks about the next steps and how the various groups will work together over the next few days.
- Determines where and when representatives will next meet.
- Establishes a process to coordinate media response.
- Discusses specifically with EOC personnel and Emergency Communications Team:
 - What worked well? Did we follow our emergency plan? Did it work as expected? How did we communicate? Did we do everything we could to ensure safety?
 - What parts of the plan didn't work? Were responses prompt and appropriate? What must we change or improve?
 - What lies ahead? What can we expect tomorrow? How will we communicate to key stakeholders?

5.3.4.2 In consultation with the PIO, the Emergency Communications Team plans for the next day around issues that affect faculty members, staff, and students

- Will the university be open?
- Where will faculty members, students, and staff gather?
- What actions must we take immediately regarding mental health, safety and security, internal communications, and the media?
- Whom do we need to contact in our community, such as elected officials, former board members, hospitals, first responders, opinion leaders, elected officials, parents, attorneys, etc.?
- What help do we need, such as volunteers for hotline, phone banks, media relations, family liaisons, etc.

5.3.4.3 Stock the Press Briefing Centre (Emergency Communications Team)

- Stock the centre with appropriate supplies and materials.

5.3.4 Within 48 hours

5.3.4.1 Monitor facility and operational issues

5.3.4.2 PIO coordinates efforts with EOC Director and relevant Emergency Services

PIO works with the EOC Director and other agencies to clarify jurisdictional issues, such as:

- Who is in charge of a building? (Police? Emergency medical services? Fire Dep't? Other?)
- Is the building a crime scene?
- Who makes decisions about when the building can be repaired and reopened?
- Who releases information about victims and perpetrators?

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Key tasks:

- Monitor decision on when visitors can enter the building. The governor or other elected officials often want to tour the building. The PIO should work with the EOC Director and participating agencies to coordinate.
- Determine who will plan memorial events and activities. Sometimes government officials and well-meaning community members want to rush into holding special memorial events.
- Be thoughtful in planning any formal events and involve students and their families. Be considerate of religious and cultural diversity. Opinions vary on whether there should be a university-wide memorial event. If there is a memorial event, involve students in the planning and make it brief, respectful, and hopeful.

5.3.4.3 Assign volunteer responsibilities

A volunteer coordinator can screen volunteers and assign them to appropriate duties: staffing hotlines/phone banks, answering media calls that focus on facts as opposed to opinion, monitoring the media, providing food, accepting donations, writing thank-you notes, etc. Volunteers must be trained with accurate, updated information.

5.3.4.4 Revise media protocols as necessary

- Determine what information the media will need based on monitoring of print, web, and broadcast coverage. Make decisions regarding ongoing press briefings:
 - Who will be the lead agency, how often, location, spokesperson, other speakers, etc.?
 - Discuss the need for a joint information centre with the other involved agencies.
- Ensure key media, such as local reporters, are receiving regular press releases and fact sheets. Look for positive stories to share with the media to promote healing.
- Consider distributing an open letter from the university to the press to encourage more productive news coverage.

5.3.4.5 Monitor identification of a restart date for university

- PIO consults with the EOC Director and the Vice-President, Academic (or other senior administrators involved in making this decision) about when classes can resume (if this hasn't happened already).

5.3.4.6 Develop a longer-term media strategy (PIO and Emergency Communications Team)

The longer-term media strategy should include when, where, and how to communicate with the media on an ongoing basis. Appreciate that the media need a story and our role is to provide accurate, timely information. Messages should include concern about safety and what we are doing to assure a safe learning environment. Understand the cycles of media response because the needs and desires of the media change as the situation evolves. During the first hours, there is a mad scramble for information, and rumours can be minimized by releasing timely, accurate reports. After the facts are known, the media will begin to analyze the causes and look for different angles, emerging issues, and people to interview. Media will also want to cover special events, such as memorial ceremonies, the first day back at university.

- Set a goal to heal and return to “normal” through your work with the media
- Decide when, how and where to communicate with the media. Will the media have access to the building? Grounds? Consider sending a letter or e-mail to the media asking for cooperation
- Monitor mainstream media as well as on line social media
- Decide how to handle interview requests with faculty, staff, students, and families - Will a spokesperson be designated to respond to interview requests? How will local vs. national media requests be handled? What advice will we provide staff, parents, and students regarding media interviews? How will we work with the university's legal counsel regarding media releases?

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5.3.4.7 Set up long-term communications channels

These channels need to be available as long as necessary depending on the emergency and its aftermath such as:

- A landing area on the university website or if necessary, a separate emergency website with regular updates and links to resources for faculty, staff, students and parents, such as signs of post-traumatic stress, how to talk to others about trauma, etc.
- E-mail group lists to stakeholders who must be reached regularly, such as faculty, staff, students, parents, boards, media, community members, and elected officials
- Voice mail messages at university to provide information, if necessary
- A daily fact sheet for key stakeholders. Update information every day at a set time
- A letter or e-mail to parents providing them with information and resources
- Frequently Asked Questions (FAQs): Develop an ongoing list of frequently asked questions and answers that can be distributed to the media and put on the university's emergency website. Questions should include what happened, who was involved, and how the community can help.

5.3.5 Within 7 days

5.3.5.1 Support families by providing information and resources (Student Development)

There are several strategies the university can use to support the university community:

- Hold campus community open meetings at the university to answer questions and address concerns
- Have a mental health expert address post-traumatic stress
- Provide handouts on mental health issues and information on long-term mental health resources
- It is also important to provide safe places for students and parents to meet informally
- Include planned activities, as well as mental health support
- Form support groups with the help of mental health agencies
- Practice active listening to allow a safe place for grief and anxiety to be vented and heard

5.3.5.2 Make sure faculty and staff are valued and informed (liaise with Human Resources)

Involve faculty and staff in planning special events, memorials, and back-to-class activities.

- Make mental health services available, including Employee Assistance Program, if applicable
- Practice active listening and acknowledge pain and anxiety as well as a healing process that has ups and downs

5.3.5.3 Return to normalcy

It's important for everyone to return to a routine as quickly as possible while honouring those injured or dead. Determine when to resume extracurricular activities and classes in consultation with participating agencies.

5.3.5.4 Continue to provide regular, ongoing communications

There is no such thing as "over communication" in an emergency.

- Regularly update websites, voice mails, and phone scripts
- Maintain a master list of questions and get volunteers to research answers
- Continue daily fact sheets as needed

5.3.5.5 Manage the ongoing needs of the media as the story evolves

The media will look for new angles as the emergency stabilizes. While the number of press conferences decreases, individual requests for information and interviews continue.

- Ask the media to consider what images are portrayed and how that affects potential retraumatization of victims
- Develop media protocols regarding media pools and credentials for special events and memorials to minimize intrusion while ensuring media access. A media pool is a commonly

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used practice that provides access to a limited group of media representatives who are required to share video and sound with all other media outlets

- Consider distributing an open letter from the university to the press to encourage more productive news coverage

5.3.5.6 Continue to meet and coordinate with appropriate agencies

Especially in the case of a crime, keep in close contact with law enforcement agencies.

5.3.5.7 Meet with key stakeholders.

For rumour control, hold face-to-face communications with board members, advisory groups, elected officials and other community leaders, as necessary, so the community receives accurate and timely information.

5.4 COMMUNICATIONS AFTER AN EMERGENCY

5.4.1 Recovery — when students, faculty, and staff return

5.4.1.1 Support faculty, staff, students, and families to help them feel safe and to promote healing and a sense of normalcy

Getting back to a regular routine will help the university community to feel secure. It will be important to develop a re-entry plan that gradually reintroduces the university routine. Helping people feel safe is critical.

- Decide on the schedule for the first day back to classes.
- Do you want to have a half or full day of classes?
- Some universities begin with having students meet and talk with the instructor whose class they were in when the tragedy struck.
- Consider making mental health professionals available.
- Provide meaningful opportunities to mark the occasion. Consider starting the day with a moment of silence.
- Reinforce information about campus safety and security.

5.4.1.2 Provide support for faculty and staff so they feel capable of being caregivers and educators

- Actively listen to staff concerns and issues.
- Reflect concerns back to staff, providing support and answering questions. Set up a “safe room” where staff can go for a break or to seek guidance from a mental health professional.
- Before classes restart, hold an open meeting with faculty, staff, and mental health professionals to discuss curriculum and talking points, if deemed appropriate.
- The university should develop a prepared statement, if deemed necessary, so faculty can provide accurate and consistent information to students.
- Before releasing any information about victims, ensure it is verified and the family is willing to disclose it publicly.
- Ensure office staff knows the latest developments and has a script for answering phone calls.

5.4.1.3 Take care of community

- Thank first responders - consider how this might be done and who should be involved

5.4.1.4 Manage media coverage of the first day back

- Establish policies regarding media presence on campus.
- Establish a perimeter for photographers and satellite trucks.
- Set guidelines on still and video cameras on campus.
- Consider holding a meeting or conference call with the media prior to the first day back to set the tone and parameters for the day.

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- Remember the goal is to establish a normal routine, heal and foster a sense of safety.
- Host a media tour, so reporters have footage to use later. Decide whether or not it would be appropriate for students to be on campus at that time.

5.4.2 Managing long-term reminders

Benchmark events — such as memorial ceremonies, the anniversary of the event, the birthday of the victim/s, and Convocation — will likely bring back memories for faculty, staff, students, and the community. Other “firsts” — the first major holiday, the first activity the victims are missing, the first day of a new academic year — will also trigger memories. Provide mental health support for students and staff to help them through these events.

5.4.2.1 Memorializing victims

Include faculty, students, staff, and families in planning activities. Be attentive to ethnic and cultural diversity. Proceed slowly when creating a permanent memorial — going too fast doesn’t give people time to grieve and diverts attention from meeting the immediate needs of victims.

5.4.3 Long-term communications and media strategies

Communication with faculty, staff, students, parents, the community and media is just as critical after the emergency or incident has passed.

5.4.3.1 Communications strategies

- Continue to provide regular communications and realize that the need for updated information continues in the aftermath of an emergency.
- Update websites, voice mails, phone scripts, and fact sheets as needed.
- Maintain a master list of frequently asked questions and answers.
- Meet as needed with key stakeholders to identify questions, quell rumors, and provide accurate and timely information.

5.4.3.2 Media strategies

- Convey a message of resilience, continued healing, and a return to normalcy when working with the media.
- Issue media advisories about memorial events open to the public, anniversary dates, fundraising or donations, etc.

5.4.3.3 Managing media coverage of benchmark dates

The media will cover benchmark events, such as the first anniversary. For special events such as anniversary dates, establish a media area to determine where the media will set up cameras so as not to intrude on the ceremony.

- Create a perimeter for photographers and satellite trucks.
- Set guidelines on still and video cameras in the building.
- Decide if there will be a media pool (selected media representatives who share information) or allow all media to attend the event.

Consider meeting with media in advance to establish mutually beneficial guidelines. Ask the media to:

- Refrain from replaying or reprinting images of the emergency - showing disturbing pictures has the potential to re-traumatize victims.
- Honour the victims and not glorify the perpetrators of violence.
- Respect the privacy of those who do not want to be interviewed.
- Be proactive about pitching story ideas to the media that promote hope and healing.
- Develop a list of students and faculty willing to talk to the media.

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5.4.4 Evaluating response — Revisiting the emergency communication plan (EOC Team and Emergency Communications Team)

5.4.4.1 Thoroughly review the current plan

Keep in mind shifts from when it was first developed, such as changes in:

- Policies and procedures
- Current communications technologies
- Campus facilities and grounds
- Availability of evacuation sites and routes
- Emergency phone numbers and resources
- Special skills among team members
- Special needs of students
- Lessons learned from emergency response
- Community hazards and risks
- Evaluate and integrate appropriately input from EOC, Emergency Communications Team, other stakeholders, public agencies, Board of Governors.

5.4.4.2 What worked? What didn't?

Evaluate each incident response with a report to the EOC Team and a plan for following-up. For example, did you:

- Notify the appropriate people at the onset?
- Activate resources immediately to meet the needs of faculty, staff, students, families, and board members?
- Provide regular information updates and maintain open communication to key constituencies?
- Monitor rumours and maintain timely, accurate information?
- Speak through one spokesperson to provide factual information to the media?
- Develop media messages that communicate ways families can support the recovery of their loved ones?
- Provide information on mental health resources for those in emotional distress.

Emergency Preparedness Plan

Part 6

Accountability Plan

OCAD Emergency Preparedness Plan – Accountability Plan

6.1 TRAINING & TESTING

6.1.1 Purpose

Emergency Preparedness Plans will be smoothly and effectively implemented by:

- Having all employees and staff briefed on the contents of the EPP and aware of their individual responsibilities;
- having employees with direct responsibilities trained for tasks they will be required to perform and be aware of other teams' functions; and
- having ongoing training drills on fire evacuation, lockdown procedures, etc with the full OCAD community.

6.1.2 Exercises

After training, exercises, including table-top exercises (see section 1.3), will be developed and scheduled in order to achieve and maintain high levels of competence and readiness. While exercises are time and resource consuming, they are the best method for validating a plan. The frequency of the exercises should be determined by the need for reinforcement of the basic EPP principle but at a minimum once per year. The following items will be incorporated when planning the exercise:

- Goal – The part of the EPP to be tested
- Objectives – The anticipated results. Objectives will be challenging, specific, measurable, achievable, realistic and timely.
- Scope – Identifies the departments, faculties or other members of the OCAD community including students involved, the building and area and the test conditions and presentation.
- Artificial aspects and assumptions – Defines which exercise aspects are artificial or assumed, such as background information, procedures to be followed, and equipment availability.
- Participant Instructions – Explains that the exercise provides an opportunity to test procedures before an actual disaster.
- Exercise Narrative – Gives participants the necessary background information, sets the environment and prepares participants for action. It is important to include factors such as time, location, method of discovery and sequence of events, whether events are finished or still in progress, initial damage reports and any external conditions.
- Communications for Participants – Enhanced realism can be achieved by giving participants access to emergency contact personnel who share in the exercise. Messages can also be passed to participants during an exercise to alter or create new conditions.
- Testing and Post-exercise Evaluation – The exercise will be monitored impartially to determine whether objectives were achieved. Participants' performance, including attitude, decisiveness, command, coordination, communication, and control will be assessed. Debriefing will be short, yet comprehensive; explaining what did and did not work, emphasizing successes and opportunities for improvement. Participants' feedback will also be incorporated in the exercise evaluation.

Exercise complexity level can also be enhanced by focusing the exercise on one part of the EPP, such as the IRP, Business Continuity or Pandemic.

6.1.3 What is a table-top exercise?

A table-top test is a round table discussion in a meeting format where test participants receive test scenario information and describe what they would do to respond to that disruptive event and the damages. The participants describe the actions that they would take, not carrying them out as they would in Simulation or Functional Exercises.

Actions defined in the plan should be discussed and gaps identified.

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Test scenario details and information are provided at appropriate stages throughout the table top test.

The objectives of the test are to:

- prove the plan works and highlight gaps;
- test the specific areas in the plan that are critical to process recovery; and,
- practice and validate participants response capability given limited time, resources and information.

6.1.4 Pandemic Plan Testing

This plan will be tested every time OCAD's Part 4 – Business Continuity - Section 8 Pandemic Plan is updated with significant changes. The purpose of plan testing is to ensure the plan is effective.

For a successful test it is important that the participants:

- know the Pandemic plan and actions for each phase
- are able to assess the situation implications to OCAD and their group and describe their group's actions
- are not afraid to point out missing items in the Pandemic plan
- identify their lessons learned at end of test and,
- identify where the plan needs updating.

The pandemic plan will be tested with a table-top exercise in the fall 2009. The exercise will be integrated across the functions within OCAD.

6.2 AUDIT – QUALITY ASSURANCE TECHNIQUES

Review of the EPP will assess the plan's accuracy, relevance and effectiveness. It will also uncover which aspects of the EPP need improvement. Continuous appraisal of the EPP is essential to maintain its effectiveness. The appraisal can be performed by an internal review or by an external audit.

6.2.1 Internal Review

It is recommended that the EPPG review all sections of the EPP:

- on a scheduled basis (annually);
- when changes to the threat environment occur;
- when substantive changes to the university take place;
- after an exercise to incorporate findings; and
- in the case of a Pandemic, the plan will be reviewed and updated every time the Ontario government or the World Health Organization updates its requirements or at a minimum annually.

6.2.2 External Audit

When auditing the EPP, consultants normally verify:

- the procedures used to determine critical services and processes; and
- the methodology, accuracy and comprehensiveness of the emergency plan.