



Crisis Management Plan

Developed and Maintained by: Crisis Management Team

Contact Department: Office of the Vice President, Finance and Administration

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PURPOSE

The procedures outlined in this plan will be used to enhance the protection of lives and property through the effective use of University and City resources. The plan is designed to assist the University community to cope with the anticipated needs generated by an emergency situation and to assist with communication of those events and needs.

SCOPE

These procedures apply to all personnel, buildings and grounds, utilized by the NSCAD University. In any crisis or disaster situation, the primary objective will be the preservation of life, alleviation of human suffering and minimization of property damage.

POLICY

TYPES OF CRISES/EMERGENCIES IDENTIFIED

- A. Medical Emergency – epidemic, poisoning or pandemic
- B. Violent Crime or Behavior – robbery, murder, suicide, personal injury or assault (existing or potential), etc.
- C. Political Situations – riots, demonstrations etc.
- D. Off Campus Incidents / Accidents Involving Students, Faculty and/or Staff
- E. Environmental / Natural Disasters – fires, earthquakes, floods, chemical spills or leaks, explosions, etc.
- F. Bomb Threats
- G. Labour Disruptions – strikes, lock-outs, walk-outs, lay-offs.
- H. Other

UNIVERSITY CRISIS MANAGEMENT TEAM

The University Crisis Management Team is created under the authority of the Board of Governors and the President of NSCAD University. It is understood that certain emergencies require immediate action on the part of the Crisis Management Team; however actions that allow for consultation and review require the final approval of the President of NSCAD University.

The University Crisis Management Team must be available to respond and react as a team in emergency or crisis situations. The team will be required to meet at least every six months to review the plan and update information. A written report will be provided to the President after each review.

The University Crisis Management Team will consist of the following:

- Vice President, Finance & Administration (Chair)
- Vice President, University Relations
- Director, Facilities Management
- Sr. Vice President, Academic and Research
- Director of Human Resources
- Dean
- Building Manager, Port Campus
- Registrar
- SUNSCAD

- Representative from the Board of Governors
- Administrative Assistant to the Vice President, Finance & Administration

Responsibility for this activity should not be delegated because it is important that the team be familiar with each other and fully aware of their responsibilities with regard to crisis management.

In the event of a crisis this team will work with the President to lead the University community through the situation and determine the course of action and communications to the public.

GENERAL PLAN

Assumptions:

In any situation where the HRM Police or Fire Departments are involved, they will secure the situation and take jurisdiction of all activities.

The University Relations Office will coordinate all the University communications, including those with the media. Any required University notifications or cancellations should be cleared by the University Relations Office.

The Crisis Management team will initiate the crisis and/or communication plans.

Under no circumstances will any representative of the University reveal a victim's name in any case, unless authorized to do so by the victim or the victim's agents.

Crisis Team Meeting Place:

In the event of a crisis or emergency the Crisis Management team will meet in the Office of Finance and Administration, 4th Floor, 5163 Duke Street. The second choice for a meeting place will be the 2nd Floor, Foundation Office Port Campus, 1107 Marginal Road and the third option would be the Academy Building, 1649 Brunswick Street.

Emergency Shelter:

The Foundation Office, 2nd Floor Port Campus, 1107 Marginal Road will be the on campus emergency location (to be used in case the Business Office is uninhabitable).

CRISIS MANAGEMENT TEAM RESPONSIBILITIES

Advance Warning (If applicable)

- The Crisis Management Team meets and plans based on anticipated situations, and prepares a worst-case scenario plan.
- Communication decisions are made and implemented.
- Key personnel who need to be involved are notified.
- Precautionary evacuations are done if needed.
- Essential service personnel are called if required.
- City services (Police, Fire, and Ambulance) are notified if necessary.
- Precautionary quarantine initiated by Health Authority.

- Complete incident report if required.
- Debriefing.

Emergency in Progress or Immediate Aftermath

- Notify the Director, Facilities Management.
- City services are called if required and not already on scene.
- Communication decisions are made and implemented.
- Initiate University communication plans, contact key personnel.
- Set up command centre.
- React and coordinate activities for campus security, evacuations, shelter, counseling, etc.
- Coordinate restoration of lost or damaged utility services.
- Traffic control.
- Coordinate set-up of communication hot lines.
- Mount rescue operations (through City services if required).
- Initiate damage control.
- Contact emergency contact (student or City services).
- Complete incident report(s).
- Complete a log of activity.
- Debriefing.

Post Emergency

- Debrief and continue communications as required to the University community, general community and the media (location of debriefing will be the Bell Auditorium if accessible).
- Ensure arrangements are made for counseling to be provided to those who need it.
- Ensure memorial services are arranged if required.
- Record events and prepare permanent records to be maintained.
- Access any required changes or additions to the crisis management plan.
- Complete incident report(s).

UNIVERSITY FUNCTIONAL RESPONSIBILITIES

Director, Facilities Management

- Protect lives and property and secure and control the emergency site
- Receive notification of incidents from campus and/or City services, initiate crisis plan and coordinate all activities with campus and City services contacting appropriate agencies.
- Coordinate and maintain command centre
- Maintain public order
- Traffic control
- Coordinate rescue activities
- Record the event and action taken
- Provide essential services for maintenance, restoration, and damage control
- Damage control and emergency repairs
- Clear roadways and buildings in co-ordination with Emergency Services
- Contact appropriate outside agency.

Health and Safety Committee

- Monitor actual safety hazards (report these to the Director, Facilities Management)
- Field observations for hazardous conditions and situations (report these to the Director, Facilities Management)
- Advise on measures to maintain safety
- Record the event and action taken for liability and risk management (report these to Director, Facilities Management)
- Follow up and/or report appropriate outside agencies contacted.
- Follow up and/or report appropriate internal resources

Office of Vice President, Academic

- Assist with or make arrangements for temporary or alternate accommodations
- Contact students or families when appropriate
- Advise Faculty about situations involving students
- Provide counseling as required to victims and affected individuals
- Ensure that victims are aware of "Victim Services" a City-run organization
- Arrange memorial services if applicable
- Facilitate appropriate refund of student fees.

CRISIS MANAGEMENT PROTOCOL

A. Medical Emergency

STEPS:

Person Identifying Situation

1. Notify Director, Facilities Management, indicate medical emergency, they will contact Emergency Response and ambulances if necessary. Dial 9-830-8452; 911
2. Be available to provide information to Emergency Response team or Director, Facilities Management.
3. Director, Facilities Management will contact Crisis Management Team
4. Director, Facilities Management will contact Health Authority if necessary (or HRM Police department).

Crisis Management Team

1. Set up crisis command centre - Director, Facilities Management (radios, telephone)
2. Arrange for temporary accommodations and relocations if necessary
3. Prepare for appropriate communication
4. Arrange for hot-line if necessary

B. Violent Crime or Behavior

STEPS: (CRIME IS IN PROCESS)

Person Experiencing the Situation:

1. Stay calm, give money or meet demands if possible
2. Notify Director, Facilities Management as soon as possible (9, 830-8452). Director, Facilities Management will contact Emergency First Response Team or outside authority, if required
3. Secure the area or move to a safe environment

Facilities Management

1. Contact the Crisis Management Team
2. Notify outside authority if required

Crisis Management Team

1. Initiate communication plans
2. Set up crisis command centre if required
3. Arrange counseling or victim services for victims and affected individuals

STEPS: DISCOVERY OF VIOLENT CRIME (AFTER THE FACT)

Person discovering the situation

1. Notify Director, Facilities Management (dial 9, 877-0750), they will notify Emergency First Response Team if required.
2. Go to a safe place and wait for personnel from Facilities Management and/or Security. Report anything noted of relevance to a member of Facilities Management.

Facilities Management

1. Contact the Police Department
2. Contact the Crisis Management Team

Crisis Management Team

1. The Crisis Management Team will contact other required personnel
2. Arrange for counseling or victim services for those affected
3. Prepare media response as required
4. Notify family if required
5. Arrange memorial services if required
6. Send a University representative to the funeral if required
7. If required, assist family with packing belongings
8. Facilitate refunds if required

C. Political Situation

STEPS: (RIOT / DEMONSTRATIONS)

Person Identifying Situation

1. Notify Facilities Management (dial 9, 830-8452). They will notify Emergency First Response Team and the HRM Police if required
2. Move to a safe environment

Facilities Management

1. Secure the area with assistance of Police
2. Notify the Crisis Management Team

Crisis Management Team

1. Initiate communications plans
2. Set up crisis command centre if required
3. Arrange counseling or victim services for victims and affected individuals
4. Coordinate media communications

D. Off Campus Accidents Involving Students, Faculty and/or Staff

1. Notify a member of the Crisis Management Team
2. Crisis Management Team will contact required personnel
3. Prepare press release if required
4. Arrange counseling if required
5. Arrange memorial service if required
6. Identify member of University community to attend funeral if required
7. Assist family with belongings, insurance and benefits if required

E. Environmental / Natural Disaster - Evacuation

STEPS:

Person discovering the situation

1. Pull fire alarm and follow procedures to evacuate the area
2. Notify Director, Facilities Management (9, 830-8452)

Facilities Management

1. Initiate communication with Crisis Management Team
2. Fire Department will be called if not already on premises
3. Police Department will be called, if required
4. Organize outside sources to initiate damage control

Crisis Management Team

1. Set up crisis command centre
2. Emergency shelter will be notified
3. Hot line will be initiated if needed
4. Press release will be prepared if required
5. Provide emergency funds as required

F. Bomb Threats

STEPS

Person Identifying Situation

1. Notify Director, Facilities Management

Facilities Management

1. Assess situation and notify Police if necessary
2. Follow evacuation procedures in section "E" of Crisis Management Plan.

APPENDIX A COMMUNICATIONS PLAN

This plan is intended to supplement other administrative procedures and guidelines for dealing with emergency situations. It should be reviewed on an annual basis and should be distributed to appropriate members of the NSCAD community.

INTRODUCTION

From a public perspective, "crisis" can be defined as any out-of-the-ordinary event that creates community/media interest in the University. A crisis is often tragic and unexpected. Crises can be opportunities as well as problems. It is clear that good communications can be a key element in responding to our communities and to the media in case of a crisis of any kind.

The purpose of the Crisis Communication Plan is to be adequately prepared for that out-of-the-ordinary event, and to advise, effectively and promptly, the campus community and the public as required on issues and developments.

OBJECTIVES

The University makes every effort to be open and timely in its communications with the University community, the media and its communities during a crisis or emergency. 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 internally and externally.

Good communications policy and practice will:

- Assist in the actual management of the crisis;
- Provide direction to faculty, staff, and students;
- Reduce rumor and uncertainty;
- Disseminate clear and accurate information to interested constituencies and the public at large;
- Maintain the institution's credibility and minimize damage to its reputation.

CRISIS COMMUNICATIONS PLAN

During a declared emergency, communication - both internal and external - will be under the direction of the President of the University. The Vice President, University Relations will be the official spokesperson, following the direction from President of the University

The Crisis Communication Plan will also apply in the event of a crisis at an off-campus event for which NSCAD University has some responsibility, or where a significant number of its community are involved, e.g. evening class, NSCAD University events, convocation, class trips, etc.

RELEASING STATEMENTS / INFORMATION

All information released by the University will be done in co-operation with the appropriate external authority, e.g. Halifax Regional Police Department.

All written or oral statements to campus groups, the media and the public will require the authorization of the senior officer of the University or the Crisis Management Team.

All statements of information will be channeled through and coordinated by the Vice President, University Relations as outlined in the Crisis Management Plan.

The legal aspects of releasing information will be governed by the appropriate legal guidelines or referred to legal counsel.

All public and media inquiries that are received by other offices and departments will be forwarded to the Vice President, University Relations (see Section B), and:

- Under no circumstances will any representative of the University reveal the victim's name in any case.
- Under no circumstances will any representative of the University, other than the Vice President, University Relations or his/her designate volunteer any information (names, dates, times, locations, nature of an incident) about an off-campus incident.
- Specifically, information about an off-campus arrest is in the public domain. In this case, the Vice President, University Relations or his/her designate will refer media inquiries to the authority that made the arrest.
- It is the responsibility of the Director, Facilities Management or his/her designate to notify the Vice President, University Relations when off-campus incidents occur.

PROCEDURES

A. Alerting Responsibilities

Prior to or during a declared a state of emergency or the decision to assemble the Crisis Management Team, the President of the University or a member of the Team will alert the Vice President, University Relations. He/she will provide direction for responding to initial inquiries from the media and the key publics.

B. Vice President, University Relations

The Vice President, University Relations will be responsible for all public relations. In his/her absence, an alternate will be appointed.

C. Specific Responsibilities

The Vice President, University Relations will be responsible for:

- Meeting with the Crisis Management Team to determine level of crisis and audiences affected.
- Maintaining regular contact with the Crisis Management Team.
- Establishing a media centre, either on campus or off campus.
- Providing communications and media counsel to the senior officer of the University and/or designate and the Crisis Management Team.
- Preparing and disseminating statements or information to the campus community, interested constituencies, the media' and other groups as identified.
- Handling public inquiries regarding the crisis.
- Responding to media inquiries regarding the crisis.
- Arranging for photography and audio-visual services, if necessary.
- Maintaining regular contact with the Crisis Management Team, and with communications officials of other agencies or organizations (Halifax Regional Police, fire, etc.) responding to the emergency for the purpose of coordinating the preparation and dissemination of public statements of information.
- Managing the media's presence during the crisis and enforcing the guidelines for media behavior during a crisis.
- Monitoring media coverage and public response to the crisis.
- Providing post crisis follow-up releases and news, as appropriate, to the media.
- Evaluating the communication process, providing full media documentation to the Crisis Management Team, the senior officers/spokesperson, and participating in a debriefing session with members of the Crisis Management Team.

D. Authority

The Vice President, University Relations will have the authority to disseminate information to the media and the public with the general direction of the President of the University or the Crisis Management Team.

Except for emergency services personnel and security, only the Vice President, University Relations will be authorized to provide direction to the media.

Once a crisis/emergency has been identified, Director, Facilities Management will have the authority to limit access to the affected area and any other areas of campus designated for use in responding to the crisis.

With the consent of Director, Facilities Management and external authorities and at the direction of the President or the Crisis Management Team, the Vice President, University Relations may allow media photographers and camera operators to tour the emergency site; they will be escorted.

E. Media and Public Inquiry Centres

Depending on the nature and duration of the crisis, the Vice President, University Relations may establish a media centre and oversee a public inquiry centre or telephone inquiry centre. This centre may be located on campus or at a site off location.

The Vice President, University Relations will identify the sites on campus suitable for use as a media/public inquiry centre. The sites will have capacity to activate appropriate communication equipment, e.g. telephones, computers.

At the direction of the President of the University or the Crisis Management Team, the Unit will have authority to use other University facilities and/or offices for these and related purposes.

**APPENDIX B
CRISIS PREPARATION CHECKLIST**

ACTION	RESPONSIBLE AREA
Maintain telephone listings for all people who need to be notified	Vice President, Finance & Adm.
Maintain and update communication plans	Vice President, University Relations
Fire/Evacuation Procedures	Director, Facilities Management
Maintain current telephone listings, including fax, cellular and home numbers for all key personnel for crisis management	Adm. Assistant to Vice President, Finance & Adm.
Evacuation Plans	Director, Facilities Management
Building Maps and Floor Plans	Director, Facilities Management
Inventory of emergency supplies (blankets, barricades, tape) storage and accessibility	Director, Facilities Management
Cellular phones and two way radios	Director, Facilities Management/Vice President, Finance & Adm.
Maintain Hot Lines for student and parents during and after a crisis	Registrar
Locations and contact names for off campus temporary relocation	Vice President, Finance & Adm.
Emergency vehicles	Director, Facilities Management
Hard copy student & staff phone numbers	Registrar and Human Resources
Emergency Procedure Manuals	Sr. Vice President, Academic & Research

APPENDIX D OFF CAMPUS SOURCES OF ASSISTANCE

Halifax Regional Municipality

Animal Control	468-9219
Building Inspector.....	490-5650
City Hall (City Manager).....	490-4026
Emergency Management Services.....	911
Metro Transit.....	490-6614
Parks Department	490-6203
Solid Waste Management	490-4000

Provincial

Children's Aid Society.....	425-5420
Education, Department of	424-5168
Emergency Measures Organization	424-5620
Environment and Labor, Department of	424-4125
Fire Marshal	424-5721
Health, Department of – Emergency Health Services	424-5023
Human Rights Commission	424-4111
Medical Examiner	424-2722
Occupational Health and Safety Commissions	424-5400
Public Safety: Boiler and Pressure Vessel Safety	424-7527
Public Safety: Electrical Safety.....	424-7527
Public Safety: Elevator and Lift Safety.....	424-7527
Public Safety: Fuel Safety	424-7527
Transportation and Public Works, Department of – Environmental Services	424-4082
Transportation and Public Works, Department of – Structural Engineering	424-4000
Victim Services	424-3309
Workers' Compensation	491-8999

Federal

Emergency Measures	426-2082
Environment Canada Emergencies	426-6030
Human Resources Development Canada.....	426-4995
..... (emergency) 1 506 851 6644	
Parks Canada.....	426-3436
Public Works and Government Services.....	496-5000
Victim Services	1 800 265-8644

Hospitals

Dartmouth General	465-8300
Poison Centre	470-1861
Queen Elizabeth II Health Sciences Centre	473-2700

Utilities

Eastlink.....	431-5000
Halifax Regional Water Commission	490-6940
Irving Oil.....	310-1924
Irving Propane.....	310-1924
MTT / Aliant Telecom	811
Nova Scotia Power.....	428-6775
.....(24 hrs Power Outage)	428-6004

Miscellaneous

Art Gallery of Nova Scotia	424-7542
Avalon Sexual Assault	425-0122
Canadian Red Cross	424-1472
Help Line.....	421-1188
Maritime Museum.....	424-7490
Public Archives	424-6060