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1 Purpose

The Crisis Management Plan is designed to enable NSCAD to appropriately plan for, respond to, and recover from all types of disruptions that may occur on campus. The Crisis Management Plan specifies the organization, coordination, procedures, communication and decision-making structures to be followed in urgent and unexpected situations.

The Crisis Management Plan is intended to be a framework governing NSCAD'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 Plan provides a systemic approach to begin the process of responding to emergency situations and, more than anything, a framework for decision-making.

2 Scope

The Crisis Management Plan provides a basic structure for coping with most kinds of emergencies on campus. It also helps NSCAD, and its community, foster a general spirit of emergency awareness, preparedness and cooperation.

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

The Crisis Management Plan 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 Crisis Management Plan. This meeting will also assist in identifying deficiencies in and improvements to the Crisis Management Plan.

Future versions of the Crisis Management Plan will be brought to the Board of Governors, for either information or approval (depending on the scope of changes to the plan). 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 NSCAD community works together to build its capacity to respond to, successfully recover from, and learn from, emergency situations.

2.1 Plan Updates

Proposed changes to the Crisis Management Plan may be submitted at any time by any member of the NSCAD community. The University Crisis Management Team will review and approve any proposed changes.

2.2 General Statement of Confidentiality

As outlined throughout the Crisis Management Plan, various NSCAD administrative and academic managers are charged with the responsibility to promptly submit reports to the University Crisis Management Team and others following an emergency.

Where it is necessary to do so, names of individuals and others 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 privacy policies.

However, where copies of reports are circulated to the University Crisis Management Team and others for general information (for example, to learn from, identify training or communications gaps, and make improvement to the Crisis Management Plan), names and other information which could identify individuals must be deleted prior to circulation.

2.3 Plan Testing

The Crisis Management Team periodically conducts training exercise, including mock emergencies and other simulations. Mock emergencies are typically conducted in a meeting room and take the members of the emergency response teams through simulated emergencies, step-by-step, as a real situation might unfold, with new and sometimes contradicting information constantly coming in. Mock emergencies provide an opportunity for team members to respond and make real-time decision, just as they would in a real emergency.

All such training exercises provide a safe leaning 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 Crisis Management Plan, resulting in changes to the Plan, and recommendations concerning training and other measures that would improve NSCAD's overall emergency preparedness.

2.4 General Statement re NSCAD as an Art & Design University

It must be recognized that students of NSCAD, 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, the Dean and the VP Academic may be required to exercise careful judgement, in collaboration with the President to carefully differentiate between cause for real concern and creative representations.

3 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. Violent Demonstrations – 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

a. 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. Minutes will be provided to the President after each meeting.

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.

The University Crisis Management Team will consist of the following:

- Vice President, Finance & Administration (Chair)
- Provost and Vice President, Academic and Research
- Director, University Relations
- Director, Facilities Management
- Director, Human Resources
- Dean
- Facilities Manager
- Registrar
- Director, Communications
- Director, Computer Services
- SUNSCAD President
- Executive 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.

b. General Plan

i. 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.

ii. Crisis Team Meeting Place

In the event of a crisis or emergency the Crisis Management team will meet in the Office of Student and Academic Services (OSAS) 2nd Floor, 5163 Duke Street. The second choice for a meeting place will be the 1st Floor, Admissions Office, Port Campus, 1107 Marginal Road and the third option would be the Academy Building, 1649 Brunswick Street, Room 206.

iii. Emergency Shelter

The Admissions Office, 1st Floor, Port Campus, 1107 Marginal Road will be the on campus emergency location (to be used in case the Office of Student and Academic Services is uninhabitable).

c. Crisis Management Team Responsibilities

i. 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, including the President.
- 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.

ii. Emergency in Progress or Immediate Aftermath

- Call (9)911
- Call University Security
- 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, including the President.
- 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.

iii. 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).

d. University Functional Responsibilities

i. Director, Facilities Management

- Protect lives and property and secure and control the emergency site
- Notify each campus of emergency. Alert all Fire Wardens
- 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.

ii. 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

iii. 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.

iv. Director of Communications (See 4 Communication Plan)

e. Crisis Management Protocol

i. Medical Emergency

Steps:

- Person Identifying Situation
 1. Call (9)911
 2. Call University Security
 3. Notify Director, Facilities Management, indicate medical emergency, Dial 9-830-8452.
 4. Be available to provide information to Emergency Response team or Director, Facilities Management.
 5. Director, Facilities Management will contact Crisis Management Team
 6. 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

ii. Violent Crime or Threatening, Disruptive Behaviour Presenting Immediate Danger

Steps: (Crime in Process)

- Person Experiencing the Situation
 1. Call (9)911
 2. Call University Security
 3. Stay calm, give money or meet demands if possible
 4. Notify Director, Facilities Management as soon as possible 9-830-8452.
 5. Secure the area or move to a safe environment if possible
- Facilities Management
 1. Contact (9)911, if not already notified
 2. Contact the Crisis Management Team
 3. Secure the area and prevent others from accessing as best as possible
 4. Reduce card access
- Crisis Management Team
 1. Initiate communication plans – push notifications message, website update, notify the President.
 2. Set up crisis command centre if required
 3. Arrange counseling or victim services for victims and affected individuals – Contact EAP provider 1-800-387-4765

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
 3. Reduce card access
- Crisis Management Team
 1. The Crisis Management Team will contact other required personnel, including the President.
 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

Riots/Demonstrations Steps:

Person Identifying Situation

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

- Facilities Management

1. Secure the area with assistance of Police
2. Notify the Crisis Management Team
3. Reduce card access

- 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

iii. Off Campus Accidents Involving Student, Faculty and/or Staff

1. Notify a member of the Crisis Management Team
2. Crisis Management Team will contact required personnel, including the President.
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

iv. Environmental / Natural Disaster – Evacuation

Steps:

- Person Discovering the Situation

1. Pull fire alarm and follow procedures to evacuate the area
2. Call (9)911
3. Call University Security
4. 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

v. Bomb Threats

Steps:

- Person Identifying Situation
 1. Call (9)911
 2. Call University Security
 3. Notify Director, Facilities Management 9-830-8452
- Facilities Management
 1. Assess situation and notify Police if necessary
 2. Follow evacuation procedures in section "f., v." of Crisis Management Plan.

vii. Communicable Disease Alert

Steps:

1. Notify Nova Scotia Chief Medical Officer
2. Implement migrating measures recommended by Chief Medical Officer
3. Notify VP Academic
4. Notify Director of Human Resources
5. If extremely serious and contagious, Vice Presidents will initiate Pandemic Plan

viii Chemical Spill

Steps:

1. If chemical known to be dangerous, do not handle or approach spill
2. Clear the area
3. Notify NSCAD Security
4. Notify Director of Facilities Management 902-830-8452
5. Call 911 and evacuate the building

4 Communication Plan

In any emergency situation, all members of the NSCAD community are requested to forward media and public inquiries to the Communications Office. No one may speak officially on behalf of the university except the President, Chair of the Board of Governors, a Vice-President, Director of Communications, or other persons specifically delegated by the President or 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 of Communications.

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.

a. 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.

b. 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 a timely comprehensive update to President and Board Chair;
- 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.

c. Crisis Communications Plan

During a declared emergency, communication - both internal and external - will be under the direction of the **President** of the University. The Director of Communications 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.

d. Releasing Statements / Information

All information released by the University Board of Governors will be provided with a timely update by the Director of Communications under the direction of the University President and will be done in co-operation with the appropriate external authority, e.g. Halifax Regional Police Department if warranted.

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 Director of Communications 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 Director of Communications. (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 Director of Communications 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 Director of Communications or his/her designate will refer media inquiries to the authority that made the arrest.
- It is the responsibility of the Director of Facilities Management or his/her designate to notify the Director of Communications, and the Vice President, Finance and Administration when off-campus incidents occur.

e. Procedures

i. Alerting Responsibilities

Prior to or during a declared 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 Director of Communications. He/she will provide direction for responding to initial inquiries from the media and the key publics and will alert the Board Chair.

ii. Director, Communications

The Director of Communications, in collaboration with the President and the Director of University Relations, will be responsible for all Crisis related communications and public relations.

iii. Specific Responsibilities

The Director of Communications 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.
- In conjunction with the President, keep the Board apprised of the situation.
- 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 (including social media) presence during the crisis and enforcing the guidelines for media behavior during a crisis.
- Monitoring all 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.

iv. Authority

The Director of Communications 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 Director of Communications will be authorized to provide direction to the media.

Once a crisis/emergency has been identified, Director of 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 of Facilities Management and external authorities and at the direction of the President or the Crisis Management Team, the Director of Communications may allow media photographers and camera operators to tour the emergency site; they will be escorted.

5 Evacuation – General Procedures

In an Evacuation related to fire or other emergency on campus, Halifax police, ambulance and/or fire department (collectively known as “Emergency Services”) may choose to take command of the situation. Until Emergency Services arrive and take command, directions given by NSCAD Security personnel must be followed. An Evacuation will be signalled via the **website, email throughout the campus and Fire Alarm**.

5.1 In the event that a building Evacuation is required, NSCAD 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 4 Emergency, a Quick Evacuation:

a) Slow Evacuation: an announcement is made via the alarm system 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 alarm system is not operating, NSCAD Security personnel will personally direct the evacuation.

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

c) Any Evacuation: everyone in the affected buildings(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, NSCAD Security, Fire Wardens, and not re-enter the building until authorized to do so by NSCAD Security.

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

5.2 General Evacuation Instructions

- Students, faculty, and staff are encouraged to familiarize themselves with an 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 NSCAD 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 NSCAD Security.
- Notify someone if you decide to leave the area.

6 Lockdowns

NSCAD is intended to be an open and creative environment, where students, faculty and staff can communicate freely and collaboratively. And, as a public institution, NSCAD 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, NSCAD, 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 will be communicated by NSCAD Security in several ways:

- Alarm System
- E-mail blast
- NSCAD Website
- App Armour

Please note that additional forms of communication, including social media, may also be used. The following general expectations are in effect during a Lockdown:

a) 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 the 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.

b) 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.

c) 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.

d) 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 NSCAD 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.

e) 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.

7 Pandemic Plan

A Pandemic is a unique exposure that can have considerable long-term implications and therefore, requires special consideration.

A Pandemic Plan is developed to manage infectious disease and support business continuity objectives. NSCAD 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, NSCAD maintains a business continuity plan that considers infectious disease outbreaks.

7.1 Purpose

A Pandemic Plan is developed to manage infectious disease and support business continuity. The Canadian Pandemic Influenza Plan specifies roles and responsibilities for the province 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 a new vaccines be developed.

7.2 Objectives

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

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

We expect to:

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

7.3 Scope

As part of the NSCAD business continuity, 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 NSCAD.

7.4 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 NSCAD community as well as our partners and third party suppliers.

7.5 University Crisis Management Team

To allow NSCAD to take leadership and manage a pandemic situation to;

- provide a healthy and safe community;
- prevent and mitigate disruption to NSCAD 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.

7.6 University Crisis Management Team Strategy Risk assessment

- Keep abreast of all relevant pandemic-related developments, e.g. actions taken by other Atlantic universities, Halifax 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
- 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 NSCAD community informed about pandemic developments, as relating to NSCAD; and intent – educate and reduce fear.

7.7 Declaration of a Pandemic at NSCAD

If the Pandemic situation escalates and circumstances warrant, the President, or designate, will formally declare a Pandemic at NSCAD. This declaration could result from a directive(s) from the Public Health Agency of Canada, Halifax Public Health, or other government 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 University Crisis Management Team. The results could range from a reduction in academic offerings and/or administrative functions on campus, to potentially a full closure of the university.

7.8 Pandemic Monitoring Strategy

The Director, Communications and/or designate will monitor the following (and other) Pandemic websites for additional details, and possible relevant information and pass this information on to the University Crisis Management Team as required:

- The World Health Organization
- Public Health Agency of Canada (PHAC) Pandemic Influenza Site
- 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.

7.9 Managing Emergency Information

- The Director, Communications 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, Communications notifies the University Crisis Management Team.

7.10 Conclusion of a Pandemic at NSCAD

Once the Pandemic situation subsides and circumstances warrant, the President, or designate will formally declare a Pandemic at NSCAD as being concluded (over). This declaration could result from directives(s) from the Public Health Agency of Canada, Halifax Public Health, or other government agency. Any decision will be based on the latest information available, with advice from the University Crisis Management Team.

7.11 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 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 NSCAD community.
- The University Crisis Management Team reviews all lessons learned and adjusts the Pandemic Plan accordingly.
- New mitigation actions are developed and implemented.
- The Director, Communications 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 University Crisis Management Team.

7.12 Pandemic Plan Success Factors

The success factors to measure this plan are:

- Establish 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 NSCAD critical stakeholders; and
- Plan is tested and validated.

Appendix A – 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	Director, Communications
Fire/Evacuation Procedures	Director, Facilities Management
Maintain current telephone listings, including fax, cellular and home numbers for all key personnel for crisis management	Executive 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
Main telephone line message and website based message to contain details	Registrar in co-ordination with Director, Communications
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	Provost, Vice President, Academic & Research
Notify Fire Wardens and Security at all 3 campuses	Director of Facilities Management

Appendix B – 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
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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
MHCSI	429-8167 or 1-888-429-8167
EFAP – SSA	426-0117 or 1-800-387-4765

Appendix C – First Aid Trained Employees in Emergency First Aid

(Updated May 15, 2017)

<u>FIRST AID TRAINED</u>	<u>DIVISION</u>	<u>PHONE NUMBER</u>
<u>FOUNTAIN CAMPUS</u>		
ADRIAN FISH	MEDIA ARTS	8265
ALEX CHISHOLM	PHOTO	8179
ANKE FOX	TEXTILES	8166
BILL TRAVIS	STUDENT SERVICES	8313
BRIAN CRABBE	FACILITIES	
CHRIS NIELSEN	PHOTO	8211
CHANTEL GUSHUE	JEWELLERY	8206
DETTA MORRISON-PHILLIPS	LIBRARY	8255
GARY MARKLE	FASHION	8136
JACK WONG	FINE ARTS	8138
JANICE FRALIC-BROWN	LIBRARY	8229
JEFF WRY	PRINT SHOP	8239/8198
JEREMY VAUGHAN	PAINTING STUDIO	7201
JOANNA CLOSE	TEXTILES	8154
KIT CLARKE	LIBRARY	8202
LEESA HAMILTON	FASHION	8310
MARK BOVEY	FINE ARTS	8209
MELANIE COLOSIMO	GALLERY	8184
RIA MACGILLIVRAY	FINANCE	8185
<u>PORT CAMPUS</u>		
BARBARA LOUNDER	FOUNDATION	442-8730
DONNIE THOMPSON	GENERAL FABRICATION	442-4203
GERRY SIMMONDS	FACILITIES	
JOHN KENNEDY	SCULPTURE	494-8126
KEN LAMB	WOOD SHOP	494-8164
REBECCA HANNON	FOUNDATION	442-1536
VERONIQUE MACKENZIE	FOUNDATION	494-8144

Appendix D - Fire Wardens

(Updated May 15, 2017)

<u>FIRE WARDEN</u>	<u>AREA</u>	<u>PHONE</u>	<u>EMAIL</u>
ALL BUILDINGS			
Randall Turple (Chief)		494-8215	rturple@nscad.ca
James Rai (Deputy Chief)		444-7217	jrae@nscd.ca
<u>FIRE WARDEN/DEPUTY FIRE WARDEN</u>			
<u>ADMINISTRATION BUILDING</u>			
D. Morrison-Phillips	Level 1 - Main Entrance	494-8255	dphillips@nscad.ca
Debra Campbell/Bill Travis	Level 2 - OSAS	494-8124/494-8313	dcampbell@nscad.ca / btravis@nscad.ca
Eric MacDonald	Level 3 - Art History/Academic Office	494-8220	emacdonald@nscad.ca
Marilyn Smulders/Chris McFarlane	Level 4 - President/UR Offices	494-8248/494-8175	mumulders@nscad.ca / cmcfarlance@nscad.ca
Chris McFarlane/Marilyn Smulders	Level 5 - Boardroom	494-8175/494-8248	cmcfarlane@nscad.ca / mumulders@nscad.ca
<u>BELL BUILDING</u>			
Brian Crabbe	Level 1 FM/NSGEU Staff Lounge	877-0751	
Jeremy Vaughan	Level 2 Painting & Drawing	444-7201	jvaughan@nscad.ca
Chris Nielsen	Level 3 - Lounge/Drawing Studio	494-8211	cnielsen@nscad.ca
Chris Nielsen	Level 4 - Photography	As Above	As Above
Leanne Dowe/Maureen Halstead	Level 5 - Bell/F&A	444-7200/494-8119	ldowe@nscad.ca / mhalstead@nscad.ca
<u>PRESS BUILDING</u>			
Facilities Management Staff	Level 1 - Tenant		
Facilities Management Staff	Level 2 - Classroom G219		
Chris Nielson	Level 3 - Photo Adjunct	494-8211/494-8179	cnielson@nscad.ca
Mathew Reichertz	Level 4 - Studios	494-8293	mreichertz@nscad.ca
<u>GRANVILLE BUILDING</u>			
Facilities Management Staff	Level 1 - Tenant		
Facilities Management Staff	Level 2 - Faculty/Staff Offices		
Mathew Reichertz	Level 3 - Studios	494-8293	mreichertz@nscad.ca
Mathew Reichertz	Level 4 - Studios	494-8293	mreichertz@nscad.ca
<u>HOLLIS BUILDING</u>			
Sonya Diamond/Chantel Gushue	Level 1 - Service Centre/School Store/Shops	494-8146/494-8206	sdiamond@nscad.ca / cgushue@nscad.ca
Chantel Gushue/Kye Yeon Son	Level 2 - Jewellery	494-8206/494-8226	cgushue@nscad.ca / kson@nscad.ca
Anke Fox/Kye Yeon Son	Level 3 - Textiles/Jewellery faculty offices	494-8166/494-8226	afox@nscad.ca / kyeson@nscad.ca
Jill Graham/Mark Bovey	Level 4 - Printmaking	444-7204/494-8209	jgraham@nscad.ca / mbovey@nscad.ca
Jill Graham	Level 5 - Textiles (Dye & Print)	444-7204	jgraham@nscad.ca
<u>SEEDS BUILDING</u>			

Leesa Hamilton/Gary Markle	Level 1 - Extended Studies/S200	494-8310/494-8136	lhamilton@nscad.ca / gmarkle@nscad.ca
Leesa Hamilton/Gary Markle	Level 2 - Fashion Studies	494-8310/494-8136	lhamilton@nscad.ca / gmarkle@nscad.ca
Gary Markle	Level 3 - Computer Services, Faculty Offices, S409	494-8136	gmarkle@nscad.ca
<u>KEDDY BUILDING</u>			
Melanie Colosimo/Kate Walchuk	Level 1 - Anna Leonowens	442-8184/494-8223	mcolosimo@nscad.ca / kwalchuk@nscad.ca
Facilities Management Staff	Level 3		
May Chung	Level 4	494-8158	mchung@nscad.ca
<u>ANNA LEONOWENS GALLERY</u>			
Melanie Colosimo/Kate Walchuk	Level 1 - Basement/Work Area/Storage	442-8184/494-8223	mcolosimo@nscad.ca / kwalchuk@nscad.ca
	Level 2 - Galleries 1, 2, and 3		
	Level 3 - Offices		
<u>DESIGN BUILDING</u>			
Jeff Wry/Rudi Meyer	Level 1 - Design Print Services/Digital Textile Centre	494-8198/494-8238	jwry@nscad.ca / rmeyer@nscad.ca
Rudi Meyer	Level 2 - Design Office Classrooms	494-8238	rmeyer@nscad.ca
Rudi Meyer	Level 3 - Studio/Classroom N300	494-8238	rmeyer@nscad.ca
May Chung	Level 4 - N400, N420, N440, FUNSCD Lounge & Office	494-8158	mchung@nscad.ca
May Chung	Level 5 - MFA Studios N500/501	494-8158	mchung@nscad.ca
<u>LIBRARY</u>			
Janice Fralic-Brown/Detta Morrison-Phillips	Level 1 - Circulation/Offices	494-8229/494-8255	jbrown@nscad.ca / dphillips@nscad.ca
As Above	Level 2 - Reading Area, Stacks	As Above	As Above
As Above	Level 3 - Periodicals	As Above	As Above
Rebecca Young	Level 4 - Visual Resources (Slide lib)	444-7212	ryoung@nscad.ca