



ADMINISTRATIVE PROCEDURE	
<i>Approval Date</i> 2013	<i>Replacing</i> All previous procedures
<i>Review Date</i> 2018	<i>Page</i> 1 of 24
<i>Contact Person/Department</i> Superintendent of Safe and Accepting Schools	<i>Identification</i> BD-2071

BOARD EMERGENCY PREPAREDNESS

1.0 PURPOSE

Trillium Lakelands District School Board is committed to ensuring the safety of staff and students in the event of an emergency. A Board Emergency Preparedness plan will enable an effective response in the event of any Board emergency beyond the scope of a single school or worksite to manage.

2.0 REFERENCES AND RELATED DOCUMENTS

2.1 GOVERNMENT OF CANADA

- a) Access to Information Act

2.2 GOVERNMENT OF ONTARIO

- a) Freedom of Information and Protection of Privacy Act

2.3 TLDSB POLICIES AND PROCEDURES

- a) Biohazardous Materials BU-3600
- b) Code of Conduct OP-6020
- c) Lockdown Emergency Response Plan OP-6540
- d) Computer and Internet Acceptable Use BU-3036
- e) Criminal Record Check HR-4020
- f) Emergency Preparedness – Schools and Worksites OP-6520
- g) Freedom of Information BD-2031
- h) Health and Safety BU-3050
- i) Incident/Accident/Injury Reporting BU-3555
- j) Safety in Technology Classrooms ES-5060
- k) Transportation BU-3026
- l) WHMIS BU-3570
- m) And others as found in TLDSB procedures on the InfoBase and the Board website www.tlidsb-on.ca

2.4 SUPERINTENDENT MEMOS

- a) Fire Prevention SO-0009;
- b) First Aid Requirements SO-0029;
- c) Safety Notice Boards SO-0024;
- d) Winter Accident Prevention SO-0013;
- e) And others as found on the TLDSB Infobase in the First Class e-mail-system.

3.0 TERMS AND DEFINITIONS

3.1 BUSINESS CONTINUITY PLAN

A plan which enables critical services to be continually delivered during an emergency.

3.2 CENTRAL COMMAND TEAM

A team named by the Director of Education or designate to respond to emergencies that are beyond the scope of an individual school or worksite to manage.

3.3 CENTRAL SUPPORT TEAM

A team named by the Director of Education or designate to implement direction from the Central Command Team.

3.4 LOCKDOWN EMERGENCY RESPONSE PLAN

A plan to ensure that schools and worksites are prepared, through proactive planning and training, to respond to a situation involving an armed individual on school property posing an immediate threat to life.

3.5 COMMAND CENTRE

The Command Centre is the location at which central planning and communication will take place during an emergency.

3.6 EMERGENCY

An urgent need that calls for immediate action such as:

- a) Deaths – student, staff, parent, or community member
- b) Widespread Emergency – manmade and natural
 - Chemical or hazardous material spills
 - Fires or explosions
 - Severe weather
 - Earthquakes
 - Floods
 - Hurricanes

- Ice storms
 - Tornadoes
- c) Medical emergencies
- Pandemics – Asian flu, H1N1, etc.
 - Airplane or train crashes
 - Bus crashes
- d) Traffic Emergencies
- Airplane or train crashes
 - Bus accidents
- e) Utilities emergencies
- Chemical spill
 - Gas odours
 - Power outages
 - Water main breaks, nearby or on site
 - Sewer failure
- f) Violent incidents
- Bomb threats
 - Hostage situations
 - Terrorism or wars

3.7 CRISIS

An unfolding situation that has reached a critical phase with the distinct possibility of a highly undesirable outcome, such as a hostage situation or terrorism.

3.8 LOCKDOWN

An imminent threat and/or act of danger/violence in or immediately around the school such as a school shooting or sniper attack.

3.9 HOLD AND SECURE/ SHELTER IN PLACE

An enhanced level of safety and security requiring staff and students to remain indoors for a period of time due to *external* conditions.

3.10 DISTRICT CRISIS LIST

A confidential list of key contacts that is updated regularly (Director of Education, Superintendents, Plant Managers, Student Services Attendance Counsellors (SSACs), Principals, Vice Principals) for use in emergencies.

4.0 ADMINISTRATIVE PROCEDURE

4.1 PHASES OF EMERGENCY RESPONSE

There are four potential phases of response to an emergency:

- Board Preparedness Phase
- Board Notification Phase
- Board Response Phase
- Board Recovery Phase

4.1.1 BOARD PREPAREDNESS PHASE

The preparedness phase involves activities undertaken in advance of an emergency to provide operational capabilities and improve effective response to disasters. Preparation is the key to successful management of an emergency.

a) Board Emergency Response Plan:

- i) The Board Emergency Response Plan will be established and updated through the Director's Office.
- ii) It is the Board's information document that provides the details and resources for emergency response, pandemic response, and business continuity planning;
- iii) The Plan will contain specific information including: emergency contact information, the composition and role of a Central Command Team and Central Support Team, the designation of a Command Post and the contents of a Command Box of support materials, access information and floor plans for schools and worksites;
- iv) Emergency contact information in the Plan will be updated monthly by the Communications Department;
- v) During holiday periods such as Christmas, March Break and summer, a list of Central Command Team and Central Support Team individuals available for contact in case of emergency will be maintained – as well each superintendent and the Human Resources Administrator will maintain contact information for key individuals in his/her department for these periods of time;
- vi) Copies of the Plan will be available at all times through the Director of Education or Superintendent of Business. In addition, hard copies of the manual will be located in the Director's Office – Lindsay, the Communications Department – Lindsay, and the Muskoka Education Centre;
- vii) The Plan will be tested regularly and will be reviewed following its use in an emergency situation in order for changes or improvements to be made.

b) School/Worksite Emergency Response Plans:

- i) A School/Worksite Emergency Response Plan (as per OP-6520) will be developed and updated annually for each school and worksite.
 - ii) School administrators will follow school/worksite emergency preparedness plans unless advised otherwise by the Board Central Command Team.
- c) Central Command Team:
 - i) A Central Command Team appointed by the Director of Education shall be in place at all times. The membership on this team will include members of Director's Council and will be updated annually. Membership will be reviewed annually and updated as necessary. Specific members and their contact information will be included in the Board and Emergency Response Plan.
 - ii) Responsibilities of the Central Command Team will be included in the Board Emergency Response Plan.
- d) Central Support Team:
 - i) A Central Support Team appointed by the Superintendent of Business shall be in place at all times. The membership on this team will include senior managers and others as required. The membership of this team will be reviewed annually and updated as necessary. Specific members and their contact information will be included in the Board Emergency Response Plan.
 - ii) Responsibilities for the Central Support Team will be included in the Plan.
- e) Command Centres:
 - i) The Central Command Team will meet when deemed necessary by the Director of Education or designate in the Command Centre. Unless there is a reason to designate an alternate location, the Emergency Command Team will meet in the Lindsay Education Centre, when the emergency response plan is activated.
- f) Alternate Command Centres:
 - i) Should the Lindsay Education Centre be affected by the emergency, the alternate Command Centre will be IE Weldon Secondary School (Main Office) and cases where the entire area is affected by an emergency; the second alternate Command Centre will be the Lindsay Alternate Education Training Centre (AETC) (Main Office). The Director of Education or designate may re-locate the Command Centre if necessary (e.g. to another region in the Board).

4.1.2 BOARD NOTIFICATION PHASE

The notification phase refers to the period of time when a school or worksite has knowledge of an emergency that is pending or in progress.

- a) Principals/Managers of schools and worksites will notify the appropriate Superintendent of any current or pending emergency;
- b) The Superintendent will maintain contact with the school or worksite and monitor the situation;
- c) The Superintendent will notify the Director's Office of the current or pending emergency;
- d) The Director's Office will notify school board trustees of a current or pending emergency as appropriate;
- e) If there is an immediate or potential need for the Board Central Command Team to be activated, the Director's office will be notified and all relevant information will be shared; ongoing communication will be shared as the situation evolves;
- f) If deemed appropriate, proactive measures will be put in place (e.g. alert transportation/plant department of potential needs, begin to develop an action plan for staff, notify any off-site trips of the emergency and advise trip supervisors not to return to the school until instructed to do so);
- g) A log of events and activities will be maintained.

4.1.3 BOARD RESPONSE PHASE

In the event that the emergency requires support through the Board Emergency Response Plan, the Board response phase will be initiated to coordinate emergency response activities at the District level. The level of response necessary will be determined to meet the pending emergency.

- a) The Director of Education or designate will activate the Central Command Team and establish a Command Centre;
- b) The Director of Education or designate will inform school board trustees;
- c) The Central Command Team will determine the response needed and will act accordingly, using the Central Support Team as appropriate.
- d) The Communications Manager will immediately gather all available facts and prepare a communication plan with key messages;

4.1.4 BOARD RECOVERY PHASE

Recovery is both a short-term activity intended to return vital support systems to operation, and a long-term activity designed to return infrastructure systems to pre-disaster conditions.

A Superintendent will be designated to oversee the recovery phase.

4.2 MEDIA COMMUNICATIONS DURING AN EMERGENCY

In the case of emergency, all staff must refer media contacts to the Communications Department staff.

- 4.2.1 The Board, in co-ordination with assisting community agencies, assumes responsibility for public statements during an emergency.

The Director of Education serves as Board spokesperson in an emergency unless he/she designates an alternate spokesperson. If that spokesperson is unavailable, a second alternate assumes the responsibility.

- 4.2.3 The Board Communications Department provides advice and consultation to the Board spokesperson to facilitate and co-ordinate media communications.

4.3 CO-OPERATION WITH COMMUNITY AGENCIES

- 4.3.1 The Board shall cooperate with various municipalities and districts within its mandated area, as well as provincial and federal departments, in emergency situations and in cases of a declared local or regional pandemic, disaster or when any community is declared to be in a state of emergency.

- 4.3.2 The Board shall permit the use of a school or school property for emergency use by first responders and/or the general public at the request of the appropriate local, provincial or federal authorities in concurrence with the Director of Education.

- 4.3.3 In all cases, when requested by appropriate Emergency Service Supervisors, the Board shall relinquish control on site and provide support to First Responders.

- 4.3.4 Where appropriate, specific protocols will be developed and followed (e.g. school-police protocol, school-CAS protocol)

4.4 BUSINESS CONTINUITY

A business continuity plan enables critical services to be continually delivered during an emergency. Within TLDSB these critical services are typically provided through our Board Offices, (Lindsay Education Centre, Muskoka Education Centre, Haliburton County Education Centre) and our Plant Departments (David Street and Cedar Lane).

4.4.1 BUSINESS CONTINUITY PLAN

A business continuity plan is required when an emergency impacts upon the ability of one or more sites to provide critical services because:

- a) The building or site is compromised due to:

- i) Natural disaster (e.g. fire, flood, tornado);
 - ii) Environmental disaster (e.g. hazardous material spill);
 - iii) Power/energy failure;
 - iv) Communications failure;
 - v) Cyber attack/hacker activity.
- b) The availability of staff at the site is compromised due to illness resulting from a communicable disease (e.g. pandemic).

4.4.2 BUSINESS CONTINUITY PLAN DEVELOPMENT

- a) Business continuity plans will be developed, under the direction of the Superintendent of Business, by each department within TLDSB that provides critical services.
- b) These plans must be completed under the direction of the Superintendent of Business and in consultation with the appropriate Superintendent and/or Senior Manager.
- c) They must be updated and tested annually, and must be shared with the Director's Office.
- d) They must be available for quick and easy access as outlined in the Board Emergency Response Plan.

5.0 APPENDICES

5.1 Board Emergency Response Plan

TEMPLATE FOR BOARD EMERGENCY RESPONSE PLAN

BOARD
Emergency
Response
Plan

(November 2013)

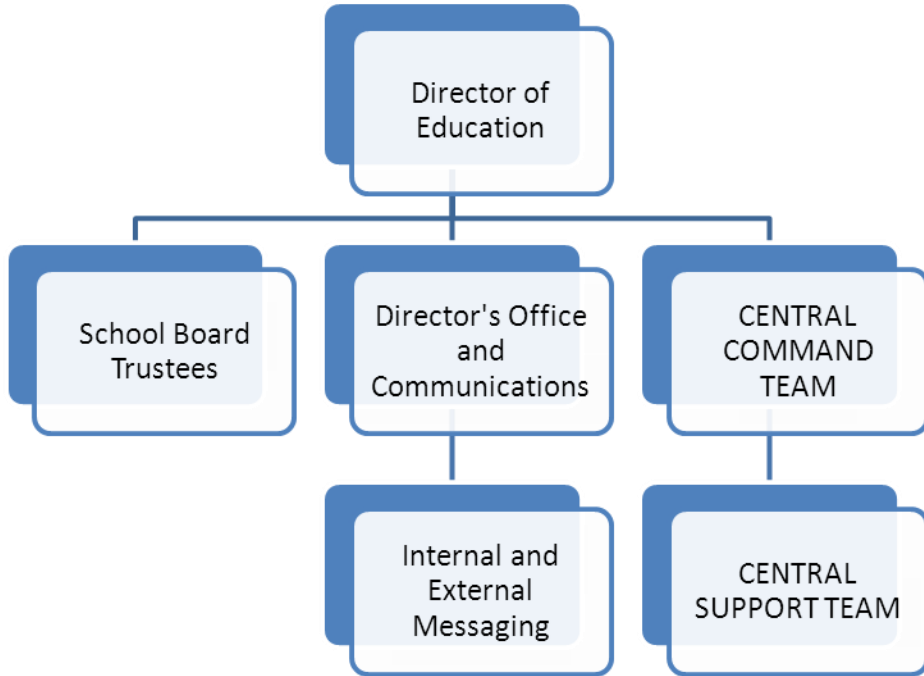
Board Emergency Response Plan

Table of Contents

TABLE OF CONTENTS

<u>Decision-making and Communications Flow-chart</u>	11
<u>Central Command Team Contact Information</u>	12
<u>Central Support Team Contact Information</u>	13
<u>Roles and Responsibilities</u>	14
<u>Command Post</u>	16
<u>Business Continuity</u>	17
<u>Board Preparedness Phase</u>	18
<u>Notification Phase</u>	20
<u>Response Phase</u>	21
<u>Recovery Phase</u>	23
<u>Media Communications</u>	24

DECISION-MAKING AND COMMUNICATIONS FLOW-CHART



CENTRAL COMMAND TEAM CONTACT INFORMATION

CENTRAL COMMAND TEAM (update this chart annually)			
Position	Name	Cell Phone	Office Phone
Director of Education			
Manager Director’s Office and Communications			
Superintendent of Business			
Human Resources Administrator			
Superintendent of Elementary School Improvement and Elementary Operations			
Superintendent of ICT and Secondary Operations			
Superintendent of Safe and Accepting Schools			
Superintendent of Special Education			
Superintendent of Secondary School Improvement and Student Success			

CENTRAL SUPPORT TEAM CONTACT INFORMATION

CENTRAL SUPPORT TEAM (update this chart annually)			
Position	Name	Cell Phone	Office Phone
Senior Manager of Finance			
Senior Manager of Plant			
Senior Manager of Human Resources			
Senior Manager of ICT			

ROLES AND RESPONSIBILITIES

DIRECTOR OF EDUCATION

- a) Provide direction for the development of the Board Emergency Response Plan;
- b) Establish the Central Command Team;
- c) Convene and participate in briefing sessions with the Central Command Team as necessary;
- d) Approve a baseline budget to support the activities of the Central Command Team;
- e) Provide timely information to the Chair and to Trustees on matters related to emergency issues;
- f) Approve all system communications and directives;
- g) Ensure the provision of regular updates to the system; and
- h) Ensure that there is effective de-briefing and follow-up in the Board Recovery phase.

MANAGER OF DIRECTOR'S OFFICE AND COMMUNICATIONS

- a) Develop a communication plan with key system messages and information for trustees, staff, students, and community;
- b) Coordinate the Board's public relations and communication campaign, including media releases, press conferences, print and electronic messaging, website and social media management;
- c) Coordinate the Board's communication with appropriate external groups (provincial ministries, local health units, local community agencies and organizations);
- d) Relay information in a timely manner to the Director, Trustees, Senior Administration and Central Command Team;
- e) Participate in all briefing sessions; and
- f) Other duties as assigned.

INFORMATION COMMUNICATIONS TECHNOLOGY SUPERINTENDENT

- a) Support intranet;
- b) Support PowerSchool functions;
- c) Provide information for students and families re: on-line learning opportunities; and
- d) Other duties as assigned.

SCHOOL OPERATIONS SUPERINTENDENT (elementary and secondary):

- a) Develop a contingency plan for dealing with teacher absence (re-deployment, consolidation of classes, use of volunteers/retirees) and review with unions;
- b) Develop a contingency plan for decision-making re: school closure due to the lack of a “critical mass” of staff support and review with unions;
- c) Develop guidelines for volunteers, visitors, community access to schools and worksites;
- d) Provide direction to principals re: cancellation of school trips, inter-school activities; and
- e) Other duties as assigned.

HUMAN RESOURCES ADMINISTRATOR:

- a) Develop attendance reporting mechanisms for threshold levels of staff and student absence;
- b) Develop a contingency plan for dealing with staff absence (re-deployment, consolidation of functions, use of volunteers/retirees) and review with unions;
- c) Develop a protocol for staff absence reporting and record keeping. Review with unions, middle management and senior management and then distribute to all staff;
- d) Address issue of employees who have exhausted their allotted sick leave;
- e) Ensure that all employees are aware of counselling services available through the Employee Assistance Program.

SUPERINTENDENT OF BUSINESS (Finance, Plant, Maintenance, Transportation):

- a) Work with the Purchasing Department to procure resources if needed;
- b) Create a list of essential plant/maintenance supplies and stockpile enough for 1 month;
- c) Identify process for communicating bus route changes, lateness, cancellation, and any off-site trips that may be occurring at the time;
- d) Develop communication protocol with bus operators; and
- e) Other duties as assigned.

PROGRAM SUPERINTENDENTS (Curriculum, Safe and Accepting Schools, Special Education):

- a) Ensure support for students with serious medical conditions (e.g. cross-training);
- b) Prepare contingency plan for students who require significant accommodation and/or support;
- c) Provide website addresses/information for curriculum materials available on line;
- d) Assess during Board Recovery Phase, the academic impact and develop plan to address needs of students/teachers;
- e) Assess during Board Recovery Phase, the needs of college or university bound students and develop a plan accordingly;
- f) Provide advice re: counselling support for students and families as needed; and
- g) Other duties as assigned.

COMMAND POST

The Command Post will initially be the Director of Education's office in the Lindsay Education Centre. A direct line (Bell) phone is in place in this office.

The Alternate Command Post in the Lindsay Education Centre will be the Muskoka Room.

If the Lindsay Education Centre is affected by the emergency, the alternate Command Post will be in the IE Weldon Secondary School main office at 24 Weldon Road, Lindsay, ON K9V 4R4 (705-324-3585)

In a case where the entire area is affected by an emergency the Command Post will be at the Lindsay Alternate Education and Training Centre at 230 Angeline Street, Lindsay, ON K9V 0J8 (705-324-5280)

BUSINESS CONTINUITY

The Superintendent of Business will ensure that business continuity plans are developed by the following departments:

- Human Resources
- Information and Communications Technology (ICT)
- Plant Operations
- Transportation
- Finance including Payroll, Accounting, and Purchasing
- Educational Services
- Communications

Within each department, essential services will be identified and a plan will be developed to ensure the continuation of these services. These plans will include:

1. A list of essential services for the department;
2. Description of roles within the department;
3. Cross training plan for key roles;
4. Personnel issues considered including Health and Safety, attendance management, WSIB, contract and union implications;
5. Information communication technology plan – plan in place to sustain IT functions (e.g. ability to access, maintain, update, back-up key data possibly off-site);
6. Method for intra-department and inter-department communication as well as communication with key stakeholder groups;
7. Alternate accommodations to sustain department functions (e.g. off-site location, relocation to another TLDSB site, ability of staff to work from home);
8. List of potential equipment and resource needs and means to access when needed;
9. Plans to address a diminishing workforce in the case of communicable diseases;
10. Plans to minimize the spread of infection in the workplace;
11. Other considerations as appropriate to the department and the situation.

BOARD PREPAREDNESS PHASE

The Preparedness phase involves activities undertaken in advance of an emergency to provide operational capabilities and improve effective response to disasters.

ACTION	RESPONSIBILITY	TIMELINE
Develop or review TLDSB Board Emergency Response Plan	Director of Education	Annual
Ensure each department has updated Business Continuity Plans.	Superintendent of Business	Annual
Ensure that the Board Emergency Response Plan includes: <ul style="list-style-type: none"> • Emergency contact information • The composition and role of the Central Command Team and Central Support Team • Designation of a Command Post and alternate Command Post • Contents of a Command Box of support materials including access to information and floor plans for all schools and worksites 	Director of Education / Manager of Director's Office and Communications	Annual
Ensure that a plan is in place for holiday periods and that contact information for key individuals is readily accessible	Director of Education	Ongoing – check at each holiday
Establish plan to test and improve the Board Emergency Response Plan regularly and review its use following emergency situations.	Director of Education / Superintendent of Business	Annual or as needed.

<p>Establish communication link with local health units and community partners emergency response</p>	<p>Superintendent of Safe Schools / Manager of Director's Office and Communications</p>	<p>Ongoing</p>
<p>Establish ongoing communication link with local media, trustees, staff, unions</p>	<p>Director of Education / Manager of Director's Office and Communications</p>	<p>Ongoing</p>
<p>Equip the Command Post with (or have easy access to) the following:</p> <ul style="list-style-type: none"> • Computer, printer, fax machine, flip chart, bulletin board, PA system, telephone, cell phones, telephone with dedicated line, flashlight, two-way radio, television, radio, photocopier, camera • Emergency preparedness plans for all schools and worksites including fire plans and floor plans • Command Centre Resources Box <ul style="list-style-type: none"> ○ Office supplies ○ TLDSB forms and templates ○ Staff and student contact information (printed copy) ○ Media directory (printed copy) ○ Board map 	<p>Director of Education / Manager of Director's Office and Communications</p>	<p>Annual check</p>

NOTIFICATION PHASE

The Notification Phase refers to the period of time when a school or worksite has knowledge of a crisis or emergency that is pending or in progress.

ACTION	RESPONSIBILITY	TIMELINE
Notify appropriate Superintendent of any current or pending emergency	Principal or designate or worksite manager	
Notify the Director's Office of current pending emergency	School Superintendent	
Notify trustees of a current or pending emergency as appropriate	Director of Education / Manager of Director's Office and Communications	
Determine need for Board Central Command Team to be activated	Director of Education	
Share relevant information as appropriate as situation evolves	Director's Office / Central Command Team	
Develop proactive measures and action plan	Central Command Team	
Maintain log of events and activities as situation evolves	Director's Office	

RESPONSE PHASE

The Board response phase will be initiative to coordinate emergency response activities. The level of response necessary will depend on the pending emergency.

ACTION	RESPONSIBILITY	TIMELINE
Activate Central Command Team and establish a Command Centre.	Director of Education	Immediately
Inform school board trustees.	Director of Education	As soon as possible / ongoing
Liaise with emergency services.	Director of Education / Superintendent of Business	Immediately
Contact municipal or regional command centres	Director of Education / Superintendent of Business	Immediately
Ensure immediate availability and support of plant and maintenance personnel and resources	Superintendent of Business	As soon as possible
Provide information and communication technology support (e.g. accessing PowerSchool information)	Superintendent of ICT	At earliest possibility
Provide support as necessary through the transportation department	Superintendent of Business	As soon as possible
Provide emotional and psychological support through Student Services	Superintendent of Special Education	

<p>Gather all available facts and prepare a communication plan with key messages.</p>	<p>Communications Manager</p>	
<p>Create emergency webpage linked from the Board home page with regular updates and links to further information and resources</p>	<p>Communications Manager</p>	
<p>Create email list of stakeholders who must be contacted / updated regularly (ie. staff, media, elected officials, union/federations)</p>	<p>Communications Manager / Human Resources Administrator</p>	
<p>Provide translation services if needed.</p>	<p>Curriculum Superintendent</p>	

RECOVERY PHASE

The recovery phase is intended in the short term to return vital support systems to operation, and in the long term to return infrastructure systems to pre-disaster conditions.

ACTION	RESPONSIBILITY	TIMELINE
Ensure a plan is in place to provide the emotional and psychological support required by individuals affected by the emergency.	Superintendent of Special Education	Immediately following emergency.
Ensure a plan is in place to provide the physical and financial resources required to resume normal operations.	Superintendent of Business	Immediately following emergency.
Ensure there is detailed documentation of the incident and appropriate communication with insurance companies, unions, WSIB, etc. has occurred.	Human Resources Administrator / Superintendent of Business	Within 1-2 days of emergency.
Hold a debrief session to determine further needs and recommendations to improve emergency response in the future.	Director of Education	Within one week of emergency.
Provide follow-up communication to trustees, students, parents, community members, the media, and appropriate unions/federations.	Director of Education / Communications Manager	Within 1 week of emergency.
Consider the impact of the emergency on the learning of students and develop a plan to make up missed work.	Superintendents of School Improvement.	Within 1 week of emergency.

MEDIA COMMUNICATIONS

1. Establish a media information centre away from the affected area.

In consultation with community agencies, a media information centre will be established away from the affected area if needed.

The following needs and responsibilities will be considered:

- Media need timely and accurate information; however, the Board must protect the privacy of staff and students when necessary and justified;
- Media will want to be close enough to shoot video footage and photographs, but they should not be allowed to hinder first responders.

2. Develop initial media response

The first response to the media should be provided as soon as the emergency is known, even though details may not be available. The following information will be provided:

“The Board is aware of the situation and our emergency response plan is activated. As soon as more information is available we will release it to the media. Further updates will be provided by (Communications Department lead).”

3. Develop subsequent media responses

All subsequent information for the media must receive the approval of the Director of Education. The Board will not release names of victims or victims’ families to the media without prior permission from the family. Appropriate information will be provided to the media in a timely manner.

4. News Conferences

If a news conference is held, the Communications Department will coordinate information and brief participants.

5. Communications Planning

The Communications Department will

- create key messages for target audiences – including all members of the school community;
- emphasize the safety of students and staff;
- engage media to help distribute important public information;
- encourage respect of privacy of victims and families of victims;
- ensure the media is updated regularly through board and agency assistance;
- log all inquiries for future use;
- update website including frequently asked questions with answers, daily fact sheets, letters to school community members.