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**HOMES FIRST SOCIETY
STRACHAN HOUSE
EMERGENCY RESPONSE PLAN**

Note:

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

To All Staff, Volunteers, and Supporters: Despite our best efforts, Homes First Society could be faced with crisis situations. When these situations occur, our primary concerns are for the safety and well-being of our residents, staff and the community and a return to safe conditions as soon as possible.

How we manage these situations, both internally and externally, will significantly impact on the Shelter. During an emergency, the image of Homes First Society will depend not only on how we respond to the emergency, but how well we communicate with residents, staff, the media, key stakeholders and appropriate government authorities and agencies.

It is important to recognize that Strachan House must always follow a normal chain of command during an emergency. Information must flow quickly and steadily to, and through, to the highest levels of the Homes First Society management team as necessary.

It is our intention to cooperate fully with public authorities and media representatives to promptly provide clear and accurate information about any emergency situation. We will follow this strategy in the belief that a frank and open explanation serves the best interests of our stakeholders and the image and reputation of Homes First Society in the immediate and longer terms.

It is essential for Strachan House to respond to any emergency quickly and efficiently. Good communication on its own will not solve a crisis. Bad communication can, however, make an emergency situation worse. The need to communicate externally during an emergency may seem less than a top priority to some. But the mishandling of the communication aspects of an emergency, and the negative perceptions left with the community, key stakeholders and government officials and agencies, ultimately can be far more damaging to Home First Society's reputation than the emergency itself.

The purpose of this Emergency Response Plan is to provide a universal framework for *OUR* response to emergency situations, as well as specific protocols for responding to emergencies and communicating in response to possible situations. This plan, in addition to describing the essential reactive procedures that are required in the event of an emergency, also integrates proactive communication activities aimed at restoring, maintaining, and enhancing confidence in Homes First Society.

The Emergency Response Plan is designed to allow us to speak with a consistent voice to all parties during emergency situations. It is a detailed guide to preparing for and responding to emergency situations. Strict adherence to the Plan's structures and procedures will enable Strachan House to respond to emergency situations in an efficient and timely manner, thus helping to minimize potential impact to our resident and staff, ensure our reputation stays intact and our valued stakeholders continue to have confidence in us.

Patricia Mueller
Chief Executive Officer
Homes First Society

WHAT IS AN EMERGENCY?

An emergency is a sudden or immediately unexpected event or action that may significantly affect the organization's ability to carry out its operations, the reputation of an organization; or the health or well-being of residents, staff, the community, or the public at large.

No matter how you define it, an emergency can be traumatic and emotional. Those affected may feel threatened, fearful, angry, insecure, confused, beleaguered, betrayed, depressed, or abandoned. If an emergency is permitted to get out of hand, those affected may become more outraged.

AN EMERGENCY MAY EXIST OR BE DEVELOPING IF:

- The situation poses a significant threat to residents or employees.
- The situation provokes government scrutiny.
- Homes First Society no longer has full control of the situation.
- The situation has caused significant local, regional, or national media interest.
- The situation is likely to escalate and there is no immediate resolution in sight.
- The image and reputation of Homes First Society may be damaged.

AN EMERGENCY CAN TAKE MANY DIFFERENT FORMS WITH A VARIETY OF FACETS:

Surprise:

It can never be certain when an emergency will occur or what form it will take.

Panic:

A certain amount of panic is inevitable. The degree of panic is inversely proportional to the degree of preparation.

Rapid Flow of Events:

The early stages of an emergency can be confusing and chaotic. Reaction time at this stage is critical. Preparedness helps control the situation.

Lack of Sufficient Information:

This creates uncertainty, but it is important to communicate. Early in an emergency, key stakeholders, particularly the media, do not have the time to wait for information. Refer all media requests to the Crisis Support Team Leader. Homes First Society will need to give media and other stakeholders the available information we have about the emergency as quickly as possible, provide background information, and stand-by statements that are on hand for this purpose.

Government Involvement:

An emergency almost always concerns elected and appointed officials, regulators and all levels of government agencies.

Internal Conflict and Confusion:

Conflict and confusion are not conducive to expedience. Knowing our roles and duties in advance will help us to avoid wasting time in a crisis situation. Working closely with the HFS team will help us to be more efficient.

Forgotten Staff:

Putting well informed and trained staff into action during an emergency is critical.

Social Ramifications:

Most emergencies affect the communities where we operate. If Strachan House performs well during and after the emergency, not only will Homes First Society reputation be protected, it may even be enhanced.

Intense Media Scrutiny:

The media thrive on emergencies. If it is out of the ordinary, it is news. Since there are generally few eyewitnesses to the actual event, public opinion is formed by what is seen, heard, and read in the media. Therefore, always refer media to the Crisis Team Leader, and refrain from making comments that could be used out of context.

EMERGENCY RESOURCES

FIRST AID KITS

First Aid Kits are regularly inspected and restocked by Kit Care, including CPR kits. First Aid Kits are located on each floor at the following locations:

- First floor: office supply cabinet as well in the commercial kitchen.
- Second floor: in staff meeting room, mounted just inside the door.
- Third floor: in roof access room.

EYE WASH STATION:

- Ground floor kitchen.

FLASH LIGHTS ARE LOCATED:

On each floor in the following locations:

- First floor: office supply cabinet as well in the commercial kitchen.
- Second floor: in staff meeting room.
- Third floor: in storage area.
- In the Emergency toolkit, located in the ground floor maintenance room. (Emergency toolkit contains tools for basic repairs: spare batteries, hammer, plunger, etc.)

EMERGENCY BOXES:

- Each emergency box contains:
 - flashlights (one large, one small)
 - portable radio/charger/flashlight device
 - batteries
 - magic marker, pens, paper
 - fluorescent tape, duct tape
 - click lights
 - garbage bags
 - whistle
 - emergency numbers list
- Emergency Boxes Locations:
 - Main floor: Staff kitchen and Supplies room
 - Second floor: Electrical closet in F-house, Electrical closet in E-house and Staff office
 - Third floor: Electrical closet in I-house, Electrical closet in J-house and roof access room

BLANKETS:

- Fire blanket in kitchen, in second floor electrical closets F-house and E-house, in third floor electrical closets I-house and J-house.

EMERGENCY TOTE BAG CONTAINS:

- Travel first aid kit.
- Two flashlights.
- Extra phone battery charger.
- Pens, paper, magic marker, sheets of construction paper (for purpose of constructing signs).
- Incident report forms as listed below.
- Copy of evacuation plan.
- Portable weather radio.
- A number of items will need to be updated daily by staff and included in Emergency Tote Bag, including:
 - Bed log/Resident Evacuation Plan.
 - Resident emergency contact information.

FIRST FLOOR INCIDENT ROOM:

- Emergency phone line located on first floor.

EMERGENCY RESPONSE ORGANIZATION

The shelter emergency response organization must be sufficiently flexible in order to deal with emergencies of varying types and severity and to permit an effective response when key managers are unavailable.

The Crisis Support Team is an important element of the shelter's emergency response organization.

CHIEF EXECUTIVE OFFICER

Chief Executive Officer or designate is the Crisis Support Team Leader.

The Emergency Site Responder is in charge until relieved by the On-Call Manager, Shelters & Housing Manager, or Chief Executive Officer.

The On-Call Manager/Shelters & Housing Manager/Chief Executive Officer may choose to activate the Crisis Support Team.

Once activated, the Crisis Support Team is responsible for implementing shelter policy related to the management of emergency situations and in particular will determine and mobilize the resources required to respond to emergency situations.

The Crisis Support Team and its members are accountable to the Chief Executive Officer or designate who is also the Crisis Support Team Leader.

The Crisis Support Team Leader has overall responsibility for responding to the emergency situation within the shelter and must ensure that other members of the shelter's management team and staff are aware and supportive of the shelter's emergency response activities.

In a crisis situation, only the Chief Executive Officer or designate should make the initial statement communicating organization or shelter responsibility.

Subsequent media statements and on-going emergency response updates can be made by a designated spokesperson.

CRISIS SUPPORT TEAM

The Crisis Support Team is made up of a large list of Homes First Society's employees, who have volunteered to be of help if available in being members of a support team during a crisis. During a crisis situation, the Crisis Support Team Leader or On-call Manager will select and activate a Crisis Support Team.

CRISIS SUPPORT TEAM ROLES & RESPONSIBILITIES

The roles and responsibilities detailed here are designed as a general description of the actions required by each individual during the shelter's response to an emergency situation. It is recognized that demands resulting from the pressures of an emergency may cause these requirements to vary.

CRISIS SUPPORT TEAM LEADER

The Chief Executive Officer is the Crisis Support Team Leader.

The Crisis Support Team Leader is assigned overall responsibility for emergency response at the shelter. The Crisis Support Team Leader is accountable to the shelter's Board of Directors for the management of emergency response activities and for ensuring that members of Homes First Society management are apprised of the status of those activities. When the Crisis Support Team is activated, the Crisis Support Team Leader provides leadership, support, and direction to other Site Crisis members

During an emergency situation, the Crisis Support Team Leader is responsible for the timely release and coordination of situation-related information to Homes First Society residents, staff, the news media, government officials and agencies, the community and the public, and assuring that the information released is accurate, reliable, and understandable.

The specific duties and responsibilities of the Crisis Support Team Leader are as follows:

- Assume overall responsibility for directing Strachan House emergency response activities.
- Designate personnel to fulfill specific duties in support and areas of responsibility, as required.
- Ensure that alternate personnel are assigned and available in the event that the primary position-holders are unable to carry out their duties and responsibilities at any time during an emergency.
- Act as the primary decision maker with respect to emergency communication.
- Respond to calls from the media and providing information to the media, quickly and efficiently.
- Serve as Strachan House spokesperson on all emergency related situations.
- Periodically monitoring media reports concerning the emergency situation.
- Meet with media on-site to respond to any questions or concerns upon requests by the media for tours of the site.
- Ensuring that a log of media inquiries and media follow-up is maintained.
- Appoint one member of Crisis Support Team to act as Communications Assistant.

EMERGENCY SITE RESPONDER RESPONSIBILITIES

The Emergency Site Responder is the staff person on site at the time of the emergency who has been previously designated as such (i.e., in their specific shift report description). If that individual is incapacitated during the emergency the role of Emergency Site Responder is transferred to their shift partner. During an emergency situation, the Emergency Site Responder is accountable to the Crisis Support Team Leader for the timely release of situation-related information to Strachan House residents and staff.

The specific duties and responsibilities of the Emergency Site Responder are as follows:

- Gather information regarding the emergency situation, and determine broad information needs to be communicated to internal stakeholders.
- Provide information to staff and residents on-site using core messages developed for Strachan House.
- Ensure that the information released is periodically updated and that the information is timely, accurate, reliable, and understandable.
- Advise the Crisis Support Team Leader of the status of any important issues with respect to internal stakeholders.
- Contribute to the preparation of any post-emergency reports, noting any successes and/or failures, lessons learned, and any recommendations for improvement in the Strachan House Emergency Response Plan.
- Acts as the initiating agent for crisis response.
- Responsible for the preliminary investigation, and immediate decision making.
- Responsible for informing EMS and On-call Manager as soon as possible.
- Until relieved by the On-Call Manager, Shelters & Housing Manager, or Chief Executive Officer, the Emergency Site Responder remains in charge of the situation.
- Responsible for directing media enquiries to the Chief Executive Officer or designate.

ON-CALL MANAGER RESPONSIBILITIES

The On-call Manager/Shelters & Housing Manager is responsible for directing media enquiries to the Chief Executive Officer or designate.

Also to receive information, make decisions based on that information, and to provide direction and support to the on-site staff. To organize external resources such as contractors, supplies, etc.

CRISIS SUPPORT TEAM RESPONSIBILITIES

Is to attend to the site when instructed, report to Management or the Emergency Site Responder (if Management is not yet on site) for assignment of duties.

CRISIS SUPPORT TEAM COMMUNICATIONS ASSISTANT

During a crisis or an emergency situation, the Crisis Support Team Communications Assistant is appointed by and is accountable to the Crisis Support Team Leader and ensures the efficient operation of the Crisis Support Team, and provides general communication assistance, as required.

The Crisis Support Team Communications Assistant will support the Crisis Support Team Leader in communications to members of the Crisis Support Team. The Communications Assistant will also ensure that all documentation relating to the incident is prepared as required. Additionally, the Communications Assistant is responsible for maintaining copies of all documentation and sending copies of incident reports to Hostel Services as listed below:

- Incident Report.
- Death of a current client.
- Death of a former client.

EMERGENCY RESPONSE PROTOCOLS

- **General Use Emergency Response**
- **Fire and/or Fire Alarm Response**
- **Power Failure Emergency Response**
- **Death/Serious Injury – Resident/Staff**
- **Bomb Threat/Bomb Threat Information Gathering Work Sheet**

GENERIC USE EMERGENCY RESPONSE PROTOCOL

Emergencies during day and evening hours:

All infrastructure (major property) emergencies that occur shall be reported to Patricia Mueller, Homes First Society, Chief Executive Officer, and Crisis Support Team Leader by telephone: (416) 395-0903.

For Infrastructure Emergencies during evening and early morning hours: 5:00 p.m. to 9:00 a.m. all situations shall be immediately reported to the On-call Manager for Homes First Society at (416) 719-6664.

CALLING 911

The way in which a 911 call is conducted can make all the difference in an emergency.

- _____ 1. Staff are reminded to dial 911 (9-1-1) when calling from an HFS landline.
- _____ 2. Call from the nearest phone, but whenever possible, use a landline.
- _____ 3. You are calling from 805A Wellington Street West, (Strachan House).
- _____ 4. Describe the nature and location of the emergency within the building. (I'm calling to report... *giving as much detail as possible.*)

If your phone call is interrupted, leave the phone off the hook.

Stay calm. It's important to take a deep breath and not get excited. Any situation that requires 911 is, by definition, an emergency. The dispatcher or call-taker knows that and will try to move things along quickly, but under control.

TIPS FOR CALLING 911

- Start by telling the call-taker what kind of emergency you have. You will hear clicking – **do not hang up!**
- Wait for the call-taker to ask questions, and then answer clearly and calmly. (Even though many 911 centers have enhanced capabilities - meaning they are able to see your location on the computer screen, they are still required to confirm the information. Bear with this line of questioning as you don't want the ambulance to respond to the wrong location.)
- If you are in danger of assault, the dispatcher or call-taker will still need you to answer quietly, mostly "yes" and "no" questions.
- If you reach a recording, **listen to what it says**. If the recording says your call cannot be completed, hang up and try again. If the recording says all call-takers are busy, wait!
- Let the call-taker guide the conversation. He or she is typing the information into a computer and may seem to be taking forever. There's a good chance, however, that emergency services are already being sent while you are still on the line.
- In some cases, the call-taker will give you directions. Listen carefully, follow each step exactly, and ask for clarification if you don't understand.
- Keep your eyes open. You may be asked to describe victims, suspects, vehicles, or other parts of the scene.
- Do not hang up the call until directed to do so by the call-taker.
- No matter what happens – *Stay Calm*.
- Cell phones may not tell the call-taker where you are. Know the differences when calling 911 on a cell phone.
- Never program 911 into your automatic dialer (phone memory). You're not going to forget the number and accidental 911 calls are more likely with auto-dialers. If someone calls 911 and doesn't speak, emergency services must still be dispatched.

RISK ASSESSMENT – FIRE AND/OR EXPLOSION

Strachan House is 150 years old, brick, post & beam, wooden floored building. The building is heated by gas, with a recently installed furnace which is regularly maintained and inspected.

The building is equipped with fire monitoring equipment, sprinkler systems for each room, zoned fire monitoring, and fire seal doors. All fire systems are inspected monthly, via a contract with Vital Safety Services.

Behaviour of residents does cause potential risk for fire, due to careless smoking of cigarettes and other material, as well as careless use of kitchen equipment. Although residents are prohibited from cooking within their units, upon occasion, they do.

There is an outdoor natural gas barbecue, which could present risk if individuals without proper training were to operate it. However, there is less risk than with the previous propane barbecue, as there are no propane tanks on the premises.

The commercial kitchen at Strachan is equipped with an approved fire suppression system serviced and maintained by Vital Safety Services.

There are smoke and heat detectors throughout the building.

FIRE/FIRE ALARM AND/OR EXPLOSION EMERGENCY RESPONSE PROTOCOL

- _____ 1. Upon activation of an alarm in any part of the shelter, a verbal or visual report of smoke or fire, or explosion, shelter staff will immediately investigate the situation in a safe manner.
- _____ 2. The Shelter Staff will confirm an emergency status. If the alarm has not sounded automatically Shelter Staff will immediately pull/activate the shelter fire alarm to begin routine evacuation procedures.
- _____ 3. Shelter Staff (designated staff position A, the Emergency Site Responder) will contact the Monitoring Company and verify that EMS has been dispatched. He or she will direct staff position B and any addition staff to do a building sweep, when they have completed this they will immediately report to the designated evacuation area (which is the parking lot immediately beside the community garden) or the secondary designated evacuation area (which is park Stafford Park on the north side of Wellington, approximately 5 houses east of the building). The Emergency Site Responder will collect the Emergency Tote Bag, checking names of residents as they exit the building, instructing them to proceed calmly to the designated evacuation area, remaining in contact with other staff via telephone/radio system.
- _____ 4. The Emergency Site Responder will direct staff position B and any additional staff to do a building sweep. If there is a risk of harm to a worker, the worker is to make a loud announcement and evacuate immediately. (As per Fire Training.) Staff B and all additional staff will take a copy of the Resident Evacuation Plan/Roll Call and proceed throughout the building, knocking then opening each resident's door and announcing in a clear, loud, calm voice giving residents

directions towards nearest safe exit. Staff B and all additional staff will check off the name of each seen resident contacted and advised to leave on the Resident Evacuation Plan/Roll Call, (the Resident Evacuation Plan/Roll Call will list any non-fire retardant beds) . Staff will assist any resident, particularly those who have recognized issues. (See Resident Evacuation Plan/Roll Call.)

- _____ 5. The Emergency Site Responder will contact Shelter Supervisor or On-call Manager as soon as possible. The Emergency Site Responder will then await arrival of EMS and proceed upon EMS's instructions. EMS directives will ALWAYS supersede any other instructions.
- _____ 6. All residents, staff, and other personnel at the shelter will be assembled at a designated evacuation area so as not to be in danger or to interfere with the movement of the Fire Department personnel or equipment.
- _____ 7. The shelter staff will prohibit any non-fire-fighting person from entering or trying to re-enter the shelter. **Staff are not to re-enter the building in order to carry out these instructions, but will inform EMS.**
- _____ 8. The Emergency Site Responder will immediately report to the Senior Fire Fighter at the scene, and give directions to the location of the fire and other pertinent information.
- _____ 9. The Emergency Site Responder will attempt to ensure all people known in the building are accounted for and report to Senior Fire Fighter.
- _____ 10. If a fire threatens any other buildings, prompt action shall be taken to ensure the safety of its occupants through notification by the Fire Department and Shelter management if applicable.
- _____ 11. The Emergency Site Responder is the primary contact on site until a Manager has arrived and has been briefed.
- _____ 12. On-call Manager/Emergency Site Responder/Chief Executive Officer will call for additional staff as needed.
- _____ 13. All incoming staff will report immediately to the Crisis Support Team Leader/Chief Executive Officer and/or Shelters & Housing Manager on duty.
- _____ 14. In conjunction with EMS, Emergency site responder will provide relevant information where possible to family of injured contacts or staff.
- _____ 15. The On-call Manager/Emergency Site Responder/Chief Executive Officer will commence remediation (refer to on-call manual) and will cooperate and contribute to the emergency/fire related situation.
- _____ 16. Emergency Site Responder or Hostel Supervisor notifies Toronto Hostel Services.
- _____ 17. When EMS approves the building for re-entry, the On-call Manager determines if any sections of the building will need to be cordoned off, and if any resident(s) need to be relocated, and will make arrangements accordingly. Anything in the cordoned off area will not be moved or touched unless permission is received from EMS. Staff is reminded that EMS have the authority to quarantine areas

within the building for further investigation – material within a quarantine area shall not be moved without specific authorization to do so. Staff or residents will not enter the quarantine area without specific authorization to do so.

- _____ 18. A follow-up incident report is prepared by the Shelters & Housing Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Team Leader/Chief Executive Officer. A clear written record all information pertaining to the incident is required.
- _____ 19. The following day, the Chief Executive Officer or manager should request a copy of the Fire Department's and/or police and other public services official report following the remediation of the emergency situation.
- _____ 20. Following a fire incident, the Chief Executive Officer and Crisis Support Team will take action on any repairs, alterations, or relocation of occupancy required as a result of fire damage to the facility as necessary.
- _____ 21. In the unlikely event of a fire related death, further activities by the City may include an inquest, further study by Fire and Police departments. The Chief Executive Officer should be involved in any follow up investigations and study by officials.

HAZARDOUS MATERIAL SPILL OR RELEASE WITHIN SITE – RISK ASSESSMENT

Interior Risks:

Primary risk is biological materials, and normal household cleaners. On a very occasional basis, residents have defecated in public areas. From time to time, staff and/or contractors have dropped cleaning materials requiring clean-up.

Exterior Risks:

Strachan house is close to a CN railway easement which primarily carries passenger trains, but from time to time does have freight trains which could be carrying hazardous material. There is no local industry that releases hazardous materials, but there is an abattoir and trucks carrying pigs are regularly pass by Strachan. The remainder of the area is primarily residential, not posing significant risk.

Strachan House is an older building that was completely renovated in 1995, at that point in time a natural gas heating system was attached, which may result with a leak within the building. There are gas lines in the community, which could result in gas leaks external to the building. A leak a building presents a risk of evacuation; an external leak presents the risk of a lockdown of the building.

HAZARDOUS MATERIAL SPILL OR RELEASE WITHIN SITE – RESPONSE PROTOCOL

- _____ 1. Staff will become aware of hazardous material by seeing, smelling, or being informed by residents, neighbours, or authorities. At this time they are to note the nature of the incident, location; area affected, name of material(s) released as per material safety data sheet information, quantity, type and hazards of the chemical; and any injuries, property damages, or threat to the environment.
- _____ 2. Staff are to determine if they can contain the spill using available resources and clean up the spill, or if EMS is required.
- _____ 3. Staff should use the following guidelines to determine the nature of the hazardous spill or release:
 - _____ a. Biological waste (i.e., feces, urine, blood, vomit) – use biological clean-up kit, found in main office.
 - _____ b. Household cleaner spill – take Material Safety Data Sheet and follow steps accordingly.
 - _____ c. Unknown chemical spill – if staff is unable to ascertain the nature of the chemical spill, or suspects inappropriate mixing or use of chemicals (i.e., meth lab) call EMS and follow their instructions, then call the On-call Manager. If chemical is smouldering or bubbling, evacuate immediate area.

- _____ d. Gas Leak Within Building (or unknown fumes) – Staff are reminded that natural gas is normally an odourless gas that is laced with a sulphurous compound smelling like rotten eggs in order to distinguish from other smells. If you smell this **DO NOT turn on or OFF** any lights, or any electronic devices, and immediately call Enbridge Gas at 1-866-763-5427 and commence evacuation.

Staff are reminded that Strachan House is near an abattoir which creates barnyard smells.

- _____ 4. Staff will become aware of hazardous material by seeing, smelling, or being informed by residents, neighbours, or authorities. At this time they are to note the nature of the incident, location; area affected, name of material(s) released, type and hazards of the chemical; and any injuries, property damages, or threat to the environment.
- _____ 5. Staff should use the following guidelines to determine the nature of the hazardous spill or release:
 - _____ a. Train Derailment: If staff become aware of a potential train derailment from hearing a noise that may be a train accident or a report of an accident from a resident or community member, they may want to send the crisis site leader, who may want to go up to a third floor to ascertain if it is a derailment, and if it is a passenger or cargo train. If a train is derailed, phone 911 immediately and inform EMS whether it is a passenger or cargo train. At any sign of smoke or any gaseous or liquid spill, building evacuation procedures should be implemented, follow EMS's instruction, and call the on-call manager while advising people to temporarily stay in the building until evacuation can be implemented, unless EMS instructs otherwise.

There is a high likelihood that EMS/Rail Authorities/Environment Canada will require a building evacuation. Preparation for evacuation should commence immediately, unless directed otherwise by EMS. Staff are to provide full cooperation with EMS who will provide instruction.
 - _____ b. Gas line rupture: we may learn of a gas line rupture by smell from the exterior or being informed by the public or authorities. If we have not been informed by the authorities, call EMS and follow their instructions. Do not turn on or OFF any lights, or any electronic devices.

ENTRAPMENT IN CONFINED SPACES – RISK ASSESSMENT

Strachan employs an open style layout, designed to limit the number of confined places. Potential confined spaces include individual rooms, washrooms, one staff meeting room, common kitchen, storage areas on each floor, and the elevator.

Entrapment could occur in one of two ways; accidental entrapment due to mechanical failure of the elevator or doors and intentional entrapment by unlawful confinement.

ENTRAPMENT IN CONFINED SPACES – RESPONSE PROTOCOL

In addition to the open layout, Homes First has instituted, a number of preventative measures to avoid or limit the duration of any confinement. Staff are trained in crisis intervention and de-escalation techniques to limit the development of situations that could lead to unlawful confinement. Staff are equipped with cell phones that allow them to communicate in a crisis or to report where they are if trapped. Staff maintain a daily check on residents – if a resident is not seen and has not been otherwise accounted for, their room is checked.

TERRORISM – RISK ASSESSMENT

Traditionally, terrorism directed at homeless people tends to be towards individuals. Risk of terrorism is not assessed as being high at this building at this time. Any risk would be collateral of other targets nearby. Strachan House may become a target by a disgruntled individual against another individual.

TERRORISM – RESPONSE PROTOCOL

Listen to radio, and follow directives by local authorities, noting that new legislation may come in to affect superseding existing laws.

BOMB THREATS & SUSPICIOUS PACKAGES – RISK ASSESSMENT

The perceived threat at this point in time is low, as there has never been a bomb threat. However, this could change depending on turnover in the building and in the community.

BOMB THREATS & SUSPICIOUS PACKAGES – RESPONSE PROTOCOL

All bomb threats must be treated as genuine!

For the purposes of this protocol, a bomb threat refers to:

The receipt of information which pertains to a bomb or threats of bombing; and/or the discovery of suspicious objects or actual explosives, the presence or location of which cannot be operationally accounted for or logically justified in routine shelter operations.

All staff that opens mail should be aware of the indicators that indicate it is a suspicious package, such as:

Letter & Parcel Indicators: excessive postage; incorrect titles; titles but no names; misspellings of common words; oily stains/discolouration; no return address; excessive weight; rigid, lopsided or uneven envelope; protruding wires or tinfoil; foreign mail, air mail, special delivery; restrictive markings, i.e., confidential, personal, etc.; excessive securing material (tape, string, etc.); unexpected package.

Receipt of a Bomb Threat usually will be the result of an anonymous telephone call or tip. However, a threat may also be received by correspondence or directly from an official or unofficial source. A threat may also be the result of an unidentified object found in the shelter. If there is a particular unresolved issue or situation at the shelter, logic tells us to be vigilant and proceed with caution.

Always use the Bomb Threat Information Gathering Form for **All** telephone threat situations and if helpful, as a guide to record critical information in the event of a verbal, rumour, or visual bomb threat. **(See Appendix A: Phone Bomb Threat Information Gathering Mandatory Protocol.)**

- _____ 1. Upon receipt of a bomb threat or visual observation of any suspicious objects the presence or location of which cannot be operationally accounted for, or actual explosives the Chief Executive Officer, manager on duty, or assigned front-line staff will immediately investigate the situation without touching, moving or relocating the object in question.
- _____ 2. The Chief Executive Officer or Strachan House Supervisor will assess the emergency status and determine the need for an immediate 911 call. The guiding principle is maximum consideration for human safety and life. It is far better to request immediate emergency assistance than risk wasting valuable time if an explosive device is really on the premise.
- _____ 3. If a telephone bomb threat is received always write down the exact wording of the threat and follow the guidelines in Bomb Threat Protocol Attachment A particularly, “when is the device set to explode, can you tell me where it is?”

- _____ 4. If a bomb threat is received or observed, the manager on site will immediately require evacuation procedures to be activated. The manager will pull/activate the shelter fire alarm to begin routine evacuation procedures without alarming or advising clients of the nature of the emergency. Remember to bring the emergence tote bag and clip board.
- _____ 5. If the Chief Executive Officer is not on site, the Shelters & Housing Manager will notify or direct a staff member to immediately notify the Chief Executive Officer of the situation.
- _____ 6. All residents, staff, and other personnel at the shelter will be assembled at the park on the North side of Wellington, approximately five houses from the building o as not to be in danger or to interfere with the movement of the Police, their Bomb Squad, Fire Department or other emergency response personnel.
- _____ 7. The shelter staff will prohibit any non-emergency responder person from entering or trying to re-enter the shelter for any reason. Staff are not to re-enter the building in order to carry out these instructions, but will inform Emergency Services.
- _____ 8. The designated Homes First management in charge at that time will immediately report to the Senior Police Official at the scene, and give directions to the location of the object in question/bomb and other pertinent information – ensure structural and facility floor plans are available for responders, these should be stored with routine emergency preparedness materials.
- _____ 9. Homes First management will ensure all personnel are accounted for and report to the Senior Police and/or Fire Fighter authority on site.
- _____ 10. Emergency responders will make a determination if any other buildings may be at risk. Any additional evacuation notification will be made by Police of Fire Officials.
- _____ 11. In conjunction with the Police and the Fire Department, other Emergency Responders as required including EMT/Ambulance Services, Hazardous Materials Specialists, etc. may be called/notified.
- _____ 12. The Chief Executive Officer/or Shelters & Housing Manager until the Chief Executive Officer arrives will assist the Police and Fire Department as required during the duration of the incident.
- _____ 13. The Chief Executive Officer or manager on site will call for additional staff as needed, staff travels to site of emergency.
- _____ 14. All incoming staff report immediately to the Crisis Support Team Leader/Chief Executive Officer and/or Strachan House Manager on duty.

- _____ 15. ONLY AN AUTHORIZED EMERGENCY RESPONDER FROM THE POLICE OF FIRE DEPARTMENTS CAN GIVE THE “ALL CLEAR” FOR SHELTER RE-ENTRY. If the situation is deemed safe and official notification has been given, residents and staff may re-enter. The situation now moves into the investigation stage. The Chief Executive Officer will work closely with local authorities to determine the person or persons responsible for the threat. It is important to follow-through with an investigation to help ensure no future issues.
- _____ 16. In conjunction with Police and the Fire Department, other emergency responders, further notification to City Services continues as needed, i.e., Public Works, etc.
- _____ 17. Notification to family of any injured clients/staff is ongoing.
- _____ 18. Crisis Support Team Leader/Staff continue remediation and investigation of the bomb threat related situation.
- _____ 19. Crisis Support Team Leader notifies Board, Toronto Hostel Services, others as needed, i.e., landlord, courtesy call to major patron/funder, etc.
- _____ 20. When immediate remediation is achieved, follow-up status begins.
- _____ 21. A follow-up incident report is prepared by the Homes First Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Team Leader. A clear written record all information pertaining to the incident is required.
- _____ 22. In the unlikely event of a bomb related death, further activities by the City will include an inquest, further study by Fire and Police departments. The shelter Chief Executive Officer should be involved in any follow up investigations and study by officials.
- _____ 23. When a bomb threat occurs where a suspicious object or package is located inside the shelter, the Chief Executive Officer shall immediately upon remediation place the affected area under quarantine. Material within a quarantine area shall not be moved unless it is deemed by shelter management or the Fire Department following routine investigation procedures. Personnel shall not enter a quarantined area unless specifically authorized to do so.

ACTS OF VIOLENCE – RISK ASSESSMENT

Due to our volatile population with mental health and addiction issues, acts of violence present a higher risk to our staff and to other residents. Although most violent acts are anger outbursts that results in no physical damage, occasionally, individuals have crossed that line and injuries have resulted. To date, no deaths have resulted, however one resident was hospitalized as result of an assault from another resident.

ACTS OF VIOLENCE – RESPONSE PROTOCOL

Staff is expected to remain calm, treat residents with respect, and use the interventions that are appropriate for each stage of escalation. This reduces the frequency and severity of violence incidents. Staff are required to inquire upon intake about possible weapons or tools and inspect resident belongings, if necessary. Although the emphasis should be on prevention and de-escalation of an act of aggression that could result in violence, staff will from time to time be caught in a situation that requires further action. Liaisons with local police at 14th division have advised that in situations with the potential of violence, 911 should be called. A phone script should be used to ensure the accurate communication of information.

CIVIL DISTURBANCES – RISK ASSESSMENT

The building is not located near any major government facility, political organization, financial core of operations, embassies, or major industry, or resource (i.e., hydro-electric generating facilities) that makes our neighbourhood a potential target. Furthermore, our building is not located in any predominate ethnic neighbourhood that would make us vulnerable to overzealous sports fans.

However, there are hundreds of new housing developments which may result individuals protesting housing of the homeless. At this point in time it is viewed that most of these protests would be made towards their local councillor, and not by physical violence.

However, if it was ever perceived by the community at large (either truthfully or by rumour) that a convicted and released pedophile was living in our building, we could be the subject of organized vigilantly action.

CIVIL DISTURBANCES – RESPONSE PROTOCOL

In the unlikely situation of a civil disturbance, staff are advised to follow the instructions of the local authorities.

TORNADO OR HIGH WINDS – RISK ASSESSMENT

Strachan house is within a half-kilometre of Lake Ontario, however, the prevailing wind is north by north-west. Currently there are no buildings to the west or north-west which reduces the risk of damage due to flying debris and/or blow-down from nearby buildings. There are no trees that could cause any significant damage to the building due to a blow down. We are still at risk from flying debris from any tornado or high-wind event.

TORNADO OR HIGH WINDS – RESPONSE PROTOCOL

When staff are warned by news broadcast, management, personal observation, and/or authorities of an impending wind storm with the potential for tornados, staff are to immediately advise residents using the bullhorn that it is unsafe to leave the building, and to begin preparing for shelter in place. Residents will be instructed to turn off all cooking devices, fill all bathtubs and sinks with water. The Emergency Site Responder will immediately contact supervisor or On-call Manager to inform of status and to seek instruction. The Emergency Site Responder will also instruct other employee(s) to do a sweep of building and ensure instructions are followed. The Emergency Site Responder will ensure that the staff have the emergency toolkit and emergency tote bag, and first aid kit, and relocate to the second floor incident room.

The building will remain in shutdown mode until Environment Canada advises the danger has passed. Until this time, staff will monitor the weather broadcasts, circulate throughout the building, assisting and calming residents as required, and will periodically contact/attempt to contact Homes First On-call Manager or Chief Executive Officer. Position Staff Person B should inventory the existing resources, (food, water, etc.). Do not resume normal cooking functions until Homes First Management has determined that it is safe to do so.

When the all-clear has been received, advise residents that danger has passed, take a roll call, attempt to ascertain the whereabouts of any missing person, and assess any physical damage.

BLIZZARDS AND/OR ICE STORMS – RISK ASSESSMENT

Recent news has suggested that the greenhouse effect is significantly changing our climate, therefore, it could be postulated where we once would have had snow storms, we are now at higher risk for an ice storm.

BLIZZARDS AND/OR ICE STORMS – RESPONSE PROTOCOL

When staff are warned by news broadcast, management, personal observation, and/or authorities of an impending ice storm, staff are to immediately advise residents that it is unsafe to leave the building, and to begin preparing for shelter in place. Residents will be instructed to fill all bathtubs and sinks with water. The Emergency Site Responder will monitor the situation and contact the On-call Manager or Chief Executive Officer when it seems likely that Shelter in Place will exceed five hours to inform of status and to receive any additional instructions. The Emergency Site Responder will ensure that the staff have the emergency toolkit and emergency tote bag, and first aid kit, and relocate to the second floor incident room.

The building will remain in shutdown mode until Environment Canada advises the danger has passed. Position Staff Person B should inventory the existing resources (food, water, etc.) planning to prepare at least one substantial meal a day, for at least 3 days. Until the all-clear is announced, staff will monitor the weather broadcasts, circulate throughout the building, assisting and calming residents as required, and will periodically contact/attempt to contact Homes First On-call Manager or Chief Executive Officer. The On-call Manager/Chief Executive Officer and await advise on the protection of property. When the all-clear has been received, advice residents that danger has passed, take a roll call, attempt to ascertain the whereabouts of any missing person, and assess any physical damage.

EXTREME HEAT – RISK ASSESSMENT

Strachan House is an award winning building designed to take advantage of cross-ventilation opportunities and the prevailing winds from Lake Ontario. However, residents are at risk from higher-than-normal health risk due to behavioural problems.

EXTREME HEAT – RESPONSE PROTOCOL

In the event of Extreme Heat, staff are to remind residents to report to cooling stations, open their windows at night and to close them during the day. Staff are reminded of their role of keeping track of resident sightings, and to investigate any non-contacts.

Staff are to encourage residents to drink adequate amounts of water and to avoid strenuous activity during an Extreme Heat Alert.

FLOODING – RISK ASSESSMENT

Strachan House is within a half-kilometre of Lake Ontario, and research has shown that we are not in the flood plain. However, the city infrastructure is aging, and there have been more and more events in the news reporting broken water and sewer mains.

Strachan House itself is an older building, but all plumbing was installed new in 1995. That being said, there is a risk of internal flooding due to client usage (plugged toilets, overflowing bathtubs) that could result in annoyance, inconvenience, and, if mishandled, damage.

FLOODING – RESPONSE PROTOCOL

Staff are to first ascertain the source of the flood – if it is interior or exterior to the building.

If internal, immediately contact Property Management, or On-call Manager.

If the source is external (i.e., broken water main) call City Works at 416-338-8888, then Property Management or the On-call Manager.

Staff should maintain close contact with Management and follow their instructions.

ELECTRICITY OUTAGE – RISK ASSESSMENT

Strachan House is in a neighbourhood that possesses no major threat which could cause a localized electricity outage. However, during times of extremely high electrical usage (i.e., very hot or cold periods of the year) Strachan House, like the rest of Toronto, could experience brown outs or power outages. The electrical system was installed in 1995.

Failure of the electrical power utility at a shelter can occur at any time, for various reasons, including a shelter situation, undetected wall fire, etc., or a non-shelter situation such as a lightning strike, electrical transformer malfunction or substation problem, utility overload, short circuit and so on.

The following procedures outline the action to be taken in the event of a power failure, in order to best mitigate the effects of the failure on the shelter and its residents and to also help restore normal electrical service to the facility within the shortest time period.

ELECTRICITY OUTAGE – RESPONSE PROTOCOL

First Notification/Observation:

- _____ 1. Upon observing a power failure condition, the observer shall immediately notify Property Management during normal working hours or the On-call Manager, who will in turn immediately work with staff, maintenance, or contractors to check for a routine, fixable cause. It is important to step outside and look for lights to determine if the shelter property is the only building experiencing a power outage. Also as quickly, tune into a battery operated radio kept with the shelter's emergency preparedness supplies to determine the extent of a larger power failure situation.
- _____ 2. The Emergency Site Responder, On-call Manager, Shelters & Housing Manager, or Chief Executive Officer will confirm an emergency status and call Hydro at 416-542-8000. The guiding principle is maximum consideration for human safety and life.
- _____ 3. Depending upon the time of year, weather conditions at the time of the power failure and any early information on duration, the Emergency Site Responder will call the On-call Manager, and in consultation will determine the status of clients and staff related to staying put or evacuating.
- _____ 4. When it is determined to evacuate staff and residents to another facility, all residents, staff, and other personnel will assemble in Town Hall.

- _____ 5. As directed by On-call Manager, staff will begin coordinating placement of residents at other shelters. Upon direction of On-call Manager, they will utilize transportation services from Street Health, other shelters, public transportation, and designated taxi service. The On-call Manager will call for additional staff as needed; staff travels to site of emergency, and reports to the Crisis Site manager, On-call Manager, or Chief Executive Officer. **Staff are not authorized to transport clients in their own vehicles.** The On-call Manager will arrange for security to protect the building. The Emergency Site Responder will ensure that all personnel are accounted for, and will report to the On-call Manager with the Roll Call.
- _____ 6. For their safety, if evacuated, the shelter staff will prohibit any non-authorized person from entering or trying to re-enter the shelter during the power failure remediation. Staff are not to re-enter the building in order to carry out these instructions, but will document this and inform management and/or Emergency Services.
- _____ 7. If evacuated, Shelter management will ensure all personnel are accounted for and report to the On-call Manager, Crisis Site Manager, or Chief Executive Officer.
- _____ 8. The On-call Manager or Chief Executive Officer notifies Toronto Hostel Services.
- _____ 9. The On-call Manager, Crisis Site Manager, or Chief Executive Officer will coordinate the activities to communicate with organizations providing billeting services to liaise and potentially arrange for return.
- _____ 10. A follow-up incident report is prepared by the On-call Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Team Leader/Chief Executive Officer. A clear written record of all information pertaining to the incident is required.
- _____ 11. Following a sustained power failure, the On-call Manager, Property Management, and/or Chief Executive Officer will facilitate action on any repairs, alterations, or relocation of occupancy required as a result of damage to the facility as necessary. Any impact to refrigeration/food safety, water purification, and medical supplies stored in refrigerated areas, etc. shall be checked for safety or discard.
- _____ 12. The Chief Executive Officer will coordinate a debriefing and the preparation of reports to review causes, responses, and any further remediation.
- _____ 13. In the unlikely event of a related death, i.e., heart failure stress, heat/cooling lack of capabilities, activities by the City may include a Coroner's Inquest, further study by Fire and Police departments. The shelter Chief Executive Officer should be involved in any follow up investigations and study by officials.

LOSS OF HEAT – RISK ASSESSMENT

The heat system for Strachan house is gas powered, radiator system installed in 1995. As it is a mechanical devise, it has had and will continue to have periodic breakdown. If for any reason, such as outbreak of war, civil disturbance, rupture of the gas line, the building is at risk for loss of heat. A new hot water boiler system was installed in 2015 for heating water and the building itself.

LOSS OF HEAT – RESPONSE PROTOCOL

- _____ 1. Upon observing a loss of heat, the observer shall immediately notify Property Management during normal working hours or the On-call Manager, who will in turn immediately work with staff, maintenance, or contractors to check for a routine cause. The Manager will determine together with the repair contractor, determining if evacuation should be pursued.
- _____ 2. When it is determined to evacuate staff and residents to another facility, all residents, staff, and other personnel will assemble in Town Hall.
- _____ 3. As directed by On-call Manager, staff will begin coordinating placement of residents at other shelters. Upon direction of On-call Manager, they will utilize transportation services from Street Health, other shelters, public transportation, and designated taxi service. The On-call Manager will call for additional staff as needed; staff travels to site of emergency, and reports to the Crisis Site manager, On-call Manager, or Chief Executive Officer. **Staff are not authorized to transport clients in their own vehicles.** The On-call Manager will arrange for security to protect the building. The Emergency Site Responder will ensure that all personnel are accounted for, and will report to the On-call Manager with the Roll Call.
- _____ 4. For their safety, if evacuated, the shelter staff will prohibit any non-authorized person from entering or trying to re-enter the shelter during this time.
- _____ 5. If evacuated, Shelter management will ensure all personnel are accounted for and report to the On-call Manager, Crisis Site Manager, or Chief Executive Officer.
- _____ 6. The On-call Manager or Chief Executive Officer notifies Toronto Hostel Services.
- _____ 7. The On-call Manager, Crisis Site Manager, or Chief Executive Officer will coordinate the activities to communicate with organizations providing billeting services to liaise and potentially arrange for return.
- _____ 8. A follow-up incident report is prepared by the On-call Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Team Leader/Chief Executive Officer. A clear written record of all information pertaining to the incident is required.
- _____ 9. Following a sustained heat loss, the On-call Manager, Property Management, and/or Chief Executive Officer will facilitate action on any repairs, alterations, or

relocation of occupancy required as a result of damage to the facility as necessary.

_____ 10. The Chief Executive Officer will coordinate a debriefing and the preparation of reports to review causes, responses, and any further remediation.

LOSS OF WATER – RISK ASSESSMENT

Strachan House is located in a neighbourhood with older infrastructure, if ever the water main was disrupted, the building could incur a loss of water supply. If there was a major civil disturbance that affected the quality and/or supply of water, or major electrical disturbance, Strachan house is at risk for any prolonged water shortage.

LOSS OF WATER – RESPONSE PROTOCOL

If there is ever a disruption of the water supply, immediately call the On-call Manager.

We do not have the capacity to maintain large stocks of water for either drinking or toilet flushing. If there is sufficient notice, staff and residents will fill all available containers including bathtubs, sinks, and kettles.

We do have the capacity to boil water if appropriate. The Manager will coordinate acquisition and dispersal of safe water.

MEDICAL EMERGENCIES – RISK ASSESSMENT

Strachan is at high risk because residents at Strachan House have addiction issues, mental health issues, highly medicated on prescription drugs, and are aging in place. In many cases, these individuals have lived many years on the street and weakened and/or medical conditions that make them medically complex.

The majority of 911 calls made are calls for medical assistance.

MEDICAL EMERGENCIES – RESPONSE PROTOCOL

When a resident presents or is found in a medical emergency (such as unconsciousness, seizures, extreme pain, shortness of breath, or obvious injury) one staff person will call 911, while the other remains with the resident.

The staff calling 911 will also prepare for the arrival of Emergency Services by pulling the emergency information factsheet (found in the binder labelled “Tenant Information Form”). The same staff person will then return with any needed first aid supplies.

Staff will assess the situation at this point, and remain to assist, relieve the other staff person, or go to the door to await EMS.

DEATH /SERIOUS INJURY – RESIDENT/STAFF – RESPONSE PROTOCOL

In the event of a serious injury or death it is important that shelter management ensure that exact details regarding numbers of injured or deceased, once confirmed with police, the coroner and appropriate emergency responders are carefully and accurately communicated to stakeholders.

These procedures outline the action to be taken in the event of a serious injury or situation causing death at a shelter location.

If the injury or death is the result of another major emergency situation like a fire, then both protocols should be reviewed in the emergency response.

- _____ 1. The Crisis Support Team Leader/Chief Executive Officer or On-call Manager will immediately investigate and assess the situation.
- _____ 2. The Crisis Support Team Leader/Chief Executive Officer or On-call Manager will confirm an emergency status and determine the need for an immediate 911 call and request for assistance and/or request an ambulance. The guiding principle is maximum consideration for human safety and life.
- _____ 3. Shelter management will ensure that every available opportunity to apply lifesaving first aid is attempted while waiting for help.
- _____ 4. If the Chief Executive Officer is not on site, the Shelters & Housing Manager or On-call Manager will notify or direct a staff member to immediately notify the Chief Executive Officer of the situation.

- _____ 5. The Crisis Support Team Leader/Chief Executive Officer/shelter management will determine the status of other clients and staff related emotional response, fear, and distress, and determine any immediate needs for support, counselling, etc.
- _____ 6. In the event of a death, working with police and the coroner, an agreement should be reached as to how quickly family members can be notified. There should also be an understanding of who will make the notification.
- _____ 7. If the injury or death is part of a larger emergency situation, Shelter management will follow all routine emergency response protocols and ensure all personnel are accounted for and report to the Crisis Support Team/Leader/Chief Executive Officer.
- _____ 8. The Chief Executive Officer/or On-call Manager until the Chief Executive Officer arrives will assist the police, ambulance service, etc., as required during the duration of the incident and ultimate resolution.
- _____ 9. Shelters & Housing Manager, On-call Manager, or Crisis Support Team Leader/Chief Executive Officer call for additional staff as needed, staff travels to site of emergency i.e. shelter, hospital, evacuation location, etc.
- _____ 10. All incoming staff report immediately to the Crisis Support Leader/Chief Executive Officer and/or On-call Manager on duty.
- _____ 11. In conjunction with the utility supplier and first responders, i.e., Fire Department, other emergency responders, further notification to City Services continues as needed.
- _____ 12. Notification to family of any injured clients/staff is ongoing.
- _____ 13. Crisis Support Leader notifies Board, Toronto Hostel Services, others as needed, i.e., landlord if not already notified, courtesy call to major patron/funder, etc.
- _____ 14. A follow-up incident report is prepared by the Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Leader. A clear written record all information pertaining to the incident is required.
- _____ 15. If not already in hand, the following day, the Chief Executive Officer or manager should request a copy of the police, Fire Department's and/or other service providers official report following the remediation of the emergency situation.
- _____ 16. Activities by the City may include a Coroner's Inquest, further study by Fire and Police departments. The shelter Chief Executive Officer should be involved in any follow up investigations and study by officials.

- _____ 17. When a serious injury or death occurs, the EMS or the Homes First Chief Executive Officer may place select affected areas under quarantine. This most likely will pertain to the immediate area where and individual(s) were hurt/located. Areas within a quarantine area shall not be used or accessed unless it is deemed okay to do so by shelter management and/or EMS following routine safety investigation procedures. Shelter clients/personnel shall not enter a quarantined area unless specifically authorized to do so.
- _____ 18. Crisis Support Leader/Staff continue remediation and investigation of emergency situation Shelter Crisis Support Team Leader notifies Board, Toronto Hostel Services, others as needed, when immediate remediation is achieved.

After the situation has been resolved, staff will complete an incident report.

SHELTER-IN-PLACE EMERGENCY RESPONSE PROTOCOL

Shelter-in-Place will be implemented as an emergency protocol when required by extreme events: blizzards, ice storms, hurricanes, tornadoes, and during civil disturbances as directed by the On-call Manager. Shelter-in-Place may also be utilized if ordered by EMS in instances of train derailment or hazardous material spills. EMS can also order an evacuation in those circumstances.

- _____ 1. When instructed by the On-call Manager or EMS to begin implementation of Shelter-In-Place, the Emergency Site Responder with the assistance of all available staff will immediately advise residents that it is unsafe to leave the building, and will begin preparation for shelter in place.
- _____ 2. Residents will be instructed to fill all bathtubs and sinks with water. The Emergency Site Responder will monitor the situation and contact the On-call Manager or Chief Executive Officer (if they have not already involved) when it seems likely that Shelter in Place will exceed five hours, to inform of status and to receive any additional instructions. Emergency Site Responder will ensure that the staff have the emergency toolkit, emergency tote bag, and first aid kit, and relocate to the second floor incident room.
- _____ 3. The building will remain in shutdown mode until EMS/Environment Canada/On-call Manager (as appropriate) advises the danger has passed. Position Staff Person B should inventory the existing resources (food, water, etc.) planning to prepare at least one substantial meal a day, for at least 3 days. Until the all-clear is announced, staff will monitor the situation, circulate throughout the building, assisting and calming residents as required, and will periodically contact/attempt to contact Homes First On-call Manager or Chief Executive Officer. The On-call Manager/Chief Executive Officer will advise on the steps to be taken regarding the protection of property as required. When the all-clear has been received, advise residents that danger has passed, take a roll call, attempt to ascertain the whereabouts of any missing person, and assess any physical damage.

LOCKDOWN EMERGENCY RESPONSE PROTOCOL

Lockdown will only occur upon orders from EMS, and example of which would be a criminal at large in the community or an epidemic. If the situation requires Shelter-in-Place protocols may also need to be followed.

During a Lockdown, individuals will not be allowed into the building, unless authorities advise that individuals may enter either by presenting identification or answering a questionnaire, suppliers may be required to deposit items in the front vestibule of the building. During a period of lockdown, contractors may be prohibited from the building.

EVACUATION EMERGENCY RESPONSE PROTOCOL

Evacuation will be implemented as an emergency protocol when directed by the Emergency Site Responder, On-call Manager, or EMS. Evacuation may be utilized whenever it is unsafe for residents and staff to remain in the building. EMS can also order a Shelter-in-Place in these circumstances.

- _____ 1. The Emergency Site Responder, the On-call Management, or EMS will begin implementation of Evacuation. The Emergency Site Responder, with the assistance of all available staff, will immediately advise residents that it is unsafe to stay in the building, and to begin preparing for evacuation.
- _____ 2. The Emergency Site Responder will direct staff position B and any addition staff to do a building sweep. If there is a risk of harm to a worker, the worker is to make a loud announcement and evacuate immediately. (As per Fire Training.) Staff B and all addition staff will take a copy of the Resident Evacuation Plan/Roll Call and proceed throughout the building, knocking then opening each resident's door and announcing in a clear, loud, calm voice directions towards the nearest safe exit. Staff B and all additional staff will check off the name of each seen resident contacted and advised to leave on the Resident Evacuation Plan/Roll Call, (the Resident Evacuation Plan/Roll Call will list any non-fire retardant beds) . Staff will assist any resident, particularly those who have recognized issues. (See Resident Evacuation Plan/Roll Call.)
- _____ 3. The Emergency Site Responder will monitor the situation and contact the On-call Manager or Chief Executive Officer (if they are not already involved) to inform of status and to receive any additional instructions. The Emergency Site Responder will ensure that the staff have the emergency toolkit, emergency tote bag, and first aid kit, and direct residents and staff to assembled at either the primary designated evacuation area (which is the parking lot immediately beside the community garden) or the secondary designated evacuation area (which is park Stafford Park on the north side of Wellington, approximately 5 houses east of the building). Staff will direct residents to proceed north on Strachan to Adelaide, then Right (east) on Adelaide, to 800 Adelaide St. West.
- _____ 4. The Emergency Site Responder will collect the Emergency Tote Bag, checking names of residents as they exit the building, instructing them to proceed calmly to the designated evacuation area, remaining in contact with other staff via telephone/radio system. Once staff have completed the building sweep and have reported to the designated evacuation area, the Emergency Site Responder will compare the residents contacted with the residents reported exited, and provide a status report to EMS. The Emergency Site Responder is to create a new list of those individuals of those still possibly in the building to give to EMS.
- _____ 5. The Emergency Site Responder is the primary contact on site until a Manager has arrived and has been briefed.

- _____ 6. On-call Manager/Emergency Site Responder/Chief Executive Officer will call for additional staff as needed.
- _____ 7. All incoming staff will report immediately to the Crisis Support Team Leader/On-call Manager/Chief Executive Officer.
- _____ 8. In conjunction with EMS, provide relevant information where possible to family of injured contacts or staff.
- _____ 9. The On-call Manager/Emergency Site Responder/Chief Executive Officer will commence remediation (refer to on-call manual) and will cooperate and contribute to the emergency/fire related situation.
- _____ 10. Emergency Site Responder or Hostel Supervisor notifies Toronto Hostel Services.
- _____ 11. When it has been determined by EMS/ On-call Manager, that the building will not be safe for re-entry, the On-call Manager will make arrangements for residents to be relocated.
- _____ 12. Staff is reminded that EMS have the authority to restrict access to building or certain areas of the building – material within such an area shall not be moved without specific authorization to do so. Staff or residents will not enter the restricted area without specific authorization to do so. **ONLY AN AUTHORIZED EMERGENCY RESPONDER FROM THE POLICE OR FIRE DEPARTMENT CAN GIVE THE “ALL CLEAR” FOR SHELTER RE-ENTRY.** If the situation is deemed safe and official notification has been given, residents and staff may re-enter.
- _____ 13. A follow-up incident report is prepared by the Shelters & Housing Manager in charge at the time of the emergency within the first 24 hours and is submitted to the Crisis Support Team Leader/Chief Executive Officer. A clear written record all information pertaining to the incident is required.
- _____ 14. The following day, the Chief Executive Officer or manager should request a copy of the Fire Department’s and/or police and other public services official report following the remediation of the emergency situation.
- _____ 15. Following the safe resolution of the incident, the Chief Executive Officer and Crisis Support Team will take action on any repairs, alterations, or relocation of occupancy required as a result of fire damage to the facility as necessary.
- _____ 16. In the unlikely event of a related death, further activities by the City may include an inquest, further study by Fire and Police departments. The Chief Executive Officer should be involved in any follow up investigations and study by officials.

EMERGENCY RESPONSE STAND-BY STATEMENT POSITIONING GUIDES

Use for verbal and written positioning statement templates:

- **Emergency Response Positioning General Practices**
- **Written Press Release/Statement Sample – Fire**
- **Isolated Situation Positioning**
- **Fire and/or Fire Alarm**
- **Power Failure**
- **Death/Serious Injury**
- **Bomb Threat/Bomb**
- **Violence Against Shelter Property**
- **Shelter Evacuation**

GENERAL STAND-BY STATEMENT POSITIONING GUIDE

EMERGENCY RESPONSE STATEMENT/VERBAL RESPONSE

- Right now we at Strachan House do not have sufficient details to share – as soon as more information becomes available we will let you know more.
- Strachan House is focused on our first and foremost concern and priority, the safety and well-being of all people involved (clients/staff and community).
- **Only if 100% verified** – everyone is fine **OR** I can only confirm what the local Fire Department Incident Commander has reported, that all people/residents/staff are accounted for and (detail what is confirmed if appropriate, families notified, already being reported, etc., i.e., “two individuals have been taken to hospital with minor injuries, everyone else is fine”).
- Strachan House Management and trained staff personnel are working closely with the local authorities to remediate the situation and ensure the continued safety of all involved.
- The local Emergency Response teams are experts – they responded immediately and are managing the situation with the full support and assistance of Strachan House.
- Right now we’re learning as much as we can.
- It is premature to speculate on a possible cause of the situation – our focus remains on ensuring the safety and well-being of everyone involved – it would be inappropriate to speculate or confirm any details until a full investigation is conducted.
- If pressed: “For the benefit of everyone involved, we feel it is inappropriate to speculate.”
- More information: “More details will follow as soon as we (Strachan House) know(s) more”.

EMERGENCY RESPONSE GENERAL PRACTICES TO HELP ENSURE CONSISTENT POSITIONING WITH EMERGENCY RESPONDERS

POSITIONING

Always ensure safety comes first message is used – add monitoring message as appropriate.

TIME CONTRACT

If Strachan House has offered an update at a specific time or “when we know more we will tell you” messages have been offered, be sure to honour this commitment even if only to say no additional information is available.

AUTHORITIES

Ensure authorities in charge are advised of the Strachan House course of action.

STRACHAN HOUSE ACTIONS

Ensure shelter management has a very clear understanding of local Emergency Services and authorities’ course of action.

GENERAL STAND BY STATEMENT SAMPLE

Press Release/Written Response to a Shelter Fire Sample Only (always verify all facts and assign a contact name).

STATEMENT

Date, time, location.

On (day) evening (date) the Strachan House experienced a fire isolated to one wing and one floor in a residents' area. It is with deep regret and sadness that one of our residents succumbed to the fire. Four other individuals were taken to local hospital for smoke inhalation and will be okay. A number of other residents were also treated for smoke inhalation at the scene and are fine.

At this time, it is premature to speculate on the exact nature or cause of the fire. Homes First Society/Strachan House is working closely with the local Fire Department to determine the full extent of the damage and a probable cause. We also wish to thank Toronto Fire Fighters and all of our staff and volunteers who helped to bring the situation under control.

Strachan House and our residents in the (direction) wing are accessing their residences and our services as usual. Residents displaced by the fire have all been safely accommodated at other shelter locations in Toronto.

Our thoughts (and prayers) are with families of those most impacted by the fire and all of our residents for this extra hardship (burden). Homes First Society regards our responsibility for the care and safety of our residents and staff as our number one priority and we are working to fully determine what happened and continue to take care of our residents.

The Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to men and women who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

STANDBY STATEMENT TEMPLATE – “ISOLATED SITUATION” POSITIONING POTENTIAL HARM TO CLIENTS/STAFF/OTHERS

Note: Isolated situation positioning is critical in almost all emergency situations to ensure stakeholders know this is a rare or one-of-a-kind occurrence that is not typical for shelter operations.

STATEMENT

Date, time, location.

At approximately date/time Strachan House/we experienced an isolated situation resulting in (brief description). It is with deep sadness and regret that one of our staff/residents succumbed as a result of this event and/or has been taken to hospital/been seriously injured.

OPTIONS

All other residents and staff involved in the situation are safe and accounted for.

IF THERE ARE INJURIES/DEATHS/PEOPLE COUNT IS ONGOING:

At this point it is premature to detail the extent of the impact/damage or potential injuries as we do not have confirmed information, Strachan House and the local authorities are working together to quickly ensure that everyone is accounted for (and safe).

Our first and foremost concern is the safety and well-being of all the people involved (clients, employees-staff, neighbours, etc.). We are working to remediate/resolve the situation.

Strachan House is working closely with the local police, fire department and others responding to help. We will be working to resolve the situation as quickly as possible and ensure everyone is safe. When we know more we will provide an update.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

The Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

IMPORTANT - NEVER OFFER NAMES OR POTENTIAL INJURY OR DEATH COUNTS WITHOUT FULL AUTHORIZATION AND CONFIRMATION: Any personal information release must 100% verified and agreed to with the Incident Commander/ Police, etc. following family notification and approval. Be mindful of notification requirements, respect for impacted families, and all applicable privacy legislation. Individual details will only be mentioned post remediation and with family and authority approval in a *care and concern* or *condolence* statement.

Drafted by:

Approved by:

Date:

Time:

POTENTIAL HARM TO CLIENTS/EMPLOYEES/OTHERS – RESPONSE TO FURTHER INQUIRIES

IF ASKED ADDITIONAL QUESTIONS, USE THE FOLLOWING GUIDE

- That is all I can confirm at this time.
- We appreciate your patience for a few hours as our first priority must be the safety and well-being of all involved and working to rectify this isolated situation.
- As soon as we have more information that has been confirmed, it will be shared with to the public via the news media.
- Anything involving our clients/residents/staff/community or others impacted will only be disclosed to their families. That will be handled by Patricia Mueller the Chief Executive Officer.
- Please bear with us in the meantime, your patience is appreciated.

FIRE – STAND-BY TEMPLATE STATEMENT

Date, time, location.

Emergency crews responded to a fire at Strachan House and location at approximately (time) today.

The fire was isolated to one (describe area, i.e. floor in a residents' area). It is with deep regret and sadness that (one-number) of our residents succumbed to the fire. Number other individuals were taken to local hospital for (describe, i.e. smoke inhalation) and will be okay. A number of other residents were also treated for smoke inhalation at the scene and are fine.

At this time, it is premature to speculate on the exact nature or cause of the fire. Strachan House is working closely with the local Fire Department to determine the full extent of the damage and a probable cause. We also wish to thank Toronto Fire Fighters and all of our staff and volunteers who helped to bring the situation under control.

Strachan House and our residents in the (direction) wing are accessing their residences and our services as usual. Residents displaced by the fire have all been safely accommodated at other shelter locations in Toronto.

Our thoughts (and prayers) are with families of those most impacted by the fire and all of our residents for this extra hardship (burden). Strachan House regards our responsibility for the care and safety of our residents and staff as our number one priority and we are working to fully determine what happened and continue to take care of our residents.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to men and women who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

POWER FAILURE – STAND-BY STATEMENT TEMPLATE

Date, time, location.

At (time of outage) Strachan House experienced a power failure affecting our entire facility. As a routine safety precaution and on advice from authorities, we have temporarily evacuated our entire facility.

Toronto Hydro/our utility provider/we are currently investigating the cause of this disruption, (and when service will be fully restored). At this point, as far as we know (describe: our shelter, the entire area, surrounding community) is also without power **OR** at this point, power has been fully restored and the shelter is operating as usual.

We have been advised that Toronto Hydro/our utility provider/we hope to have this situation resolved as soon as possible. We are grateful for the patience and understanding of our residents and staff, (as we continue to deal with the situation).

This situation has not posed any threat to the safety and wellbeing of our residents/clients and staff. However, as always, Strachan House is committed to safe and secure operations at all times. The safety and well-being of our residents/clients, staff and our local community are always the highest priority and once we are certain that the situation is completely resolved we will return to our normal schedule and hours of operation.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

VIOLENCE AGAINST SHELTER PROPERTY – STAND-BY STATEMENT TEMPLATE

Date, time, location.

Strachan House regrets that we have had an unwarranted, apparent act of violence against our street property. (Brief description only if appropriate to help calm the situation, i.e. “we sustained minor damage to the building, a threat to the shelter was called in, an apparent robbery resulted in the loss of some property, etc.”)

This isolated situation has not caused any disruption in service for our clients/residents or resulted in any impact to our ability to continue to serve those in need who count on us. Strachan House is operating as usual while we work with the local police to determine the full nature of the situation.

OPTION AS NEEDED – OPERATIONS DISRUPTION:

With the appropriate agencies, we are in the process of inspecting the affected parts of our facility to determine the extent of the temporary disruption to our operations. All residents have been temporarily and safely relocated. Homes First is working to resolve the situation as soon as possible.

The first priority of Strachan House is the safety and well-being of the clients/residents we serve, our staff and community/neighbours. We will continue to work to provide a safe, welcoming place for our homeless clients.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving more than 550 residents for more than two decades without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

SEE MORE OPERATIONS DISRUPTION DETAIL IN OPTION “A”

OPTION “A”: VIOLENCE AGAINST SHELTER PROPERTY

Temporary Shelter Service Disruption Under Review – Extent TBD

This isolated situation has caused some/a minor disruption in Strachan House ability to fully serve our residents. As a temporary safety precaution, we have re-located our residents and staff.

With the appropriate agencies, we are in the process of inspecting the affected parts of our facility to determine the extent of the temporary service disruption.

Strachan House is also working closely with local police to investigate the incident. Members of the public who may have information about the Strachan House incident are asked to call police.

The first priority of Strachan House is the safety and well-being of the clients/residents we serve, our staff and community/neighbours. We will continue to work to provide a safe, welcoming place for our homeless clients.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

DEATH – SERIOUS INJURY STAND-BY STATEMENT TEMPLATE

Date, time, location.

Strachan House deeply regrets that we have had an isolated situation involving our staff/one staff member/our residents/one resident. At approximately (time) today, we learned of an accident resulting in the (injury, death) of one/number person(s).

OPTION: INJURY:

The resident/staff member(s) were taken to a local hospital where their condition is reported as..... --they were treated and released, etc.

Strachan House is currently investigating the cause and circumstances surrounding the accident. The appropriate authorities (including the local and Ministry of Labour) have been notified and we are working together to fully investigate this unfortunate situation.

Strachan House places a very high priority on the safety and well-being of all of our clients and staff and we regret this tragedy.

OPTION: DEATH AND/OR SERIOUS INJURY:

Our thoughts ("and prayers"-optional) are with the family/families of our friend and colleague/all those impacted – in consideration of the family and their privacy we have no further information to share.

If more information becomes available, we will continue to provide updates. The thoughts (and prayers/optional) of the entire Homes First Society organization are with the resident's/ employee's family.

The first priority of Homes First Society and Strachan House is the safety and well-being of the clients/residents we serve and our staff. We are working closely with local authorities to fully investigate what happened (and learn from this regrettable situation). We also wish to thank (Toronto Police, Toronto Fire Fighters, and community residents)... and all of our staff and volunteers who helped to bring through this difficult time.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

BOMB THREAT – STAND-BY STATEMENT TEMPLATE

Date, time, location.

Strachan House today received a bomb threat made by an unknown caller/source. As a routine matter of resident and staff safety, the shelter was temporarily evacuated while police and fire fighters (determine proper name: Toronto Police Bomb Squad?) completed a full and thorough inspection of the entire property.

All residents and staff have returned to the shelter and this isolated situation has not caused any disruption in service for our clients/residents or resulted in any impact to our ability to continue to serve those in need who count on us.

Strachan House is operating as usual while we work with the local police to determine the source of the threat. We regret that any individual would callously disregard the rights of others by committing the crime of making any type of malicious threat and look forward to the police solving the origin of this crime.

The first priority of Strachan House is the safety and well-being of the clients/residents we serve, our staff and community/neighbours. We will continue to work to provide a safe, welcoming place for our homeless clients.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

SHELTER EVACUATION – STAND-BY STATEMENT TEMPLATE

Date, time, location.

At approximately (time) today, Strachan House was affected by (brief description of incident, i.e. natural gas leak, power outage). The incident occurred at (location).

Toronto Hydro/our utility provider/landlord is-are are currently investigating the cause of this disruption, (and when service will be fully restored).

At this point, as far as we know, (describe: our shelter, the entire area, surrounding community) is/has also been - has not been - affected **OR** at this point, the situation has been resolved and the shelter is operating as usual.

OPTION:

We have been advised that Toronto Hydro/our utility provider/landlord hope to have this situation resolved as soon as possible.

We are grateful for the patience and understanding of our residents and staff (as we continue to deal with the situation).

This situation has not posed any threat to the safety and wellbeing of our residents/clients and staff. However, as always, Strachan House is committed to safe and secure operations at all times. The safety and well-being of our residents/clients, staff and our local community are always the highest priority and once we are certain that the situation is completely resolved we will return to our normal schedule and hours of operation.

While the exact cause of the incident is not yet known, we are working to have this situation resolved quickly.

Jamie Facciolo, Director of Shelters & Housing, will provide any updates as they become available: Phone: 647-455-2603.

Homes First Society is a multi-service organization and registered charity with a mandate to provide assistance to (men and/or women, etc.) who live in extreme poverty and are marginally housed or homeless. We have been serving (###) residents for the past (##) years without incident. (Safely and compassionately...)

Drafted by:

Approved by:

Date:

Time:

EMERGENCY RESPONSE INFORMATION GATHERING & EVALUATION TOOLS

SAMPLE TOOLS:

- **Crisis Fact Sheet**
- **Shelter Telephone/Stakeholder Call Log Sample**
- **Daily Debrief Checklist**
- **Evaluation Guide-Post Emergency**

CRISIS FACT SHEET

A Crisis Fact Sheet must be prepared for all emergency response situations, the earlier, the better while information is fresh and more complete. This document can also help with follow up information needs.

PREPARED BY (Name/Title/Telephone Number): _____

DATE/TIME (Of the report): _____

Location of the situation: _____

What happened? _____

Where did it happen? _____

When did it happen? _____

Was there any damage, injuries or fatalities (Provide detail): _____

What actions have been taken? _____

Other? _____

STRACHAN HOUSE TELEPHONE MEDIA/STAKEHOLDER LOG SHEET

(Use this form to record each phone call from the news media and stakeholders.)

Call received from: _____

Date: _____

Time: _____

Organization: _____

Location: _____

Telephone number: _____

Fax number: _____

Cell number: _____

Email address: _____

Message/Questions: _____

Other information/Notes: _____

STRACHAN HOUSE DAILY DEBRIEF CHECKLIST – EMERGENCY SITUATION

Debriefing meetings need to be a daily function of the entire Crisis Support Team and Shelter Management.

Debriefings should include but not be limited to:

1. Review events of the day.
2. Discuss emerging issues.
3. Determine further logistical needs, longer term shelter for residents, security, etc.
4. Clear understanding of the crisis/remediation status – if warranted, ensure legal counsel is fully briefed, overview any immediate liability issues.
5. Ensure continued immediate response to the Board, community, and key audiences, notification to Hostel Services, etc.
6. Determine key stakeholder impact to date, if any.
7. If there are injuries/fatalities, determine immediate needs, i.e., family support, hospital visits, transportation to hospital/funeral, etc.
8. Review spokesperson(s) activities to date.
9. Media analysis of public information to date, current media interest and focus of questions, correct media information/errors.
10. Determine need to issue or for more formalized public statements/press release, etc.
11. Government/regulator interest and response to date.
12. Ensure appropriate staff/resident communication is ongoing.
13. Review impact on residents/staff.
14. Ensure third party support teams, emergency services personnel, and others critical to remediation efforts are informed/thanked – secured for ongoing remediation.
15. Agree to Crisis Support Team schedule for the next 24 hours.

EMERGENCY RESPONSE EVALUATION – POST EMERGENCY

EVALUATION

When a crisis or emergency response situation has been resolved, and the situation is returned to normal, it is critical that all elements of the people, the plan, and its implementation are analyzed to determine the effectiveness of each in resolving the situation.

This evaluation must begin immediately after the crisis has been resolved, although some parts will utilize information gathered by the Shelter Chief Executive Officer/Crisis Support Team Leader, Management and others during the crisis

CONDUCT INTERVIEWS/SOFT SOUNDINGS WITH EXTERNAL PUBLIC

This is an informal method of determining how people outside your Shelter viewed your actions during the crisis. It requires calling important stakeholders and asking what they thought of how the shelter reacted and how those reactions can be improved for future situations. Some of the external public may include Board members, close neighbours, local merchants, and select emergency like local police or fire fighters. It may even be useful to conduct face-to-face interviews with those stakeholders to gain further insights based on their physical reactions to questions. This step will not only allow your shelter to gather important information, but it will also show stakeholders that shelter management is concerned about keeping them informed during a crisis and that their opinions are valued.

SURVEY INTERNAL PUBLIC

Each Crisis Support Team member should take the responsibility for evaluating a section of the emergency response as it pertains to internal public. For example, one person can find out how well the phones, technology and other communications worked and gauge if staff felt they were well informed during the crisis. Another can examine how effective staff were in pulling together information for the media, both proactively and reactively, and whether the media were dealt with in the manner that reported on shelter facts, not speculation. A questionnaire should be developed and distributed to select staff and residents to voice their opinions of how well the crisis was handled **OR** an informal group debrief with residents and staff would also reveal a lot of important information.

SURVEY MEDIA

The Chief Executive Officer/Crisis Support Team Leader should contact key members of the media and ask them if they received the information they needed consistently and quickly. This will show that your shelter is interested in keeping the media informed and helping them perform their jobs in a crisis situation. It will also strengthen the media ties that were created during the crisis.

EMERGENCY PREPAREDNESS TRAINING DRILLS

- **Drill Objectives**
- **Conducting A Drill**
- **Drill Evaluation**

EMERGENCY PREPAREDNESS TRAINING

All personnel assigned to the Crisis Support Team must receive emergency response training prior to assuming their assigned positions in the Crisis Support Team. The goal of the emergency response training is to teach Crisis Support Team members their individual roles, responsibilities, and proper response actions during an emergency situation. The program is presented in two phases, as follows:

- **The first phase** consists of classroom-style training sessions that provide an overview of the shelter's emergency preparedness program, as well as training specific to the individual's Crisis Support Team position. This first phase may conclude with a table-top drill to validate the individual's understanding of the material presented in the classroom.
- **The second phase** requires trainees to participate in a drill program. The drill program provides individuals with the opportunity to practice in a simulated emergency situation the information presented in the classroom. The drill program may include drills of varying scope and participation conducted at and perhaps around the shelter.

After completing initial training, all personnel assigned to the Crisis Support Team are required to participate in an annual refresher training course. Refresher training shall review the changes that have taken place in the emergency preparedness program during the previous year. In addition, Crisis Support Team personnel should participate in at least one drill or exercise annually.

The Crisis Support Team Leader/Shelter Chief Executive Officer shall ensure that each individual assigned to the Crisis Support Team has satisfactorily completed training and is qualified to participate as a member of the Crisis Support Team. The qualification process shall include the evaluation of an individual's performance during both classroom training and drills or exercises.

The Crisis Support Team Leader/Chief Executive Officer should develop and maintain a database that tracks each individual's training requirements in his/her Crisis Support Team position, his/her attendance at required training sessions, and his/her participation in drills and exercises and actual emergency response situation.

CRISIS SUPPORT TEAM LEADER RESPONSIBILITIES:

- Assigning personnel, as needed, to develop, implement, and update the Strachan House emergency preparedness training program, including initial and refresher training courses/exercises.
- Selecting qualified instructors to present training and verifying the quality of the training presented.
- Assuring that adequate classroom space is scheduled and that training schedules are published and presented as important to participants.
- Certifying that all personnel assigned to positions on the Crisis Support Team are properly trained and qualified.
- Maintaining a roster of those individuals qualified to hold positions on the Crisis Support Team and periodically reviewing this information with key managers and staff.
- Coordinating the emergency preparedness training program for Strachan House including a drill and mock emergency exercise program.
- Assuring that emergency preparedness training records are properly maintained.

EMERGENCY PREPAREDNESS DRILLS

A drill is a training event. The purpose of the emergency preparedness drill program is to:

- Validate shelter emergency response plans and protocols.
- Evaluate the effectiveness of the shelter's emergency preparedness training program.
- Further develop and maintain personnel skills to assure an adequate, ongoing emergency response capability.

DRILL AND EXERCISE OBJECTIVES

The scope of a drill or exercise is determined by the objectives to be tested. The objectives establish the performance basis for the assessment of overall integrated performance and hence are performance-oriented (i.e., one or more acts or actions must be completed in order to demonstrate the accomplishment of the objective). Therefore, each objective should clearly state what is to be demonstrated, and should be attainable and measurable. Evaluation criteria should then be developed to permit the drill/exercise evaluators to measure the participants' performance against those objectives.

CONDUCT OF DRILLS AND EXERCISES

Accountability for the drill is normally assigned to the Crisis Support Team Leader/Chief Executive Officer. In addition to the responsibilities he/she carries during the drill or exercise, the Crisis Support Team Leader is responsible for coordinating the pre and post-drill administrative activities (e.g., post-drill critiques).

Emergency preparedness drills are considered to be supervised instruction sessions; therefore, drill control personnel (if they exist) may intervene and correct the participants' actions during the course of a drill. Although such intervention should be minimized to allow a participant the opportunity to recognize his own mistake and correct it, drill control personnel will intervene if the error results in a significant deviation from the scenario or in confusion among the participants. (Note: Drill Control Personnel could be a Chief Executive Officer/Crisis Support Team Leader from another shelter asked to participate and give an objective opinion)

EVALUATION OF DRILLS AND EXERCISES

Evaluations take place following a drill or exercise, which will include information relevant to the performance of the participants and the adequacy of the emergency response procedures. This information is generally obtained from notes and checklists, and feedback received during post-drill critiques. The information is then analyzed to identify those areas in which noteworthy performance was observed, as well as those areas experiencing problems and requiring improvement. Particular attention is paid as to whether the drill objectives were achieved.

A report or review is then prepared summarizing the development, conduct, and results of the drill or exercise. This report should present an overall evaluation of the drill or exercise, state whether the drill objectives were achieved, cite any areas of noteworthy performance, and detail any findings identified as a result of the drill or exercise that need to be shared with shelter staff.

SHELTER MANAGEMENT CONTACT INFORMATION

Chief Executive Officer	Patricia Mueller	416-395-0903	416-712-1719
Director of Housing & Shelters	Jamie Facciolo	416-395-0981	647-455-2603
Shelters & Housing Manager	Michael Lyster	647-455-5913	647-455-5913
Directors	Caroline Ferris (H.R.)	416-395-0911	647-455-1058
	Justin Ryan (Property)	416-395-0964	416-455-9827
Assistant Shelters' Manager	Necole Small	647-455-0674	647-455-0674

SHELTER STAFF CONTACT INFORMATION

CONTACT	NAME	WORK #	CELL #
Shelter Supervisors	Catey Saunders	416-455-9790	416-455-9790
	Scott McDonald	647-455-0502	647-455-0502
Shelter Main Office		416-395-0928	
Property Management Work Order Line		416-395-0928	
Building Maintenance	Jess Hiles	416-395-0961	416-455-9834
	Martin Lewis		647-455-5137

EMERGENCY CONTACTS

CONTACT	NAME	WORK #	CELL #	HOME #
911				
Police Division #	14 Division	416-808-1400	416-808-1500 (Bike Police)	911
Fire Department	Station 8 #3450			911
Toronto Transit	Information	416-393-4636		
EMT (Ambulance)	Non-Emergency	416-808-2222		911
Poison Control		416-813-5900		
Heating	Westaire	905-278-8180		
Toronto Hydro		416-542-2600		
Toronto Hydro 24-hour service updates		416-542-8000		
Public Works – Water and Drain	After Hours	416-392 7737		
Sister Shelter – Evacuation	Meegwetch 90 Shuter	416-395-0950 416-395-0957		
Hospitals	Saint Joseph’s	416-530-6000		
	Toronto Western	416-603-5702		
	Saint Mike’s	416-864-5094		
Board of Health		311		
Toronto Hostel Services	Victoria Froats (Agency Review Officer)	416-397-4184		

Also:

- Vital Safety Services for all devices including extinguishers and fire suppression system in kitchen, 905-230-6388.
- Lanvac Monitoring (fire alarm panel) 1-888-526-8221, account # Q2503 and site code #0928.
- Electrical Works for internal power outages, 416-252-0561.
- Dart Glass for window replacements, 416-532-5952.
- Custom Door and Lock for door/lock repair and replacement, 416-699-4716.
- Jam Plumbing business hours, 416-398-1615, 24-hour emergencies, 416-377-4555.
- Quality Elevators, 905-305-0195.
- Service Master for flood, death, and biohazard clean up, 1-800-263-5928.

APPENDIX A: PHONE BOMB THREAT INFORMATION GATHERING MANDATORY PROTOCOL

Call taker/manager debrief with call taker: if it is done quickly and efficiently a surprising amount of critical information can be gathered on a bomb threat call. Always be polite, do not interrupt the caller, stay as calm as possible and work to gain as much information as possible.

ALWAYS write down (record) the exact wording of the threat.

Your name: _____ Time of call: _____

Date of call: _____

ALWAYS ASK THE FOLLOWING:

What time will the bomb explode? _____

Where is it, can you tell me where you placed the bomb? _____

What does it look like? _____

How big is it? _____

When was it placed/planted here? _____

Can you tell me your name? _____

Can I help you in any way? _____

May I ask why you put a bomb here? _____

I believe you; can you tell me anything that will help people not get hurt? _____

LISTEN CAREFULLY – NOTE ANY IDENTIFYING CHARACTERISTICS

Sex, approximate age of caller: _____

Manner: angry, emotional, calm: _____

Speech: accent, fast, slow, voice loud or soft: _____

If the caller gave any identifying information as to the bomb location, etc., did he/she seem

familiar with the area, shelter, etc.: _____

Is the voice familiar:

Are there any unusual or identifying background noises: _____

Is there anything that really stood out to you about the caller: _____