



YMCA of
Greater Toronto



Safety & Emergency Procedures for YMCA Staff & Program Volunteers

- Personal Injury / Theft
- Fire / Flood / Power Failure
- Evacuation / Special Needs
- Missing Child
- Building Emergencies/ Elevator
- Inclement Weather / Heat Alert
- Lockdown / Shelter-in-Place
- Infectious Disease Outbreak
- Inappropriate / Abusive Behavior
- Critical Incidents
- Earthquake

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Building healthy
communities

Read This Manual Now

When a real emergency happens, you're not going to have time. . . So read this now.

This manual outlines **YMCA Safety and Emergency Procedures** for all YMCA facilities and program locations, providing step-by-step procedures for the role you will perform if – and when – a safety or emergency situation arises.

Important Note: Speak with your manager or staff contact or **refer to your YMCA Program Manual** for additional procedures that apply in your program area.

Each chapter deals with a specific aspect of safety procedures of dealing with emergencies. Appendices contain forms and templates, emergency contact numbers, crisis escalation information, and site maps.

FACILITY OR SITE-SPECIFIC INFORMATION

Because YMCA program sites differ, certain types of information (e.g. areas to check during evacuations, locations of first aid kits, etc) will vary for each site.

Each YMCA facility or program site must insert site-specific information, where indicated, on coloured paper throughout this manual.

The General Manager or On Site Manager is responsible for site-specific updates, ensuring information (see colour pages) is reviewed and updated at least every six months. If a **leased location**, refer also to the checklist in Appendix I in this manual.

Some facilities will be equipped with PA systems to make announcements and its use is referenced throughout the manual. If a YMCA site does not have a PA system, an easy and quick way of communicating messages with all people on the site shall be determined by the On Site Manager.

WHO'S WHO

Titles and roles may differ slightly from YMCA program to program site.

Please note the following terminology and how it applies to your program site.

General Manager. This refers to the most senior staff member at your facility or program site: either the General Manager or Director, or Acting General Manager.

On Site Manager. One YMCA employee will be designated as On Site Manager at all times while the facility or program site is open to the public. The On Site Manager should not be directly leading a program while acting as On Site Manager. If a requirement of the position, he or she must hold current Basic Rescuer CPR, and First Aid certification. On Site Managers must have completed appropriate site manager training and be familiar with all health and safety requirements, including procedures outlined in this manual. See On Site Manager Role and Responsibilities in Appendix C.

Senior Staff: For the purposes of this manual, senior staff is defined as staff who report directly to the General Manager or who are the most senior member(s) on duty.

SYMBOLS

The following symbols will make it easier for you to follow the procedures in this manual:



Announce over PA system (if available) or use other methods to communicate (i.e. bullhorn, loud voice, etc.)



Telephone



Ask / find out



Communicate



Go to a location or take action



report

Write down / complete a

YMCA MISSION, VISION, AND CORE VALUES

The Mission, Vision, and Core Values put into words the ideals the YMCA strives for and the values underlying our activities.

As YMCA staff members and volunteers, you are part of a team dedicated to these ideals and values. If you understand this, what you do at the YMCA will make more sense.

Mission

The YMCA of Greater Toronto is a charity offering opportunities for personal growth, community involvement and leadership.

Vision

Our communities will be home to the healthiest children, teens and young adults.

Our Values

Caring

Being compassionate toward the needs of others

Health

Enhancing the well-being of individuals, families and communities in spirit, mind and body

Honesty

Acting with integrity at all times

Inclusiveness

Encouraging a sense of belonging for people, groups and the global YMCA family

Respect

Treating volunteers, staff, members, partners and supporters with respect

Responsibility

Being socially relevant and fiscally responsible

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Document Maintenance, Updates and Training

The YMCA Safety and Emergency Procedures Manual is an important resource for all YMCA of Greater Toronto employees and volunteers.

This Manual shall be revised periodically by our Risk & Insurance team, and our Human Resources team, to ensure ongoing relevancy. Reviews and updates of site-specific content contained in this Manual are the responsibility of the General Manager.

Copies of the YMCA Safety and Emergency Procedure Manual are stored in various locations as designated (and outlined below) by the General Manager or On Site Manager.

All staff and program volunteers need to know and follow YMCA Safety and Emergency Procedures. Ongoing training of staff and volunteers on Safety and Emergency Procedures is the responsibility of the General Manager who may wish to track training - see below. A training and presentation tool is available on the YWay, or contact the Risk Management or HR teams for more information.

Document Revisions:

Issue	Date	Type	Issuer
1	May 1, 1999	Various revisions	HFR Program Quality Team
2	March 1, 2008	Various revisions	YMCA BCP Reference Team
3	July 1, 2009	Updates (elevator emergency, heat alert)	Risk Management Department
4	May 1, 2012	Updates include: new earthquake procedure, revised crisis escalation model and roles, employee evacuation accessibility planning, workplace violence response toolkit	Risk Management Department and Human Resources Department
5	May 1, 2014	Update to Crisis Escalation Model	Risk Management Department
6	May 1, 2017	Lockdown and Behaviour procedures updated; Leased Sites Checklist added	Risk Intelligence

Facility Copies: *(locations in program site where copies of Manual are kept)*

Locations within YMCA Facility or Program Site

Training Record: *(contact HR or Risk & Insurance about training tools available)*

Date	Audience	Materials
May 1, 2008	YMCA Senior Managers	BCP Program & Emergency Procedures
May 17, 2017	YMCA Senior Managers	BCP & Emergency Procedures Refresh

Strategies for Safety

At the YMCA, we are responsible for creating a safe environment for our members. We do this through:

Organization – creating specific roles for staff and volunteers;

Equipment – ensuring appropriate equipment is available and accessible (including first aid kits, oxygen and AED where required, fire extinguishers, emergency phones, walkie talkies, public address system where available, alarm system, etc.);

Monitoring – ensuring the equipment and general environment at the facility or program site is checked regularly for safety, and that trends relating to safety are monitored;

Documentation – ensuring procedures relating to these roles are documented and, in some cases, posted where everyone can see them;

Training – ensuring all staff and program volunteers participate in regular safety drills and Safety & Emergency Procedures training; ensuring that the On Site Manager, staff and volunteers have up-to-date CPR, First Aid if a program requirement; and encouraging all other staff and volunteers to have such training.

All YMCA staff and program volunteers must receive emergency procedures training at least every six months.

As a result of this training:

- All staff will be familiar with procedures for all types of emergencies
- All staff and program volunteers will know specifically their role for each emergency
- All staff will know where to find a copy of this manual in their facility or program location.

Staff must be able to find and retrieve a copy of this manual within two (2) minutes from any point within the building.

Although tasks associated with safety at the YMCA may be assigned to specific staff members, all staff have a general responsibility to watch for safety hazards and to report or correct them. For example, if you notice water on the floor, or debris on the steps as you come into work, remove it or report it to facility or program site staff. If you see a fire door propped open, close it. If you notice that first aid supplies are low, see that they are refilled immediately.

Communication

Good communication is the foundation of most of the procedures documented in this manual. In an emergency situation, staff must make a sudden change in the normal flow of communication, combined with a sharp increase in the volume of information exchanged.

The principles of good communication, important at any time, become vital during an emergency incident:

- Think before speaking, speak clearly and check with the listener to ensure you are understood, offering clarification if necessary.
- Listen with a clear mind, and repeat key information back to the speaker to check that you have heard correctly. Never hesitate to ask for clarification.
- With written reports, re-read and edit your work to ensure the message is as brief and clear as possible. Ask a colleague to check your work for errors or inconsistencies.

Only staff with media training should address the media. Refer any media enquiries to the VP Communications.

Refer to Incident Response and **Incident Decision Model** (on following pages) to assess whether escalation is necessary when faced with an emergency situation.

Incident Response: General Role and Responsibilities

YMCA staff have responsibilities for incident identification, assessment and reporting.

Staff responsibilities include the following:

- Escalate incidents or dangers to health and safety, to the Program or On Site Manager or General Manager (using the Incident Decision Model on the following page).
- Activate emergency response procedures if appropriate.
- If certified, respond to provide first aid to injured or suddenly ill people.
- If a supervisor, guide and advise staff, volunteers and members on appropriate measures and protective equipment to protect health and safety during various types of incidents (infectious disease, chemical spill, or any incident which may cause a health threat).
- If exposed to blood or bodily fluids, follow universal precautions. These are outlined in the Universal Precautions/Infection Control Policy 1.VS.3 in *YMCA Operating Policies*.

If a serious occurrence, staff have the following additional responsibilities:

- If a serious occurrence, staff must immediately notify their general manager or vice president. See ***Crisis Escalation and Management*** in Appendix F.
- Escalate to local or provincial authorities as directed or specially trained to do.
- Notify or liaise with governing municipal or provincial Ministries or with funding partners in program delivery as directed.
- If a **serious incident involves a child**, the supervisor should promptly notify the Senior Vice President of Child & Family Development (or GM designate) for further guidance. There may be additional reporting requirements to governing authorities.

Serious Occurrences... cont'd:

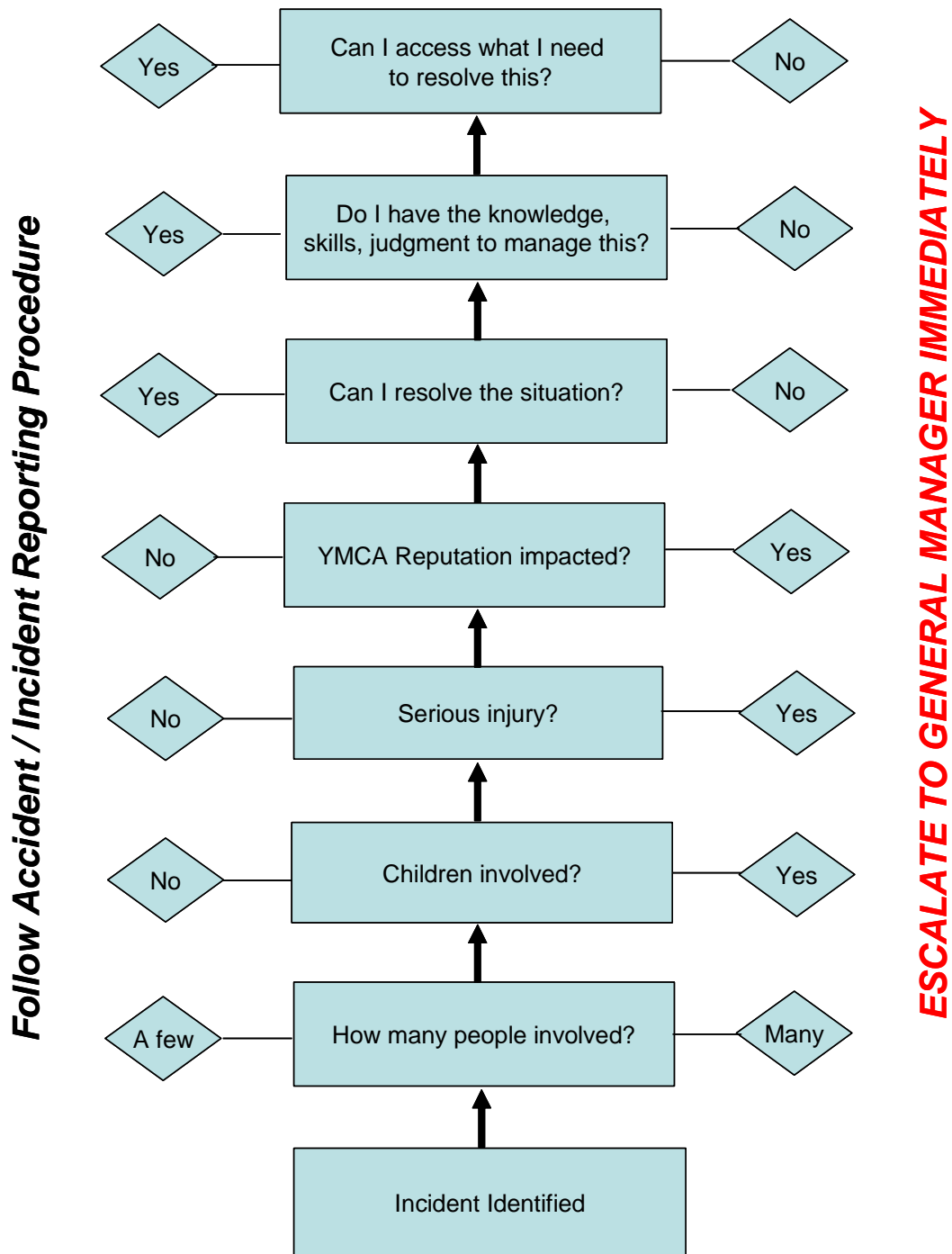
- If an incident involves **suspected abuse or neglect of a child** by a care giver, staff and program volunteers must immediately notify the local Children's Aid Society (CAS). See *Important Telephone Numbers* for CAS in Appendix C. Refer to the YMCA Suspected Child Abuse Reporting Kit for detailed steps to follow.

If you think the child is in immediate danger, call the Police. Follow up your call to the police by a call to CAS.

If an incident involves a child but not a caregiver, staff must notify the parent or guardian, as well as their senior manager to determine if a consult with police is needed.

- If an incident involves a **staff injury**, staff must notify Human Resources immediately. There may be reporting requirements to the Ministry of Labour. If there is a YMCA Joint Health & Safety Committee in the building, a Committee member should also be notified.
- If an incident involves a **chemical or environmental spill**, staff taking charge of the situation must follow *Emergency Spill Procedures* outlined in the YMCA Management Practices Manual. If a **major spill**, the *Ministry of the Environment Spills Hotline* must be called. See ***Important Telephone Numbers*** in Appendix B.

Incident Decision Model



Incident: Unplanned event that can result in harm or damage

1. Personal Injury

Immediate Response:

In a personal injury situation where help is needed immediately, and where available, you should push the Red Button Alarm. You can also use the Red Button Alarm to summon staff support in a hurry.

In a personal injury situation where a Red Button Alarm is not available and/or necessary, the following procedures still apply – minus, of course, those that relate specifically to use of a Red Button Alarm.


Basic First Aid


Generally in a situation where first aid will be administered by a trained/certified staff, assess the injury and surrounding area. Make sure that you and the injured party are safe. Have the First Aid Kit within reach. (Contents of a First Aid Kit are outlined at the end of this section.)

Priority of treatment typically is as follows:

- Breathing - ensure clear airways; lay injured person in recovery position
- Bleeding - apply pressure with a clean dry dressing, raising wound above the level of the heart
- Broken bones - avoid any movement as much as possible

What Happens When a Red Button Alarm Is Pushed (in HFR Facilities)...


 Staff located closest to the alarm panel (usually the Service Desk attendant) must find out where the alarm was set off by looking at the alarm panel.


 Service Desk staff use the PA system (if there is no PA system an alternate means should be identified) to **direct senior staff to where the alarm was set off**. Repeat location of the alarm two times. See communication message at the end of this chapter.


GO On Site Manager and all available senior staff go to the location of the alarm. If an HFR facility, **Aquatic staff must stay at the pool.**

The first staff member who arrives takes charge of the situation, with other staff assisting. When a more experienced staff member arrives, that person may take charge of the situation, but only if requested to by the “lead” person.


If medical assistance is needed:

 The staff member who took charge of the emergency assigns another staff member **to call 911 if necessary and wait at the entrance** to take the ambulance people to the scene when they arrive. This person must have enough information to describe the situation to the ambulance people as they are led to the scene.

 Another assisting staff member will **write down the names** and addresses of at least two people who saw the accident and the names and addresses of the person who was hurt and, if an HFR facility and if possible, which locker the injured person was using.

 If a serious incident, the On Site Manager will notify the General Manager immediately. The General Manager shall manage the incident in keeping with the Crisis Escalation Model – See Appendix F.

If the Injured Person goes to the Hospital:

 The On Site Manager will **find out which hospital the person is going to.**

GO If a major injury and there is no

family member or friend available to accompany the injured person, whenever possible a staff will go along to the hospital.



The On Site Manager ensures that staff at the front or member service desk are aware of the incident, are sensitive to the privacy of the individual involved, and direct all enquiries about the incident to the General Manager or On Site Manager. Refer all media inquiries to the VP, Communications.



If an HFR facility, service desk staff try to find out which locker the person was using and obtain permission to remove and return their belongings.



If a serious injury or if a child injury, the On Site Manager shall **phone the emergency contact person** designated in the member's file or record, and if an injured child, the parent or guardian.

Incident Reporting and Follow-Up



The staff member who took charge of the situation will **fill out an Incident Report**, as shown in Appendix A, and submit it to the General Manager within 4 hours.



The On Site Manager at the time of the incident will **make a courtesy follow-up call**, either to the person who was injured or to the emergency contact, whichever is appropriate, within 24 hours of the incident/accident and again within 7 days.



The On Site Manager **will complete the follow-up report** at this time. A copy of the Accident Follow-Up form can be found in Appendix A.

Copies of Incident Reports are stored in the location(s) outlined on the sheet (colour page insert) at the end of this chapter. Once reviewed by the On Site or General

Manager, the original or top copy of the Incident/Accident Report is sent to the Risk Management Department.

After a serious occurrence, the General Manager should hold a meeting of all staff involved to **evaluate how the incident was handled**, provide staff support and plan follow-up.

Equipment

Kit Restocking Process

Designated staff will make sure that emergency kits are fully stocked on a weekly or monthly. If further supplies are required, please contact the On Site Manager who will confirm the steps for ordering additional supplies.

First Aid Kits

The appropriate number of first aid kits in the YMCA facility or program site is determined by the following guideline:

It must take no longer than two (2) minutes to find a first aid kit and bring it to any area of the building.

Senior staff must know the locations of all first aid kits in the YMCA building or program site. All staff members must know the location of the first aid kit nearest their working area.

As a minimum, locate first aid kits in the following areas in your YMCA facility or program site (as applicable):

- Major program areas (e.g. Aquatics office, child care or child minding)
- Supervised areas
- Front / Member Service Desk areas

Locate additional first aid kits in areas where they are likely to be needed, and where people are likely to look for them. Refer to the (colour) sheet at the end of this chapter which lists where kits are located.

First aid kits will be checked at least weekly or monthly and replenished as the need

arises. This shall be the responsibility of one designated staff member.

All first aid kits at a YMCA facility or program site must contain the following:

- 1 current edition of St. John's or Red Cross first aid manual
- 24 safety pins
- 24 adhesive dressings
- 24 gauze pads
- 4 x 50m rolls and 4 x 100m rolls gauze bandages
- 4 sterile pressure dressings
- 6 triangular bandages
- 2 rolls splint padding
- 1 splint
- 1 airway
- 1 mouth-to-mask
- 3 tensor bandages
- 1 bottle hydrogen peroxide
- 1 pair gloves, replaced after each use
- 1 pair scissors
- 2 rolls adhesive tape
- tongue depressors
- antiseptic towelettes
- 1 pair tweezers
- Pens and notepaper

In addition, at least one first aid kit in an HFR facility must contain the following:

- Stethoscope
- Blood pressure cuff
- Clean oxygen mask (in some kits)

Oxygen Units

If an HFR facility or if required at the program site, each facility shall have at least two oxygen units. Oxygen units must be checked weekly to ensure they have enough oxygen. Senior staff and On Site Manager must know the location of all oxygen units in the building and know how to use them. Refer to the colour sheet at the end of this chapter which lists where kits are located.

AED Units

If an HFR facility, each facility has an Automated External Defibrillator (AED) unit with established maintenance and training requirements that must be followed by staff. Other YMCA program sites may have AED units available. Speak with your GM for more information about AED procedures.

Bodily Spill Clean-Up Kits

If an HFR facility or if required at the program site, each facility shall have at least two Bodily Spill Clean Up Kits. Kits must be checked weekly and replenished as the need arises. This shall be the responsibility of the designated staff member. Senior staff must know the location of all Bodily Spill Clean Up Kits in the building and know how to use them. Refer to the (colour) sheet at the end of this chapter which lists where kits are located.

Other supplies to keep on hand

- Duct tape to cover vents, door and window openings should it be required to seal against environmental incidents.
- Dark plastic sheets to cover windows and vents when required.
- Battery operated radio with fresh batteries
- Flashlights (with fresh batteries)
- Hand sanitizer
- N95 surgical masks

Please photocopy and post

Communication Message: Member Service or Front Desk*

(When Red Button Alarm is Pushed if an HFR facility)



Go to the alarm panel **to find out where the alarm was activated.**



Use the PA system (or if no PA, use established alternative such as a bull horn) to make **the following announcement:**

(Sample communication for an HFR facility...)

“All available Phys. Ed and senior staff, please report to [location].”

(Say this 2 times)



Use walkie-talkie or established method to communicate with On Site Manager.

**Or desk closest to the alarm panel*

*Please photocopy onto coloured paper and insert here for staff reference.
Multiple copies should be available in easily accessible locations for staff during an emergency.*

Personal Injury: For On-Site Manager

- GO** The On Site Manager and all available senior staff go to the location of the injured person. **(If an HFR facility, aquatic staff must stay at the pool.)**

The first staff member who arrives takes charge of the situation, with other staff assisting. When a more experienced staff member arrives, that person may take charge of the situation, but only if requested by the “lead” person.

If Medical Assistance Is Needed:



The staff member who took charge of the emergency assigns another staff member to **call 911** if necessary and wait at the entrance to take the ambulance people to the scene when they arrive. This person must have enough information to describe the situation to ambulance people while led to the scene.



Another assisting staff member will write down the names and addresses of at least two people who saw the accident and the names and addresses of the person who was hurt and, if an HFR facility and if possible, which locker the injured person was using.



If a serious incident, the On Site Manager will notify the General Manager immediately. The General Manager shall manage escalation of the incident in keeping with the Crisis Escalation procedures – See Appendix F.

If the Injured Person goes to the Hospital:



The On Site Manager will find out which hospital the injured person is going to.

GO

If a major injury and there is no family member or friend available to accompany the injured person, whenever possible a staff shall go along to the hospital.



The On Site Manager ensures that staff at the front or member service desk are aware of the incident, are sensitive to the privacy of the individual involved, and direct all enquiries about the incident to the General Manager or On Site Manager. Refer all media inquiries to the VP, Communications.



If an HFR facility, service desk staff try to find out which locker the person was using and obtain permission to remove and return their belongings.



If a serious injury or if a child injury, the On Site Manager shall **phone the emergency contact person** designated in the member’s file or record, and if an injured child, the parent or guardian.

*Replace with facility or program site-specific information.
Photocopy onto coloured paper (for easy identification) and insert here, replacing this page.*

Personal Injury: Where to Find Things

On Site Manager Completes and Updates the following site-specific information:

Name of YMCA facility or program site: _____

Location of the following:

Red Button alarms (if applicable)	
Mapping panel(s)	
First Aid Kits	
Bodily Spill Clean Up Kits	
Oxygen units if applicable	
AEDs if applicable	
Ice	
Incident / Accident Reports	
Walkie Talkies	
Other	

2. Fire and Fire Alarm

If you discover a fire or smell smoke, evacuate the immediate area.

Notify maintenance staff or On Site Manager and wait for them at the location if you are not in immediate danger. If you are in danger, pull the nearest fire alarm and begin evacuation procedures immediately. Your responsibilities during evacuation are briefly outlined below and section 3 of this manual.

When you hear a fire alarm, begin evacuation procedures (described in next section 3). If it is a false alarm, there will be an announcement telling you this.

What Happens During a Fire Alarm



The On Site Manager assigns a staff member to **call the local fire department** (see facility or program site information at the end of this chapter). In YMCA owned buildings and/or residences, the fire alarm automatically alerts the facility's security firm that will also contact the fire department.



If a YMCA owned building or residence, maintenance staff and/or On Site Manager checks the location of the alarm on the mapping panel and goes there to assess the situation.

If a YMCA leased building, follow evacuation procedures established by building management.

GO Staff in **child care / minding areas** will begin evacuation procedures immediately.

If there is a fire:



Maintenance staff will contact the On Site Manager by walkie talkie or established method and report on situation. Once fire location is determined and if safe to do so, another staff familiar with sprinkler locations shall go to the valve controlling sprinklers in

area of the fire, to ensure the control valve is fully open and supplying water to the fire.



The On Site Manager uses the PA system (if there is no PA system, use pre-defined alternate such as a bull horn) to **announce an evacuation.**

GO Staff begin evacuation procedures, described in the next chapter.

GO If a YMCA owned building and/or residence, the senior maintenance staff on duty will **go to the main entrance to meet fire fighters.**



On Site Manager will **call the General Manager**, at home if necessary, to brief him or her on the situation. The phone number is listed in Appendix B of this manual.



If safe to do so, the **On Site Manager remains in the building**, staying in touch with other staff by walkie talkie or alternative method.

If it is a false alarm:



YMCA maintenance staff will **contact the On Site Manager by walkie talkie** to report the false alarm.



Maintenance staff along with a member of the fire department will go to the alarm panel and the **Fire Department shall silence the alarm.** In the event of a "trouble signal," maintenance staff checks the area in question and if no problem, contacts the security company.



The On Site Manager will use the PA system (or pre-defined alternative communication system) to announce an apparent false alarm. (**Note:** Only the Fire Department can officially declare a false alarm – See Fire Alarm announcements on following pages.)



The fire department checks the area and resets the alarm.

Report and Following-Up



Staff taking charge of the situation shall **complete an Incident/Accident Report** (see Appendix A) and submit it to the General Manager within 4 hours, even if it was a false alarm. Staple a copy of the security firm's report if applicable, to the Incident Report.

Fire Drills

A fire drill is a thorough rehearsal of our fire alarm procedures. Regular drills help staff learn their responsibility in case of a fire, and help highlight possible problems in evacuation procedures.

The General Manager shall ensure that a fire drill is conducted at the YMCA facility or program site at least once per year, and as legislated (e.g. child care centres).

Fire drills should be both announced and unannounced.

If an announced fire drill, before a fire drill, the YMCA facility or program site manager should notify members by means of notices posted around the building informing people of the approximate time of the drill, letting them know that they will be required to exit the building when the fire alarm is heard.

The YMCA facility or program site Director should also notify the security firm and the fire department of the drill if a YMCA owned building or residence.

Once the alarm is activated, staff go through the prescribed evacuation procedures as outlined in this manual.

Immediately after the drill, the facility manager should meet with the General Manager or On Site Manager, the Joint Health and Safety Committee or Health and Safety representative, and senior staff to review procedures and note and address any problems that may have come to light.

*Replace with facility or program site-specific information.
Photocopy onto coloured paper (for easy identification) and insert in here, replacing this page.*

Fire Alarm: For Maintenance Staff in YMCA owned buildings and/or residences



Check location of the alarm on the mapping panel and go to assess the situation.

If there is a fire:



Contact the On Site Manager by walkie talkie or alternative to **order evacuation**.

GO Go to the entrance to **meet fire fighters** and provide them with the following information:

- Location and nature of fire
- Casualties, if any
- Present status on building evacuation



Once the situation is normal / under control, **call your security firm** (see number below) to update/advise them of situation.

If it is a false alarm:



Contact the On Site Manager (by walkie talkie or alternative) to signal a false alarm.



Call your the fire department and security firm to report a false alarm.

GO Go to the alarm panel and silence the alarm using the appropriate key (see below). Wait at the entrance for the fire fighters to arrive and reset the alarm.

Local Fire Dept Phone: _____

Security Firm Phone: _____

ID Number: _____

Silence Key Location: _____

Fire Alarm: For On-Site Managers

If there is a fire:



When a fire is confirmed, use the PA system (if no PA use alternative such as a bull horn) to **announce the following:**

***“Attention everyone – attention everyone
There is a fire alarm in the [state location]. Please leave directly by the
nearest exit. Do not go to your locker. Do not retrieve personal belongings
or look for other family members or children. Do not run. Do not use the
elevator. YMCA staff will help everyone exit the building. Proceed directly to
the nearest evacuation point.
(If applicable...) Do not attempt to access underground parking.”***

(Say this 3 times)



Begin evacuation procedures.



Call the General Manager, at home if necessary, to advise of the situation.

If a false alarm:



On confirmation from maintenance staff **and Fire Department**, use the PA (or other) system to **announce** the following:

***“Attention everyone, attention everyone...
This appears to be a false alarm.* I repeat, this appears to be a false alarm.
We will turn off the alarm momentarily. Please continue your activity.***

(Say this 3 times)

* Note: Because only the fire department can declare a false alarm, it is important to use exact wording in this announcement... i.e. “appears to be a false alarm”.

*Replace with facility or program site-specific information.
Photocopy onto coloured paper (for easy identification) and insert here, replacing this page.*

Fire Alarm: Important Facility or Program Site Information

On Site Manager Completes and Updates the following site-specific information:

Fire Department local phone no.	
Security firm name	
Security firm phone number	
Security firm ID Number	
Mapping panel location(s)	
Reset key location	
At least 2 designated assembly points <i>(located at least 100 meters away from the building, free from other potential hazards)</i>	
Schedule and Posting Locations <i>(for review / update of evacuation maps throughout building)</i>	
Other	

3. Evacuation and Building Search

An evacuation may have to take place in a YMCA facility or program site as a result of a fire, a bomb threat, or a major building emergency such as a gas leak or an extended power failure. Evacuation procedures include a search of the whole building to ensure everybody has safely left. Additionally, it may be necessary to search the building as a result of a missing person.

General Procedure: Evacuation



If you are working with adult members, before leaving the area **tell them to leave the building by the nearest exit** and wait outside. All people should evacuate the building. Remind them not to try to go to their lockers or look for children or other family members.

GO If you are working with children, **take them outside by the nearest exit to the predetermined waiting location outside your YMCA facility or program site.** During winter, bring their outdoor clothing with you. Use your walkie talkie to contact the On Site Manager to confirm evacuation.

GO Family areas e.g. change areas, washrooms, and any other areas where children may be unattended should be checked as part of the evacuation.

You must have a predetermined area for children to wait outside of the building in the event of evacuation. This location must provide shelter for the children in case of cold or wet (e.g. nearby building or mall area).

It is extremely important that child care and child minding areas have their own walkie talkies at all times, and that all staff have practiced using this equipment.

GO For an HFR facility, if you are in the Aquatics area and there are people or children using the pool, showers and locker areas, order everyone out of the pool/shower/locker area and begin to issue blankets for each and **instruct them to leave by the nearest exit.** Take people to the nearest sheltered area (e.g. the predetermined location used by children) if inclement weather. Use your walkie talkie to contact the On Site Manager to confirm evacuation, and stay with the evacuated group until they can return to the building.

GO If you are not working with children or in the pool area, go to **meet senior staff at the agreed-upon location.** See coloured sheets at the end of this chapter for the appropriate locations for your YMCA facility or program site. These should also be printed onto cards and kept at the Front or Member Service desk in fanny packs ready for distribution and use by staff during an emergency.



Senior staff instruct each staff person to **check specific areas.** Find out which area you are to check.



Instruct people to leave by nearest exit. This is very important to prevent a “stampede” to the main door. If an HFR facility, do not let members go to their lockers or return to find children or other family members.

Note: If a person refuses to leave, we do have an obligation to assist vulnerable persons and children, and must make every attempt to direct all people out of the facility.

GO When you have finished checking your assigned area(s) and assisting members and other people, leave the building and **remain outside with the evacuated group,** and let your manager know you are out of the building.

Assisted Evacuation

Most locations must allow for alternate evacuation routes for wheelchair accessibility (i.e. cannot use elevators). Additional help may be required by a person with a **disability or special needs...**

If it is not possible to evacuate someone, staff shall direct the person(s) to the established assembly space or area of refuge. The GM or Onsite Manager shall immediately notify emergency services personnel (fire department) upon arrival, where assembly areas are located.

Tips on helping persons with special needs:

- “Ask First” if a person needs or wants your help – do not assume that they do.
- Allow the person to identify how best to assist them. Be patient, listen actively.
- Speak clearly in close proximity; avoid shouting or speaking unnaturally slowly.
- Do not touch, push or pull a person, their service animal or their assistive device or equipment (such as a wheelchair) without their permission.
- To communicate with a deaf-blind person, draw an ‘X’ on their back or try tracing letters with your finger on the palm of their hand to let them know you are there to help during an emergency.
- Follow instructions posted on special needs equipment or assistive device during an emergency.
- Avoid attempts to lift, support or assist in moving someone unless you are familiar with safe techniques.



Use walkie talkies to communicate with senior staff for additional assistance.

Additional Care in Smoke/Fire Evacuation

In case smoke or fire is present, you need to take these additional precautions:

- Even if amount of smoke seems minimal, do not open windows and doors to clear the smoke.
- Crouch low to floor and take shallow breaths.
- Place a moist cloth over nose and mouth and take shallow breaths.
- Before opening any doors check for heat by placing the back of your hand

on the door. Do not open doors if they feel hot when touched.

- Close all doors behind you.
- Use stairwells to exit the building; do not use elevators. Do not re-enter the building unless notified to do so.
- Do not attempt to leave the assembly area / property unless instructed by the GM or On Site Manager. Do not attempt to go to your car.

Communications During Evacuation



Follow instructions of senior staff. Use walkie talkies if these are assigned.



First responders on site (firefighters, ambulance, emergency management service or EMS personnel) lead emergency response. **Follow their directions.**

The GM or on-site manager shall establish with the emergency services lead (fire chief, etc) a communication channel or means to receive further instructions, status updates.



Use personal cell phones or a pay phone to contact staff at other YMCA locations to obtain emergency contact information (available from the system).

Building Search:

The general procedure for a building search is almost the same as for the evacuation, without actually telling people to leave or leaving the building yourself, and reporting back to senior staff after your search.



All staff and volunteers **meet at the agreed-upon location.** Managers shall account for all staff and volunteers.



Senior staff instructs each staff person to **check specific areas.** Find out which area you are to check.



Check assigned areas.

When finished checking your assigned area(s), meet with senior staff at an agreed-upon location to communicate the results of your search. Managers will account for all staff and volunteers at the assembly area(s).

*Replace with facility or program site-specific information.
Photocopy onto coloured paper (for easy identification) and insert here replacing this page.*

Evacuation and Building Search: List of Facility / Program Areas

On Site Manager Completes and Updates the following site-specific information:

Name of YMCA facility or program site	
Where to meet with senior staff to begin evacuation	
List areas to search including specific program areas... (e.g. locker rooms, showers, washrooms, under ground parking, etc.) Beside each area, indicate the nearest exit to tell people to leave by.	
List assembly areas and alternate areas of refuge keeping in mind the following: <ul style="list-style-type: none"> ▪ Areas should be at least 100 meters away from the building, free of potential hazards ▪ Assembly areas should not block access for Emergency personnel or their vehicles ▪ Be aware of surrounding environment, do not further endanger people ▪ Alternate assembly areas are required if exit route/assembly area is blocked, becomes unsafe ▪ Assembly areas must be identified on the building Fire Plan ▪ Reproduce the list of search and assembly areas on cards that can be kept in a fanny pack and distributed to staff during an emergency 	
Location of blankets <i>(if there is a pool, shower / wet areas)</i>	
Evacuation concerns need to be considered including sensory (sight/hearing impairment), cognitive/ learning, mobility) for people with disabilities are considered, and reviewed regularly. The Onsite manager shall maintain individualized workplace emergency response plans for employees with a disability if needed.	
Other	

Evacuation: Information for YMCA Members and Visitors

In the event of a building evacuation, everyone must:

- Follow the instructions of a YMCA staff or volunteer
- Immediately leave the building by the nearest exit
 - Do not try to find other / family members. Children will be evacuated by their program staff or volunteer to a predetermined location
 - Do not use the elevator(s) if applicable
 - If applicable, do not go to underground parking lot to get your vehicle
- Go to the nearest assembly point indicated by YMCA staff, or as shown in the posting by the nearest exit.

(If an HFR facility, posting should include the following additional information...)

While in a YMCA facility, you should be aware of the following information:

- If you are in the pool, or shower or locker area, you will be given a blanket and instructed to leave by the nearest exit;
- Do not return to your locker to dress or get personal belongings;
- Do not return to the facility to find other family members / children. Children will be evacuated by their program staff or volunteer to a predetermined sheltered location;
- Children in the shower/locker area will be escorted by aquatics staff;
- Unattended children in washrooms or other locations will be escorted by YMCA staff;
- Details on how to get your personal belongings will be available at the assembly point once other immediate steps have been completed.

4. Missing Child

A **missing child** is any child in a YMCA supervised program who has gone out of the sight of staff (or parent or volunteer program leader) for longer than 10 seconds, except where staff know exactly where the child is (e.g. during washroom or change room time). Any child reported missing by the parent/ guardian is also considered a missing child.

Prevention

Age appropriate supervision guidelines and strategies will help prevent a missing child occurrence. Standards consider the age of the child and nature of the program, however the following guidelines shall apply:

- Take attendance at each program, even drop-in programs, whenever possible;
- Ensure that children are directly supervised by their parent or guardian, or by staff of volunteers, at all times while children are in a YMCA facility;
- If parents are dropping children off, have a procedure in place for signing children in and out;
- Train staff and volunteers so they are in the habit of doing random “head counts” periodically throughout the program
- Observe children carefully, getting to know their needs for “quiet time” and possible “secret spots” they might retreat to;
- Know which children are more likely to wander away from a program. If necessary, arrange for extra staff coverage where such behaviour occurs, and/or a supervisor to speak with the parent about the behaviour.

Search Procedures

Search procedures can be divided into three phases:

- **Phase 1:** a 2-3 minute search of the immediate area
- **Phase 2:** a 3-5 minute search of the building involving all available staff

- **Phase 3:** a 3-5 minute repeat search of the building, as well as a search of the exterior of the building involving all available staff

Phase I: Area Search



The program leader will **confirm the situation with a head count.**



The program leader will **ask the other children** if they know where the missing child may have gone.

If appropriate, together with the group, the program leader will conduct a **brief initial search of the immediate area** while maintaining visual contact with all the other children. If not appropriate, solicit the help of other staff.



The program leader calls the On Site Manager to inform him/her of a missing child.

Search procedures will follow the same general pattern described in the chapter on “Evacuation and Building Search.” Refer to the end of that chapter for a complete list of building areas to be searched.

Phase II: Building Search



On Site Manager uses the PA system (if there is no PA system, use other pre-defined means) to call all available staff and volunteers to **meet at the agreed-upon location.** (Staff / volunteers directly supervising other children, or life guarding at the pool if an HFR facility, will not be considered “available.”)



On Site Manager shall **describe the child as completely as possible** to staff and volunteers, including the child’s age,

name, appearance and clothing, where and when the child was last seen, his or her emotional state at the time, and any medical information.



On Site Manager instructs each person to **check specific area(s)**. These areas are outlined in the **Evacuation and Building Search** procedures section of this manual. This information should be printed onto cards and kept at the Member Service (or Front) desk in a fanny pack ready for use. Any available staff or volunteers should be positioned at exits with a description of the child.

GO Staff check their assigned areas.

The On Site Manager remains at the Member Service (or Front) desk to direct the search activities.



Staff meet back at the Member Service desk to **communicate the results of the search** to the On Site Manager.

Phase III: Repeat Search and Exterior



If a parent is in the building, the On Site Manager shall **send a staff member to bring the parent to the Service Desk**. If the parent is not in the building, the On Site Manager shall attempt to **call the parent at home** to let them know what is happening.

If the child is found:



If the child is found, the On Site Manager will **make an announcement calling all staff to return to the Service Desk**. The child will be assessed for injury and will be either returned to the program or sent home with the parent or guardian, as appropriate.

If the child is not found:

After Phase III, 10-13 minutes will have elapsed from the time the child was discovered missing. It's time to call 911

At this point there are three important phone calls to make:



Call 911.



Call the General Manager (at home if necessary). The General Manager shall notify the Senior Vice President of the program area, and escalate as appropriate in keeping with YMCA Crisis Escalation procedures.



If the parent or guardian cannot be found at the YMCA program site, or contacted at their home or work numbers, call the emergency contact indicated on the child's personal record.



If the child is not found after emergency services has assisted in the search, the General Manager will **contact the SVP or GM of Child, Youth & Family Development**. Further action will be at the discretion of the General Manager, in consultation with YMCA Child Youth & Family Development, the parents and Emergency Services.

Report




The On Site Manager and the program leader will (independently) complete a detailed Incident/Accident Report (see Appendix A) ensuring all important information is included. This report should be filled out and submitted to the General Manager within 4 hours.


5. Power Failure


During a power failure, electrical systems powered by batteries or connected to an emergency generator will continue to work if a YMCA owned facility or residence. Check the facility information at the end of this section for a list of systems that will continue to function at your location.

If an HFR facility, battery-powered emergency lights are triggered by a power failure in specific areas. Everyone should gather in those areas and wait for restoration of power or further instructions from staff.


If there is a power failure:

 **Confirm in advance the location of bullhorns** to be used or other methods if power is out and PA system is not working.

 The maintenance staff in charge at a YMCA facility or residence shall **phone Hydro** at the number shown in the coloured page at the end of this section to notify them and, if possible, find out how long it will be before power is restored.


 Staff in program shall **take members to one of the designated waiting areas.** (See site-specific information on coloured sheet at the end of this section.)


GO Staff members shall **stay with children and reassure them.** If an HFR facility, at least one staff member must **remain in the aquatics area.** All other staff shall obtain a flashlight if possible and **meet with the On Site Manager at the agreed-upon location** for instructions.

 If Hydro indicates the power failure will be brief, the On Site Manager assigns staff to **move through the building with flashlights if possible** to ensure everyone has found an appropriate place to wait.

GO Turn off all electrical equipment / appliances so that they will not be impacted by power surges when power is restored.

Extended Power Failure (more than 30 minutes)


 **Confirm in advance the location of bullhorns** to be used or other methods if power is out and PA system is not working.


 If Hydro indicates the power failure will be extended, **begin evacuation procedures** with the following announcement:

***Attention everyone – attention everyone
The power will be off for at least xxx minutes, so we must close the building.
Please gather your belongings and leave the building. Staff members will assist you. Parents, we are gathering children in the front lobby to wait for you.
(If applicable...) Please remove your car from the underground parking.***

I'm now going to repeat this message....
[repeat entire message one more time]

GO Turn off all electrical equipment / appliances so that they will not be impacted by power surges when power is restored.

 If the power failure is at a regional level and widespread, **the On Site Manager will communicate to the General Manager** to initiate any Business Continuity escalation to limit business interruption. If the building remains open, the General Manager shall ensure that basic life safety support remains in place.

 On Site Manager will send extra staff or volunteers **to assist staff who are supervising children.**



If an HFR facility, the On Site Manager will **assign at least one staff member with a flashlight to each locker area** to help people who may be in showers and who wish to retrieve their belongings.

Send other staff members with flashlights through the building to assist people as needed.

GO Staff members with children shall help children gather their belongings, and **take children to the front lobby area to meet parents.** Bring a list of the children present (e.g. a sign-in sheet), information on parents' telephone numbers and emergency contacts, and if possible a few books or toys (depending on ages of children) to help keep them amused while waiting for parents.



Once children are gathered in the lobby, at least one staff member shall stay with the children while other staff members **begin to telephone parents using cell phones (or land lines that don't require electricity)** who are not in the facility or program site, to come pick up their child/ren.

Power Outage Outside Normal Business Hours



Maintenance staff shall **call Hydro** to assess extent of the outage.

If the outage is not considered extensive:



On Site staff will ensure backup systems are operating. In addition, on site staff will ensure all systems are operating normally upon the return of power.



The On Site Manager will be notified. Information Technology will also be contacted to ensure computer systems are operating.

If the outage is extensive



Maintenance staff will contact the On Site Manager who will make sure backup systems are operating for the required time and will communicate any concerns to the General Manager.



Depending on the length of the outage, the General Manager **in consultation with the Program SVP and SVP of Strategic Alignment** will consider the need to activate the **YMCA Business Continuity Plan.**



If utility backup is not available, Maintenance staff or On Site Manager will **notify the General Manager and the VP Information Technology of the condition.**

The decision to close the YMCA facility or program site and programs will be made by the General Manager in consultation with the Program Senior Vice President.



The General Manager will ensure that program / facility closure information shall be communicated to members, staff, volunteers in keeping with Crisis Escalation and established communication guidelines for building / program closure.

*Replace with facility or program site-specific information.
Photocopy onto coloured paper (for easy identification) and insert here, replacing this page.*

Power Failure: YMCA Facility or Program Site Information

On Site Manager completes and updates the following site-specific information:

Name of YMCA facility or program site:	
Telephone Number for (local) Hydro:	
Waiting areas during a power failure: <i>(These areas have emergency lighting that will automatically go on during a power failure.)</i>	
List of things that will continue to function during a power failure... <i>(e.g. emergency lights, telephones, heat, elevators, PA system)</i>	
Equipment in the facility or program site that should be turned off... <i>(to avoid equipment damage by brownouts and power surges when power is restored)</i>	
Where to find flashlights (and batteries)	
Other	

6. Bomb Threat

All bomb threats need to be taken seriously. Follow evacuation procedures immediately!

The following section, "If you receive a bomb threat" is reproduced on separate sheets kept at the Member Service, Program or Front Desk, switchboard (if applicable), with copies of the form for recording details of the information you receive. Use one of these sheets to help you write down everything you can.

If you receive a bomb threat:



If by telephone, **keep the person on the line**. Immediately begin to write down the caller's exact words.



Signal another staff member to call 911 and then the On Site Manager. You can do this by pointing to the caller's words as you write them down.



Continue by writing everything the caller says, word for word if possible. **Find out as much as you can** from the person. Use the Bomb Threat Checklist on the next page as a guide. It is important to do this while they are fresh in your mind.



If the caller hangs up, **call 911, and the On Site Manager and/or General Manager** if this has not already been done.

If you discover a bomb:

GO Pull the fire alarm immediately and go to the main panel.



Wait for maintenance staff or On Site Manager to arrive and tell them everything you know about the suspected bomb. Do

not handle or touch. **Do not use cell phones or 2 way radios (walkie talkies).**

What happens if there is a bomb threat:



Person receiving the call **writes down exact words** and details of conversation.



Staff calls 911, and notes any direction provided on how to proceed with this emergency, including possible scanning of major exits for anything suspicious prior to initiating evacuation. Staff shall immediately contact the On Site Manager or General Manager.



The On Site Manager activates the fire alarm and PA system (or alternative method if there is no PA) to begin immediate evacuation. See Evacuation procedures (chapter 3) in this manual.

GO On Site Manager goes to the **agreed-upon location** to meet with staff for evacuation procedures.

GO The most senior staff on duty and/or most senior maintenance staff as well as the person who received the initial bomb threat shall **go to the main entrance to meet police**. Police will take over and direct the situation as soon as they arrive.

Report and follow-up:



The On Site Manager **completes a full report** attaching the bomb threat checklist (in this chapter) completed by staff, reporting what was done using an Incident/Accident Report (see Appendix A). The report shall be sent to the General Manager for review with further distribution to Management.

Make copies and keep in an accessible place for staff at key public contact points (e.g. front desk or Reception area, Member Service or Program Information desk, etc).

Bomb Threat Checklist

(Page 1 of 2)

1. If by telephone, **keep caller on the line.**
2. Write down **callers exact threat** here:

3. Signal a staff member to call **911 and YMCA facility or program site director** by pointing to this instruction.

4. **Find out as much as you can.** Ask:

- a. Where is the bomb?

- b. When will it go off?

- c. What does it look like?

- d. What kind of a bomb is it?

- e. Why did you place the bomb?

5. **Write down everything else the caller says, word for word** on another sheet of paper if necessary.
6. If caller hangs up, **call 911 and YMCA facility or program site director** if this has not already been done.
7. Immediately **record details** of the conversation using back of sheet.

Date

Time of Call

Your Name

Make copies and keep in an accessible place for staff at key public contact points (e.g. front desk or Reception area, Member Service or Program Information desk, etc).

Bomb Threat Checklist (page 2 of 2)

Details of a telephone bomb threat:

Time call started

Time finished

Line call received on

Sex of caller

female

male

Age (best guess)

young

middle age

senior

Background noise

traffic

music

machinery

bar sounds

kids crying

train(s)

plane(s)

silence

other

Caller's accent

French

British

U.S /American

Italian

Russian

Polish

German

Spanish /Latin American

Chinese

Other Asian

East Indian

West Indian /Caribbean

Arab /Middle East Other

Callers' apparent state of mind

emotional

crying

calm / cool

excited

rational

irrational

intoxicated

irritated

other

Callers' manner of speech

polite

vulgar / obscene

obscene

articulate / educated

timid

fast

slow

agitated

lisp

stutter

other

Did caller sound familiar? Who?

employee

member

volunteer

other

Explain:

Other Comments:

7. Inappropriate, Threatening or Abusive Behaviour

YMCA staff and volunteers have a right to expect respectful behaviour from everyone they deal with. Unfortunately you may occasionally encounter people who, for one reason or another, behave inappropriately.

Note: Incidents of suspected abuse involving children are different... Staff and volunteers must report in keeping with child protection legislation and YMCA policy. Speak with your supervisor if you need more information.

Defining abusive behaviour

By inappropriate, threatening or abusive behaviour we mean actions or words that may hurt, belittle, or frighten another person. Examples may include:

- Angry or threatening language, including swearing, unkind words, racial or religious slurs, name-calling, yelling or shouting;
- Touching in an angry way including poking, striking, slapping, gripping someone;
- Touching in a sexually suggestive way, including tapping, patting, stroking;
- Trying to intimidate by words, gestures, or body language including sarcasm, rudeness, or standing too close.

If you encounter inappropriate behaviour, remember the following important points.

If the situation is out of control, call senior staff immediately for assistance.

If the situation is out of control: Call senior staff

If you would answer “no” to any of the following questions, the situation is out of control and you must call senior staff immediately:

Is the abusive person in control of his/her actions?

Is the abusive person keeping a reasonable physical distance from you?

Can you continue to deal with this situation and still do your job effectively (e.g. are there various people waiting to be served)?

Senior staff or the On Site Manager will assist and **call the police** if needed. A Lockdown may be necessary for safety if the threatening behaviour escalates. Reference Lockdown procedures.

If the situation is under control: Deal with the problem.

Because every situation is different, it is impossible to give specific procedures for dealing with an abusive person. These guidelines however will assist you:

- The most important thing is to remain calm and respectful: this helps you stay in control. If you are visibly angry or fearful, or if you are impolite or sarcastic, you will lose control of the situation.
- Find out the person’s name. This will help you communicate as well as help identify him or her afterwards if necessary.



Try to find out what the problem

really is... Take the person aside if possible, away from other people. Ask questions and LISTEN carefully to the answers. This by itself will calm most people down.

Don’t try to tell the person what to do or how to feel (e.g. saying “Now just calm down” may have the opposite effect.)

Ask for help as soon as you suspect you may need it.



If the inappropriate behaviour persists, **intervene immediately giving the person a formal verbal warning.** (See

procedures in the next chapter.) Again, call your supervisor if the problem persists.

If at any time you feel in danger, call the police.



Don't ask the person (behaving inappropriately) to leave by yourself.

Call senior staff for assistance and let them take charge. Procedures for asking a person to leave are outlined in the next chapter.

If you are really scared ...

Get help immediately! If necessary, ask someone else to get help. Be precise in your request: e.g. "Could you please go to the Service Desk and ask them to call the On Site Manager to the men's locker room right away?"

And ... if you feel you are in danger, call for support or quickly leave the area. Don't allow yourself to be left alone with someone you consider dangerous!

One more point ...



If you get an uncomfortable feeling about someone, point him or her out to senior staff and describe your observations carefully. This could avert trouble later on. Gut feelings are important!

Remember... Violence can have devastating effects on an employee's quality of life and productivity. It is important to address unwanted behaviours early. See Appendix H for an Emergency Checklist for Risk of Injury from Violence, and more resources available to minimize the potential for workplace violence.

Report and Follow-Up

In all cases, if you feel you have been treated inappropriately or have witnessed abuse, **notify your supervisor and complete an Incident/Accident Report**, even if you didn't have to call senior staff. It is very important that we keep track of these incidents, however minor, to enable follow up with the person and prevent similar behaviour in the future.

If a member or guest was inappropriate or abusive:



The On Site Manager and/or staff member shall **complete an Incident/Accident Report**. Copies are filed in member's file/record and filed centrally in the Risk Management department.



A senior staff member or General Manager will **discuss the incident with all people involved**, including the member and any staff or volunteers. The General Manager will tell the staff involved what action has been taken.

If an allegation against a staff member or volunteer of inappropriate behaviour:



Staff who witness or receive an allegation against staff or a volunteer must immediately **report this to their supervisor or manager**. The staff member can also report directly to the General Manager.

If the allegation against staff or a volunteer involves suspected child abuse, the staff or volunteer that suspects or receives a report of suspected child abuse must report immediately to Children's Aid Society. Phone numbers for CAS are listed in **Appendix B**.



The manager shall follow procedures for documentation outlined in the YMCA Management Practices Manual. The General Manager or On Site Manager shall contact the Human Resources Department for additional guidance on how to handle allegations against a staff or volunteer.

YMCA response for serious inappropriate behaviour by a member:



The **senior staff member and General Manager shall meet** to discuss further appropriate action.

If serious or repeated incidents of inappropriate behaviour, the General Manager may suspend or cancel YMCA program access in keeping with procedures for member suspension or termination of access privileges.

If a child is behaving inappropriately:



Staff must consult with their manager or General Manager should **notify the SVP (or a GM) of Child Youth & Family Development for guidance**.

Follow up by the On Site or General Manager may include a call to the parent(s) or a meeting, to discuss the problem if repeated minor incidents, or a major occurrence such as alleged theft, vandalism or violence.

Member Warning or Suspension

Member warnings or suspensions of access to YMCA program sites are possible responses to seriously inappropriate behaviour of a member or guest.

Behaviours may include verbal or physical abuse, bringing a weapon on site, or committing a crime on YMCA property.

YMCA response to and the consequence for inappropriate behaviour increases in severity based on the seriousness of the behaviour or as the behaviour is repeated. In order of severity, they include:

1. **A formal verbal warning.** Formal verbal warnings can be given by any YMCA staff member.
2. **Request to leave for the day.** Only the On Site Manager, a staff member who reports directly to the General Manager or the General Manager can ask a member or guest to leave. This must be followed up by a written warning.
3. **Suspension of member privileges or access to the YMCA.** This can only be done by the General Manager or a Vice President, usually on the recommendation of a senior staff member or the On Site Manager.
4. **Cancellation of membership or access to the YMCA.** This can only be determined by the General Manager or a Vice President, usually on the recommendation of a senior staff member or On Site Manager.

The levels of responses are typically applied in sequence, depending on incident severity, in keeping with procedures for member discipline outlined in the YMCA's By-Law.

To ensure that everyone is treated fairly, carefully document all verbal warnings using an Incident/Accident Report. Decisions regarding membership or access must be in writing and shall include an opportunity to be heard. See sample letters in Appendix D.

Issuing A Formal Verbal Warning

A formal verbal warning is appropriate when a member or guest behaves in a manner that infringes on other persons' enjoyment of the YMCA experience.

Examples of behaviour that warrant a formal verbal warning include swearing or yelling. Any YMCA staff member can give a formal verbal warning.



The warning must be clear and outline the offending action and the potential consequence if the action continues. For example:

“[Name the behaviour e.g. yelling, swearing] is not condoned by the YMCA and will not be tolerated. If you continue to do this, you may be asked to leave or your membership privileges may be suspended... [or if a guest] your right to visit here may be withdrawn. Please do not do this again.”



After giving a verbal warning, report it to your supervisor immediately, and **fill out an Incident/Accident Report and submit it to the General Manager** within 4 hours of the incident. A copy of this Report will be filed alphabetically by the name of the person involved in the member's file or program record(s). If more than one person was warned, complete a report for each individual involved.



If the Member already has a record of prior incidents of inappropriate behaviour, speak with your manager or General Manager who shall review and decide whether to issue a **written warning or suspension letter** (see samples in Appendix D).

Requesting A Member Or Guest To Leave For The Day

The YMCA is private property, and we have the right to request that people leave our premises. Asking a member or guest to leave for the day is appropriate when they repeat behaviour that warrants a formal verbal warning (e.g. persistently swearing or yelling) or engage in inappropriate behaviour that warrants more severe response.

Examples include bringing a weapon on the premises, severe verbal abuse, threatening physical abuse, theft, vandalism or inappropriate physical contact like pushing or shoving. The On Site Manager, the General Manager or senior staff who report directly to the General Manager have the authority to ask a member to leave.



Ensure that at least one other staff member is present at the time of the request to leave. **Phrase the request as you would a formal verbal warning.** For example:

“[Name the behaviour, e.g. yelling, swearing] is not condoned by the YMCA and will not be tolerated. You have been warned about this before. You have also been warned that doing this will result in your membership privileges here [or your right to visit here, if a guest] being withdrawn.

“I am now asking you to gather your things and go home for the day. You can come back tomorrow, provided you do not [name the behaviour] again.”



Immediately after the offender leaves, **inform all senior staff of the incident**, including the name and description of the member. Inform them if the member attempts to return, they should call the On Site Manager immediately.



Fill out an Incident Report and submit it to the General Manager within 4

hours. If applicable, file a copy of the Report alphabetically in a Member Warnings/Suspensions binder (in a secure area) at the Member service desk.



Mail a written warning to the person’s home, in an envelope marked “private & confidential”. This written warning provides similar information to the formal verbal warning. A sample letter is included in Appendix D. (If the offender is a guest and the address is not known, send it to him or her c/o the member he or she accompanied.)



Call the General Manager (at home if necessary) immediately. The General Manager shall escalate as appropriate.

If The Offender Refuses To Leave



If the offender refuses to leave after having been requested to do so, do not try to physically remove him or her. Continue to talk with the person, and send another staff to **call the police for assistance.**

Suspension of Membership or Access Privileges

Suspension or cancellation of a membership or access privileges can only be determined and issued by a General Manager, VP or Senior VP or President of the YMCA, in keeping with our YMCA By-Law. For more information, speak with your General Manager.

A temporary suspension in writing may be issued by the General Manager which notifies a Member of the opportunity to be heard. See a sample letter in Appendix D.



Forward copies of all Incident Reports relating to the person’s behaviour to the General Manager for review.

When a decision has been made by the General Manager regarding membership status, and if applicable, staff shall follow the

procedures below for entering a 'deny access' note on the (CLASS) system. For other YMCA programs not on CLASS, the General Manager or designate shall notify staff, particularly at the front service desk, on what to say or do if a suspended individual attempts to access the premises.

Entering A Suspension On the Computer System

GO If an HFR or other program on CLASS, a manager or staff designate will **enter a suspension into the (CLASS) system**, typing in caps on the appropriate screen the following: **"DENY ACCESS – CONTACT GM"**.

If there is a time limit for the suspension, this should also be noted in the computer system.

8. Critical Incident

A critical incident is defined as any event that results in strong emotional responses and interferes with a person's ability to cope.


Employees, volunteers and people in the YMCA facility or program site can be affected by a critical incident.

Debriefing may be required in order to help the individuals cope, including availability of counseling for staff through the YMCA's Employee Assistance Program (EAP).

Examples of critical incidents include a severe injury or medical emergency in the workplace, the sudden or unexpected death of a co-worker, the response to an abusive situation. There is not a full list of possible scenarios as everyone's reaction varies.


If a critical incident has occurred:


GO Remove the affected individual(s) from the area of the incident and provide emotional support.


 Contact the On Site Manager or General Manager to tell them what has happened.

GO Staff should remove others from the area of the incident. Offer emotional support to any witnesses to the incident.


Keep any "onlookers" away from the incident by securing the area.


 Call the emergency contact or family member if the affected individual is unable to do so.

 Help arrange transportation to the hospital for the injured individual and any family members as necessary.

 Any communication regarding the incident should be fact based, only.

Refer any media enquiries to the VP of Communications.

 On Site Manager will communicate with the General Manager regarding the incident.

 Complete an Incident/Accident Report Form as soon as possible.

9. Infectious Disease Outbreak

Unlike many disruptions that have their primary effect on our physical environment, and their human impact is a consequence of this, an infectious disease outbreak affects people, not things.

The following are steps staff should take to minimize the risk of a possible infectious disease spreading at our YMCA:

GO If a person is displaying signs of an infectious disease, this person shall be asked to go to a pre-identified isolation room within the facility or program site. See site-specific information on the following page.



The On Site Manager shall be contacted immediately. The On Site Manager will confirm that the person is isolated in order to protect him/her and others while the situation is assessed.



As necessary protect employees and people who were in close physical proximity with the person who is ill.



The On Site Manager will contact 911 for assistance and immediate medical intervention if necessary.



Provide required transportation for the affected individual(s).



The On Site Manager will promptly communicate the situation to the General Manager, who will follow Crisis Escalation procedures based on the severity of the situation.



People in the YMCA facility or program site will be informed as appropriate.



The On Site Manager will call Cleaning Services for additional or special cleaning depending on the nature of the outbreak incident.

Photocopy onto coloured paper (for easy identification) and insert into manual here, replacing this page.

Infectious Disease Outbreak: YMCA Facility or Program Site Information

On Site Manager completes and updates the following site-specific information:

Name of YMCA facility or program site:	
Identification of Isolation Room(s) within the facility or program site	

10. Theft

If you receive a report of theft, contact the On Site Manager immediately, explain the situation, and ask him/her to come to the theft area.

Obviously our goal is to recover the missing item(s). However gathering information so we can determine a way to prevent further theft is also important.

Treat information about thefts as confidential. Do not discuss the theft with anyone who is not directly involved. It is essential that you do not comment on other thefts that may have occurred – that not only creates an impression of an unsafe YMCA facility or program site, but also violates the confidence of the other victims.

Remember that the individual or victim of a theft will probably be upset, so approach the situation with care and tact.

On Site Manager's Responsibilities

? Find out as much as you can about what happened. For example, if an HFR facility... was a locker broken into? How? Was a key stolen? From where?

GO If appropriate, go to the area and help the individual search for the items.

📞 If credit cards have been stolen, offer the individual use of a phone to cancel the cards.

🗣️ Suggest to the individual that he or she should contact police. The YMCA cannot report the theft – the individual must report the theft.

If more than one reported theft within a short period of time, the On Site Manager shall promptly post a "Theft Alert" in a visible area for others to see. Speak with the On Site Manager who will provide further directions for posting of an Alert when appropriate. See *Appendix G* for a sample Theft Alert.

✍️ Complete an Incident/Accident Report, with the information reported by the individual. Include information like the approximate time of the theft, what was taken and what area of the facility the individual (victim of theft) was using at the time the theft was discovered.

📞 Make a follow-up phone call the next day, and record any additional information on the accident/incident report.

11. Building Emergencies

A building emergency is anything that presents an immediate danger to the building or people in it.

Except in the case of a fire or bomb threat, the procedure is as follows:



Immediately call the facility manager and Onsite Manager or General Manager (at home if necessary). Contact information including home numbers of Facility staff at your program site in Appendix B. If a leased location, contact the landlord/building maintenance. See also Appendix I for a Leased Locations Checklist.

GO Depending on the type of emergency, you may need to initiate evacuation of the building. See chapter 3 in this manual for more information on evacuation.

Examples Of Building Emergencies and Basic Safety Measures

- Major gas leakage
 - Notify Facility/Maintenance staff immediately to disconnect gas
 - Ventilate the area as much as possible
 - Shut down the HVAC systems

- Major water leakage, flood, plumbing failure or rupture that may result in damage to the building structure
 - Do not wade through flooded areas
 - Notify Facility/Maintenance staff to raise electrical equipment
 - Disconnect electrical equipment

- Major mechanical or electrical failure
 - Notify Facility/Maintenance staff
 - Turn off and unplug electrical equipment, lighting


- Break-ins, major breakage such as broken window or door preventing the building from being secured
 - Secure the area, prevent people from approaching it, clear onlookers


- Failure of environmental or indoor air quality control
 - Ventilate area
 - Notify Facility/Maintenance staff

12. Elevator Emergencies

An elevator emergency is when an elevator becomes inoperative with or without occupants.

Elevators should not be used in the case of a fire or bomb threat. Staff taking charge should follow the following procedure:

 Ask occupant(s) to use the elevator phone (if available) and to stay on the phone to maintain communication. Otherwise, find an alternative to establish communications with occupants. Ask if they have any medical emergencies and obtain details. Exchange cell phone numbers. Tell the occupants to stay in the elevator and remain calm.

 Immediately call the facility manager (or landlord/building maintenance if a leased location) and the On Site Manager. The contact information including home numbers of Facility staff at your facility or program site can be found in Appendix B. They will immediately call the elevator repair service and/or **911** (fire department).

GO Assess who in the building may require assistance to go up or down stairs.

Examples Of Elevator Emergencies and Basic Safety Measures

- Inoperative elevator with occupants
 - Continue to talk to occupants and reassure them that help is coming
 - Stay in constant contact until help arrives
 - Do not allow occupants to try to pry open doors or overhead hatch
 - Do not allow occupants to try to jump out of an elevator above floor level. This could result in injury or falling down the elevator shaft
- Inoperative elevator without occupants
 - Do not attempt to pry open doors
 - Place signage on elevators to alert everyone that the elevator is temporarily out of order and should not be used.
 - Remove signage once repair service and testing has been completed.

13. Inclement Weather

Examples of inclement weather are ice, snow, heavy rains, excessive heat, and outdoor air quality issues. These weather conditions can make for unsafe travel, work and/or facility or program site conditions.

Some examples of the impact of weather are outlined below:

- Excessive snow can lead to loading on roofs; this can result in building damage, access issues
- Flooding can damage a building destroying property
- Strong winds/heavy rains can weaken trees resulting in YMCA facility or program site damage and/or power outages.

During normal business hours:

Weather conditions will be checked on a regular basis by the On Site Manager.



If the conditions are unsafe, a decision will be made by the General Manager to close the YMCA facility or program site. Conditions will be monitored (e.g. hourly, daily) to determine for how long.

If the program site is leased, the decision may come from the landlord (e.g. School Board).

GO Follow the procedure for evacuation.

The On Site Manager will have signs posted at the entrances to tell people of the closure.



The On Site Manager or General Manager shall inform the Contact Centre (call centre) of the disruption in service. They will communicate the disruption. Where possible attempt to reach a person rather than only leaving a message.



The On Site or General Manager will arrange for the Website to be updated to

reflect the closures, and record a message on the call in number with the details of

impact to the facility or program site, program cancellations, and when further updates are expected to be made.

Outside normal business hours:

Similar procedures (outlined above) apply and shall be followed.

Strong Wind / Tornadoes

Strong winds can damage property and cause personal injury. Additional things to consider for strong wind/tornadoes are:



The On Site Manager will make a PA announcement (or use other method such as a bull horn) asking people to go to designated areas, and to evacuate rooms with windows.

GO Guide people to “safe” rooms; these are parts of the building with strong infrastructure, away from windows. Safe areas include stairwells, particularly those next to elevator shafts and bathrooms.



The On Site Manager will check weather channels or Environment Canada's website to provide updates. The General Manager will be updated.



If the building has significant damage or injuries are reported, call 911 and then inform the General Manager who will follow established escalation procedures.



When the storm ends and if there are no harmful effects, the On Site Manager will announce that the emergency is cancelled and everyone may return to their areas.

Heat Alert

Heat alerts are issued from time to time by Environment Canada during extended periods of unseasonably hot weather. Sometimes heat alerts may be accompanied by higher levels of air pollution.

During a heat alert it is important for the General Manager or On-Site Manager to consider the following:

- Being aware of any children or other clients with underlying health conditions that may be aggravated (such as asthma)
- Review outdoor activities scheduled in your programs and consider adding opportunities to allow clients to cool down more frequently
- Consider adjusting programs to avoid opportunities for over-exertion or over-heating
- Ensuring clients remain hydrated and encouraging them to drink more water
- Should reductions in electrical consumption during peak hours be required assess the impacts of changes to any equipment. Brownouts may damage computers and other electronic devices on site
- In consultation with the program VP or SVP, consider offering support to the Community as a cooling station, especially if you have a swimming pool on site

14. Lockdown

In situations where people may be in danger if they leave the building, staying in the building is required.

This is called Lockdown or Shelter-in-Place. This procedure is used if there is an external gas or chemical leak/spill, or a tornado (shelter-in-place) or if there is a criminal or terrorist act in the building or vicinity (lockdown).

Note: No employee, volunteer, member or visitor can be forced to shelter in place.

If people insist on leaving, you may have to let them go and allow the local authorities to take charge of them.

Gas/Chemical Leak Outside:

The General Manager or On Site Manager will make the decision to shelter-in-place. YMCA staff will be told of the decision.



The On Site Manager or designate will make a PA announcement (or use other method such as a bull horn) to tell the people in the facility or program site the following:

“Attention everyone, attention everyone. Due to a (gas or chemical) leak outside, this YMCA building (or program site) will be closed and everyone is asked to remain inside for their safety. Air handling equipment has been turned off as a precaution. Please follow staff instructions and proceed to the shelter area. We will update you every 15 minutes or as information becomes available.

I’m now going to repeat this message”
[repeat the message one more time]

The On Site Manager and senior staff shall ensure the following procedures are followed by staff:

GO Shut and lock all windows and doors. Put a sign on main doors that reads **"No entry possible until further notice"**.


GO Turn off all air handling equipment (heating, ventilation, and/or air conditioning).

GO Do a headcount of people in the shelter area(s). Allow people who need to go to different parts of the building to meet other family members to do so. People in underground parking lots (if applicable) need to be assembled and guided to a safe area.

Shelter areas should allow for evacuation should the threat level increase.

GO Seal any windows and/or vents with sheets of plastic and duct tape. (The On Site Manager shall ensure that these are part of pre-stored supplies to be available when needed.)

GO Seal the door(s) with duct tape around the top, bottom and sides.

 Bring a (cell) phone to the main shelter area. Establish with local authorities how you will be notified of an "all clear".

GO Turn on a TV or radio and listen for further instructions.

GO When the "all clear" is announced, open windows and doors, turn on ventilation systems and go outside until the building's air has been exchanged with clean outdoor air.

Note: Emergency food supplies, water may be considered for a lengthy lockdown.

Lockdown Procedure:

For criminal, active shooter, or terrorist incidents, staff should follow this **lockdown** procedure.

In advance, the General Manager or On-Site Manager should establish a plan with local authorities (police) for communications during a 'lockdown' event.

The code descriptions which follow are generally used industry standards to describe an incident.

The General Manager or On Site Manager will make the decision to lockdown when the developing incident is outside the building and there is time to initiate Code Orange and Yellow actions. YMCA staff will be told of the decision.

Code Red:

A code **red** means a criminal act is happening inside a YMCA facility or program site.

GO YMCA staff may initiate the Code Red if they identify a dangerous incident is underway such as an individual with a weapon. This will save time and places people safety as the first priority (rather than waiting for General Manager decision). The General Manager should be notified as soon as possible.

GO Have all people remain in the room they are presently in (assuming room itself appears safe). Instruct them to move away from doors and windows, and drop to the floor or hide under furniture, until the Police can intervene and confirm secure areas. Everyone (except those with explicit permission) should turn off all cell phones and electronic devices including televisions and radios. Staff taking charge close the blinds/drapes on any windows. Everyone should lie on the floor if gunshots are heard. Making quick decisions will be critical.

Code Orange:

A code **orange** may start if the incident is outside your building. The perpetrator may be on YMCA property or a neighboring property, but is not inside your building.

GO This gives staff time to close and lock doors and windows, and move people to

pre-established safe rooms/areas. Everyone (except those with explicit permission) should turn off all cell phones and electronic devices including televisions and radios. Staff taking charge close the blinds/drapes on any windows.

Code Yellow:

A code **yellow** ('lockout') may be called if there is a crime happening within a block or more from your YMCA facility or program site. Police / authorities do not know exactly where the criminal(s) may be. This may also be used if the incident is on the subway for example, close to your YMCA building.

GO This gives staff time to limit exiting the building, calling into the building participants engaged in outdoor activities (e.g. children in playground are brought inside). Wait for further instruction from the police.

What To Do:

Once a staff member becomes aware of an incident, use the PA system (or other method) to alert people in the YMCA facility or program site.

It is **important** that when making an announcement **not to alarm or panic** the people in the YMCA facility or program site. Remember that there may be various audiences including children. Instructions need to be clear and simple.

A sample announcement follows:

"Attention everyone, attention everyone. Please follow the instructions of staff who will tell you what to do... and will direct you to either stay in the room or go to a specific area in the building. For your safety, staff are providing you with instructions or moving you to another room... THIS IS NOT A DRILL. Please follow the directions of staff. Do not attempt to find other people or retrieve belongings. Please remain calm. Staff will provide you with more information. I am now going to repeat this message".
[Repeat message (every 5 minutes or more frequently as necessary)...].

It is important to do the following:

- Use rooms without windows that lock from the inside if possible, to shelter in. If there are windows, use furniture in the room as a shield.
- Do not stand near windows.
- The On Site Manager will call local authorities and other YMCA facilities to let them know you are in lock down after the doors are locked.
- Follow On Site Manager directions to lock all doors and windows.
- If applicable, divert any incoming buses with campers or children.
- Take attendance if possible
- Clear locker rooms and washrooms

It is important for the General Manager or On-Site manager to establish a means to communicate with Police, in order to receive further instructions and status updates.

Inform the Police of the offsite staging area for parents, which is a safe area away from the facility where parents or family members may gather until the 'all clear' is given by the police.

Post-incident the General Manager or On-Site Manager should debrief with staff, and brief members as appropriate, in consultation with Communications, as to the reason for the lockdown and why it was lifted.

*Please photocopy onto coloured paper and insert here for staff reference.
Multiple copies should be available in easily accessible locations for staff during an emergency.*

Lockdown: YMCA Facility or Program Site Information

On Site Manager completes and updates the following site-specific information:

Name of YMCA facility or program site	
Identification of Safe Rooms within the YMCA facility or program site, ideally with the following characteristics: <ul style="list-style-type: none">▪ Lock from the inside▪ No windows▪ Have radio or TV access	
Off-site staging area (for parents/family members to gather until 'all clear' is given)	

Important things to remember for Lockdown / Shelter-in-Place . . .

- Use furniture to barricade doors / windows in the case of criminal or terrorist threat
- If there is a chemical or gas leak, use duct tape and plastic sheets to seal off doorways or windows
- Provide people with the basic information, i.e. for their safety they have been moved out of the general area. If details are available provide them.
- Await instructions from police authorities or an "all clear" signal. Once this is received people can be allowed to leave the room.

***Photocopy onto coloured paper (for easy identification)
and insert into manual here, replacing this page.***

15. Earthquake

Preparedness/Response

During the onset of an earthquake, the following procedure shall apply to each employee, volunteer and visitor in a YMCA location. By working as a team we can ensure that everyone remains safe, calm and (when instructed) evacuate safely.

During an Earthquake:



When you feel the onset of an earthquake, please do the following steps, which will depend on your location.

If indoors:

Get under a sturdy desk or table, or stand in a strong doorway.

Stay away from windows and outer walls.

If in an elevator, stop at the nearest floor and take cover against the interior wall.

If in a hallway, brace yourself against the wall, duck and cover your head with your arms.

If there isn't a table or desk near you, cover your face and head with your arms and crouch within an inside corner of the building.

If in a wheelchair, lock wheels and duck as low as possible. Use a strong article to protect your head and neck.

DO NOT USE ELEVATORS.

If working with children or youth: Please follow these General Procedures...

Ensure that children/youth are under sturdy tables, away from unstable structures.

Continually assess the safety of all children and staff.



Use a walkie talkie to contact the On Site Manager to confirm evacuation once the earthquake has stopped and you have waited 60 seconds in case of aftershocks.

Determine an area free of hazards where children and staff can go outside. Avoid crowding near high buildings.

If outside:

Avoid hazards by moving away from buildings, power lines and trees.

Avoid crowding near high buildings.



Do not enter buildings!

Procedures- After an Earthquake:

Expect aftershocks; these are usually less violent than an initial earthquake; however, can occur hours after the initial quake.

Be aware that fire alarms and sprinklers may frequently go off during an earthquake, even if there is no fire.

Assist injured persons; provide first aid.



Report hazards to building services.

If trained in WHMIS, clean and spilled cleaners, etc.



Stay away from any damaged areas.

Open closet and cabinet doors carefully as contents may have shifted.

Check telephone lines to see if there is a dial tone, use if needed to report injuries.



If the building has significant damage or injuries are reported, call 911 and inform the General Manager who will follow established escalation procedures.



When the earthquake / tremors end and if there are no harmful effects, the On Site Manager will announce that the emergency is cancelled and everyone may return to their areas.

16. Appendices

- A. Accident / Incident Report
- B. Important Telephone Numbers
 - a. *Make copies and keep at the Front Desk, Service or Program Information Desk, or Aquatics office if an H&F facility*
- C. On Site Manager Role and Responsibilities
- D. Sample Letters of Member Warning or Suspension
- E. Map(s) of Your YMCA facility or program site
 - a. *These should include the location of gas and water shutoffs.*
- F. Crisis Escalation Model and Roles
- G. Sample Theft Alert Posting
- H. Workplace Violence Incident Response Toolkit,
Emergency Response Checklist
- I. Leased Locations / Landlord Discussion Checklist

Appendix A: Accident/Incident Report

THIS FORM IS CONFIDENTIAL - FOR INTERNAL YMCA USE ONLY

This form is used to report any incident that can or has resulted in injury, property damage, or reputation impact. This form should be completed within 4 hours of the incident. For any Serious Incident/Occurrence, staff must follow YMCA escalation procedures.



YMCA OF GREATER TORONTO: YMCA ACCIDENT/INCIDENT REPORT

Date of Incident (DD/MM/YYYY) _____ Full Name of YMCA Program _____
 Time of Incident _____ Site Location/Address _____
 Program/Area _____

INFORMATION OF PERSON INVOLVED

Individual Involved: First Name _____ Last Name _____
 Address _____
 Phone (Home) _____ (Work) _____ Gender _____ Age _____
 Member/Participant Membership No. (if applicable) _____ Staff: FT PT Volunteer Other _____
 Emergency Contact Name _____ Phone (H) _____ (W) _____
 Emergency Contact Relationship to Individual Involved _____

TYPE OF INCIDENT

Injury/Illness	Behaviour	Abuse/Allegation **	YMCA Property Loss	Theft & Vandalism (Property of Others)	Other
<input type="checkbox"/> Slip/Trip/Fall	<input type="checkbox"/> Physical	<input type="checkbox"/> Suspected Abuse	<input type="checkbox"/> Flood Damage	<input type="checkbox"/> Locker Room	<input type="checkbox"/> Specify (e.g. complaint, privacy incident, IT incident, near miss, etc.)
<input type="checkbox"/> Bodily Injury	<input type="checkbox"/> Verbal	<input type="checkbox"/> Allegation against Staff or Volunteer	<input type="checkbox"/> Wind Damage	<input type="checkbox"/> Parking Lot	
<input type="checkbox"/> Illness	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Fire/Smoke	<input type="checkbox"/> Other _____	
<input type="checkbox"/> Allergic Reaction			<input type="checkbox"/> Theft/Vandalism		
<input type="checkbox"/> Staff Injury *			<input type="checkbox"/> Other _____		

*NOTE: Any staff injury must be reported to HR immediately. ** For suspected child abuse, follow steps in YMCA Child Abuse Reporting Kit. Follow escalation procedures for any Critical, Serious Incident/Occurrence including immediate reporting.

DETAILED DESCRIPTION

Exact location where incident occurred _____ Staff/Child Ratio (if applicable) _____

Describe exactly what happened and the nature of the incident. Describe what action was taken and by whom, including any first aid and other staff response (Use an extra piece of paper if necessary). If a Serious Incident/Occurrence, a Follow-Up report is required within 24 to 48 hours.

Attachments (staple to form): Suspected Child Abuse sealed envelope Follow-Up Form Other (e.g. further details) _____

Witness Names _____ Phone Numbers _____ Addresses _____

Ambulance requested Yes No Time requested _____ Time arrived _____ Badge # _____
 Police requested Yes No Time requested _____ Time arrived _____ Badge # _____
 Was media present? Yes No Which paper, radio, or TV stations? _____

Your Name _____ Your Position _____ Phone (W) _____

Supervisor/Manager's Name _____ Supervisor/Manager signature _____

If a Serious Incident/Occurrence, GM/VP/SVP name and signature _____

SEND COMPLETED REPORT TO YMCA RISK MANAGEMENT - AND TO HR IF A STAFF INJURY
 KEEP A COPY AT YMCA PROGRAM SITE IN A SECURE/LOCKED AREA

Appendix B: Important Telephone Numbers

On Site Manager completes and updates the following site-specific information:

YMCA Facility / Program Site: _____

Type	Name and Telephone No.	Notes
Emergency Number:	911	
Senior staff contact numbers:		
If a leased location, telephone numbers of building maintenance / landlord:		
Security firm and ID number:		
Local police station:		
Local fire station:		
Heating/AC contractor:		
Hydro emergency:		
Gas company:		
Electrical contractor:		
Plumbing contractor:		
Elevator maintenance:		
Other maintenance contactors:		

Local Children's Aid Society (CAS) Telephone Numbers:

Children's Aid Society of Toronto	(416) 924-4646 924-4646 ext. 2148 (after hours)
<i>CAS community branches:</i>	
Peel CAS	(905) 796-2121
Durham CAS	(905) 433-1551
Simcoe County CAS	1 800 461-4236
York Region CAS	1 800 718-3850
Catholic Children's Aid Society	(416) 395-1500
Jewish Family and Child Services	(416) 638-7800
Native Child & Family Services of Toronto	(416) 969-8510

Environmental Spills Hotline (for major spills): **1-800-268-6060** (24 hr service).

Appendix C: On-Site Manager Role and Responsibilities

Function

To ensure the health, safety, and enjoyment of all YMCA members, participants, volunteers, staff, and general public who visit the YMCA.

Qualifications

- Preferably a full-time employee of the YMCA, or can be part-time at the discretion of the General Manager.
- Must hold a current Basic Rescuer CPR, Child Emergency, and First Aid Certificates if a requirement in their program area.
- Must have completed On Site Manager training and be familiar with all health and safety procedures.

Responsibilities

- Respond to and resolve member issues/concerns.
- Ensure a healthy, safe and service-oriented environment.
- Be responsible for all members, staff, volunteers in an emergency.
- Maintain a good relationship with emergency response professionals (e.g. police, ambulance, hospitals).
- Be familiar with all YMCA policies and procedures including health and safety, emergency response, child protection, maintaining an environment of respect and anti-harassment/discrimination, privacy, dispute resolution process, etc.
- Other responsibilities as assigned within the YMCA facility or program site.

Appendix D: Sample Member Warning Letter

[Date]

Private & Confidential

[Name of person being warned]

Street Address

City, Province

Postal Code

Re: Membership # (if applicable)

Dear (name)

We have been made aware of a recent incident in which it was reported that on [date] you were involved in an incident at the YMCA [briefly describe incident / behaviour].

The behaviour you displayed is not condoned and will not be tolerated by the YMCA.

I would like to remind you of our Member Etiquette which states:

“The YMCA is a shared experience for everyone to enjoy. Each of us can make it better for all by being considerate of others. YMCA members, volunteers and staff all pledge to treat one another with respect and dignity.”

Failure to comply with our Member Etiquette in the future may result in suspension of your membership and access to the YMCA.

If you wish to discuss this matter further, please feel free to contact me at (tel. no...).

Sincerely,

(General Manager or On Site Manager)

(YMCA Program)

Appendix D: Sample Member Access Suspension Letter

(Date)

Delivered by (Courier or Registered Mail)

Private & Confidential

Dear (name),

RE: Access Suspension *or if applicable* Membership # _____

We have been made aware of a recent incident in which it was reported that on *(date of incident)* you *((briefly describe incident... ie. threatened another member... or you were engaging in inappropriate behaviour)* at the *(name YMCA facility or program site)*, which is in serious breach of our Member Etiquette which states the following:

“The YMCA is a shared experience for everyone to enjoy. Each of us can make it better for all by being considerate of others. YMCA members, volunteers, staff all pledge to treat one another with respect and dignity.”

Due to the serious nature of the incident, your membership has been temporarily suspended effective immediately. I would ask that you please contact me directly at *(tel no. and ext...)* by *(insert date – allow at least 10 days)* to talk about the incident and provide me with a satisfactory explanation. If I do not hear from you by this date, *we will notify you of our final decision in this matter... or... we shall consider the matter closed and your access to the YMCA shall be suspended permanently.*

In the meanwhile, please be advised that you are not permitted to access the _____ YMCA or any other facility operated by the YMCA of Greater Toronto.

Failure to comply with this notice may result in notification of the police.

Sincerely,

(name)
General Manager,
(YMCA Program)

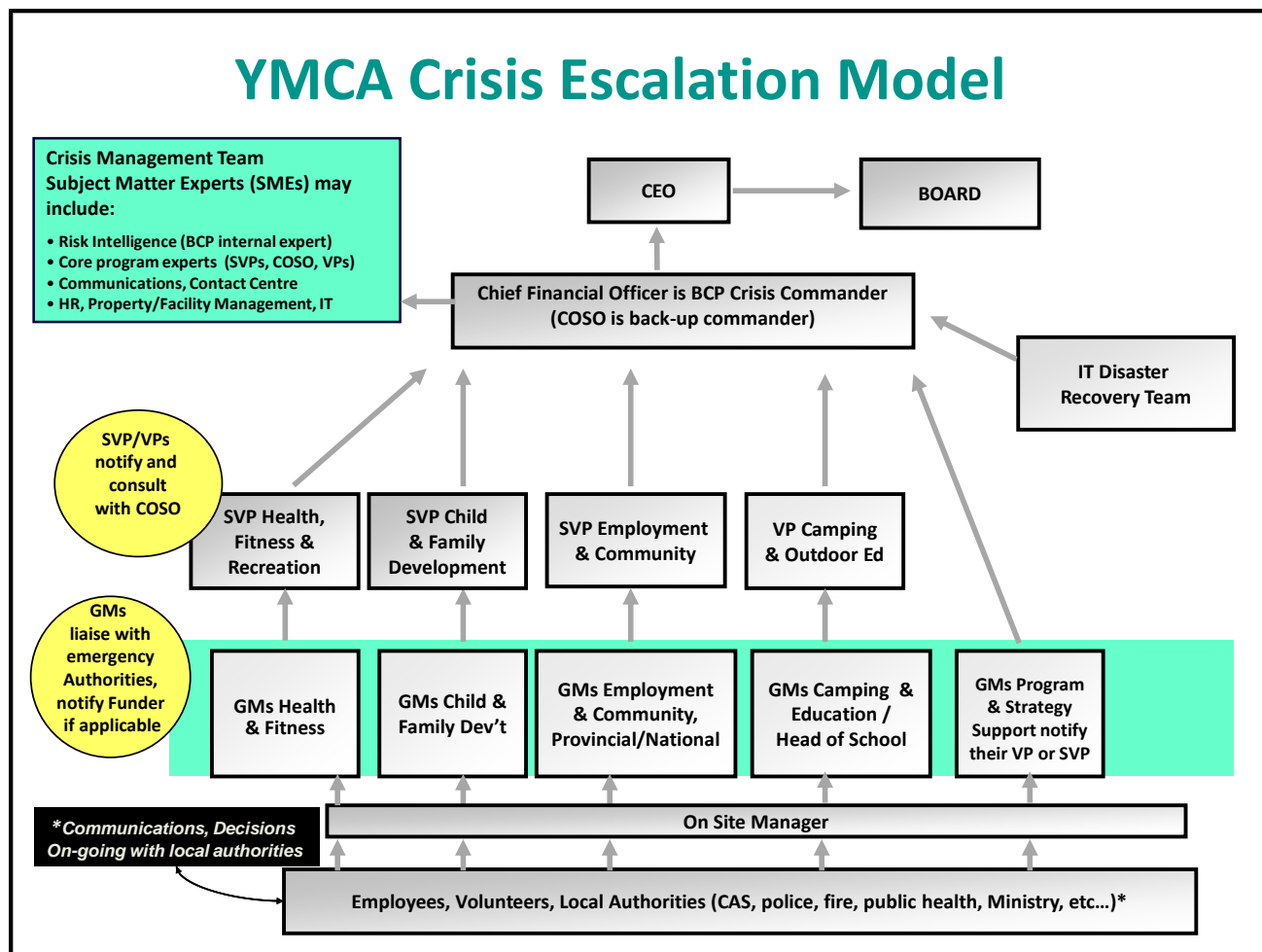
Appendix E: Map of YMCA Facility or Program Site

(insert facility or program site map)

Appendix F: Crisis Escalation Model and Roles

The Crisis Escalation Model for the **YMCA of Greater Toronto** accelerates the decision-making process in the event of a major business disruption including a **pandemic**. An incident determined to be significant to business processes will be treated as a Crisis. This decision is made by the General Manager or On Site Manager. Although communication continues to flow both ways, initial notification and escalation is upwards and depends on crisis impacts and need for more senior level decision making, notification, and management support.

Crisis Escalation Roles are defined as follows:



BCP Crisis Escalation Roles	Escalation and Communication Points
<p>YMCA employees, volunteers, Local & Provincial Authorities (fire, police, health agencies, etc.)</p> <ul style="list-style-type: none"> ▪ Respond to or identify crisis 	<ul style="list-style-type: none"> ▪ Escalates crisis or identified dangers to health and safety to the Program Manager or available YMCA supervisor ▪ Activates emergency response procedures if appropriate ▪ Responds to provide first aid to suddenly ill or injured people ▪ Escalates to Local / Provincial Authority as directed / trained ▪ Notifies or liaises with governing provincial Ministries (i.e. Children and Youth Services)

BCP Crisis Escalation Roles	Escalation and Communication Points
	<ul style="list-style-type: none"> ▪ Provides advice to Volunteers and YMCA members on appropriate measures and protective equipment to protect health and safety during various types of crisis (infectious disease, chemical spill, or any crisis which may cause a health threat)
<p>On-Site Manager</p> <ul style="list-style-type: none"> ▪ Responds to crisis reported to them by employees or volunteers within their programs 	<ul style="list-style-type: none"> ▪ Evaluates severity of incident and takes appropriate action ▪ Escalates incident to General Manager ▪ If an incident is considered significant, it will be treated as a Crisis.
<p>General Manager... is the Local Site or Program Level Crisis Commander</p> <p>INITIAL RESPONSE:</p> <ul style="list-style-type: none"> ▪ Leads and coordinates Crisis management in YMCA owned buildings, working with facilities team ▪ Leads and coordinates Crisis management, working with building management in leased buildings 	<ul style="list-style-type: none"> ▪ GM of the facility or program area is the Site or Program Crisis Commander ▪ Escalates decision-making, notifies Program SVP / VP of crisis ▪ Assists in emergency response procedures if decisions at GM level are required; coordinates emergency response ▪ Ensures assignment of duties and delegation as appropriate ▪ Handles communications with Local Authorities (i.e. Fire, Police) depending on level of emergency ▪ Establishes communication channel with emergency response authorities (ie. fire chief, police captain) ▪ Identifies type of communications that may be required and escalates to VP Communications or Program SVP / VP ▪ Notifies Funding Agency, External Relations if applicable
<p>VP or Senior VP of Program or Process Area</p> <ul style="list-style-type: none"> ▪ Responds to Crisis reported by General Managers or alternates 	<ul style="list-style-type: none"> ▪ Notifies and escalates crisis issues appropriate for review with Chief Operating and Services Officer (COSO) ▪ Escalates crisis to COSO and BCP Executive Owner (CFO) and Crisis Management Team (if or when convened) ▪ Works with Chief Financial Officer and COSO and other SVPs / VP of crisis decisions as needed ▪ Coordinates Crisis response with General Manager (Site or Program Crisis Commander) ▪ Coordinates ongoing communication needs with trained media spokesperson when necessary
<p>SVP Information Technology and IT Team</p> <ul style="list-style-type: none"> ▪ Responds to disruption involving IT issues ▪ Escalates to Crisis Commander (CFO) and Crisis Team (if or when convened) 	<ul style="list-style-type: none"> ▪ Works with General Managers or SVPs/VPs to assess IT impact to programs and services ▪ Reviews IT support requests with Crisis Commander, sets action plan, and escalates support requests within IT accordingly; directs IT outsourced provider if applicable ▪ Escalates any IT issues to Crisis Management Team, determines and communicates application outage estimates to Crisis Commander and Team for advice/decision making
<p>Crisis Management Team</p> <ul style="list-style-type: none"> ▪ Helps determine whether or not BCP needs to be activated 	<ul style="list-style-type: none"> ▪ Provides senior level guidance for teams activating and managing their business continuity ▪ Works with GM and SVP / VP to assure human safety, and minimize loss to physical assets or reputation

BCP Crisis Escalation Roles	Escalation and Communication Points
<p>Crisis Management Team – cont’d</p> <ul style="list-style-type: none"> ▪ Assesses damage to business operations and impact to human resources based on input from Program GM and VP or SVP <p><i>Team comprised of various Subject Matter Experts depending on nature of the Crisis</i></p> <ul style="list-style-type: none"> ▪ Management staff most familiar with the program impact and support needs ▪ Provides cross-functional coordination, expertise, advice and support to teams executing the BCP response phases (emergency, initial resumption and restoration activity) 	<ul style="list-style-type: none"> ▪ Escalates issues appropriate for resolution by SVP and/or COSO ▪ Guides Communication Plan from VP Communications to include internal/external audiences, management/board/staff briefings, contact centre/member services and website updates as appropriate ▪ Provides subject matter advice for crisis management including media, impact/damage assessment, EAP, insurer notice, legal consult or Ministry reporting if applicable, etc. ▪ Provide BCP support (damage assessment, facilities planning, staff (re)deployment and other HR issues, revenue and process impacts, initiating downtime steps, regulatory reporting, insurance, access to key suppliers, expenditure guidance, etc. ▪ Provide Program advice/support on priorities and strategies
<p>Chief Operating and Services Officer (COSO) is the back-up commander when CFO is not available</p> <ul style="list-style-type: none"> ▪ Provides cross-program expertise, and support to SVP or VP executing BCP 	<ul style="list-style-type: none"> ▪ Provides input to program SVP or VP ▪ Considers cross-program impacts and provides expertise to CFO, and supports CFO in executing BCP ▪ Escalates issues appropriate for review with Crisis Commander ▪ Provides back-up as commander when CFO is not available
<p>Chief Financial Officer is the BCP Senior Executive owner and overall Crisis Commander</p> <ul style="list-style-type: none"> ▪ Provides cross-functional crisis command, expertise, and support to teams executing BCP ▪ Triggers BCP Conference Line to facilitate communication among Crisis Management Team members: <p>Conference Dial-in details: <i>Toll free: 1-866-251-3220</i> <i>Participant ID: 46113907#</i></p>	<ul style="list-style-type: none"> ▪ Declares full YMCA BCP activation and assumes executive leadership as overall Crisis Commander ▪ Leads crisis management based on input from COSO, from Program SVP or VP and appropriate Subject Matter Experts including VP Risk Intelligence as internal BCP process expert ▪ Convenes Crisis Mgmt. Team in consultation with COSO and Program SVP to resolve escalated issues and prioritize resources ▪ Considers with COSO impact(s) on other programs, for example, a major disruption at an H&F facility may impact Child Care or Camping services ▪ Escalates issues appropriate for review and approval in consultation with CEO
<p>CEO</p>	<ul style="list-style-type: none"> ▪ Consults with and supports Chief Financial Officer in decision-making and issue resolution; reviews/approves crisis management response as required ▪ Determines need for direct CEO engagement and visibility under certain circumstances, such as crisis involving fatality, in consultation with Chief Financial Officer ▪ Informs and updates Board as appropriate
<p>Board</p>	<ul style="list-style-type: none"> ▪ Receives updates from CEO, and provides any requested input or guidance

Appendix G: Sample Theft Alert Posting



THEFT ALERT

Theft incidents have been reported recently in our *[indicate area ie. locker, change room area]*.

Police are investigating the incident(s) and YMCA staff are on high alert.

To protect yourself against theft of personal items, we strongly recommend you take the following measures:

- **Leave your valuables at home;**
- **Use fanny packs available at our member service desk;**
- **Don't leave an open locker unattended;**
- **Immediately report to YMCA staff any suspicious behaviour or lingering individuals.**

Thank you for your cooperation as staff work to address these occurrences.

(insert today's date...)

Appendix H: YMCA Workplace Violence Incident Response Toolkit

When responding to a potential workplace violence situation, supervisors shall refer to the **YMCA Workplace Violence Incident Response Toolkit** comprised of the following resources:

YMCA Resources	Comments
YMCA Health and Safety Policy and YMCA Workplace Violence and Harassment Policy	Please ensure these policies are posted, and staff has reviewed and understand the policies.
Steps to take	This document walks the supervisor through what to do when an incident occurs.
Employees roles and responsibilities	Supervisor can share these documents with the staff member before starting an individual action plan discussion.
Workplace violence awareness response prevention guide	
Emergency Response checklist <i>(see checklist on next page)</i>	
Workplace Violence Questions and Answers	
Guidelines for Discussion regarding the workplace violence and individual action plan	
Individual action plan for workplace violence	Supervisor will work closely with the staff member to have a custom action plan reflecting individual needs.
Follow-up checklist for supervisors	This checklist enables supervisors to ensure that they are on track.

The following additional support should be considered:

- Provide the staff with the Employee Assistance Program contact information. Our EAP provides consultation support service available for the victim over the phone and in person. For the supervisor, management consultation is also available providing “tips” and a “how to handle the situation” approach. If not a full time staff, please contact HR to discuss arranging EAP support.
- Supervisors should refer to the Workplace Violence Workbook and additional resources (outlined in the above chart) available on our YMCA intranet - [Information Y-Way](#).
- When an individual action plan is established in consultation with HR, the Onsite Manager or GM shall ensure that the leadership team is aware of the steps to be taken.
- At any time, staff should be encouraged to contact the police if feeling threatened or in danger.

For more information or additional support, please contact the Human Resources Department.

Emergency Response Checklist for Risk of Injury from Violence

If you feel your personal safety, the safety of members or others around you are in immediate risk of injury from violence, follow the **emergency procedure** (see section 7) and **contact your supervisor or Onsite manager** immediately.

In case of emergency:

1. Immediately notify your supervisor or the Onsite Manager/GM or building security (if in a leased location or where applicable). If you are not able to do this, ask a co-worker to get help.
Supervisor: contact numbers _____
2. Know the designated safe location in your building to move to, in case of emergency or lock-down situation: _____
3. Know where the designated meeting place is for employees in case of emergency evacuation of the building: _____
4. Know where the alternative meeting place is for employees in case of emergency evacuation of the building: _____
5. Follow directions of facility manager/onsite manager or security personnel (where applicable).
6. General Manager shall contact Human Resources for further guidance, and HR will notify Risk & Insurance as appropriate.
7. General Manager will brief and take further action following our *YMCA Crisis Escalation* protocol (Appendix F).
8. Human Resources Department will arrange support from our Employee Assistance Program where appropriate.

Emergency Numbers:

Emergency Services

(Police, Fire, Ambulance): 911

Building security: _____

General Manager: _____

Reception: _____

Appendix I: Leased Locations / Landlord Discussion Checklist

Action	Status	Notes
GM or senior on-site staff shall discuss and review with the Landlord / Property Manager the following: <i>(Read the YMCA Safety & Emergency Procedures first)</i>	Yes / No <i>(explain)</i>	
1) Does the Landlord have a set of safety and emergency procedures that you are expected to follow?	<input type="checkbox"/>	
2) If yes, check off the procedures that are included and discuss whether any of these emergencies have occurred in the past: <ul style="list-style-type: none"> <input type="checkbox"/> Fire Safety and Evacuation <input type="checkbox"/> Evacuation for Special Needs <input type="checkbox"/> Shelter-in-Place / Lockdown <input type="checkbox"/> Bomb Threat <input type="checkbox"/> Injury / Critical Incidents <input type="checkbox"/> Missing Child <input type="checkbox"/> Flooding <input type="checkbox"/> Power Failure <input type="checkbox"/> Building Emergencies (i.e., gas leak, chemical leak, major water leak, break in, mechanical failure, air quality, etc.) <input type="checkbox"/> Inclement Weather <input type="checkbox"/> Infectious Disease Outbreak 	<input type="checkbox"/>	
3) If no, review with Landlord/property manager YMCA Safety & Emergency Procedures	<input type="checkbox"/>	
4) Fire suppression and evacuation procedures reviewed and understood <ul style="list-style-type: none"> <input type="checkbox"/> Clarify responsibility (Landlord or Tenant) for maintenance schedule for sprinklers, smoke detectors, fire extinguishers, or other fire related equipment installed within leased premises. <input type="checkbox"/> Evacuation procedures to primary and secondary location <input type="checkbox"/> Communications procedures and methods of communications between Landlord and tenants after evacuation 	<input type="checkbox"/>	
5) Communications and emergency notification plans for various types of incidents have been discussed, and off hours contact numbers exchanged	<input type="checkbox"/>	
6) Electrical Power Interruptions <ul style="list-style-type: none"> <input type="checkbox"/> Discuss frequency of power outage incidents; is there a back-up generator? <input type="checkbox"/> If yes, what does the generator keep running? <input type="checkbox"/> Does the Landlord provide UPS (Uninterrupted Power Supply) for computers operated by Tenants? If yes, how long does the UPS last? (NTD: doubt the landlord provides this, but doesn't hurt to clarify...) 	<input type="checkbox"/>	
7) Discuss / clarify whether Landlord ensures continuity of building services when they are interrupted such as trash removal, clearing snow, cleaning, mail, etc.	<input type="checkbox"/>	
8) Surrounding area <ul style="list-style-type: none"> <input type="checkbox"/> Are there other nearby risks or hazards we should be aware of such as railway tracks, public transit, airport, major highway, neighboring businesses with hazardous or highly flammable goods on site? 	<input type="checkbox"/>	
9) Insurance – What is covered by the landlords insurance?	<input type="checkbox"/>	