



CRISIS MANAGEMENT MANUAL

(Formerly referred to as the "Crisis/Incident Response Manual")

Last update: June 12, 2025

Contextual Explanation

A **CRISIS** is “an unstable or crucial time or state of affairs, an emotionally significant event, a radical change of status in a person’s life, or a serious endangerment to property”. Declaring a crisis, or often referred to as an ‘Incident’ (used interchangeably herein) that would trigger our Incident Command System as described below typically involves an incident falling into one or more of the following categories:

1. Life at risk
2. Property at risk
3. Esteem/reputation at risk
4. Legal risk

If a crisis occurs, the appropriate policy should be immediately implemented as appropriate (eg. Medical, land or water grid searches, security, contacting public health, involving police, etc and then ensure the crisis is managed in accordance this manual.

Examples of a crisis at camp include (but are not limited to):

- A death or fatal accident (eg vehicle, drowning)
- An event resulting in multiple-person injuries
- A missing camper involving the police
- A major fire/ A natural disaster
- Food poisoning involving large numbers
- A serious wild animal attack
- A sexual attack involving child welfare authorities
- An outbreak or pandemic related illness on site

It is highly likely that when a crisis occurs at camp, outsiders and government agencies will become involved (police, fire department, Health Unit, EMS, hospital, Search and Rescue teams, insurance company, CAS, and court system) Once the crisis becomes public, the media is likely to get involved. **For complaints or concerns that are not crisis, please see Appendix ‘A’.**

Camps are required to contact the OCA office when a crisis as described above occurs and Camp Northland will do so through the Camp Director or its designate. It is expected that the OCA will deploy its crisis response resources once notified. Similarly, the Foundation for Jewish Camps has made itself available to help guide crisis communications as of summer 2025.

All declared ‘incidents’ MUST be communicated to the any Camp Director(s) [including if a Director is off-site], the Board Chair [currently Garry Wise 416.884.1800], and our insurance Broker [currently [Nancy Brown@ajg.com](mailto:Nancy.Brown@ajg.com)], and PIO/PR rep if warranted. The first priority is protection of life. Communication may not be immediate but is expected to occur at the first reasonable opportunity once protection of life has been secured, but in any event no later than 24 hours from when identified.

This plan is to be distributed to everyone on the Crisis Response Team electronically. It should be made accessible on each person’s phone for reference in the event of separation. Hard copies will also be readily available on site and in our crisis kits/backpacks.

There are three phases to any crisis: Preparedness, Response, and Recovery

PREPAREDNESS

PHASE 1 – PREPARATIONS BEFORE THE SUMMER – ANNUAL CHECKLIST

[] 1. Reread this Crisis Response Manual and update where necessary.

Camp Northland has a commitment from local camp colleagues and other resources to respond quickly to a call for help. Helpers for this year will be:

- Jeff Rose of Camp George: 416-799-0911 or
- Sol Birenbaum of Camp Walden: 613-758-1263 [confirmed]; or
- Regional What's App Group of Directors - Confirmed
- Ellen Nash the former Camp Director of Camp Northland: 416-223-5544 [confirmed] or cell phone 416-948-0527 [confirmed]; or
- Adam Kronick of Camp White Pine: adam@campwhitepine.com [confirmed] or office phone number (best number): 705-457-2131 [confirmed]; or cell phone (only late night): 416-529-6592 [confirmed].

[] 2. Train all staff in First Aid and CPR (or confirm previous training), in camp risk management and emergency procedures, and general safety procedures. This can be accomplished or augmented during pre-camp training and use of staff manuals.

[] 3. Review previous completed Emergency Services Documents and Support Services (fire plan, Safety Plan, etc.) forms, and situational guidelines (bomb threat, suspicious person, etc.) and update where necessary, and train staff accordingly. These should be readily available at Incident Command posts. Maintain these forms and information in easily accessible locations and available for quick referral when required.

[] 4. Set aside 3 days of food and water for camp population in back room of kitchen that is labeled and not touched for any reason except if needed during an incident at direction of Incident Commander. Have an emergency response kit planted here as well.

[] 5. Build good will and strong relations with neighbors, Sir Sams (both), and neighbouring camps. **Identify and train to in camp/out of camp muster points.**

[] 6. Post directions to the camp site at every outbound phone location in camp so that emergency services can be speedily secured. Ensure that out-trip leaders are aware of access roads/routes to direct emergency services to a trip site. Review this procedure with the Head of Trip and Trip Counsellors in order to provide appropriate training for all out-of-camp trip staff. Trip leaders carry 'SPOT' GPS tracking devices or an acceptable alternative communication device for wilderness out trips that leave our property eg. Satt phones. Trip leaders are trained in the use and check-in expectations which are reinforced in the pre-trip meeting that takes place prior to any off site wilderness trip.

[] 7. Designate a **Crisis Headquarters** with the following requirements:

- Away from the regular traffic flow of campers and staff to

ensure privacy

- Close to the office and information in files
- Accessible 24 hours
- Phone available

Crisis Headquarters for Camp Northland-B'nai Brith shall be the Camp Director's Office inside the Main office, or behind office if outside location is warranted.

8. Prepare 5-7 Crisis Knapsacks:

- Camp Director
- Crisis Headquarters
- Out-of-camp trips
- Back room of kitchen with food and water supplies
- Mobilized in camp (swim sheds, muster sites)

Each knapsack (on site) should contain at a minimum:

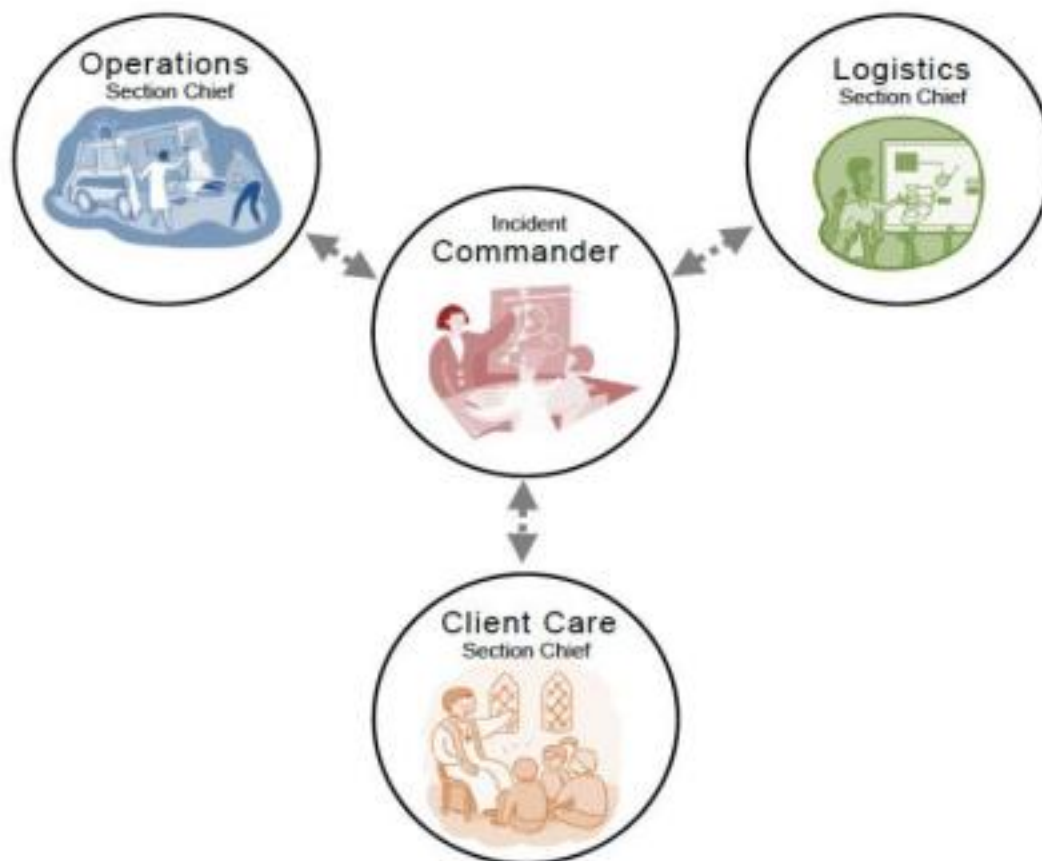
- a flashlight
- a copy of the crisis response materials described above
- two pens or pencils
- a clipboard with a master file of camper and staff names, where they live at camp, and their emergency contact numbers.
- Situational Guidelines
- Consider muster bag contents from Security Planning Guide – Appendix B
- Make sure all documents in Appendix B are available
- Ensure these are updated at session changes at a minimum.

- **Alternative on-site crisis response headquarters will be Camp Director's cabin, or his porch if outside location is warranted.**
- Off-site if needed to be coordinated with neighbours, Sir Sams or Camp Whitepine.

[] 9. Create a **Crisis/Incident Response Team and train them on the roles and responsibilities**, i.e. a group of individuals who are designated in advance by the Camp Director to respond immediately to a crisis. The individuals are chosen for their maturity, experience, skills, availability, and ability to remain calm and act efficiently and

effectively in emergency situations. Post the names of the team with their major responsibilities in the camp office and crisis headquarters.

Our Crisis response team will form in the context of our Incident Command System [ICM]. The Camp Director or one or more Directors in his absence will be the Incident Commander. All seasonal Directing team members will join the response team. Our ICM System format:



Their task in a crisis is to:

- i. Meet immediately; [Remember 'to go slow to go fast' as a principle] Prepare white Board – name the incident, give key details, and write basic key info on Board so late comers have quick point of reference. PUT INCIDENT IN PROGRESS sign on door. – Do not disturb (unless info to help solve crisis).
- ii. APPOINT A SCRIBE – will spend all day next to IC – note all times, issues, details, calls, communications, etc. Consider Gabi, Daniela, Drew Kravetz, Michelle
- iii. Assess the situation; First hand reports go direct to Incident Commander (IC)
- iv. An ADVANCE TEAM should be deployed to get first hand reports and assist in any immediate and pressing needs. (Maintenance Director, Ashley, S/U Heads, wellness, medical)
- v. Section Chiefs and teams are assigned, reports must come back to IC.
 - i. Mobilize individuals with specific tasks (see #10 below); Call 9-1-1 if needed
 - ii. Receive and evaluate information; List 'fallen dominoes – what else is or could be impacted and how do we have to address these as well; what are the possible outcomes that each Section Chief is trying to solve – then they should make their plan and get it done and report back. (first round 5 minutes or less)
 - iii. Continue to monitor the crisis [mid-incident meeting(s) as needed] and make decisions

- regarding both the crisis and normal camp operations;
- ix. Debrief;
 - x. Once main incident is resolved, consider additional dominoes and possible outcomes to be addressed.
 - xi. Compile reports; get final status report from each Section Chief (each and every domino/outcome closed properly), must include any next steps and lessons learned. The Crisis Response Team, and/or each Section Chief, shall be made up of one or more of the following people as assigned by The Incident Commander based on the actual incident situation, primary placement, and dynamics:

Understanding the roles:

*It is important to ensure that members of the Health Centre/Medical team and involved in all stages of the response from Preparedness to Response and Recovery.

Incident Commander: IC does not leave his or her post and makes all relevant decisions based on reports. **Camp Director Simon Wolle or his designate. Possible leads could include:**

Associate Director/Adam Kertesz	Assistant Director Wellness/ Daniela Aptowitzer
Camp Doctor/Ashley Zaretsky	Direct Liaise with the Board of Directors, Directors, insurance, media, and Crisis Support Team as needed.

Operations: This group solves the problem i.e. lead the search, put out the fire if safe to do so, move people to safe locations, manage the evacuation, etc. Possible leads could include:

Seasonal Section or Unit head or Specialty Head	Adam Kertesz	Dr. Ashley Zaretsky (any doctor or nurse)	Programs/ Gabi Cohen	Stacia Wolle	Head Counsellor/ Andrea Glube
Josh Stein	Head of Swim/ Samara Lederman	Young professionals / Lauren Ptasznik	Karli Feldman	Drew Kravetz	Head of Waterfront/ Kira Herr

Logistics: This group procures all of the supplies and the people to meet any identified need by the other section Chiefs. This could be any specialty head. Possible leads could include:

Assistant Director Logistics/ Josh Akum	Adam Kertesz	Programs/ Jonah Tessler	Heads of Specialties/ Tyler Goldfarb	Ethan Goldfarb	Gabi Cohen	Responsible Leaders/ Seth Wolle
Jessie Ezerzer	Head Specialist/ Becca Mori	Stacia Wolle	Josh Stein	Andrea Glube	Max Logan	Eden Sharon

Client Care: This group is in charge of kids, staff and camp operation during the incident. The Section Chief effectively becomes the Camp Director looking after all camper and staff needs, as well as determining anyone who may be connected to the incident at a personal level eg. Family and addressing their needs directly. Possible leads could include:

Any member of the full-time Directing team	Daniela Aptowitzer	Sarah	Noah Westreich	Jacob Wise	Section/Unit Heads
	Josh Stein	Alyssa Westreich	Becca Mori	Gabi Cohen	Head Staff

Public Information Officer (PIO): This only becomes relevant when the incident is significant enough to warrant outside assistance with communication management. This group will monitor all news and media; draft any emails, talking points, social media posts, etc. that may be warranted (all for IC approvals); manage external press and people and helping to organize or stage them as may be required. Note that all actual communication must still be approved by IC without exception. IC (or his or her specific designate) is the only person that actually speaks to the press. Possible leads include:

Amy Laski	Rachel Evans	Ashley Zaretsky
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In dealing with media, consider the following:

- * Commander must approve all communications before releasing
- Facts, not opinions or speculations, will be communicated
- One person speaks for the agency
- Use the same language everywhere
- Be prepared, choose 1-3 talking points and repeat them
- Choose the right medium for each audience (Phone call, Email, Social, Press Release, etc)

[] 10. Pre-identify a **Crisis/Incident Support Team**. This team shall include: a lawyer, insurance agent, insurance adjuster, medical doctor, JF&CS (for support with psychologist, psychiatrist, grief counsellor), clergy, professional counsellor, and member of the Board of Directors of The Jewish Camp Council of Toronto.

The Crisis Support Team shall include:

Role	<u>Name</u>	<u>Contact info</u>
Lawyer, Board member	Garry J. Wise	<u>416.972.1800;</u> <u>garrywise@me.com</u> Or <u>gwise@wiselaw.net</u>
Lawyer	Jay Rudolph	W: 416-222-8787 C: 416-414-9871 <u>jay@jjayrudolph.com</u>
Lawyer	Matthew Shuber	<u>mattshuber@yahoo.com</u>
Lawyer; Board member	Ernie Gutstein	<u>gutstein@gsnh.com</u>
Insurance broker Insurance Adjuster	Nancy Brown/ Lisa [AJG]	<u>905-683-4629 x. 102;</u> <u>nbrown@pathcom.com</u> <u>Lisa_Brown4@ajg.com</u> <u>416.459.2049</u>

	Dr. Mark Goldstein	drmarkgoldstein@gmail.com
	Dr. Michelle Hart	<u>647.836.7242</u> michelle.hart777@gmail.com
	Ashley Zaretsky	<u>416.456.1458</u> ashleyzaretsky@gmail.com
Social worker; JF&CS to be contacted for Grief Counselling support or other professional counselling needs	Daniela Aptowitzer	daniela.aptowitzer@gmail.com On-site; back-up is <u>Laura Title</u> lauratitle@hotmail.com JF&CS:
Psychologist	Joey Rich	<u>416.487.2226</u>
Clergy/ Rabbi	Rabbi Yisroel Goldstein or Rabbi Stein on site	<u>647.402.9961</u> <u>Rabbi Stein</u> rabbistein@ncsy.ca
Guidance Counsellor	Stacia Wolle	<u>On site (at times):</u> <u>416.606.4240;</u> <u>simonstacia@rogers.com</u>
Board Chair	Garry Wise	<u>416.884.1800 (c) or</u> <u>416.972.1800 (o)</u> <u>gwise@wiselaw.net</u>

OCA Emergency Phone Numbers:

- Cell: 416-708-8131 or try 416-485-0425 below/ ● Office Line: 416-485-0425 or 1-844-485-0425

Overlapping assignments will default to the most appropriate person/team in the circumstances.

[] 11. Prepare **Crisis/Incident Response Clipboards or Binders** and store with pen attached in Crisis Headquarters (Incident Command Post(s)). List of possible steps/duties:

- Make emergency phone calls
- Determine which members of the Crisis Support Team are needed. Make contact,

gather the team. Designate a back-up person for the Camp Director.

- Meet the emergency services and direct them to the crisis location if appropriate and safe
- Control the crowd. Monitor the road into camp in order to record all those coming in and out (eg parents, emergency services, media) and prevent access to others
- Call the Chairman/President of the Board or other superiors
- Call parents/guardians
- Take pictures
- Designate a single spokesperson and keep him/her informed. Prepare, review and finalize dialogues/messaging responses to be used when contacting or talking to parents/guardians and others. Prepare a media statement to be ready to respond to media queries should they come in
- Assemble the Head Staff and communicate information to them
- Cover the phone lines to monitor outgoing calls (eg staff and campers may call home on a cell phone in a panic situation and not get the story right)
- If the crisis is of a physical or environmental nature make appropriate contacts
- If the crisis is of a social/sexual nature implement the camp's policies and procedures
- If there is damage to the site, to the best of your ability secure the property from further damage and report this to your broker or insurer. Do not make substantial repairs without their authorization
- Provide accommodation and professional counseling to staff and campers who have been traumatized
- Fill out an accident/incident report form
- Collect and file all written information
- Notify insurance company and legal team as required
- Implement any changes to policies and procedures if required
- Continue to check the status of those involved in the crisis event
- Continue to re-evaluate information and deal with follow-up where required

[] 12. Attach several copies of **Crisis/Incident Response Log** to the clipboard. Instruct all members of the Crisis Response Team to record all pertinent information on the log sheet e.g. names of witnesses, dates and times, events surrounding the crisis, victim's ongoing condition, who each member called and when, conversations the members had with the emergency services, other staff or campers, etc. **Several copies of this log should be kept by all phones in order to record any telephone contacts.**

[] 13. Train staff in Crisis/Incident Response Plan. Inform them about the membership of the Crisis Response Team and steps in handling a crisis. Educate them about reporting a crisis, caring for campers in a crisis situation, and appropriate communication with others about the crisis.

[] 14. The Crisis/Incident Response Team may need the help of a **Camp/Incident Response Team** i.e. other members of the staff needed to perform a specific task e.g. greeting the press as they arrive, securing the camp entrance to allow access only those who need to be on the site. These individuals should be approached before the season so that the specific responsibility they are being asked to assume can be fully explained

and they can agree to assume these roles. This would be determined and procured by the Logistics Chief and Section, and will often include Supervisory/head staff members.
15. Review (and modify if necessary) the Accident/Incident Report form.

[] 15. Prepare for possible contact with the media. Write a statement including brief history of the camp and a short description of the camp's programs and facilities, to be used as a lead-in to information about the crisis. This will be reviewed and modified by the PIO, and approved by the IC before release.

Quick safety facts about Camp Northland:

- **Camp Northland-B'nai Brith has been in operation for more than 115 years, under the dedicated guidance of a knowledgeable Board of Directors which reviews all operations on a continuous basis.**
- **It has been operating at the site in Haliburton since 1944, and has been in general operation since 1909.**
- **Over its long history, the camp has operated with a philosophy of attention to the safety and well-being of its campers and staff. In order to provide a caring and safe environment, all staff are trained in emergency procedures, and applicable first-aid measures relative to their position amongst the general staff and camp needs.**
- **The camp facility and all equipment are constantly checked and maintained in order to meet the most stringent requirements of safety.**
- **The camp is an accredited member of the Ontario Camps Association, and adheres fully to all procedures recommended by the Association as best practices for a children's summer camp.**
- **The current on-site Director of the camp is Simon Wolle, who has extensive experience in Advanced Emergency Medical Care and response, policy and procedure development and staff training.**

Contact local media services and develop a liaison person(s) lined up in case a media statement is needed. [Note additional communication templates in Appendix C].

Camp Northland may also choose to use CIJA: 416-925-7499;

○ contact@cija.ca

[] 16. Security Breaches are part of crisis response - Security Considerations in advance of each season include:

Confirm contact info of commanding officer: Staff Sgt. McClure deb.mclure@opp.ca;

Other contacts of note: our detachment is OPP Haliburton Highlands in Minden, ON. Other contacts include: Const. Matt Leach (ERT) 705.324.6741/ Const. Nathaneal Venderheyden (ERT) 705.878.3286; Const Jeff Lavalee 705.875.1273; Jacob Dobson (705.286.1431) –

Community Liaison for OPP include John Fountain (Aux. Const.) 705.754.5106 and Joel Imbeau.

Meet with OPP: Discuss property review, access codes, site mapping, put us on direct patrol, confirm response times

Provide police with: camp contact info., map/site plan, muster point locations, access codes for barrier devices

Align on-site security guards with expectations – currently using Northern Shield – Edan Kopernick (647.808.6774); also have security consultant on retainer – Akiva Sandler (647.989.7335); make sure Jewish Security Network knows we are opening (437.222.3999)

Maintain security group contacts of nearby camps on what's App group – includes Harley (Timberlane) 647.237.6299; Jen O (Whitepine) 416.725.6894; Jesse Kronick (Whitepine) 416.602.0163; Itchy Grossbaum (Gan Israel) 416.356.5739; plus Simon (416.948.2757 and Adam 647.236.9148 (Northland)

Arrange training that includes: Threat and awareness annual briefing, active attacker training, trauma first aid and advanced security training for identified staff.

THE RESPONSE

MANAGING THE CRISIS (*THE EMERGENCY RESPONSE PHASE*)

The first step is to stabilize the accident or incident. The basic procedures outlined here are to minimize confusion and effectively manage the situation during the first hours of an emergency. Each Section Chief fulfils the mandate of their Sections responsibility. This is a check and balance to make sure these baselines are being managed appropriately.

1. Attend to the victim(s). Where there is a physical injury, to avoid further injury, only staff members who are trained in emergency medical procedures should deal with the victim(s), or attempt any form of preliminary treatment unless the safety of the victim(s) or others is threatened without immediate action; First priority is always life.

2. In the case of injury or disaster, call for emergency/medical assistance (activate 9-1-1). The person who discovers the emergency must immediately report to the office that there has been an emergency. This can be accomplished by use of walkie-talkie or sending a person directly to the office. Report the type and location of the emergency. Give only confirmed details of the situation;

3. Update emergency services with any relevant information including change in status/conditions; 4. Wait at the scene until the emergency personnel arrive;

5. Secure the safety of all surrounding individuals, staff, and campers;

6. If the incident happens away from the main campsite, use the Incident Information Log to collect information.

MOBILIZING THE CRISIS TEAM AND COLLECTION OF INFORMATION

Steps taken once the crisis has occurred and has been reported

to the office: 1. Notify the Camp Director;

2. Assess the level of the crisis and who is needed;

3. Notify the Crisis/ Incident Response Team Leader who then mobilizes the Crisis/Incident Response Team; Determine if this will be declared an 'Incident' and if so deploy the ICM system.

4. Meet immediately at Crisis Headquarters/ Incident Command Post;

5. Coordinate available information;
6. Confirm tasks to be performed by members of the Crisis Response Team. Use your pre arranged clipboard;
7. Some tasks may be assigned to the Camp Response Team;
8. Perform the duties assigned and collect as much information as possible.

All persons assigned duties may or may not be part of the Crisis Response Team. However, all actions and reports must be submitted to the Crisis Response Team.

Key Points to Remember:

- i. Meet immediately; [Remember 'to go slow to go fast' as a principle] Prepare white Board – name the incident, give key details, and write basic key info on Board so late comers have quick point of reference. PUT INCIDENT IN PROGRESS sign on door. – Do not disturb (unless info to help solve crisis).
- ii. APPOINT A SCRIBE – will spend all day next to IC – note all times, issues, details, calls, communications, etc. Consider Programs/Gabi, Asst Director/Daniela, Health Centre staff/Drew Kravetz, Office/ Michelle
- iii. Assess the situation; First hand reports go direct to Incident Commander (IC)
- iv. An ADVANCE TEAM should be deployed to get first hand reports and assist in any immediate and pressing needs. (Maintenance Director, Ashley, S/U Heads, wellness, medical)
- v. Section Chiefs and teams are assigned, reports must come back to IC.
 - i. Mobilize individuals with specific tasks (see #10 below); Call 9-1-1 if needed
 - ii. Receive and evaluate information; List 'fallen dominoes – what else is or could be impacted and how do we have to address these as well; what are the possible outcomes that each Section Chief is trying to solve – then they should make their plan and get it done and report back. (first round 5 minutes or less)
- iii. Continue to monitor the crisis [mid-incident meeting(s) as needed] and make decisions regarding both the crisis and normal camp operations;
- ix. Debrief;
- x. Once main incident is resolved, consider additional dominoes and possible outcomes to be addressed.
- xi. Compile reports; get final status report from each Section Chief (each and every domino/outcome closed properly), must include any next steps and lessons learned. The Crisis Response Team, and/or each Section Chief, shall be made up of one or more of the following people as assigned by The Incident Commander based on the actual incident situation, primary placement, and dynamics:

Incident Commander: IC does not leave his or her post and makes all relevant decisions based on reports. Simon Wolle or his designate. Possible leads could include:

COMMUNICATION OF INFORMATION

It is important to remember that each person who observes an incident sees that incident from his/her own unique perspective. However, it is not until all of the facts and the perspective of all those who observed the incident have been gathered and analyzed by the Crisis Response Team, and in particular the Incident Commander, that a final conclusion can be drawn. Any report by an individual is incomplete and may be erroneous until that time. It is for that reason that the Crisis Response Team should designate one individual who will provide all communication and will be the spokesperson.

Communication with Staff

1. Communicate the essential facts of the incident to all staff. A full staff meeting may be called, or section meetings may be used;
2. Review the role of staff immediately following the crisis:
 - Maintain normal camp routines
 - Escort any strangers to the office
 - Be sensitive to camper behaviour regarding the incident;

Emphasize that no one speaks on behalf of the organization (including all social media) except the designated spokesperson – determined by the IC.

3. Keep staff informed (condition of injured person, parent/guardian arrival, media visit, police investigation, etc).

Communication with Campers

The Crisis Response Team should review the situation carefully and decide which campers need to be informed. Communication with campers depends on their closeness to the incident or relationship to the persons involved in the incident. If campers observed the incident, they need to be reassured that appropriate action has been taken and, when appropriate, given an update on the people involved. If the incident happened away from the main site, campers can be informed at a later time.

Some things that should be kept in mind are:

- Who was involved with the incident and how are they affected?
- What do the cabinmates need to know?
- Are there any family members attending camp? Remember that these family members will also be talking to their cabinmates.

Communication with Parents/Guardians

This is the most crucial of the immediate follow-up procedures after a serious injury or fatal

accident and also the most distressing both to contemplate and to do. The Camp Director is the best person to make this notification. If he is not available or able to, assign the next best person for this job. The following are suggested steps to take:

1. Compose notes;

First, write down what must be said. Sensitivity to the feelings of the family is the foremost consideration. Think through everything to be said before contact is made. Facts should be accurate and organized. Convey personal condolences that might be appropriate. Remember that the initial notification will be received with surprise and shock. Don't expect to convey many details until a follow up call. Give only confirmed details and answer any questions with facts and not with opinions. Be conscious of the timing of the call; think about what the recipient might be doing at that time (work, home, sleeping).

2. Call the parents/guardians of the person(s) involved in the incident; Place phone calls directly to the parents/guardians of those who were affected by the crisis. Always use the prepared notes and try to anticipate questions. Remember that promptness is a consideration and delays will certainly lead to suspicion or other bad feelings.

3. Complete the Parent/Guardian Call Form;

This form should record the conversation, the date, and the time. Keep this form in the files. Other suggestions:

- Make arrangements for parents/guardians to travel to camp or to hospital and for their accommodation once they arrive.
- Consider having a camp representative visit the home and/or meet them at the hospital.

Communication with Media

It is important to treat this communication carefully. First, decide whether or not proactive communication is required, or if it is best to respond to incoming inquiries only. Provide only the facts and no opinions. A prepared statement is suggested so as to diminish the possibility of "slipping up" or giving incorrect information surrounding the crisis. The following are suggestions for preparing a media statement and speaking to the media.

1. Media Statement: As indicated above, through PIO, or templates in Appendix C;

2. Designate a spokesperson (Simon Wolle, with support from PIO and/or CIJA). This person could be the Director or Chairman of the Board. The designate could also be another Camp Director, doctor, safety expert or other designate who will be able to offer an objective perspective. Ensure that the spokesperson is part of preparing the media statement;

The Camp Northland spokesperson is Simon Wolle, in conjunction with support from Amy Laski and/or CIJA, and/or medical personnel, or other designates as

deemed necessary.

3. The designated spokesperson is the **only person** to talk to the media. This should be made absolutely clear to the staff. He/she should consult with legal counsel before communicating with the media;

4. Staff and Directors will refer all inquiries to the spokesperson;

5. The spokesperson may provide some or all of the facts, but only facts. Where information is withheld, explain why, i.e. individual(s) is a minor, next-of-kin have not yet been notified. Withholding the names of the victims pending notification of next-of-kin is appropriate and will be respected by the press. However, do not deny that the incident has occurred. Make certain that all media and reporters have equal access to information;

6. No one, including the spokesperson, will release any information that identifies responsibility for an accident without first consulting legal counsel. Specific problems arise when:

- Assessment of fault or criticism of conduct, policy, or equipment is made public without a full explanation of the circumstances of the accident developed through the complete camp investigation process
- Information regarding the nature of the injury or illness is released prior to diagnosis by a licensed physician
- Names of victims are revealed prior to notification of next-of-kin, or
- Estimates of property damage are released.

Dealing with the media is not an exact process. The camp should use the appropriate members of the Support Team (lawyer, CIJA, insurance agent, etc.) to establish an approach that will be most effective for the camp when dealing with the media.

Always be brief, factual, and honest. Don't engage in supposition or assign blame.

Set up media monitoring, which can be done by setting up "Google News Alerts" for keywords relevant to the incident. Set notifications to "as it happens."

Log all media coverage associated with the incident.

Recovery

FOLLOW UP AND SUPPORT

Once the immediate crisis has been dealt with, there is still much work to do.

A. Continued Assessment/Intervention

1. Make periodic status checks of those directly and indirectly involved, as well as members of the Crisis response Team;
2. Check in with those who have left camp.
3. Assess supplies;
4. The role of Medical follow-up and wellness team follow-up can prove very helpful depending on the situation that unfolded. Ensure that proper debriefs occur with each team respectively and build an action plan for recovery and follow-up as needed;
5. Consider continuation or revision of the Crisis Response Plan so that appropriate interventions can be made;

B. Files and Reports

After the crisis is over, it is important to complete the paperwork. Record the conversations with all those involved in the crisis as well as the details of the events themselves. In completing this task, consider the following:

- i. Files should be complete and organized;
- ii. Keep copies of all records;
- iii. Reports (in consultation with legal counsel and insurance representative):
 - a. Should be factual in content and contain everything that happened + how you and the camp community responded
 - b. Should be a record of the occurrence without editorial comments
 - c. Should not be released to anyone unless authorized by you
- iv. File appropriate forms/claims
 - a. Camp medical/accident insurance
 - b. Ministry of Labour
 - c. Camp liability insurance
 - d. Children's Aid Society/JF&CS
 - e. Other local and provincial agencies

C. Support for the Camp Directors(s) and Crisis Response Team

In Camp Support:

- Spend time with staff, campers
- Engage in regular physical exercise
- Take time for relaxation
- Enjoy daily routines, activities, the week's schedule
- Participate in special events
- Treat yourself with kindness
- Be aware of, appreciate, and generate humour

Outside Support:

- Maintain contact with the outside world
- Plan for time away from camp or some "free time"
- Maintain contact with personal friends
- FIND SOMEONE WITH WHOM YOU CAN TALK

Utilize available resources as needed – see chart below:

Resource	Telephone	Name of Contact	Contact's Role
Camp Office - Toronto	905-881-0018	Denise Harris Rachel Evans	Support for Director
Camp Fax - Toronto	905-881-9019	Denise Harris Rachel Evans	
Camp Office - Haliburton	705-754-2374 705-754-2030 705.754.1292 (private to Directors only)	Michelle Cowan Office Manager Alex Costa (Maternity leave)	Direct calls to Camp Director
Camp Fax - Haliburton	Inactive		
Ambulance	911 or 705-457- 3916	Emergencies Regular Transport	
Animal Control Centre (Bears)	1-866-514-2327	Ministry of Natural Resources	
Bell Telephone	310-2355-611	Business Office Repair Service	
Board of Directors	416.884.1800	Garry Wise	Chair of Board
Bus Company	705-457-1633 705-457-2567	Shamrock Gas Station First Student Can	Local services
Electrician	705-286-2302	Warren Payne or can use Steve Churko Electric 705.457.4576	Repair Downed Wires
Fire Department	911	Dan Chumbley 705.457.2126 [Acting Chief]	Report Fire
Fire Equipment Service	1-800-461-1729	OFS	
Hydro One	1-800-769- 15051-800- 434-1235	Automated Service	Report Outages
Haliburton Hospital 705-457-1392		Haliburton Hospital	705-286-2288 [no emergency]

Haliburton Health Unit	705-457-1391		
Hyland Taxi	705-457-1777		
Insurance Agent	1-800-349-8679	Nancy Brown	Lisa Brown
Jewish Family and Child	416-638-7800		
Local Camp – White Pine	705-457-2131	Adam Kronick	
Local Camp – Timberlane	705-457-2813	Corey Mandell	Harley 647.237.6299
Ministry of the Environment	1-800-268-6060		Spills
Ministry of Labour	1-800-531-5551		Employment Standards
Public Health (HKPR)	1-866-888-4577 ext. 3224 jshorey@hkpr.on.ca	Jordan Shorey Alenna Stirpe	Inspectors
	fax: 905.885.1947		

EMERGENCY AND SUPPORT SERVICES

OCA Office	416-485-0425		
OCA After-Hours	416-708-8131		
O.P.P. - Dispatch	1-888-310-1122	Standard Contact	
O.P.P. - Minden - Haliburton	705-286-1431 705-457-1392		
Pharmacy	705-457-5020	Shoppers Drug	
Pharmacy	705-457-1112	Rexall	
Pharmacy	705-455-9775	Todds Independent	
Poison Information	1-800-268-9017		
Post Office	705-457-1451		
Psychologist	416-487-2226	Joey Rich	C
Haliburton Foodland	705-457-2242	Brad Park	Food/Beverage
Dialcom Communications	705-737-2337	Bruce Phillips	Communications Technology/ gate
Spokesperson	Board contacts below	Amy Laski or Garry Wise (if needed)	
Ministry of Environment	705.286.1521	Minden	Spills or complaints etc.

DIRECTIONS TO CAMP FOR EMERGENCY VEHICLES

(e.g. Fire, Police, Ambulance)

Address:

Camp Northland-B'nai Brith

4250 Haliburton Lake Rd

Haliburton, ON

K0M1S0

From Haliburton Village:

- 1) Take Highway 118 West approximately 5km to County Road 14 (Haliburton Lake Rd)
- 2) Turn right and go north on County Road 14 (Haliburton Lake Road) through Eagle Lake towards Haliburton Lake Fort Irwin - for approximately 15.5 km
- 3) Proceed to the camp entrance on the right side of Haliburton Lake Road, 4250 Haliburton Lake Road, with a sign for "Camp Northland".

CLOSEST MAJOR INTERSECTION IS
HALBURTON LAKE ROAD AND BOYCE BRADLEY
[Camp entrance is north of Boyce Bradley]



THE JEWISH CAMP COUNCIL OF TORONTO



An affiliate of

1118 Centre Street, Suite 202
Thornhill, Ont. L4J 7R9
Phone: 905-881-0018 Fax: 905-881-9019
happycamper@campnbb.com

[INSERT HEADLINE]

CITY, Date – **BEGIN STATEMENT HERE**

As the largest and oldest independent non-profit Jewish overnight camp in Ontario, Canada, Camp Northland-B'nai Brith is operated by The Jewish Camp Council of Toronto. Building on its 115 year history, the Camp's mission is to achieve the highest standards of excellence in camper care, innovative programming and Jewish identity-building, all while ensuring Camp is accessible to all children, regardless of their means. This mission is sustained year-round, with Camp Northland acting as a pillar of the Toronto Jewish community. The camp is an accredited member of the Ontario Camps Association

For more information contact:

Simon Wolle, Camp Director

905-881-0018 / 705-754-2374 [choose most appropriate as per timing]

simon@campnbb.com

[end statement]

Camp Residential/Day		First	Last	Title E-mail/contact	
		Name	Name		
CBB Ottawa	Residential	Jill	Doctor	Director	514.947.5433
		Abigail	Freeman	Program Director	abigail@cbbottawa.com
The Jack and Pat Kay Centre Camp	Day				
		Maya	Wenger	Hebrew Camp Director	maya@centrecamp.ca
		Danya	Borenstein	Office Administrator	info@centrecamp.ca
URJ Camp George					
		Jeff	Rose	Director	jrose@urj.org 416.799.0911
Habonim Dror Camp Gesher	Residential				
		Shoshana	Streiffer	Associate Director	associate.director@campgesher.com
J.Academy	Residential	Dina	Dryden	Director (in lieu)	dina@scentre.ca
		Kate	Abazov		kabazov@ujafed.org
Camp Kadimah	Residential	Sari	Sadofsky	Administration Manager	sari@campkadimah.com
		Sarah	Atkins	Director	sarah@campkadimah.com
Camp Moshava	Residential				

		Etty	Rosenberg	Administrator	office@campmoshava.org
		Tova	Segal	Assistant Director	tova@campmoshava.org
Camp Moshava Ennismore	Day	Aaron	Katchen	Director	416.937.8228; aaron@campmoshava.org
Camp Northland	Residential	Simon	Wolle	Director	simon@campnbb.com
		Adam	Kertesz	Associate Director	adam@campnbb.com
Camp Ramah in Canada	Residential	Aviva	Millstone	Assistant Director	aviva@campramah.com

Camp Shalom	Residential	Rebecca	Diamond	Director	rebecca@campshalom.ca
		Hannah	Clemen	Administrator	hannah@campshalom.ca
Camp Shomria	Residential				
		Hanna	Levy	Office Manager	mail@campshomria.ca
Camp Solelim	Residential	Shauna	Waltman	Director	director@campsolelim.ca
Silber Family Centre for Jewish Camping	n/a	Jewish	Camp	n/a	jewishcamp@ujafed.org
UJA Federation of Greater Toronto	n/a	Daniel	Held	Executive Director	dheld@ujafed.org

		Evan	Mazin	Director, Educational Capacity Building	emazin@ujafed.org
Machane Lev	Residential	Risa	Epstein	Director	risa@youngjudaea.ca
		Jennifer	Levy	Administrator	jen@youngjudaea.ca

Ontario Council of Jewish Camps - use What's APP group chat for urgent contact –
 'Haliburton Camp Security' – includes Harley (Timberlane), Jen O (Whitepine), Jesse
 Kronick (Whitepine), Itchy Grossbaum (Gan Israel)

THE JEWISH CAMP COUNCIL OF TORONTO
Board of Directors - 2024-2025

Page 1 of 3

	Work	Home
<i>President</i> Garry Wise	Cell Phone: 416-884-1800 eMail: garrywise@me.com	1112 Eglinton Avenue West Toronto ON M6C 3E2
<i>Past President</i> Rick Carson	Cell Phone: 416-874-3156 eMail: rcarson@deloitte.ca	120 Glenayr Road Toronto ON M5P 3C2
<i>President Elect</i> Ned Blinick	Cell Phone: 416-464 0746 eMail: eblinick@blinco.com	14 Robinter Drive Toronto ON M2M 3R2
<i>Treasurer</i> Jordan Brudner	Cell Phone: 647-625-8301 eMail: jordan@brudner.net	139 Arianna Crescent Maple ON L4J 4Z9
<i>Secretary</i> Lynn Kirshin	Cell Phone: 647-274-9585 eMail: tovalk31@hotmail.com	3 Dellbank Road Toronto ON M3H 4M9
<i>Director</i> Sean Abenstein	Cell Phone: 416-992--5879 eMail: abenstein@me.com	32 King High Avenue Toronto ON M3H 3A7

	Work	Home
<i>Director</i> Tamara Caplan	Cell Phone: 647-291-8393 eMail: tamara.caplan@gmail.com	632 Christie Street Toronto ON M6G 3E5
Richard Freilich	Cell Phone: 416-918-8549 eMail: rfreilich@gmail.com	9 Lysonsgate Drive Toronto ON M3H 1C7
Ernest Gutstein	Cell Phone: 416 597 6484 eMail: gutstein@gsnh.com	Suite 1600- 480 University Avenue Toronto ON M5G 1V2
Amy Laski	Cell Phone: 416-722-5999 eMail: amy@felicitypr.com	59 Marmion Avenue Toronto ON M5M 1Y2
Jennifer Lewis	Cell Phone: 647-678-5365 eMail: jlewis@torkin.com	1-364 Brunswick Avenue Toronto ON M5R 2Y9
Jodi Lieberman	Cell Phone: 416-895-8010 eMail: jodi.lieberman1@gmail.com	90 Yeomans Road Toronto ON M3H 0A3
Sammy Ptasznik	Cell Phone: 647-960-7699 eMail: sammy.ptasznik@gmail.com	64 Bloem Avenue Toronto ON M6E 1S1
Sydney Seidel	Cell Phone: 416-333-0346 eMail: sydseidel@hotmail.com	2-501 Brunswick Avenue Toronto ON M5R 2Z6

	Work	Home
<i>Director</i> Esther Tock	Cell Phone: (647) 261-6812 eMail: esther.tock@gmail.com	17 Ellison Avenue Toronto ON M3H 2J6

Appendix 'A' - Non-crisis complaints or concerns

Complaints or concerns that are not deemed 'Crisis' or 'Incident' and therefore would not trigger this crisis response protocol into action, should be directed to the Executive Director.

In reviewing the complaint, the Executive Director may choose to respond directly, may choose to involve additional personnel relevant to the complaint, and/or may choose to involve the Board of Directors or individual Board members as needed.

In the case of noise complaints - the Executive Director will immediately assess active noise in camp and shut down any activity creating a disturbance. Appropriate staff interviewed and consequences will follow at the earliest practical opportunity. The complaint will be noted and a response which will include a brief explanation of actions taken, will be given to the member of the public that issued the complaint. If by-law or police are involved, only the Executive Director or his designate will speak on behalf of the camp.

In the case of operational complaints (including food, medical, staff) - The supervising staff member will respond to the complaint and advise the Executive Director immediately. If authorities are involved, only the Executive Director will speak on behalf of the camp. If the complaint involves C.A.S. or Ministry of Labour, or OPP, or other regulatory authorities the Board chair will be notified at the first practical opportunity.

In the case of sewage or septic complaint - The site manager will be notified and an investigation will be initiated immediately. The camp 'Operations and Maintenance Manual' will guide decisions around abnormal incidents or occurrences. If there is a complaint that warrants follow-up or intervention, and the local relevant District manager for the Ministry of Environment and Climate Change should be contacted, this will be done by the Executive Director or his designate only (1-800-667-1940 (Highway 35 @ County Road 21)). If immediate action is required for environmental protection, the site manager will take all necessary steps to ensure compliance with Ministry Guidelines and take all practical steps to mitigate against environmental damage. The Board Chair will be consulted and advised of any complaints related to septics/sewage and appropriate Board membership involved in both responding to the complaint and remediating any issues, abnormalities, or damage that may have caused the complaint to arise. In the absence of any other guiding documented procedure, if the complaint has any potential validity, the camp will stop using the particular septic that gave rise to the complaint. The camp will cut off the water supply to the septic in question. If any breach can be identified, the maintenance team will activate breach containment efforts in consultation with Ministry officials as may be required. People on-site relying on said septic will be relocated to allow for the use of alternative septic system(s) with available capacity.

Appendix B – Additional Supporting Documents

In a crisis – refer to Camp Safety Plan where relevant

In a crisis refer to Fire Safety Plan where relevant

In a crisis – refer to the Staff Handbook where relevant eg. Security, Allergies, etc.

Appendix C - In a crisis refer to Jcamp 180 communication templates located here:

<https://docs.google.com/document/d/1d3xDjePRwx5pK8b4KfkQoYCdDURsgnZ-RFo5YsocVP8/edit?tab=t.0>

These include:

NATURAL DISASTER/FACILITIES

[Downed tree on a Cabin](#)

[Earthquake](#)

[Fire in Camp Facility - Kitchen](#)

[Fire in Camp Facility](#)

[Fire & Evacuation - Camp in Session](#)

[7:30am](#)

[10:00am](#)

[Canceling Camp Session: Evacuation Orders](#)

[Fire near Camp - Facebook Updates in Private Group](#)

[Fire near Camp - Email version](#)

[Fire near Camp - Different Camp](#)

[Phone Lines are Down](#)

[Preparing for Nearby Fire](#)

[Please see the attached talking points for anyone who might ask:](#)

[Drought & Bark Beetles](#)

[Weather Update](#)

TRAGEDY / COMMUNITY NEWS

[Camper Death during summer \(out of camp\)](#)

[Nearby Camp Accident](#)

[Staff Member Death](#)

[Staff Member Death #2](#)

[Camper Parent Death](#)

[Camper Parent Death #2](#)

[Missing Camper \(During Year\)](#)

[Camp Executive Temporary Leave](#)

[Former Executive Director Passing Away](#)

WORLD EVENTS/ OUTSIDE OF CAMP

[Tree of Life Shooting](#)

[Community Death](#)

[Uvalde/School Shootings](#)

[Israeli Tragedy - Teens Murdered](#)

[Nearby School Shooting](#)

REPUTATION MANAGEMENT

[Outside Protestors at Camp Event](#)

[Sexual Assault Allegations, et al](#)

[Sexual Assault Allegations](#)

[Negative Social Media Attention](#)

SECURITY

[Nearby Police Activity](#)

[PreSummer Email](#)

[PreSummer Email #2 \(different camp\)](#)

CAMPER BEHAVIOR

[Drugs at Camp Reunion](#)

[Self Harm](#)

[Bunk Dynamics/Poor Behavior](#)

[Technology on a Trip - Policy Change](#)

[Dear Oldest Unit Parents and Families.](#)

[STAFFING ISSUES](#)

[Staff Leave Early](#)

[Staff Dismissal](#)

[Staff Change- Infraction](#)

[Staff Harsh Language](#)

[Staff Position Change](#)

[Senior Staff Position Change](#)

[Staff Accident - Early Departure](#)

[\(During the Year\) Legal Issue](#)

[Poor Judgment of Staff](#)

[HEALTH & SAFETY](#)

[Head Lice](#)

[Head Lice #2 \(different case\)](#)

[Camp Sickness](#)

[Poison Oak](#)

[Impetigo](#)

[Meningitis](#)

[Pertussis/Whooping Cough](#)

[Alcohol found on a bus to camp](#)

[Bed Bugs](#)

[All Session 2 families](#)

[Bunk Follow up #1](#)

[Bunk Follow up #2](#)

[WILDLIFE](#)

[Bats](#)

[Bats 2](#)

[Bears](#)

[Bears 2](#)

[Bears 3](#)

[Bears 4](#)

[COVID UPDATES/TESTING/OUTBREAKS](#)

[Covid Staff Days Off](#)

[Covid Staff Impact \(Commissary\)](#)

[Covid- Ending Session Early](#)

[Covid Outbreak FAQ](#)

[Covid Volunteers Needed](#)

[Covid Testing \(Start of Camp\)](#)

[Covid Policy Updates](#)

[Covid Testing Part 2](#)

[Covid Exposures & Positive Cases](#)

[Israel Education](#)

[OCJC Contact List 2025:](#)

Name	Email	Camp	Position
Shragie Bergmann	sbergmann@campagudahtoronto.com	Camp Agudah	
Goldy Grossbaum	director@ganisraeltoronto.com	Camp Gan Israel	Director
Itchy Grossbaum	itchyg@gmail.com	Camp Gan Israel	Director
Bekah Diamond Bier	bekah@campgesher.com	Camp Gesher	Assistant Director
Amit Rakoff-Bellman	Amit@Campgesher.com	Camp Gesher	Director
Sarah Atkins	sarah@campkadimah.com	Camp Kadimah	Director
Peter Svilik	peter@campkadimah.com	Camp Kadimah	Associate Director
Sharon Friedberg	sharon@campkadimah.com	Camp Kadimah	Head of Camper Care
Jason Bergman	jason@campkadimah.com	Camp Kadimah	Assistant Director
Aaron Katchen	aaron@campmoshava.org	Camp Moshava Ennismore	Director
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Simon Wolle	simon@campnbb.com	Camp Northland	Director
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Josh Akum	josh@campnbb.com	Camp Northland	Assistant Director
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Messodie Carter	messodie@campramah.com	Camp Ramah	Director of Development
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Rebecca Diamond	rebecca@campshalom.ca	Camp Shalom	Camp Director
Jenny Isaacs	director@campshomri	Camp	Director

	a.ca	Shomria	
Jacob Mazer	mail@campshomria.ca	Camp Shomria	Director of Operations
Shauna Waltman	director@campsolelim.ca	Camp Solelim	Director
Jill Doctor	jill@cbbottawa.com	CBB Ottawa	Director
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Sheri Krell	sheri@machanelev.ca	Machane Lev	Camp Administrator
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Carly Farber	cfarber@moshavabair.org	Moshava Ba'ir	Director
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Daniel Held	dheld@ujafed.org	UJA	Chief Program Officer
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Josh Tolkin	jtolkin@urj.org	URJ Camp George	Assistant Director
Julia Guest	jguest@urj.org	URJ Camp George	Recovery and Operations Manager
Marly Bromstein	mbromstein@urj.org	URJ Camp George	Development Associate
Jeff Rose	jrose@urj.org	URJ Camp George	Director
Risa Epstein	risa@youngjudaea.ca	Young Judea/Machane Lev	National Executive Director/Director