



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Campus Affairs Committee

**SPONSOR:** Cheryl Regehr, Vice-President and Provost  
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**PRESENTER:** Laura Bradbury, Director, Office of Safety & High Risk and  
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**DATE:** October 23, 2018 for October 30, 2018

**AGENDA ITEM:** 4

**ITEM IDENTIFICATION:**

Revisions: *Policy on Crisis and Routine Emergency Preparedness and Response* (April 9, 2018)

**JURISDICTIONAL INFORMATION:**

Section 5.4 of the *Terms of Reference* of the University Affairs Board stipulates the following:  
“University wide-matters affecting members of the University community that are not governed by academic policies or employment policies are the responsibility of the Board.”

Pursuant to Section 5.12 of its *Terms of Reference*, the Business Board is responsible for matters related to health and safety.

**GOVERNANCE PATH:**

1. University Affairs Board [for recommendation] (May 24, 2018)
2. Business Board [for concurrence with the University Affairs Board] (June 19, 2018)
3. Executive Committee [for endorsement and forwarding] (June 27, 2018)
4. Governing Council [for approval] (June 27, 2018)
5. UTSC Campus Affairs Committee [for information] (September 12, 2018)
6. UTM Campus Affairs Committee [for information] (October 30, 2018)

**PREVIOUS ACTION TAKEN:**

On January 18, 2005, the University Affairs Board recommended to the Governing Council that the proposed *Policy on Crisis Preparedness and Response* be approved. On January 17, 2005, the

Business Board concurred with the prospective recommendation of the University Affairs Board. On February 10, 2005, the Governing Council approved the *Policy on Crisis Preparedness and Response*.

## **HIGHLIGHTS:**

Revisions to the *Policy on Crisis Preparedness and Response*, now renamed the *Policy on Crisis and Routine Emergency Preparedness and Response*, are part of a broader plan to modernize the University's approach to crisis and emergency management. The development of this plan has included, among other activities, a review of the University's crisis and routine emergency response structures and procedures as outlined in the *Framework for Responding to a Crisis or Routine Emergency*. The administration has updated both the *Framework* and the *Policy* to align with best practices in crisis and emergency response and to integrate lessons learned from recent events on our three campuses.

Revisions to the *Policy* include the following:

- 1) An update to the definitions of the types of events that require administrative response ("crisis" and "routine emergency"). These changes clarify points that have led to operational confusion in previous years.
  - The new definitions for "crisis" and "routine emergency" emphasize that crises are by nature rare and unpredictable events that would occur only under exceptional and serious circumstances.
  - They draw a clearer contrast between crises and "emergencies", renamed "routine emergencies" in the revised *Policy*, to highlight that emergencies are routine situations for which the University has planned and standard responses. However, routine emergencies may escalate into crises should these planned responses prove ineffective.
  - The new *Policy* excludes individual high-risk cases and issues of reputational risk, which are dealt with outside the *Framework*.
- 2) The title of the *Policy* has been updated to include routine emergencies, reflecting the change in terminology outlined above.
- 3) Language has been inserted to emphasize more clearly the tri-campus nature of the *Policy*.
- 4) The term "Crisis Manager" has been changed to "Incident Manager."
- 5) The links to relevant policies at the end of the document have been updated and formatted as hyperlinks rather than URLs, to reflect the fact that these policies are routinely accessed online.

## **FINANCIAL IMPLICATIONS:**

There are no immediate or foreseen financial implications to this approval.

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED:**

- PROPOSED FINAL: *Policy on Crisis and Routine Emergency Preparedness and Response* (dated April 9, 2018)
- MARKED COPY: *Policy on Crisis Preparedness and Response* (dated February 10, 2005)



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## **Policy on Crisis and Routine Emergency Preparedness and Response**

April 9, 2018

To request an official copy of this policy, contact:

The Office of the Governing Council  
Room 106, Simcoe Hall  
27 King's College Circle  
University of Toronto  
Toronto, Ontario  
M5S 1A1

Phone: 416-978-6576

Fax: 416-978-8182

E-mail: [governing.council@utoronto.ca](mailto:governing.council@utoronto.ca)

Website: <http://www.governingcouncil.utoronto.ca/>

## Policy on Crisis and Routine Emergency Preparedness and Response

Crisis and routine emergency situations on the University of Toronto's three campuses are governed by the *Policy on Crisis and Routine Emergency Preparedness and Response*. In addition to the Policy, there exist internal and external policies and statutes that define the University's roles and responsibilities in a crisis or routine emergency situation. University officers are reminded that each and every crisis and routine emergency requires a response as set out in the Policy and an evolving administrative Framework.

If a University officer is uncertain about the seriousness of an incident, they are directed to contact Campus Police immediately to assist in an assessment.

The Incident Manager has full decision-making authority in the implementation of this Policy.

### Intent

The University of Toronto is committed to protecting its community, facilities, and property from the effects of routine emergencies and spontaneous, unpredictable crisis situations by establishing specific guidelines, procedures, and resources. This Policy assists the University in coping with such incidents on all three campuses.

### Definition

Under this Policy, the following definitions apply:

- **Incident:** A situation requiring institutional consideration, including a routine emergency and crisis.
- **Routine emergency:** A predictable incident for which the University has standard, planned responses. Routine emergencies may affect operations and may involve actual or potential harm to individuals.
- **Crisis:** An unpredictable and serious incident that involves novel circumstances, as well as a significant impact on University operations and actual harm to persons.

### Priorities

The foremost priority in responding to crisis and routine emergency situations is the safety of University of Toronto students, faculty, staff, and affected community residents.

The University is also committed to limiting or containing the extent of damage incurred during a crisis, including making provisions for the safety and protection of research animals, University facilities, property, and grounds.

Other priorities include ensuring clear and effective communication with University of Toronto constituencies throughout a crisis or routine emergency situation, and the recovery and restoration of academic and research operations.

### Measures

The University of Toronto has developed a *Framework for Responding to a Crisis or Routine Emergency* that details a wide range of institutional support mechanisms that can be brought to bear in a crisis or routine emergency, depending on the nature and extent of the incident.

The University undertakes prevention, precautionary, and response procedures designed to protect human and animal life, to limit or contain the extent of damage to facilities and property, to permit communication systems to function despite suspension of normal operating conditions, and to enable the institution to respond in a safe, orderly, and efficient manner.

## Policy on Crisis and Routine Emergency Preparedness and Response

The Framework is revised on a regular basis so that it will remain as current as possible. The Framework is distributed to the President, Vice-Presidents, Principals, Deans, senior administrators and members of the Incident Management and Emergency Response Teams. Additional copies may be obtained from Campus Police and the Community Safety Office.

## Authority

Teams with designated leaders will be established at the onset of a crisis or routine emergency to coordinate the University's response, implement procedures, and monitor the progress of the situation. These teams will be activated depending on response levels established according to criteria and procedures detailed in the Framework. Once a response level is established, team leaders are authorized to mobilize University of Toronto staff and resources as required to deal effectively with the incident.

The University of Toronto will work with the federated universities, affiliated hospitals, municipal agencies, and related community organizations to ensure that appropriate mutual aid provisions are in place in the event of a crisis, and that suitable lines of authority are established and understood.

## Implications

The University of Toronto requires all Faculties, units, and facilities to prepare appropriate emergency and business continuity plans consistent with University of Toronto policies. It is the responsibility of individual departments to be familiar with the content of the Framework and to assess their individual planning and emergency resource requirements in light of the considerations raised by it. The Framework may be used as a resource to identify sensitive or vulnerable operations and to assist in formulating suitable precautionary procedures.

All persons occupying space controlled by the University of Toronto are subject to the procedures and authorities outlined by this Policy. Violations of this Policy, including refusal to evacuate a building or area upon activation of an alarm or failure to follow the directions of emergency personnel during a crisis or routine emergency or drill, shall constitute unacceptable behaviour and will be subject to appropriate corrective and/or disciplinary action by the University.

## Policies

The following is a list of University of Toronto policies that are relevant to the University's crisis and routine emergency preparedness and response.

[Statement of Institutional Purpose](#)

[Statement Regarding Access to Information and Protection of Privacy](#)

[Statement on Freedom of Speech](#)

[Policy on the Disruption of Meetings](#)

[Statement on the Bearing of Firearms](#)

[University of Toronto Police Policy](#)

[Statement on Human Rights](#)

[Statement on Prohibited Discrimination and Discriminatory Harassment](#)

[Code of Student Conduct](#)

[Policy with Respect to Workplace Violence](#)

[Policy on Sexual Violence and Sexual Harassment](#)

[For more information or to obtain a copy of any](#) of the above, contact:  
University of Toronto Governing Council—Web version

Policy on Crisis and Routine Emergency Preparedness and Response

The Office of the Governing Council Secretariat  
Room 106, Simcoe Hall  
27 King's College Circle  
University of Toronto  
Toronto, Ontario  
M5S 1A1  
416-978-6576  
governing.council@utoronto.ca

April 9, 2018



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## Policy on Crisis and Routine Emergency Preparedness and Response

~~February 10, 2005~~ [April 9, 2018](#)

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If a University officer is uncertain about the seriousness of an incident, ~~she is~~ they are directed to contact ~~the leaders of the ERT~~ Campus Police immediately to assist in an assessment.

The Crisis Incident Manager has full decision-making authority in the implementation of this Policy.

### Intent

The University of Toronto is committed to protecting its community, facilities, and property from the effects of routine emergencies and spontaneous, unpredictable crisis situations by establishing specific guidelines, procedures, and resources. This Policy assists the University in coping with such local-critical incidents on all three campuses, community emergencies, and large scale disasters.

### Definition

Under this Policy, the following definitions apply:

- Incident: A situation requiring institutional consideration, including a routine emergency, and crisis.
- Routine eEmergency: A predictable incident for which the University has standard, planned responses. Routine emergencies may affect operations and may involve actual or potential harm to individuals.
- Ca-crisis: is defined as- An unpredictable and serious incident that involves novel circumstances, as well as a significant impact on University operations and actual harm to persons. a temporary, urgent, and/or critical situation that threatens or causes harm to people, the environment, or University property, or disrupts critical operations.

### Priorities

The foremost priority in responding to crisis and routine emergency situations is the safety of University of Toronto students, faculty, staff, and affected community residents.

The University is also committed to limiting or containing the extent of damage incurred during a crisis, including making provisions for the safety and protection of research animals, University facilities, property, and grounds.

Other priorities include ensuring clear and effective communication with University of Toronto constituencies throughout a crisis or a routine emergency situation, and the recovery and restoration of academic and research operations.

### Measures

The University of Toronto has developed a Framework for Responding to a Crisis or Routine Emergency that details a wide range of institutional support mechanisms that can be brought to bear in an institutional a crisis or routine emergency, depending on the nature and extent of the crisis incident.

The University undertakes prevention, precautionary, and response procedures outlined by the Guide-

~~Framework are~~ designed to protect human and animal life, to limit or contain the extent of damage to facilities and property, to permit communication systems to function despite suspension of normal operating conditions, and to enable the institution to respond in a safe, orderly, and efficient manner.

The ~~Guide Framework~~ is revised on a regular basis so that it will remain as current as possible. The ~~Guide Framework~~ is distributed to the President, Vice-Presidents, Principals, Deans, ~~sSenior a~~Administrators and members of the ~~Crisis Incident~~ Management and Emergency Response Teams. Additional copies may be obtained from ~~Campus Police and University of Toronto Police~~the Community Safety Office.

## Authority

Teams with designated ~~team~~ leaders will be established at the onset of a ~~crisis or~~ routine emergency to coordinate the University's response, implement procedures, and monitor the progress of the situation. These teams will be activated depending on response levels established according to criteria and procedures detailed in the ~~Guide Framework~~. Once a response level is established, team leaders are authorized to mobilize University of Toronto staff and resources as required to deal effectively with the ~~situation~~incident.

The University of Toronto will work with the federated universities, affiliated hospitals, City of Toronto municipal agencies, and related community organizations to ensure that appropriate mutual aid provisions are in place in the event of a ~~large-scale~~ crisis, and that suitable lines of authority are established and understood.

## Implications

The University of Toronto requires all ~~F~~faculties, ~~divisions~~units, and facilities to prepare appropriate emergency and business continuity plans consistent with University of Toronto policies. It is the responsibility of individual departments to be familiar with the content of the ~~Guide Framework~~ and to assess their individual planning and emergency resource requirements in light of the considerations raised by it. The ~~Guide Framework~~ may be used as a resource to identify sensitive or vulnerable operations and to assist in formulating suitable precautionary procedures.

All persons occupying space controlled by the University of Toronto are subject to the procedures and authorities outlined by this ~~P~~policy. Violations of this ~~p~~Policy, including refusal to evacuate a building or area upon activation of an alarm or failure to follow the directions of emergency personnel during a ~~crisis or routine~~ emergency or ~~crisis or emergency~~ drill, shall constitute unacceptable behaviour and will be subject to appropriate corrective and/or disciplinary action by the University.

## Policies

The following is a list of University of Toronto policies that ~~may need to be consulted in developing~~ are relevant to the University's crisis and routine emergency preparedness and response strategy.

### Statement of Institutional Purpose

<http://www.utoronto.ca/govenc/pap/policies/mission.html>

### Statement Regarding Access to Information and Protection of Privacy

### Statement on Freedom of Speech

<http://www.utoronto.ca/govenc/pap/policies/frspeech.html>

### Policy on the Disruption of Meetings

<http://www.utoronto.ca/govenc/pap/policies/disrupt.html>

### Statement on the Bearing of Firearms

<http://www.utoronto.ca/govenc/pap/policies/firearms.html>

### University of Toronto Police Policy

<http://www.utoronto.ca/govenc/pap/policies/police.html>

Policy on Crisis and Routine Emergency Preparedness and Response  
Statement on Human Rights

February 10, 2005

<http://www.utoronto.ca/govenc/pap/policies/hrights.html>

Statement on Prohibited Discrimination and Discriminatory Harassment  
<http://www.utoronto.ca/govenc/pap/policies/harass.html>

Code of Student Conduct

Policy with Respect to Workplace Violence

Policy on Sexual Violence and Sexual Harassment  
<http://www.utoronto.ca/govenc/pap/policies/studentc.html>

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~~November 12, 2004~~ DATE April 9, 2018

# Crisis and Routine Emergency Preparedness and Response

Campus Affairs Committee

October 30, 2018



UNIVERSITY OF  
TORONTO

# Purpose

- Update *Policy* and Crisis Management Framework (CMF) to reflect current practice
- Align with best practices
- Integrate lessons learned from recent events

# A long-term project

A

## Framework for Responding to a Crisis or Routine Emergency on Campus

Purpose:

- 1) Articulate overarching policy environment in which the Framework exists, including revision of GC Policy
- 2) Articulate principles of the Framework and when it is enacted
- 3) Define terminology used (crisis/routine emergency/issue/incident)
- 4) Establish roles and responsibilities of individuals and groups in response to a crisis
- 5) Identify communications liaisons between the groups

A1

## Framework Handbooks

Purpose:

- 1) Provide detailed information regarding the roles and responsibilities before, during, and after a crisis for those with responsibilities under the Framework

B

## Protocols for Specific Incidents

Purpose:

- 1) Outline procedures for various incidents

C

## Protocols for Issues Management

Purpose:

- 1) Define “issue” under the Issues Management Plan
- 2) Define those involved and outline roles and responsibilities

D

## Preparedness Plans

Purpose:

- 1) Provide outline/checklist of a preparedness plan for division heads in the event of a crisis, routine emergency, or issue
- 2) Prepare templates, checklists, agendas, etc. for use by IMET during an incident

E

## Business Continuity Resources

Purpose:

- 1) Provide detailed resources for each division in the event of emergencies/crisis etc.

# Defining crisis and routine emergencies

Routine Emergency	Crisis
Predictable	Unpredictable
Routine circumstances with planned responses	Novel circumstances
Affects operations	Significant impact on operations
Potential harm to people or actual harm to small number of people	Actual or threatened harm to people
Higher probability will turn into a crisis	High risk of significant damage to property
Events downgraded from a crisis	Includes emergencies where planned responses are ineffective

Reputational issues and individual high-risk matters are dealt with outside of the Policy.

# Five main revisions to the *Policy*

1. Updates definitions of “crisis” and “routine emergency”
2. Updates title of *Policy* to reflect change in terminology
3. Emphasizes tri-campus nature of the *Policy*
4. “Crisis Manager” changed to “Incident Manager”
5. Links to relevant policies formatted as hyperlinks

# CMF structure: Incident Management Teams

President

## Incident Leadership Team (ILT)

Vice-President & Provost (Chair)

Vice-President, Human Resources & Equity (VPHRE)

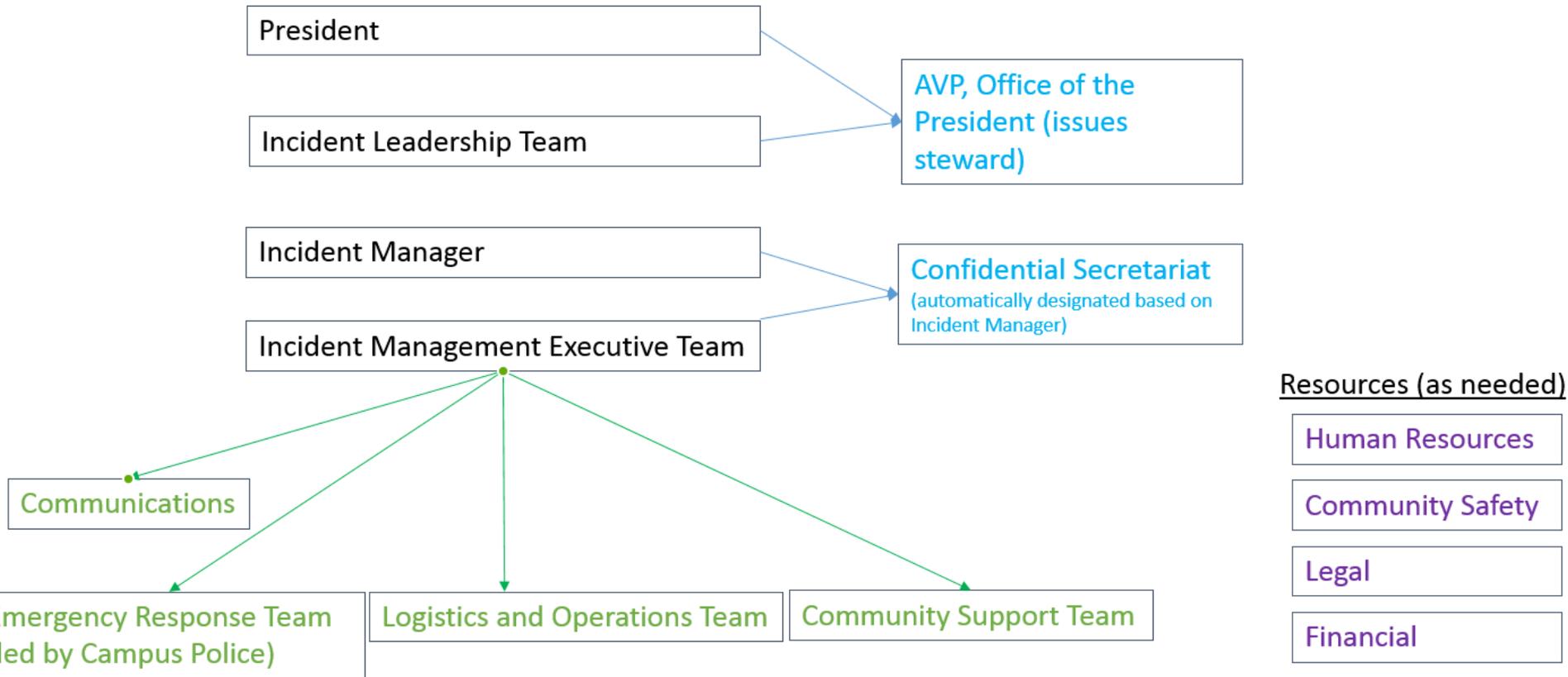
Vice-President, University Operations (VPUO)

Incident Manager (IM; designated by the ILT)

## Incident Management Executive Team (IMET)

- Vice-President and Provost
- Vice-President, Communications
- Vice-President, Human Resources & Equity
- Vice-Provosts and Vice-Presidents, as appropriate
- VP & Principal of UTM or UTSC, if the crisis is centred at one of these campuses
- Principal or Dean (or President or Provost of Federated college) of affected unit or their designate, as appropriate
- Other members named by the Incident Manager

# CMF structure: Relationships among teams



# CMF structure: Emergency Response Team

## Emergency Response Team Leaders

**St. George:** Director, Office of Safety and High Risk;  
Manager of Campus Police

**UTSC:** Campus OCE or assigned designate; Director,  
Campus Safety & Security; Director, Office of Safety and  
High Risk

**UTM:** Campus OCE or assigned designate; Manager of  
Campus Police; Director, Office of Safety and High Risk

## Emergency Response Team – Core Members

- Chair, Community Support Team
- Representative, Community Safety
- Representative, Communications

## Emergency Response Team – Additional Resources (as needed)

- Chair/Director of affected unit
- Senior Legal Counsel
- Student Crisis Response, Progress and Support Team
- Facilities and Services
- Information Technology Services
- Health-related services
- Human Resources
- Financial Services
- Consulting specialists (e.g. on health and wellness, housing, equity issues, labour relations, accessibility, environmental health and safety)

# Next steps

- **Governance (cycle 6)**

- Previously at University Affairs Board, Business Board, and Governing Council
- UTM in cycle 2

- **Implementation**

- New role created and staffed
- Communication and outreach with Divisions