Crisis and Routine Emergency Preparedness and Response

Governing Council

June 27, 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) Provided 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 Plans

Purpose:
1) Provided detailed plans for each division in the event of major disruption to operations

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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

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CMF structure: Incident Management Teams

President

Incident Leadership Team (ILT)
Vice-President & Provost (Chair)
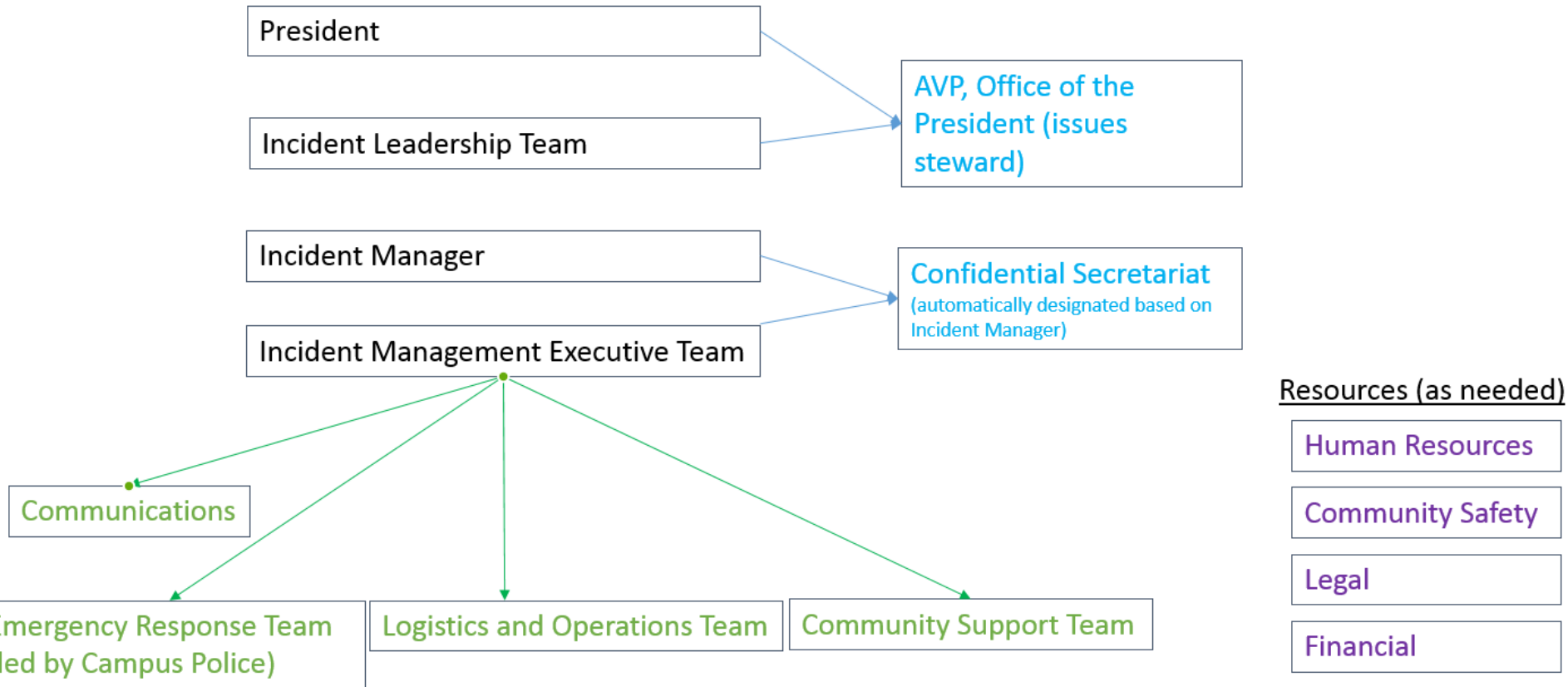Vice-President, Human Resources & Equity (VPHRE)
Vice-President, University Operations (VPUO)

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

President

Incident Leadership Team

AVP, Office of the President (issues steward)

Incident Manager

Incident Management Executive Team

Confidential Secretariat (automatically designated based on Incident Manager)

Communications

Emergency Response Team (led by Campus Police)

Logistics and Operations Team

Community Support Team

Resources (as needed)

Human Resources

Community Safety

Legal

Financial

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CMF structure: Emergency Response Team

Emergency Response Team Leaders

<u>St. George</u>: Director, High Risk and Community Safety;
Manager of Campus Police

<u>UTSC</u>: Campus OCE or assigned designate; Manager of
Campus Police; Director, High Risk and Community Safety

<u>UTM</u>: Campus OCE or assigned designate; Manager of
Campus Police; Director, High Risk and Community Safety

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 well-being, housing, equity issues, labour relations, accessibility, environmental health and safety)

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Next steps

- **Governance (cycle 6)**
  - Policy changes for approval
  - UTM and UTSC in cycle 1

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