

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 31 OF THE CAMPUS AFFAIRS COMMITTEE**

OCTOBER 30, 2018

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on October 30, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Joseph Leydon, Chair
Robert Gerlai, Vice-Chair
Ulrich Krull, Vice-President & Principal
Saher Fazilat, Chief Administrative Officer
Angela Lange, Acting Vice-Principal Academic
and Dean
Mark Overton, Dean of Student Affairs
Lee Bailey
Usman Chadhar
Dario Di Censo
Adriana Grimaldi
Shelley Hawrychuk
Yuhong He
Tanya Kenesky
Nykolaj Kuryluk
Han van Monsjou
James Parker
Andres Posada
Sue Prior
Firyal Ramzan
Mona Sheik
Joanna Szurmak
Gerhard Trippen
Anthony Wensley

Non-Voting Assessors:

Andrea Carter, Assistant Dean, Student
Wellness, Support & Success
Christine Capewell, Director, Business Services
Stepanka Elias, Director, Operations, Design &
Construction
Dale Mullings, Assistant Dean, Students and
International Initiatives

Regrets:

Arthur Birkenbergs
Elsbeth Brown
Gary Crawford
Johnathan Davidson
Zelaikha Najmi
Steven Short
Zahira Tasabehji

In Attendance:

Ahmed Azhari, Director, Utilities Sustainability & Grounds
Laura Bradbury, Director, Office of Safety & High Risk
Sabrina Coccagna, Assistant Director, Conference & Event Services
Vicky Jezierski, Director, Hospitality & Retail Operations
Michael LeSage, Manager, Crisis and Emergency Preparedness
Felicity Morgan, Director, Career Centre
Lorretta Neebar, Registrar and Director of Enrolment Management

Secretariat:

Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Alexandra Di Blasio, Governance Coordinator, UTM

1. Chair's Remarks

The Chair informed members that the *UofT Smoking Policy* was under review, and a Smoke-Free policy was proposed that was scheduled to pass through governance this year, with a planned effective date of January 1, 2019. The Chair then called Mr. Mark Overton, Dean of Student Affairs, to provide an update on the matter.

Mr. Overton provided that the proposed tri-campus policy, which was crafted through the Office of the Vice-President, Human Resources and Equity and the Vice-Provost Students, would ban smoking and vaping of cannabis, tobacco and other products on University property, with specific accommodations allowed for traditional Indigenous cultural and spiritual purposes and medical reasons. Given the distance to reach public property from the UTM campus, initial implementation of the policy at UTM would involve designated smoking areas on campus, with milestones toward becoming a smoke-free campus. To further support students, staff and faculty during the transition, Human Resources and the Health and Counselling Centre would focus on themes of health promotion and harm reduction, and cessation support would also be available. Further support efforts included an emphasis on education, whereby awareness campaigns would raise important issues related to the legalization of cannabis, and risks to consider.

In response to a member's question about policy enforcement, Mr. Overton indicated that educational campaigns would be used to better empower everyone, and remind people to use the designated smoking areas provided. He further indicated that issues of physical safety were considered in terms of the locations of designated smoking areas and their potential use throughout the day and night.

Another member expressed concern regarding policy enforcement, and how the implementation plan would ensure success. Mr. Overton indicated that other institutions with comparable conditions to UTM have experienced success as smoke-free campuses through thoughtful roll-outs. He indicated that, while the eventual goal was to become a smoke-free campus, the length of the phase-out period had not yet been decided. There would likely be significant measurable steps taken each year to progress towards a fully non-smoking campus, and educational campaigns would continually evolve to be relevant to the various age groups and cultures of the UTM community.

2. Sustainability at UTM

The Chair introduced the next presentation, which would discuss Sustainability at UTM. He indicated that the presentation would detail the ways in which the campus engaged in sustainable building practices, the use of technology to maximize energy efficiency, and sustainability efforts across campus, placing UTM in the broader context of the surrounding community. The Chair invited Ms Saher Fazilat to present¹. The presentation included the following points:

- *Sustainable Building*: Several UTM buildings and projects were certified with Leadership in Energy and Environmental Design (LEED) awards, with 4 Silver recognitions received and 2 Gold recognitions received. The New North Building was targeted to achieve Silver, and the New Science Building was targeted to achieve Gold.
- *Energy Management*: Ms Fazilat stated UTM had increased use of geothermal and solar energy sources as a means of saving energy and cost. In terms of water management, UTM utilized a rain water collection system to minimize use of municipal water. Additionally, Campus' use of storm water ponds helped purified water entered the Credit Valley.
- *Grants & Incentives*: Funding from the Strategic Investment Fund was used to invest in fume energy management to lower energy consumption in research labs. UTM received funding from the Greenhouse

¹ A copy of the presentation is attached as Attachment A.

Gas Reduction Projects, a cap and trade program, which would be used to improve HVAC systems in the Davis Building. Furthermore, UTM submitted an application for \$6.3 million to the Low Carbon Economy Fund to further support sustainability projects on campus.

- *Transportation*: Efforts to decrease greenhouse gas emissions included student use of UPass, which allows for unlimited travel via MiWay, the shuttle bus service offered between UTM, St. George, and Sheridan, as well as the campus BikeShare program. Furthermore, incentives were provided to encourage sustainable transportation practices, such as parking spots reserved for carpools, and partial reimbursements for parking permits to those that drive fuel-efficient vehicles.
- Ms Fazilat further detailed waste reduction efforts in the areas of Food Services and Information & Instructional Technology Services, and discussed community engagement initiatives that promoted sustainable practices on campus.
- In terms of gross area, UTM had grown 58% since 2005. Despite this growth, the campus simultaneously decreased greenhouse gas levels by 42%.

In response to a question regarding the cost of LEED appraisals, it was explained that small fees were charged for the registration of a building with the Canada Green Building Council, the hiring of a LEED consultant, and certification with the Canada LEED Building Council.

Several members expressed their support and enthusiasm for ongoing sustainability efforts across campus.

3. UTM Proposed Operating Budget, Themes and Priorities

The Chair informed members that the presentation would discuss the themes and priorities for the 2019-20 UTM Budget and that the discussion at this Committee level would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Ulli Krull, Vice-President & Principal and Professor Angela Lange, Acting Vice-Principal, Academic & Dean, to present² the item.

Professor Krull discussed managing undergraduate enrolment growth and increasing graduate student enrolment as priorities for the 2019-20 academic year. While graduate student enrolment at UTM was measured at approximately 740 students in 2018-19, over the next five years, the goal was to increase the graduate student population to 1000 students. The campus additionally planned to expand its offerings of professional graduate programs over this timeframe. He then discussed international student enrolment, and indicated that in 2018-19 international student enrolment at UTM accounted for 24% of the student population, which was close to the target figure of 25%. He mentioned that UofT had a significant international impact and reputation, and intended to expand its international interactions. Plans included increasing the number of undergraduate and graduate students in exchange programs by partnering with other internationally renowned institutions. Professor Krull then addressed the unexpected increase in undergraduate enrolment in 2018-19, which amounted to approximately 300 students over the intake target. He noted that this increase was manageable and had been accommodated, and that the higher rate of acceptances by students was partly attributed to UTM being increasingly a "first choice" campus. As one indicator, the recent Ontario Universities Fair saw a 15% reduction of visitors to the Fair, but saw a 25% increase in visitors who signed up for information at the UTM booth.

Faculty recruitment was addressed as an ongoing priority. Professor Krull stated that 27 searches would take place in 2018-19, and another 33 were projected for 2019-20. He further indicated that the hiring of a diverse range of faculty would continue to be a priority, and that the statistics of such diversity would be included in the annual report to the Campus Affairs Committee. The increased faculty complement, in combination with reduced undergraduate intake in the coming years, would decrease the student to faculty ratio towards the long-term target of 30. In fall of 2017, the ratio at UTM was 31.6.

² A copy of the presentation is attached as Attachment B.

Professor Krull addressed the priority of strengthening research. It was noted that, as part of the 2017-18 budget request, UTM received \$1 million in base UF funding for research support. He also discussed the creation of research clusters on campus as a means to strengthen research, detailed the intention to expand in the subject area of Computer Science given the continued enrolment growth, and indicated that three faculty had been hired for the new Robotics cluster in Computer Science.

The final priority Professor Krull discussed was the Capital Plan. It was noted that the first phase of construction of the W. G. Davis Building re-vitalization project was targeted for completion in January 2019, and while construction continued in the New North Building, it was open for use. Professor Krull stated that investment in the Sciences was strong, and continued efforts would be made to strengthen investment in the Arts. He indicated that consideration was being given to a new project that would combine Arts-Culture-Technology in one location to offer a unique opportunity for synergies.

Professor Lange discussed the implementation of the *Academic Plan (Plan)*, for which broad consultation had taken place in 2017 that identified the need to develop a shared vision, identify goals and objectives to obtain that vision, and establish metrics to measure progress. Her presentation detailed ongoing efforts that served to achieve the goals outlined in the *Plan*.

In line with the goal to inspire student success, the development of foundational competencies would be prioritized, and writing and numeracy working groups had been developed in support of this goal. Furthermore, Professor Lange addressed the desire to improve the graduation rate, and indicated that data had been collected on student retention and graduation rates that would assist to identify factors that impeded graduation. She noted increased academic advising support as a factor that would foster greater student success and increase graduation rates. Professor Lange stated that sustainability education would also be prioritized. Efforts were underway to include sustainability education in existing courses, and she discussed the intention to introduce a sustainability certificate program at UTM. She then discussed the priority of experiential education, and indicated that UTM continued to expand its offerings of experiential education opportunities, and a database had been developed to monitor progress in this area. Lastly, Professor Lange noted that efforts had been made to attract a diverse group of faculty to UTM, and stated that three Indigenous scholars had been hired in 2017-18. She made note of Indigenous initiatives undertaken that would focus on improved use of outdoor space.

A member commented on the student to faculty ratio presented as an average, and noted that the value does not provide insight with respect to the larger class sizes that exist in certain programs. In response, Professor Lange stated that rapid faculty hiring had taken place, but had not matched the rate of growth of the student population. She indicated that hiring would continue, and that departmental data had been taken into consideration when allocating new hires to departments. She further explained that Limited Term Appointments had been hired in certain departments to provide support until permanent faculty could be hired.

In response to a member's question, Professor Krull indicated that a proposal was submitted to the University Fund that requested funds to hire more academic advisors.

A member asked if an extended length of time taken to complete a degree placed pressure on University resources. Professor Krull explained that while the time to reach graduation was slower than in the past, it had not created strain on the system.

4. Revisions: Policy on Crisis and Routine Emergency Preparedness and Response

The Chair introduced the next presentation, which would discuss the recent revisions to the *Policy on Crisis and Routine Emergency Preparedness and Response (Policy)*. He invited Ms Laura Bradbury, Director, Office of

Safety & High Risk, and Mr. Michael LeSage, Manager, Crisis and Emergency Preparedness, to present³. The *Policy* was revised to incorporate best practices and to include updated terminology, the embedding of tri-campus structures, and the inclusion of the names and positions of individuals involved in the framework.

In response to a member's question, Ms Bradbury indicated that a plan was under development for technology-based incidents. The plan would assign individual roles and consultation would occur to identify appropriate partnerships. She further explained that plans would be updated on a routine basis.

5. Reports of the Presidential Assessors

a) Update on the development of the 2019-20 Operating Plans – UTM Service Ancillaries

The Chair invited Ms Saher Fazilat, Chief Administrative Officer, to present an update to members on the UTM Service Ancillaries Budgets, which would be considered by this Committee at its meeting on January 16, 2019. Ms Fazilat advised that consultation was ongoing and that the relevant Advisory Committees on food services, residences, and parking and transportation had begun meetings to draft budgets.

Based on consultations to date, Ms Fazilat indicated that the cost of the CCT parking garage would likely increase by 20% due to operation costs, comparison to market competitors, and student demand. She further stated that the surface parking lots would see an estimated increase of 2%, a decrease from the planned 3%. In terms of food services, the meal plan would likely increase by 2%. Residence rates were also pending as consultation was still ongoing, but it was anticipated that they would rise between 4-5%.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

6. Report on Capital Projects – as at September 30, 2018

7. Report of the Previous Meeting: Report 30 – September 13, 2018

Report number 30, dated September 13, 2018 was approved.

8. Business Arising from the Report of the Previous Meeting

9. Date of Next Meeting – January 16, 2019 at 4:10 p.m.

10. Other Business

There was no other business.

³ A copy of the presentation is attached as Attachment C.

The meeting adjourned at 6:07 PM.

Secretary
November 9, 2018

Chair



Sustainability at UTM

Campus Affairs Committee

October 30, 2018

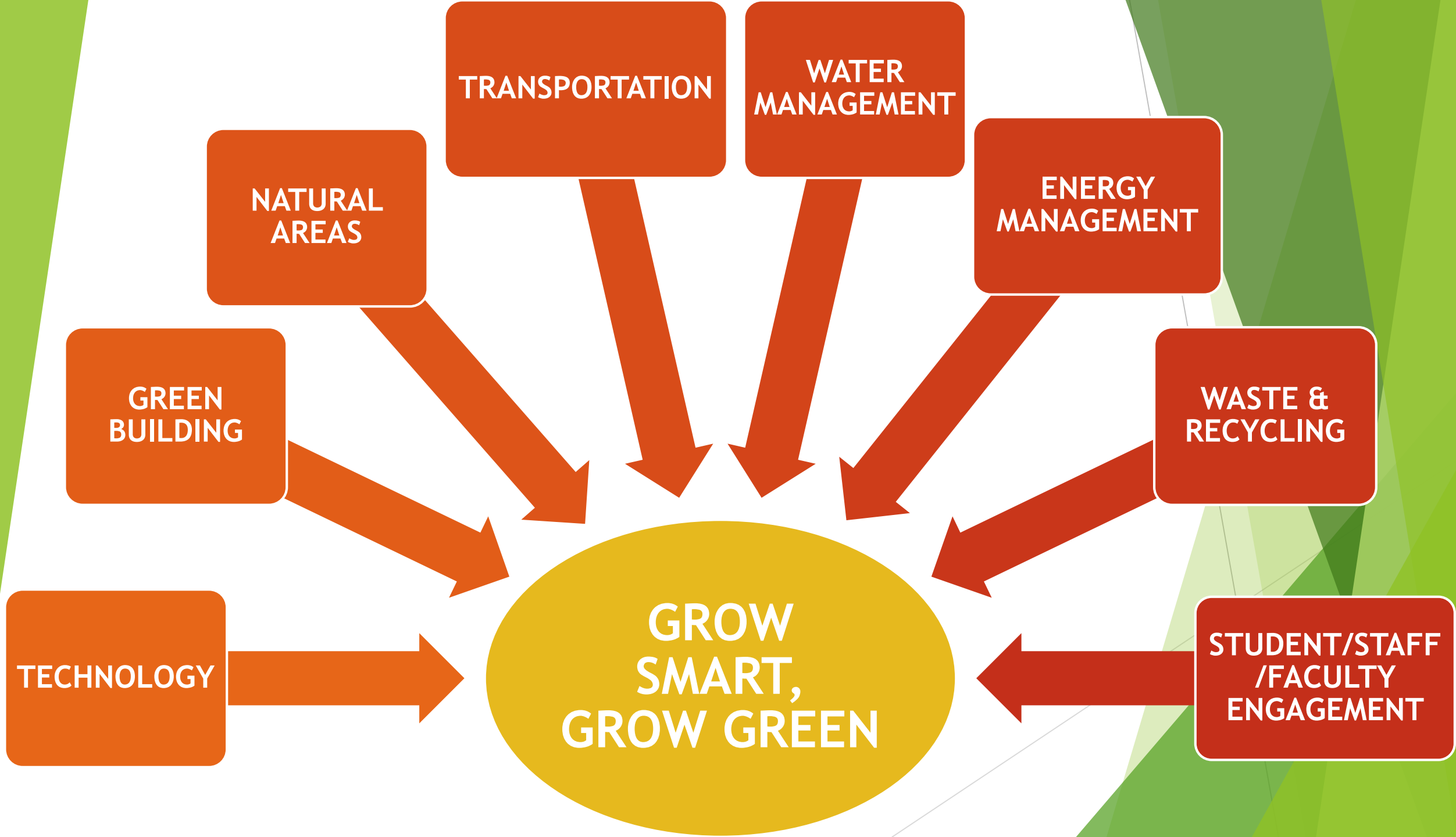
Fifteen Years of Change



Driving Change: Motivators

- ▶ Campus Development & Master Plan
- ▶ Environmental Responsibility
- ▶ City of Mississauga - Initiatives like “Smart City”





Green Building

- ▶ Minimum LEED Silver Design
 - ▶ Sustainable site development
 - ▶ Water savings
 - ▶ Energy efficiency
 - ▶ Materials selection
 - ▶ Indoor environmental quality
- ▶ LEED silver
 - ▶ HMALC
 - ▶ Instructional Building
 - ▶ Deerfield Hall
 - ▶ Innovation Complex
 - ▶ **North Building (minimum target)**
- ▶ LEED Gold
 - ▶ Health Sciences Complex
 - ▶ Davis Building 3rd floor renovation
 - ▶ **New Science Building (target)**



Natural Areas

- ▶ 21 sites removed from mowing - **planted** with native plantation
- ▶ Invasive species removal
- ▶ Ongoing **monitoring** of health of planted areas

Geothermal & Solar

- ▶ Instructional Centre 100% heated and cooled by geothermal system
- ▶ Significant energy savings compared to conventional building
- ▶ 40% cost savings and 43% energy savings
- ▶ Only uses a small amount of electricity to run the pumps
- ▶ Building uses no natural gas

- ▶ **2 solar arrays:**
 - ▶ Davis building (2005)
 - ▶ Instructional Centre (2011)
 - ▶ Installed when building was built
 - ▶ Panels tilted at 45° angle to sun
 - ▶ Panels double as sun shades



Water Management

- ▶ Rainwater collection systems
- ▶ Reduction of water use in Central Utilities Plant
- ▶ Bottled water ban
- ▶ Storm-water Pond

Energy Management & Savings

- ▶ Green & White Roofs
- ▶ Replacement of T-12 fluorescents
- ▶ Central Plant boiler and chiller upgrades
- ▶ Lab renovations + low-flow fume hoods
- ▶ Outdoor lighting conversion to LEDs
- ▶ Cooling tower replacement
- ▶ Campus sub metering



Leveraging Grants & Incentives

- ▶ Strategic Investment Fund (SIF)
- ▶ Greenhouse Gas Reduction Projects
- ▶ Low Carbon Economy Fund
 - ▶ Applied for \$6.3 million

A graphic with a light blue background. In the center, there is a white rounded rectangle with a green border. Inside the rectangle, the text "The Low Carbon Economy Challenge" is written in bold green font, followed by "Supporting innovative ideas that grow the economy and take action on climate change" in a smaller green font. A green leaf icon is in the top right corner of the rectangle. Below the rectangle, there is a stylized cityscape with orange and blue buildings, a worker in a yellow hard hat, and a snow-capped mountain in the distance. The Canada wordmark is in the bottom right corner.

The Low Carbon Economy Challenge

Supporting innovative ideas that grow the economy and take action on climate change

Canada

Energy Initiative Challenges

- ▶ Difficult to reduce GHGs when campus constantly growing
- ▶ Absolute cuts in emissions needed to mitigate climate change
- ▶ Funding
 - ▶ Multiple sources of funding
 - ▶ Hard to predict how energy prices will behave in future
 - ▶ Massive capital investments needed
 - ▶ Renewables still expensive compared to traditional sources of energy
 - ▶ Simple payback does not always tell the whole story
 - ▶ Capital funding vs. ongoing operating costs

Transportation

- ▶ U-pass allows students unlimited travel on MiWay
- ▶ Shuttle bus between UTM, St. George, Sheridan campuses & Brampton
- ▶ Best spots reserved for **carpools**
- ▶ Parking rebates for fuel-efficient vehicles
- ▶ **BikeShare**
 - ▶ Free, 48-hour bike rentals and DIY repairs
 - ▶ Volunteers & staff learn valuable skills



Annual community bike ride

- ▶ Most popular ride... 5 years running
- ▶ Partnership between **BikeShare** and **Mississauga Cycling Advisory Committee**
- ▶ 15 km length 50-100 participants yearly
- ▶ Raise awareness across campus and city on green initiatives



CCT parking LED retrofit

- ▶ Replacement of old, inefficient lights with more efficient LED lights
- ▶ Less staff time to change burnt-out lights
- ▶ Brighter, safer & more pleasant lighting
- ▶ Enhanced student experience!



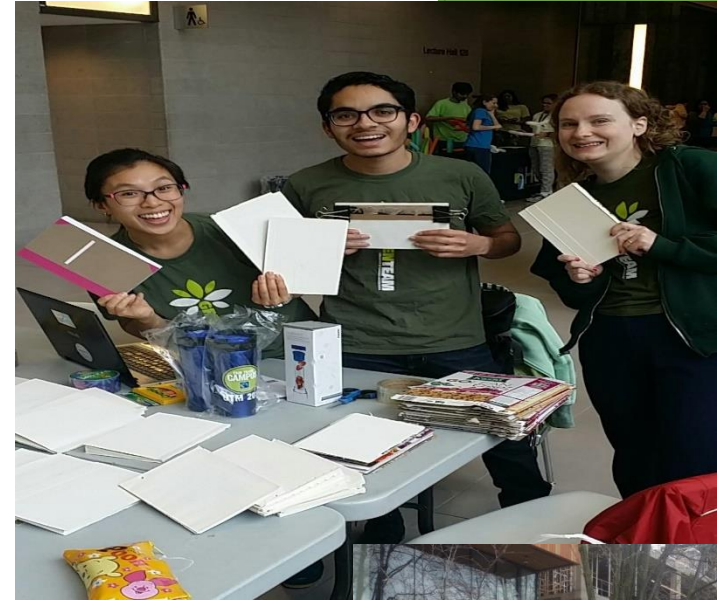
Community Engagement

Student

- ▶ Green Team work-study positions
- ▶ Green Ambassadors volunteer group
- ▶ Participation at O-week fair, Exam Jam
- ▶ Outreach to student body
 - ▶ Waste sorting game, eco-Jeopardy
 - ▶ Tours of Central Utilities Plant

Staff & Faculty

- ▶ Staff and faculty are welcome to attend all our events
- ▶ **People Power Challenge**
- ▶ **Earth Day** litter clean-up
- ▶ **Dish service** for department events
 - ▶ Free - we supply and pick up reusable plates



Repair Café

- ▶ People can bring broken items to be fixed
- ▶ Keeps useful items out of landfill, encourages repair culture, discourages throw-away mindset
- ▶ Clothing, small appliances, electronics, jewelry
- ▶ Held twice per year



Zero Waste Market



Food Services Initiatives

Pre-consumer

- ▶ **Organic Waste Reduction** -
 - ▶ Waste Station installed in OPH in 2016 resulting in 50% food waste reduction.
 - ▶ Waste Station installed in Davis in 2017.
- ▶ **Waste Diversion** - The goal for this year is to be above 66% (national average for office building).
- ▶ **Staff Training**

Waste Audit

- ▶ Current diversion rate for UTM Retail Services is 59% based upon the data collected during the two day audit from March 26th-28th.

Total Waste Generated = Materials Disposed (Waste) + Materials Reused + Materials Recycled

The Recycling Council of Ontario has stated the national diversion rate for Office Buildings is 66%. The Ontario average for Office Buildings is 56%.



Sustainability Initiatives

- ▶ Vertical Farming
- ▶ UTM Bee Program
- ▶ The Elimination of Plastic Straw Use
- ▶ Fair Trade Commitment



I&ITS Initiatives

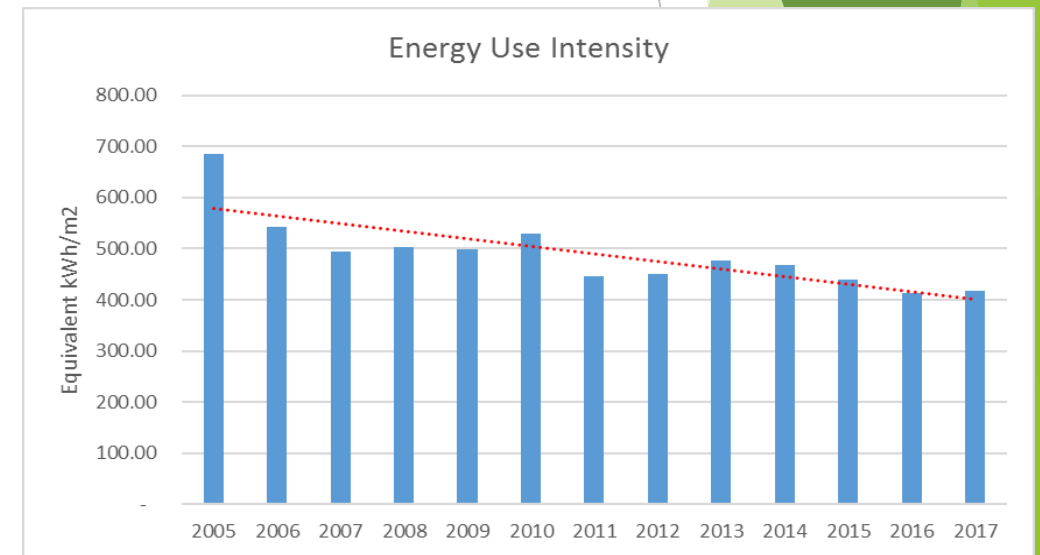
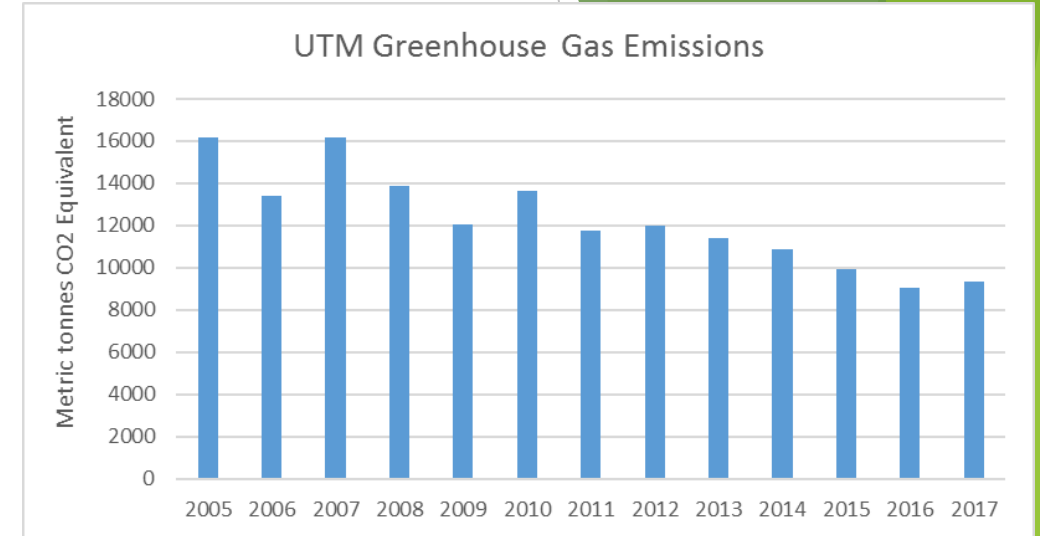
- ▶ E-Waste Changes
- ▶ Classroom Technology Upgrades
- ▶ UTM Data Centre footprint reduction
- ▶ Printing Devices
- ▶ Thin Client Technology

In Conclusion

- ▶ 42% decrease in GHG below 2005 levels
- ▶ Equivalent to:
 - ▶ Taking 1,456 cars off the road for a year
 - ▶ 176,204 trees growing for 10 years

- ▶ Campus has grown by 58% since 2005 (buildings gross area)
- ▶ Improved buildings energy performance by 39% to support quality learning and research environment.
- ▶ ***Sustainability Initiatives in all areas of our operations!***

*Energy Use Intensity is a very commonly used metric for building energy performance, defined as the energy consumption per unit conditioned floor area.





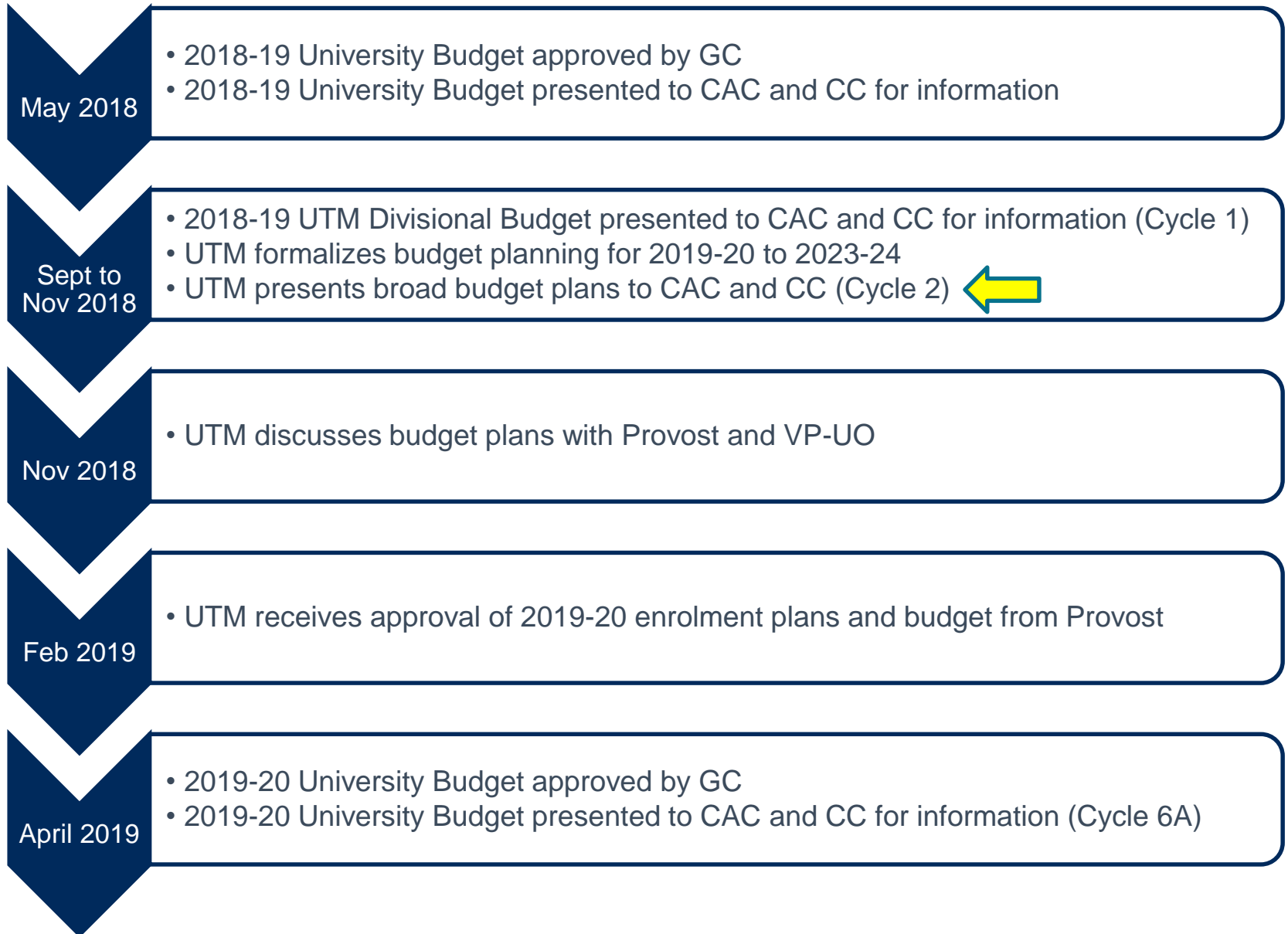
UTM 2019-2020 Proposed Operating Budget: Themes & Priorities

**UTM CAMPUS AFFAIRS
COMMITTEE
OCTOBER 30, 2018**

Overview

- Budget timeline
- Priorities
 - Enrolment
 - Faculty Recruitment
 - Student to Faculty Ratio
 - Strengthening Research
 - Capital Plan
 - Academic Plan, 2018 update

Budget Timeline



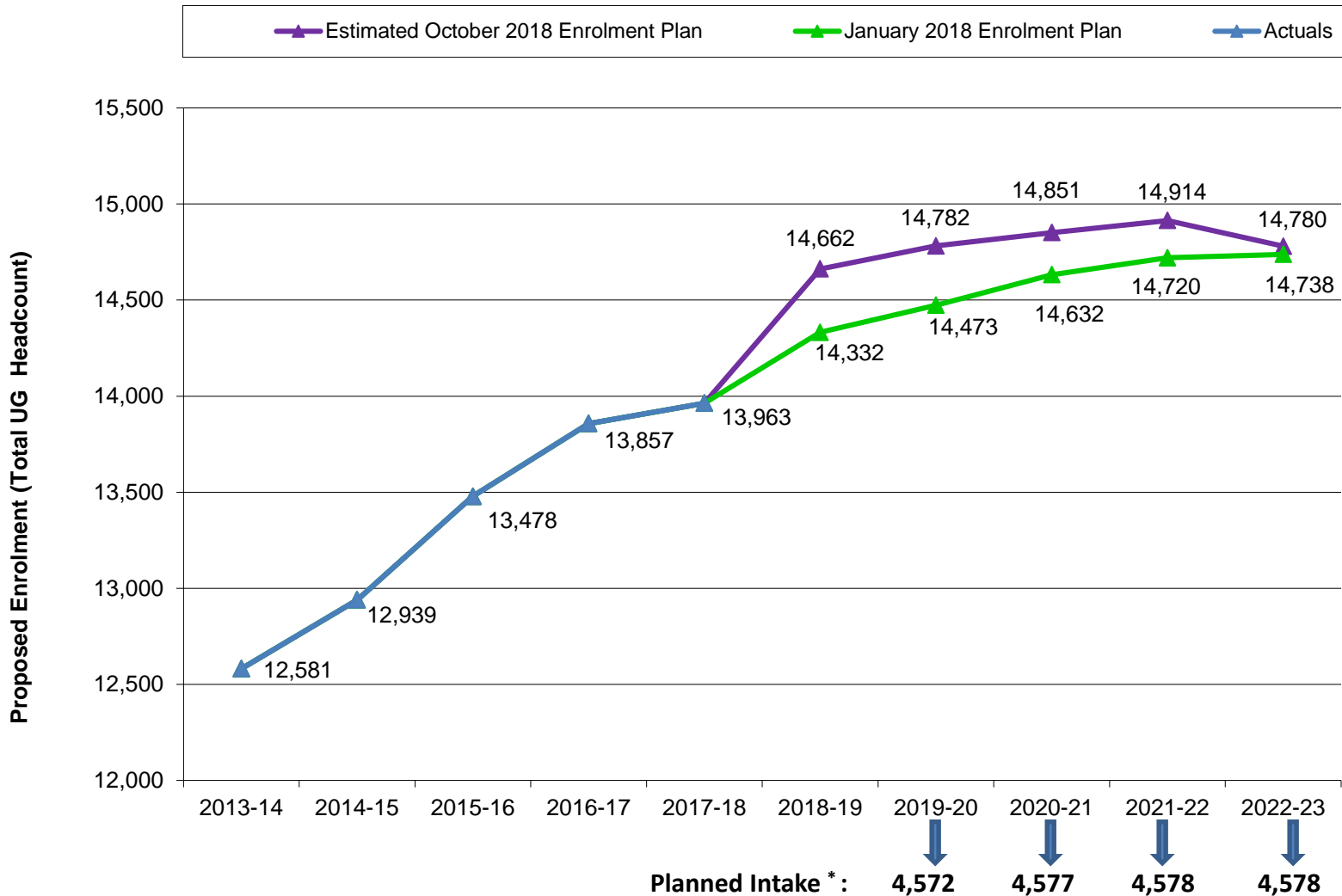
Priority: Enrolment

- Managing Undergraduate Enrolment Growth
- Graduate Student Enrolment

Priority: Enrolment International Students

- Domestic/International Mix
 - Now at 32% intake; 24% overall total
 - Against intake target of 26.8%
- Diversification - Now at 65% single-source home country (2018 intake)
- Base Budget & Vulnerability

UTM Undergraduate Enrolment Planned Growth



* All new intake, including transfers, non-degree and year 1 continuing.

Priority: Faculty Recruitment

- Target: 27 searches 2018-19 (17.5 “growth”)
est. 33 searches 2019-20 (23.5 “growth”)
- Mix of Rank/Category
2017-18 – 37% female:63% male
37% self-identified as racialized
- Success Rate: 2016-17 = 89%; 2017-18 = 94%
- Search limitations; time and money; capacity to conduct; office & lab space

Priority: Student to Faculty Ratio

- Fall 2017, UTM = 31.6
- Fall 2017, FAS = 28.8
- Fall 2017, UTSC = 30.4
- Long-term UTM target: 30.0

Priority: Strengthening Research

- New leadership and new lab support staff
- Improved internal funding opportunities
- Capital and facilities
- Clusters of faculty

Priority: Capital Plan

Recently Opened

- New North

Underway

- Teaching/Research Laboratory Renovations
- Davis2 Meeting Place Re-vitalization
- Residence Retrofits

Planned

- Science Building
- Student Services Plaza

On the horizon

- New Construction
- New Residence
- Central Utilities Plant (CUP) Expansion



IMPLEMENTATION OF ACADEMIC PLAN



UNIVERSITY OF
TORONTO
MISSISSAUGA

Academic Plan: Key Themes

- Communication, Community, and Creativity (along with Equity and Diversity)
- Campus-wide communication initiatives
- Sustainability and Innovation defined according to UTM needs
- Increasing engagement of the wider community in Mississauga, showcasing events, research, and diversity at UTM

Academic Plan Goals

- Goal 1: Inspire student success by supporting a rigorous and innovative academic environment
- Goal 2: Demonstrate that UTM is a home for world-class research
- Goal 3: Enrich the student experience by embracing opportunities for community involvement
- Goal 4: Educate future leaders to be global citizens meeting complex challenges
- Goal 5: Focus on transformation and innovation to create a sustainable and cohesive community

Academic Plan Implementation

Enhance foundational competencies

Details

Objective Updates ▾

Goals Supported



Goal 1 - Inspire student success by supporting a rigorous and innovative academic environment



Goal 4 - Educate future leaders to be global citizens meeting global challenges



Goal 5 - Focus on transformation and innovation to create a sustainable and cohesive community

Sub-Objective Timeline

2017/2018

Form a working group to review and recommend options for a writing competency program.



Form a working group to review and recommend options for a numeracy competency program.



Academic Plan 2018-2019 Priorities

- Foundational Competencies
- Retention/Graduation
- Sustainability
- Experiential Learning Opportunities
- Faculty growth and renewal
- Indigenous Initiatives

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)

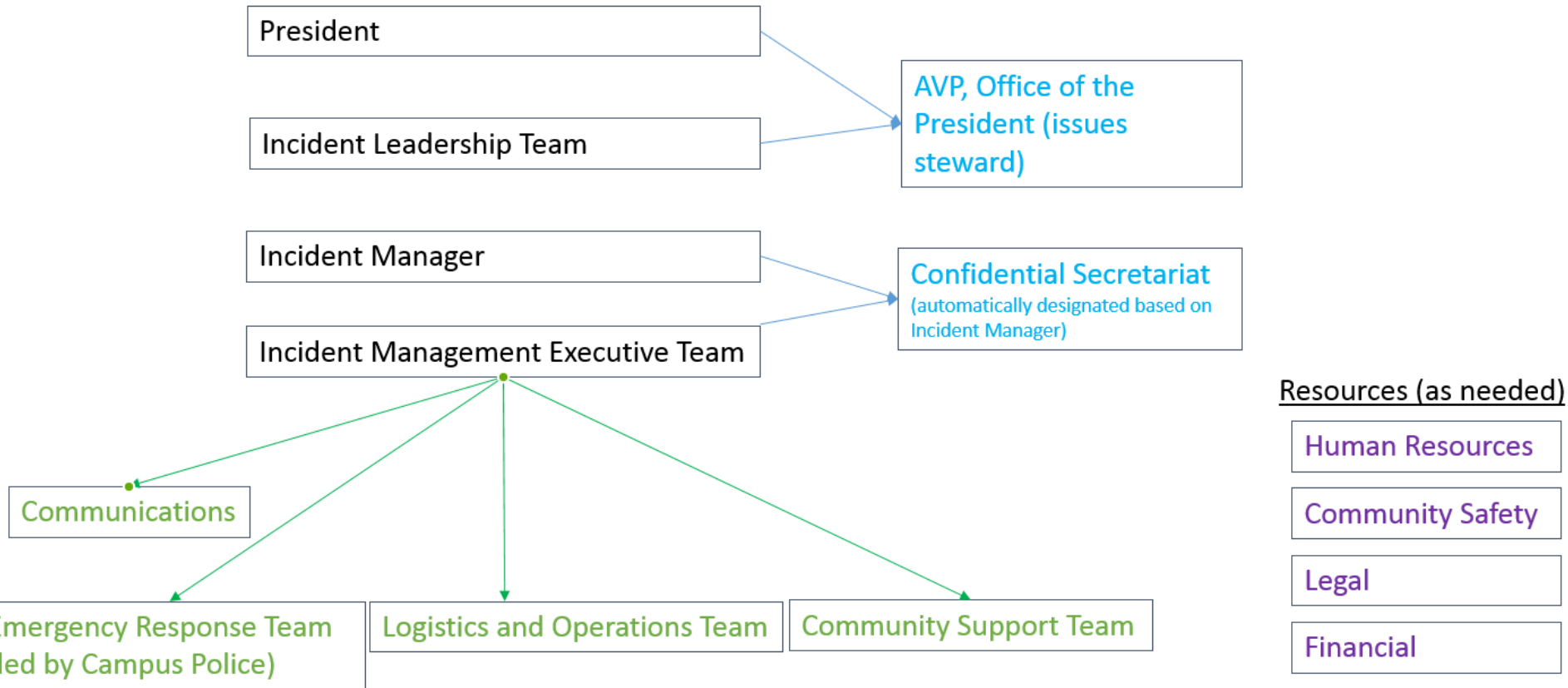
Vice-President, University Operations (VPUO)

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