FRAMEWORK FOR RESPONDING TO A CRISIS OR ROUTINE EMERGENCY

UNIVERSITY OF TORONTO

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Getting Help Immediately

When a situation arises where there is a distinct possibility of harm to others or a risk to the safety of others, it must be reported immediately to Campus Police. Campus Police will take responsibility for notifying the Incident Leadership Team (ILT; see glossary for a full description of acronyms and terms used). If the incident or event is an emergency, then the first call should be to 911.

In the case of any situation requiring immediate response from police, fire or medical services:

1) Call 911, or 9-911 from a campus phone

2) Then call Campus Police at 416-978-2222 at the St. George or UTSC campuses, or 905-569-4333 at UTM. The operator will dispatch the call to the appropriate campus-specific authorities.

   Campus Police will respond and:
   • attend on the scene;
   • contact other campus and municipal emergency services as needed; and
   • inform the ILT if appropriate.

3) Once the response is underway, call your immediate superior and advise them of the situation. If your superior is not available, call their designated alternate. If the alternate is not available, call their superior.

4) In case of emergency, always make sure that you are safe before assisting others. Check the University of Toronto homepage, monitor official University social media channels, and watch the television for information and instructions.

   Members of the University community can also sign up for UTAlert at http://alert.utoronto.ca/.
1. Introduction

The foremost priority of the University in responding to crisis or routine emergency situations is the safety of students, faculty, staff, and affected community members. The University is committed to limiting or containing the extent of damage incurred during a crisis or routine emergency. The University is also responsible for restoring order and mitigating the effects of the incident as soon as practicable by ensuring that the appropriate resources are assigned to manage the situation.

The Framework for Responding to a Crisis or Routine Emergency (“Framework”) describes how University officials will respond in the case of a crisis or routine emergency. The Framework outlines the responsibilities for decision-making and communication as an incident is unfolding, in the critical hours immediately following an incident, and for the duration of the situation. The Framework aligns with the Policy on Crisis and Routine Emergency Preparedness and Response (2005; revised 2018) and is supported by Framework Handbooks, which provide detailed information regarding roles and responsibilities before, during, and after an incident. It is also supported by the University’s Policy on Academic Continuity and by ongoing business continuity planning.

This Framework is not intended to replace local response procedures at the three campuses and in academic divisions. Rather, it provides for a consistent, defined, and effective response when a crisis or routine emergency occurs at the University.

Objectives

The objectives of this Framework are to:

- Articulate the overarching policy environment in which the Framework exists;
- Define key terminology used in incident management;
- Outline incident management principles and specify when the Framework is to be activated; and
- Establish roles and responsibilities of individuals and groups in response to a crisis or routine emergency.

Scope

The University of Toronto defines three types of incidents that require immediate action – crises, routine emergencies, and issues. This Framework only provides guidance for responding to crises and routine emergencies. Reputational issues and individual high-risk cases are managed according to separate protocols.

- Crises are unpredictable and serious incidents or ongoing events that involve novel circumstances, as well as a significant impact on campus and/or University-wide operations and actual harm to persons. In some cases, a crisis may have widespread impact that extends beyond the campus and/or institution. Examples include terrorist attacks, natural disasters, global pandemics, an active shooter on campus, or a lab fire involving hazardous chemicals that is spreading across campus. A crisis could also result from a routine emergency for which
planned responses prove ineffective. In all cases, the decision to declare a crisis rests with the Incident Leadership Team (ILT).

- **Routine emergencies** are predictable incidents for which planned institutional responses exist. Routine emergencies may affect University operations and involve potential or actual harm to a small number of people. Routine emergencies may turn into crises and may include incidents that have been downgraded from a crisis. Routine emergencies normally involve the activation of Emergency Response Teams (ERTs), such as fire services, Campus Police, or chemical spill response teams. In more serious cases, they may require outside resources. Examples of routine emergencies include events where violence occurs, isolated lab fires, or potential public health issues, such as an outbreak of infectious disease on campus.

- **Issues** are incidents of reputational concern to the University that require an administrative response. Issues may affect operations and are often policy-related. Examples include protests, controversial announcements, or meeting disruptions.

2. Crisis and Routine Emergency Response Structure

During the response to a crisis or routine emergency, the University’s organizational structure will not resemble the day-to-day organization of the campus. Employee reporting relationships and assignments may change within the response structure. Additionally, an employee’s position in the response structure may change over the course of a single incident. Role-specific training will be provided for University employees involved in crisis and routine emergency response.

The sections that follow provide further detail, beginning with the roles and responsibilities of the Incident Leadership Team.

2.1 Incident Leadership Team (ILT)

The Incident Leadership Team (ILT) is made up of three senior University leaders: the Vice-President, Human Resources & Equity; the Vice-President, University Operations; and the Vice-President and Provost. The Vice-President and Provost acts as chair of the ILT.

The ILT has the authority to declare a crisis or routine emergency and to name an Incident Manager (IM). The ILT can learn about a crisis or routine emergency in a number of ways, including from Campus Police, municipal police, the Institutional On-call Executive (IOCE), or a campus on-call executive (OCE). As soon as they are notified, the ILT will convene in person or by phone, supported by the Assistant Vice-President, Office of the President & Chief of Protocol, to assess the situation, name an IM if needed, and designate the membership of the Incident Management Executive Team (IMET).

The IM will coordinate a response in the case of either a crisis or a routine emergency. The ILT will name an IM based on the nature of the crisis or routine emergency, choosing someone who has the appropriate operational knowledge to deal with the incident as efficiently as possible. The ILT may choose to name one of its own members as IM if appropriate.
Addressing a crisis or routine emergency requires action from the most senior levels of University management. As a result, if a crisis or routine emergency is declared, a University-wide response is coordinated by the IMET, under the direction of the IM and with oversight from the ILT and the President (see Figure 1). In this situation, Emergency Response Teams across the three campuses will operate under the direction of the IM.

**Figure 1: Composition of the Incident Teams**

<table>
<thead>
<tr>
<th>President</th>
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<table>
<thead>
<tr>
<th>Incident Leadership Team (ILT)</th>
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<tbody>
<tr>
<td>Vice-President &amp; Provost (Chair)</td>
</tr>
<tr>
<td>Vice-President, Human Resources &amp; Equity (VPHRE)</td>
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<tr>
<td>Vice-President, University Operations (VPUO)</td>
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<thead>
<tr>
<th>Incident Manager (IM; designated by the ILT)</th>
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<table>
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<tr>
<th>Incident Management Executive Team (IMET)</th>
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</thead>
<tbody>
<tr>
<td>• Vice-President &amp; Provost</td>
</tr>
<tr>
<td>• Vice-President, Communications</td>
</tr>
<tr>
<td>• Vice-President, Human Resources &amp; Equity</td>
</tr>
<tr>
<td>• Associate Vice-President, Research Oversight &amp; Compliance</td>
</tr>
<tr>
<td>• Vice-Provosts and Vice-Presidents, as appropriate</td>
</tr>
<tr>
<td>• VP &amp; Principal of UTM or UTSC, if the crisis is centred at one of these campuses</td>
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<tr>
<td>• Principal or Dean (or President or Provost of Federated college) of affected unit or their designate, as appropriate</td>
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<tr>
<td>• Other members named by the Incident Manager</td>
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</table>
2.2 Incident Management Executive Team

Figure 2 depicts the University of Toronto’s crisis and routine emergency response structure.

Figure 2: Relationships among Members of the Incident Teams

The President of the University, reporting to Governing Council, oversees the IMET and is responsible (a) for ensuring that an effective incident response capability is in place for the whole University (i.e., all campuses); (b) for establishing policy related to the management of crises and routine emergencies; and (c) for ensuring that the impact on and the implications of an incident for the University as a whole are understood and addressed. The President and the ILT communicate through the Assistant Vice-President, Office of the President & Chief of Protocol, who acts as the President’s representative on the ground during a crisis or routine emergency. The IMET, under the leadership of the IM, is responsible for resolving the incident and for providing strategic direction to the Emergency Response Teams on each campus.

The IM will lead the management of any incident at any of the University’s three campuses. The ILT and IMET will also play an active role in all crises and routine emergencies at any of the University campuses.

As soon as the ILT declares a crisis or routine emergency, the IMET assumes leadership of the response, under the direction of the IM. Governing Council has charged the IM with full decision-making authority during a crisis or routine emergency, with final authority vested in the ILT and the President. The Emergency Response Team (ERT) will provide direct response on the ground and will respond according to the direction of the IM and IMET for matters of policy and strategy and for communication with media.

The IM is responsible for naming members to the IMET based on the nature of the incident and for overseeing the activities of the IMET until the resolution of the incident. A list of specialized personnel capable of dealing with specific situations is available to the IMET. These resources can be involved in the response as required.
The IMET will normally include:

- the Incident Manager, as designated by the ILT (could be one of the officers below)
- the Vice-President and Provost
- the Vice-President, Communications
- the Vice-President, Human Resources & Equity
- the Associate Vice-President, Research Oversight & Compliance
- other Vice-Provosts and Vice- Presidents, as appropriate
- the Principal of UTM or UTSC, if the crisis is centred at one of these campuses
- Principals or Deans of affected units, or the President or Provost of an affected federated college, or their designate (as appropriate)
- other members named by the Incident Manager

2.3 Supporting Teams

A number of teams will operate during a crisis or routine emergency to support the work of the IMET. Note that the IM may designate some members of the IMET and/or supporting teams to operate on more than one team depending on the location and nature of the crisis or routine emergency.

2.3.1 Communications

The Vice-President, Communications will advise on communication strategies, including the use of appropriate channels for dissemination, and coordinate the production of materials for internal and external communications, including those for social media, media relations and mass communications, by University of Toronto Communications. The Vice-President, Communications or their designate can also act as spokesperson when designated by the IM. The role of communications during a crisis or routine emergency is described in greater detail in Section 3 of this document.
2.3.2 Emergency Response Team (ERT)

Figure 3 depicts the structure of the Emergency Response Team.

Figure 3: Composition of the Emergency Response Team

<table>
<thead>
<tr>
<th>Emergency Response Team Leaders</th>
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<tbody>
<tr>
<td><strong>St. George</strong>: Director, Office of Safety and High Risk; Director, Campus Police Services</td>
</tr>
<tr>
<td><strong>UTSC</strong>: Campus OCE or assigned designate; Director, Campus Safety &amp; Security; Director, Office of Safety and High Risk</td>
</tr>
<tr>
<td><strong>UTM</strong>: Campus OCE or assigned designate; Director, Campus Police Services; Director, Office of Safety and High Risk</td>
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</tbody>
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<tr>
<th>Emergency Response Team – Core Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chair, Community Support Team</td>
</tr>
<tr>
<td>• Representative, Community Safety</td>
</tr>
<tr>
<td>• Representative, Communications</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Emergency Response Team – Additional Resources (as needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chair/Director of affected unit</td>
</tr>
<tr>
<td>• Senior Legal Counsel</td>
</tr>
<tr>
<td>• Student Crisis Response, Progress and Support Team</td>
</tr>
<tr>
<td>• Facilities and Services</td>
</tr>
<tr>
<td>• Information Technology Services</td>
</tr>
<tr>
<td>• Health-related services</td>
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<tr>
<td>• Human Resources</td>
</tr>
<tr>
<td>• Financial Services</td>
</tr>
<tr>
<td>• Consulting specialists (e.g. on health and wellness, housing, equity issues, labour relations, accessibility, environmental health and safety)</td>
</tr>
</tbody>
</table>

The Emergency Response Team (ERT) is responsible for the on-site management of routine emergency response activities. The ERT assesses the impact and scope of an incident, develops and implements a comprehensive plan for responding, coordinates internal and external resources for response, and communicates all relevant information to the IM as soon as possible.

At UTM and UTSC, the leaders of the ERT are the campus On-Call Executive (OCE) or an assigned designate, the Manager of Campus Police, and the Director, High Risk and Community Safety. At the St. George Campus, the ERT is led by the Director, High Risk and Community Safety and the Manager of Campus Police. The ERT leaders may designate someone to act in their place based on the nature of the emergency.
The membership of the ERT will be determined by the ERT leaders and will change based on the nature of the incident. The ERT will normally include:

- ERT Leaders
- A representative from Community Safety
- A representative from Communications

As required, the ERT can draw supplemental members, resources, and equipment from other departments, such as Accessibility Services, Facilities & Services, Information Technology Services, and health-related services, depending on the nature of the crisis or routine emergency.

When details are evolving rapidly or when communication systems are ineffective, the ERT will establish an Operational Command Centre to house its operations.

2.3.3 Logistics and Operations Team
The IM will appoint members to the Logistics and Operations Team, which is responsible for carrying out various tasks that assist the IMET in coordinating the response and in ensuring that University operations proceed as normally as possible during a crisis or routine emergency. These tasks might include but are not limited to:

- Liaising between the various groups participating in the response by keeping lines of communication open and clear among the various parties involved in the response;
- Identifying and ensuring the safety and set-up of meeting spaces, including the Central Command Centre;
- Acquiring any supplies, equipment or technology required by the IMET;
- Ensuring that the appropriate individuals are made aware of shift changes or breaks for key personnel involved in the response;
- Ensuring the proper handling and storage of material likely to be used as evidence in any investigation after the incident.

2.3.4 Community Support Team (CST)
The Community Support Team (CST) can be activated by either the ERT or the IMET to help address the immediate emotional and support issues of those affected by a crisis or routine emergency. The CST is chaired by the Vice-Provost, Students, who will designate the members of the CST at the start of an incident based on the nature of the crisis or routine emergency. These members might include health and wellness professionals, counsellors, human resources, Student Life leaders, and representatives from the Office of the Vice-Provost, Faculty and Academic Life, among others. The Dean of Student Affairs at UTM or UTSC would have a leadership role on the CST should an incident take place at either of those campuses.

The CST can contact the Employee and Family Assistance Program (EFAP), whose Trauma Team can provide crisis counsellors on site. The CST will also arrange for crisis counsellors to provide direct support to those directly affected by any incident, and contact key student services (e.g., College Deans of Students) to alert them of the incident so that they are prepared and available to provide additional
assistance. The CST draws resources from the campus at which the incident is occurring and may request support from other campuses as needed.

2.4 Other Resources
The IMET can also draw on the expertise of other University departments as required during a crisis or routine emergency.

2.4.1 Confidential Secretariat
The Confidential Secretariat will provide administrative support to the IM and to the IMET. The Confidential Secretariat will be named automatically based on the identity of the IM and will be made up of one or more senior staff members who routinely work closely with the IM. These individuals will have received training to fulfill these roles according to defined protocols. The ERT, CST, and other teams can develop their own protocols for confidential secretariat support and record-keeping.

2.4.2 Human Resources
Human Resources can arrange for support for the families of faculty and staff affected by the incident, providing regular updates on the progress of events or arranging assistance as required. They can monitor employee morale, advise on employee communications and labour relations, and provide relevant details about those affected by the incident. The Office of the Vice-Provost, Students and the School of Graduate Studies will perform a similar role with regard to students and families of students affected by the incident.

2.4.3 Community Safety
The Community Safety Office can respond to personal safety concerns by assessing personal and community safety risks, providing a continuum of intervention options to address safety concerns, and creating safety plans.

2.4.4 Legal Counsel
Internal Legal Counsel are standing resources to the IMET and will be alerted by the Logistics and Operations Team as necessary. The IM will determine whether any additional notifications are required (e.g., Secretary of the Governing Council).

Senior Legal Counsel can advise on legal aspects that need to be considered in the resolution of a crisis, such as responsibilities towards those affected by the incident or the required content of documentary records.

2.4.5 Financial Services
Financial Services can ensure that funds are available as necessary for the resolution of a crisis or routine emergency and collect information needed to prepare insurance claims.

2.5 Central Command
When details are evolving rapidly or when communication systems are ineffective, the IMET will establish a Central Command Centre to house its operations. Depending on the location and nature of
the crisis or routine emergency, the Central Command Centre can be a virtual or a physical location. UTM and UTSC have also designated appropriate spaces on their campus should they be required. When a Central Command Centre is established, members of the IMET and the leaders of the ERT will meet at the designated location. The IM may designate some members of the IMET and/or of the ERT to operate in a different location for the duration of the crisis or routine emergency.

The Logistics and Operations Team will ensure that the IT support necessary to set up and operate the Command Centre is available through the course of the crisis or routine emergency. This will include support for phone and videoconferencing, as well as website, emergency power generator, and other elements, as required.

2.6 Municipal Emergency Service Providers
Many emergencies involve municipal police, fire departments, other emergency services, and/or hospital staff. Campus Police will be the initial point of contact for municipal emergency service providers. Campus Police will provide immediate information to the appropriate emergency response providers and regularly update the IM with an assessment of the situation.

2.7 Communication between and among Teams
Careful coordination of communication between and among teams is paramount in a crisis or routine emergency. In case of a crisis, the ERT plays a crucial role in ensuring that the IMET has complete and up-to-date information about the facts on the ground. To do so, the ERT will prepare timely status update reports (verbal or written) for the IM. These reports will include:

- an overview of the situation;
- a list of actions taken or initiated;
- a list of actions contemplated (alternative courses of action);
- a list of recommendations to respond to the situation effectively;
- a list of individuals contacted; and
- a description of next steps to be taken.

The Manager of Campus Police is responsible for liaising with emergency response services (e.g., municipal police, fire or EMS). In a crisis, the Manager of Campus Police will also liaise with the IMET, communicating directly with the IM or their designate.

The Director, High Risk and Community Safety is responsible for coordinating the ERT’s response to the crisis or routine emergency and for liaising with internal departments. Should ERTs be activated on more than one University of Toronto campus in response to the same events, the Director, High Risk and Community Safety will also be responsible for liaising among these teams.
3 Communications during a Crisis or Routine Emergency

Responding to a crisis or routine emergency might require different types of communications:

- Messages required on short notice to deal with the immediate situation (e.g., orders to evacuate a building or avoid a certain part of campus)
- Messages to provide status updates, disseminate information, or correct misinformation (e.g., media responses, tweets or other interactions on social media, updates to the Campus Status webpage)
- Messages after the fact or during a prolonged incident to debrief on events or provide a fuller picture of what occurred (e.g., interviews, statements from administration)

Each of these types of messages will be produced and approved in different ways during a crisis or routine emergency. Messages to address the incident, for example, will usually be issued at the request of Campus Police or first responders and with the approval of the IM.

The Vice-President, Communications advises on communication strategies, including the use of appropriate channels for dissemination, and coordinates the production of materials for internal and external communications, including those for social media, media relations and mass communications, by University of Toronto Communications. The Vice-President, Communications or their designate can also act as spokesperson when designated by the IM.

All communications products and key messages will be created in consultation with and are subject to the approval of the IM.

3.1 Public Messaging

The Vice-President, Communications will determine strategies for internal and external communication and for media. Other individuals shall refrain from ad hoc or spontaneous comments or communications, as contradictory or unclear information can create confusion and detract from the response.

3.2 Mass Communication

In the event of a crisis or routine emergency, information may need to be communicated quickly to large numbers of students, faculty and staff. Communication to these and other stakeholders as warranted should be carried out in a controlled fashion, only by designated spokespersons and using official channels such as the UTAlerts mass-messaging system, which is operated by University of Toronto Communications. During a crisis or routine emergency, all communications will be approved by the IM.

In most cases, communication with faculty and staff, including union leadership, will occur through the IM or an identified designate from the Office of the VPHRE. Union executives may be asked to assist in communicating information to their members, as well as to provide assistance responding to an incident. In most cases, communication with students, including leadership of student representative
committees and student societies, will occur though the IM or an identified designate from the Office of the Vice-Provost, Students.

3.3 Privacy and Confidentiality

When addressing requests for information in the event of a crisis or routine emergency, it is important to consider issues of privacy and confidentiality. Depending on the situation, confidentiality may be required by statutes, regulations, policies, or contracts.

Before responding to any requests for disclosure of information or providing such information to anyone, consult with a member of the IMET. This includes requests for information from police, government officials or media. If a disclosure is made, the IM should be informed immediately. Legal advice may be sought at any time.

Nothing in this section prohibits the release of personal information of any person to police or other government officials if the purpose is to mitigate the imminent risk of harm to any person or significant damage to University resources.
4 Incident Management Principles

4.1 Priorities during a Crisis or Routine Emergency
The foremost priority of the University in responding to crises or routine emergencies is the safety of students, faculty, staff, and affected community residents. The University is committed to limiting or containing the extent of damage incurred during an incident. The University is also responsible for restoring order and mitigating the effects of the incident as soon as practicable by ensuring that the appropriate resources are assigned to manage the situation.

4.2 Flexibility of the Plan
By their very nature, crises and routine emergencies are constantly evolving. As a result, a response framework must make provisions for a clear and decisive response, while allowing for the flexibility needed to adapt to a changing situation. The University of Toronto’s Framework allows for such flexibility, at the discretion of the IM.

4.3 Separation of Roles
Effective response to crises and routine emergencies requires that everyone understand the responsibilities and limitations of their roles and that each actor ensure their actions are purposeful, serve to further the response, and do not duplicate the actions of others.

The need for clear separation of responsibility between the ERT (response-oriented) and the IMET (strategic) is especially essential to prevent failure to carry out critical tasks and avoid confusion that can result in poor decision-making.

The IMET is responsible for strategic decision-making to minimize the impact of an incident on the University, and to return the University and its communities to a state of normalcy as quickly as possible. Final authority is vested in the President.

The ERT is responsible for the actions necessary to resolve a local or campus-specific emergency situation. During a crisis or routine emergency, the ERT reports to the IM.

When in doubt about the separation of roles during a crisis or routine emergency, consult the IM.

4.4 Designates
Each individual who has a role in this Framework is responsible for designating a back-up who can act in their stead should they be unavailable or incapacitated. The list of designates will be maintained by the IM and circulated regularly during a crisis or routine emergency.
4.5 Documentation

In order to ensure accuracy of records, documentation during an incident is necessary. Documentation should be in accordance with best practices in incident management, with attention to privacy, confidentiality, and prudent record-keeping.

Training will be provided to those staff whose responsibilities may include a documentation function. The IMET should consult with Senior Legal Counsel and the Confidential Secretariat as needed during a crisis to receive guidance on documentation requirements. General guidelines and templates for documentation requirements and records management will be in place to provide guidance to members of the IMET and ERT during a crisis or routine emergency.
5 Glossary

Community Support Team (CST): The Community Support Team (CST) can be activated by either the Emergency Response Team or the Incident Management Executive Team to help address the immediate emotional and support issues of those affected by a crisis or routine emergency. The CST draws resources from the campus at which the events are occurring and may request support from other campuses as needed.

Crisis: Unpredictable and serious incidents or ongoing events that involve novel circumstances, as well as a significant impact on University operations and actual harm to persons. In some cases, a crisis may have widespread impact that extends beyond the institution. Examples include terrorist attacks, natural disasters, global pandemics, an active shooter on campus, or a lab fire involving hazardous chemicals that is spreading across campus. A crisis could also result from a routine emergency for which planned responses prove ineffective.

Emergency Response Team (ERT): During a crisis or routine emergency, the Emergency Response Team provides direct response on the ground. The Emergency Response Team comes under the direction of the Incident Manager and Incident Management Executive Team for matters of policy and strategy and for communication with media.

Incident Leadership Team (ILT): A team that includes the Vice-President, Human Resources & Equity; the Vice-President, University Operations; and the Vice-President and Provost, who acts as chair. The ILT has the authority to declare a crisis or routine emergency and to name an Incident Manager.

Incident Manager (IM): Named by the Incident Leadership Team, the Incident Manager coordinates the response to a given crisis or routine emergency situation. The Incident Manager may also be a member of the Incident Leadership Team.

Incident Management Executive Team (IMET): Under the direction of the Incident Manager, and with oversight from the Incident Leadership Team and the President, the Incident Management Executive Team develops strategy and coordinates the response to a given crisis or routine emergency situation.

Institutional On-Call Executive (IOCE): Senior administrators who provide rotating 24-hour availability to respond to events that require immediate action.

Issue: An incident of reputational concern to the University that requires an administrative response. Issues may affect operations and are often policy-related. Examples include protests, controversial announcements, or meeting disruptions.

Logistics and Operations Team: Responsible for carrying out various tasks that assist the IMET in coordinating the response in terms of resources such as staffing, space and finances, and in ensuring that University operations proceed as normally as possible during a crisis or routine emergency.

On-Call Executive (OCE): Senior administrators at UTM and UTSC who provide 24-hour availability to respond to incidents on those campuses that require immediate action.

Policy on Crisis and Routine Emergency Preparedness and Response: The University of Toronto policy that governs institutional response to crises and routine emergencies. Revisions to the 2005 policy are planned to go through governance for approval in early 2018.
Routine emergency: Predictable incident for which planned institutional responses exist. Routine emergencies may affect University operations and involve potential or actual harm to a small number of people. Routine emergencies may turn into crises and may include incidents that have been downgraded from a crisis. Routine emergencies normally involve the activation of Emergency Response Teams (ERTs), such as fire services, Campus Police, or chemical spill response teams. In more serious cases, they may require outside resources. Examples of routine emergencies include events where violence occurs, isolated lab fires, or potential public health issues, such as an outbreak of infectious disease on campus.