

Agenda

Crisis Preparedness Program

May 26 – 30, 2025

Toronto, Canada, EST

PROGRAM DESCRIPTION

A week-long in-person program that will act as a wonderful opportunity for supervisors to learn from Toronto Centre program leaders, as well as to network and learn from their international peers whilst studying the key concepts and practices of crisis preparedness.

At the end of this program, participants will be able to examine the critical components of crisis preparedness and contingency planning in the event of a financial crisis, in accordance with international good practices.

PROGRAM OBJECTIVES

In this program, participants will:

- Gain a cross-sectoral understanding of how crises can evolve in the banking, insurance, pensions and securities sectors
- Learn competencies in crisis preparedness to assess the potential impact of failures of financial institutions and to take preventive actions, and, where these failures have occurred and threaten financial stability, to take timely crisis management actions
- Practice crisis management skills, including crisis communications, through an extensive and intensive cross-sectoral crisis simulation exercise

METHODOLOGY

This program will be taught by Toronto Centre program leaders who have a wealth of highly relevant experience to share with participants in order to help them carry out their work in line with international good practices and to address challenges that they may encounter in their supervisory and regulatory work.

Participants will work through case studies of actual financial crises, and practise their crisis management skills in a cross-sectoral crisis simulation.

WHO SHOULD ATTEND?

This program is designed for senior and mid-level officials in financial supervisory authorities who supervise and regulate the banking, securities, insurance, or pensions sectors. It is also suitable for officials in resolution authorities, central banks, ministries of finance, and other government agencies with responsibilities for financial stability and surveillance, as well as financial crisis management.

This is a mandatory Level 1 program for the [Certified Financial Supervisor \(CFS\) designation](#). The program is also open to individuals not wishing to pursue the designation. Quizzes and an examination will be administered during the program for all participants.

Crisis Preparedness Program Agenda

Sunday, May 25, 2025

8:45am –
5pm

Full-day Networking Tour to Niagara Falls (Optional)

Crisis Preparedness Program Agenda

Day 1, Monday, May 26, 2025	
9am – 9:30am	Session 1: Welcome and Introduction <i>Toronto Centre</i> <ul style="list-style-type: none">• Introduction• Quiz instructions• Group photograph
9:30am – 11am	Session 2: The Nature of Crises <i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i> <ul style="list-style-type: none">• Causes of crises – external, internal and contagion• Impacts and costs of crises• Overview of post-Global Financial Crisis (GFC) initiatives
11am – 11:15am	Break
11:15am – 12:45pm	Session 3: Crisis Readiness and Objectives <i>Karen Badgerow, Program Leader, Toronto Centre</i> <ul style="list-style-type: none">• “Ladder of supervisory intervention” and crisis readiness• Objectives in handling a crisis• Role of financial stability forums• Role of deposit, policyholder, investor, and pension plan member protection funds in a crisis
12:45pm – 1:45pm	Lunch

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Day 1, Monday, May 26, 2025	
1:45pm – 3:45pm	<p>Session 4: Case Studies Part 1</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre and Karen Badgerow, Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> • Participants work through case studies: <ul style="list-style-type: none"> • What were the main drivers of the crisis? • Which activities generated the losses? How large were the losses? • Were there any contagion effects? • Main objectives of the authorities in handling the crisis?
3:45pm – 4pm	Break
4pm – 4:45pm	<p>Session 5: Crisis Management Options and Strategy</p> <p><i>Karen Badgerow, Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> • Evaluating options and tools in dealing with a failing financial institution • Advantages and disadvantages of each option, linking back to objectives • Relevance of whether an institution is systemically important • International experiences
4:45pm – 5:05pm	<p>Questions and Answers (Q&A)</p> <ul style="list-style-type: none"> • Participants ask program leaders to clarify or elaborate on material covered
5:05pm – 5:15pm	<p>Daily Evaluation</p> <ul style="list-style-type: none"> • Participants give feedback in an online survey on the sessions today
5:15pm	End of day

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Day 2, Tuesday, May 27, 2025	
9am – 10am	<p>Session 5 (cont'd): Crisis Management Options and Strategy</p> <p><i>Karen Badgerow, Program Leader, Toronto Centre</i></p>
10am – 10:15am	Break
10:15am – 12:15pm	<p>Session 6: Case Studies Part 2</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre and Karen Badgerow, Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> Participants continue to work through the case studies from Day 1: <ul style="list-style-type: none"> Evaluate the advantages and disadvantages of each option in the specific circumstances of each failure
12:15pm – 1:15pm	Lunch
1:15pm – 3pm	<p>Session 7: Resolution</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p> <ul style="list-style-type: none"> Resolution options for banks and insurers (Financial Stability Board recommendations) How would a bail-in work in practice? Group activity
3pm – 3:15pm	Break
3:15pm – 4pm	<p>Session 7 (cont'd): Resolution</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p>

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Day 2, Tuesday, May 27, 2025

4pm – 4:45pm	Session 8: Crisis Preparedness <i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i> <ul style="list-style-type: none">• Importance of crisis preparedness• Crisis management team (organization) in preparedness• Coordination among the supervisory authorities, role of a lead supervisor• Cross-border cooperation• Group activity
4:45pm – 5:05pm	Questions and Answers (Q&A) Participants ask program leaders to clarify or elaborate on material covered
5:05pm – 5:15pm	Daily Evaluation Participants give feedback in an online survey on the sessions today
5.15pm	End of day

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Day 3, Wednesday, May 28, 2025	
9am – 10:45am	<p>Session 8 (cont'd): Crisis Preparedness</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p>
10:45am – 11am	<p>Break</p>
11am – 12pm	<p>Session 9: Communications in a Crisis</p> <p><i>Karen Badgerow, Program Leader, Toronto Centre, and Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p> <ul style="list-style-type: none"> • Developing a communications strategy during “peace time”, considering stakeholders and what works in different situations • When to make a public statement in a crisis, and what these statements could say • Division and coordination of responsibilities in advance on crisis communications • Developing templates and playbooks as part of crisis preparedness
12pm – 1pm	<p>Lunch</p>
1pm – 2pm	<p>Session 9 (cont'd): Communications in a Crisis</p> <p><i>Karen Badgerow, Program Leader, Toronto Centre, and Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p> <ul style="list-style-type: none"> • Case study to practise developing public statements in a crisis
2pm – 2:45pm	<p>Q&A and Daily Evaluation</p> <ul style="list-style-type: none"> • Participants ask program leaders to clarify or elaborate on material covered so far (Days 1-3) • Daily evaluation

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Day 3, Wednesday, May 28, 2025	
2:45pm – 3pm	Break
3pm – 4:15pm	Session 10: Briefing on Crisis Simulation Exercise <i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre and Toronto Centre Simulation Team</i> <ul style="list-style-type: none">• Briefing on Westland• Briefing on the exercise• Hints on how to tackle the exercise and to work as a team• Use of messaging system and other technical issues• Briefing on how to submit exam
4:15pm – 5:15pm	Participants gather in assigned simulation teams to prepare, including practicing with the messaging system
5:15pm	End of day

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Day 4, Thursday, May 29, 2025	
9am – 11am	<p>Session 11: Simulation Stage 1</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre, Karen Badgerow, Program Leader, Toronto Centre, and Toronto Centre Simulation Team</i></p> <ul style="list-style-type: none"> Simulation stage 1 begins
11am – 11:30am	<p>Break</p> <ul style="list-style-type: none"> During the break, participants move into exam venue and set up to take exam
11:30am – 12:45pm	<p>Session 11 (cont'd): Simulation Stage 1 Exam</p> <ul style="list-style-type: none"> Participants have 1 hour and 15 minutes to read, write, and submit the exam
12:45pm – 1:45pm	<p>Lunch</p> <ul style="list-style-type: none"> After lunch, participants move back into breakout groups for simulation stage 2
1:45pm – 3:30pm	<p>Session 11 (cont'd): Simulation Stage 2</p> <ul style="list-style-type: none"> Simulation stage 2 begins
3:30pm – 4pm	<p>Break</p>
4pm – 5pm	<p>Session 11 (cont'd): Simulation Stage 2</p>
5pm	<p>End of day</p>

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Day 5, Friday, May 30, 2025	
9am – 10:45am	<p>Session 11: Simulation Stage 3</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre, Karen Badgerow, Program Leader, Toronto Centre, and Toronto Centre Simulation Team</i></p> <ul style="list-style-type: none"> Simulation stage 3 begins
10:45am – 11:15am	<p>Break</p> <ul style="list-style-type: none"> During the break, participants move into exam venue and set up to take exam
11:15am – 12:45pm	<p>Session 11 (cont'd): Simulation Stage 3 Exam</p> <ul style="list-style-type: none"> Participants have 1 hour and 30 minutes to read, write, and submit the exam
12:45pm – 1:45pm	<p>Lunch</p>
1:45pm – 2:45pm	<p>Session 12: Plenary Feedback on Exercise</p> <p><i>Clive Briault, Chair, Banking Advisory Board, Toronto Centre</i></p>
2:45pm – 3:15pm	<p>Final Evaluation and Presentation of Certificates</p>
3:15pm	<p>End of program</p>