

BRIEFING NOTE

Emergency Management Program

Issue/Background:

The Community Services Committee, at its review of the 2004 EMT Recommended Capital Budget on February 11, 2004, requested that the Commissioner Works and Emergency Services provide a briefing note to the Budget Advisory Committee on the business case and detailed expenditure for the Emergency Operations Centre (EOC) Upgrade Phase 3 project.

Key Point(s):

- The purpose of this business case is to justify Capital Budget funding to upgrade the functionality of the City's Emergency Operations Centre (EOC). The EOC was created and built in 2000 following amalgamation. Phase 2 upgrades were completed with a capital budget approval in 2002. This proposal represents phase 3 of EOC development.
- Training and exercises are conducted in the EOC, however; recently we have had the opportunity to examine real-time, real-life EOC operations during actual emergencies occurring here in Toronto. During the SARS public health emergency in the Spring of 2003, the Province ordered the activation of our EOC, and most recently during the total Blackout emergency in August the EOC was also fully activated.
- The requests made are a direct result of the activities that occurred in the EOC during these emergencies. The upgrades are centred on 3 main functions; facility related, Corporate Communications, and Geographic Information System (GIS).
- The total estimated cost by OEM, Corporate Communications and GIS staff for the project is \$225,000. A breakout summary is as follows:
 - **Office of Emergency Management (OEM)**
Facility related costs related to improving the telecommunications, space allocation, furniture configurations, ease of access to networked computers, etc. The costs are estimated to be approximately \$98,750 to include:
 - Electrical circuits modifications supported by backup generator
 - Re-claim space allocated to OEM, currently being used by Transportation
 - Enhancement of dedicated WES operational work space
 - Furniture and computers to provide work space for senior staff and access to network

- Additional telephone capability
 - Additional network access capability with live IP addresses
 - Provision of personal services for extended staff hours and 24/7 operations
 - Equipment (tools/chargers/fans/battery radios/first-aid kits, etc.)
 - Additional display boards
- **Corporate Communications**

The timely passage of City messages to the public and City staff during an emergency is critical to the overall management of the emergency. Corporate Communications are active participants in the EOC and take the lead in providing this service through a variety of media outlets, e.g., Access Toronto, Canada News Wire, web site, press release, staff communications, etc. In addition, during the Blackout, daily or twice daily media briefings were conducted by the Mayor, CAO, emergency services Chiefs, TTC Chief General Manager, Department Heads, and senior staff from external organizations, such as CEO Toronto Hydro. This approach ensured timely, consistent messages are provided by the Mayor, the emergency services, and senior staff on critical issues during the emergency. The costs are estimated to be approximately \$21,000 to create a 'media centre', to include:

 - Media amplifications plug in system
 - Telecommunications equipment (computers, radios, fax, phones, printers, etc.)
 - Filing capability for reporters
 - City of Toronto podium and backdrop
- **Mapping Services - Geographic Information System (GIS)**

Timely access to maps, mapping data, mapping features and mapping functionality during an emergency is a critical service in the overall management and decision making process of the emergency. Flexibility is key, because the nature of the emergency will dictate the nature of mapping information required. Surveys & Mapping, Mapping Services are active participants in the EOC and take the lead role in providing this service to senior members working in the EOC. The costs are estimated to be approximately \$103,650, to include:

 - Emergency Management mapping software
 - Additional software licenses (ArcInfo, ArcEdit, FME, SDE, etc.)
 - Supporting hardware (workstation, monitors, laptop, printer, plotter, writer, etc.)
 - Furniture and space to support the GIS staff and their function.
- The EOC is the facility from which the senior corporate administration of the City of Toronto, its Boards, Commissions and emergency management partners co-ordinate their response to mitigate and recover from the impact of a disaster or emergency as described in the City of Toronto Emergency Plan. As such, there is a requirement for the facility to be appropriately equipped and staffed to provide the support necessary for this critical management function.
- The Ministry of Public Safety and Security, Emergency Management Ontario has passed legislation requiring municipalities to undertake emergency management. There are regulatory requirements specific to this capital request for municipalities to have Emergency Operations Centres and an established Media Centre for emergency public information.

- The City of Toronto already has a functioning EOC that is used for training, exercises and response to actual events. The most recent event, the Blackout, has served to highlight areas where the EOC should continue to be developed in order that proper municipal management of emergencies can be facilitated. Every event is an opportunity to refine and improve the functionality of the EOC.
- As the City of Toronto continues to grow and attract international attention, the potential for an actual emergency event increases. We have already experienced SARS and the Blackout this year.
- Benefits to Toronto
 - Provides for a higher level of readiness
 - Allows critical messages to be reach staff and the public
 - Enhances senior staff effectiveness
 - Resources and time are efficiently utilized
 - Provides geographic aspect to decision-making process in disaster
 - Compliments EOC design, function and training
 - Compliments City of Toronto Emergency Plan
 - Builds on existing response partnerships
- Current Site Problems and Barriers
 - Limited access to networked computers for senior staff and others working at the EOC.
 - Limited space for the resources and staff the City requires to manage an emergency.
 - Restricted space and equipment for media relations

Conclusion:

The Executive Management Team has recommended a total project cost of \$0.225 million, with a 2004 cash flow of \$0.225 million for the EOC Phase 3 project, fully financed by debt.

Date: February 13, 2004