



STAFF REPORT ACTION REQUIRED

Further Update on the Implementation of December 2013 Ice Storm Recommendations

Date:	June 16, 2015
To:	Executive Committee
From:	Acting City Manager
Wards:	All
Reference Number:	

SUMMARY

City Council has considered four separate staff reports on the emergency response to the Ice Storm that occurred on the evening of December 21, 2013 through December 22, 2013. The most recent report entitled *Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm (EX43.3)*, along with Toronto Hydro's Independent Review Panel Report entitled, *The Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm (EX43.3a)*, were considered by Council at its meeting on July 8, 9, 10 and 11, 2014. The reports provided the outcomes of the post-emergency reviews conducted by both the City and Toronto Hydro and included recommendations to improve the City's ability to mitigate, prepare for, respond to and recover from emergencies.

This report responds to Council's directions from the July 2014 Council meeting in five broad categories: Emergency Preparedness and Response; Supports for Vulnerable Populations; Emergency Communications, 311 Toronto and Toronto Hydro Contact Centre Coordination and Improving the Resiliency of Toronto Hydro Distributions Lines. It is recommended that future updates on the implementation of Council directions be provided through the Executive and Parks and Environment Committees as appropriate.

While Toronto Hydro collaborated with City staff and contributed to this report, a Toronto Hydro companion report entitled, *Status of Recommendations from December 2013 Ice Storm Report as of May 31, 2015*, is also on this agenda. The report has been transmitted by the Acting City Manager and responds to Council's specific request for Toronto Hydro to report to Council in the second quarter of 2015 on the implementation plans for the Independent Review Panel recommendations.

The Toronto Hydro report details the efforts made to address the recommendations received and the multi-phased approach being utilized to fully address opportunities for improvement. The report provides specifics on the progress to date including actions to address the following:

- Expanded use of Incident Command System (ICS), including use of emergency response roles;
- Customer call management;
- Development of more timely estimated time of restorations (ETRs);
- Resource acquisition;
- Restoration efficiency;
- Stakeholder communications; and
- System resiliency (including strategic undergrounding).

This report recommends that Council request Toronto Hydro to enhance the resiliency of the electrical supply in Toronto through measures such as storm hardening, targeted conversion of overhead lines to underground, and conducting a Climate Change Adaptation Study . In order for Council to be kept informed on progress made, this report also recommends that Council direct Toronto Hydro to report to Council annually as part of the Annual General Meeting with an update on the allocation and related impact of funds used on measures to improve resiliency and reduce power disruptions in Toronto.

RECOMMENDATIONS

The Acting City Manager recommends that:

1. City Council request the Toronto Emergency Management Program Committee (TEMPC), through the Director, Office of Emergency Management, report to the Executive Committee in the first quarter each year to provide an overview of Office of Emergency Management activities from the prior year and any changes made to the program in the preceding calendar year;
2. City Council direct the Director, Office of Emergency Management, in consultation with the Emergency Social Services Working Group and other partners, to continue efforts to compile a Community Capacity Inventory and report back to the Executive Committee by the end of 2015 on how community service information and community service providers could be accessed and utilized during emergencies to assist vulnerable residents;
3. City Council direct the General Manager of Parks, Forestry and Recreation, in partnership with Toronto Hydro, to complete the exchange of tree inventory data and tree trimming schedules, and develop joint tree trimming and new tree planting guidelines, and report back through the Parks and Environment Committee by the first quarter of 2016 on the implementation of these measures and any associated impacts in reducing service interruptions due to tree contact with overhead lines; and

4. City Council request that Toronto Hydro enhance the resiliency of the electrical supply in Toronto through storm hardening, targeted conversion of overhead lines to underground, and conducting a Climate Change Adaptation Study; and
5. City Council, in its capacity as Shareholder, direct Toronto Hydro to report annually as part of the Annual General Meeting with an update on the allocation and related impacts of funds used on measures to improve resiliency and reduce power disruptions in Toronto.

Financial Impact

There are no financial impacts related to this report beyond what has already been approved in the 2015 Operating and Capital Budgets.

Included below are details on the City's submission to the Province of Ontario for the reimbursement of Ice Storm related expenditures through the Ice Storm Assistance Program that was established by the Province in February 2014. The Program was established to assist municipalities fund storm related costs for tree debris removal, providing emergency response, shelter, immediate and long-term cleanup, and repairs to sidewalks and roadways.

On December 19, 2014 the City submitted to the Province a claim of \$64,254,022. A subsequent adjustment of \$27,872 was submitted to the Province on April 15, 2015 bringing the City's final claim to \$64,281,894 as detailed below:

Table 1: City of Toronto Ice Storm Assistance Program Final Claim

City of Toronto Services	Total (\$)
Parks, Forestry and Recreation	37,584,271
Solid Waste Management Services	15,268,181
Transportation Services	8,015,445
Other City Divisions	2,818,119
TOTAL CITY DIVISIONS	63,686,016
TOTAL AGENCIES AND CORPORATIONS	595,878
TOTAL RECOVERABLE	64,281,894

In April 2, 2014, the City Manager, City Clerk and the Minister of Municipal Affairs and Housing executed an Ice Storm Assistance Program Grant Agreement, and on April 30, 2015 the City received an advance payment of \$22,488,907.71 representing 35% of the total claim.

The City has been advised that the timing of the final payment will depend on several factors including the complexity of the claim and the completeness of documentation provided for the Provincial review process.

While it is anticipated that most of the costs included in the City's claim under the Program will be eligible for reimbursement, there remains a risk that costs put forward could be denied through the Provincial review process.

As previously requested by Council, the Deputy City Manager and Chief Financial Officer will report to Budget Committee once confirmation of Ice Storm expenditure reimbursements through the Provincial Ice Storm Assistance Program are received, including a funding plan for any submitted expenditures that are deemed ineligible for reimbursement under the Program.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting on July 8, 9, 10 and 11, 2014, City Council considered the City staff report entitled, *Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm (EX43.3)* along with a report from Toronto Hydro, transmitted by the City Manager, entitled *Toronto Hydro Independent Review Panel Report, the Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm (EX43.3a)*. The City report responded to previous Council requests and identified the outcomes of the City's review of the emergency response including a series of recommendations for further action. The Toronto Hydro report provides the response to the 26 recommendations from the Independent Review Panel's report. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX43.3>

At its meeting on April 1, 2 and 3, 2014, City Council considered the report entitled *December 2013 Extreme Winter Storm Event – Provincial Funding Request and Structure of Comprehensive Reviews (EX39.3)*. The report provided details on the Province's announcement of a one-time Ice Storm Assistance Program; the scope and structure of the City's review of the December 2013 Ice Storm, and the scope and membership of Toronto Hydro's Independent Review Panel. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX39.3>

During its consideration of the 2014 Capital and Operating Budgets on January 29 and 30, 2014, City Council adopted a number of recommendations related to the supplementary report entitled *Proposed Funding of 2013 Extreme Weather Events (EX37.1, 1av)*. The report outlined the strategy to fund the City's one-third share of the two extreme weather events in 2013 (July flood and December ice storm) and requested City staff to report back to Executive Committee once the City receives confirmation of any funding provided by the Provincial and Federal governments. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX37.1>
<http://www.toronto.ca/legdocs/mmis/2014/ex/bgrd/backgroundfile-66238.pdf>

At its meeting on January 10 and 13, 2014, Council considered the report entitled *Impacts from the December 2013 Extreme Winter Storm Event on the City of Toronto (CC46.1)*. Council approved a series of motions related to the storm, including a request that "the City Manager provide the terms of reference, scope and membership for the City led comprehensive review and for the Toronto Hydro Third Party Independent Panel".

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CC46.1>

ISSUE BACKGROUND

On January 10 and 13, 2014, City Council considered the report *Impacts from the December 2013 Extreme Weather Event on the City of Toronto (CC46.1)* and authorized the City Manager to seek financial assistance from the Provincial and Federal governments. In addition, Council adopted a series of motions and requested the City Manager, in consultation with Agencies and Corporations, including Toronto Hydro, to review the City's emergency response to the ice storm and develop recommendations to improve the management of future emergency events.

At its meeting on April 1, 2 and 3, 2014, City Council adopted the recommendations in the report entitled *December 2013 Extreme Winter Storm Event – Provincial Funding Request and Structure of Comprehensive Reviews (EX39.3)*. The report detailed the process City staff would follow to review the City's response to the Ice Storm emergency and develop recommendations and necessary next steps to improve the management and response to future emergencies.

In July 8, 9, 10 and 11, 2014, Council considered a report from the City Manager and Deputy City Managers entitled, *Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm (EX43.3)*, which responded to Council's previous requests and provided the outcomes of the City's review of the emergency response. At the same meeting, the City Manager transmitted for Council's consideration, the report *Toronto Hydro Independent Review Panel Report: the Response of Toronto Hydro-Electrical Systems Limited to the December 2013 Ice Storm (EX43.3a)*.

In consideration of the two reports, Council adopted a series of recommendations to improve the City's ability to mitigate, prepare for, respond to and recover from future emergencies specific to: Emergency Preparedness and Response, Supports for Vulnerable Populations, Emergency Communications, 311 Toronto and Toronto Hydro Contact Centre Co-ordination, Urban Forestry and Infrastructure Resiliency, and Provincial Requests.

This report responds to the motions adopted by Council, provides details and updates on the implementation of Council directions and recommends future updates be provided through the Executive and Parks and Environment Committees as appropriate.

COMMENTS

Outlined below are details on the actions taken by the City, Toronto Hydro and other emergency management partners in response to the recommendations adopted by Council at its July 2014 meeting. The actions taken have been grouped in the following five categories:

1. Emergency Preparedness and Response

- a) City of Toronto Emergency Plan, Emergency Support Functions and Risk Specific Plans Updates
- b) Emergency Staffing Capacity
- c) Public Education and Awareness Program
- d) Emergency Response Protocols for Traffic Control at High Priority Intersections
- e) Standardized Process for Post-Emergency Review and Evaluation of Emergencies

2. Supports for Vulnerable Populations

- a) Emergency Social Services Working Group
- b) Emergency Reception Centres

3. Emergency Communications

4. 311 Toronto and Toronto Hydro Contact Centre Coordination

5. Improving the Resiliency of Toronto Hydro Distribution Lines

- a) Tree Canopy Management Program
- b) Improving Toronto Hydro Infrastructure Resiliency
- c) Conversion of Overhead Lines to Underground

1. Emergency Preparedness and Response

In response to Council's recommendations related to emergency preparedness, awareness and response, outlined below are details on the updates and revisions to the City of Toronto's Emergency Plan (Emergency Plan), emergency staffing capacity, public education and awareness program, traffic control at high priority intersections during power outages and a standardized process for post-emergency review and evaluation.

a) City of Toronto Emergency Plan & Emergency Support Functions

As required by legislation, Council has delegated authority to the Toronto Emergency Program Committee (TEMPC) to adopt the emergency management program and to make changes to it. The TEMPC annually reviews the Emergency Support Functions (ESFs) and Risk Specific Plans which underpin the Emergency Plan and guide the

City's emergency response. Fifteen ESFs (formerly called Operational Support Functions) are reviewed by the Emergency Management Working Group and tested during emergency exercises.

As directed by Council, in December 2014 TEMPC considered and approved an updated Emergency Plan including updates to relevant ESFs and Risk Specific Plans based on learnings from the 2013 Ice Storm. The revised ESFs and Risk Based Plans approved in consultation with the Emergency Management Working Group since July 2014 include:

- Animal Care
- Debris Management
- Emergency Information and Media Relations
- Evacuation
- Floods Risk Specific Plan
- Mass Casualty
- Mass Fatality
- Traffic Management
- Power Disruption Risk Specific Plan
- Volunteer Management

As part of its ongoing annual review of ESFs, the Office of Emergency Management (OEM) in consultation with the Emergency Management Working Group and Emergency Social Service Working group, will table the following ESFs for review and update as necessary in 2015:

- Damage Assessment
- Emergency Donations Management
- Emergency Level Notifications
- Emergency Social Services
- Incident Management System
- Psychosocial Response and Recovery

In addition to the above and as requested by Council, City Clerk's Office in consultation with OEM, Strategic Communications and City of Toronto Councillors, developed a new ESF to create and formalize a two-way communication and coordination system to support the critical role of Toronto City Councillors during emergencies.

The new *Councillor Co-ordination Emergency Support Function* was tabled, reviewed and approved by TEMPC at its meeting on June 4, 2015. The ESF will be implemented immediately with City Clerk's Office serving as the liaison between Councillors and the Emergency Operations Centre (EOC), providing timely information to Councillors and enabling them to disseminate timely and accurate information to local communities during emergencies.

The approved *Councillor Co-ordination Emergency Support Function* is included in Appendix 1 of this report.

b) Emergency Staffing Capacity

In response to Council's direction to enhance emergency staffing capacity and maintain, at a minimum, five-deep staffing levels in the EOC, OEM has initiated an aggressive program to identify and train 200 staff to ensure the required depth in the 38 unique EOC positions.

Identified staff from the City Divisions, Agencies and Corporations have or will receive mandatory training through one of five OEM led courses. Staff assigned to key positions will participate in periodic exercises designed to simulate emergency event scenarios that will enable participants to put into practice what they have learned in a real, safe and practical way.

As of the second quarter 2015, 141 staff have been identified for the EOC roles of which 41% have started or completed the required training. The EOC has established a target of the second quarter 2016 for 100% training compliance.

In addition to EOC training, OEM has developed training specifically for frontline staff responsible for the management of Emergency Reception Centres. Frontline staff training will occur at each of the four pre-identified and pre-staged reception centres located in each of the four quadrants of the City. The first on-site training was piloted at the North District location (Edithvale Community Centre) in April 2015 with a second session taking place in early June at the South District location (Wellesley Community Centre). Additional sessions at the East and West District locations will be scheduled over the remainder of the year.

c) Public Education and Awareness Program

To increase the reach and effectiveness of the City's emergency education and awareness program, OEM in consultation with Strategic Communications and members of the City's Emergency Risk Communicator Network have initiated a number of measures to enhance the overall comprehensiveness of the program while at the same time, targeting specific risk areas:

Get Emergency Ready – Your Personal Preparedness Guide

Information within the City's Emergency Preparedness Guide has been reworked to more closely align with the City's hazard and risk assessment information and sections have been added focussing on vulnerable populations and climate change resiliency.

Twice as many copies of the Guide have been printed (20,000) than in previous years and copies have been circulated to Members of Council, Toronto Fire, schools, emergency management partners and members of the public. The Guide is also available on-line through the City's OEM website:

https://www1.toronto.ca/city_of_toronto/office_of_emergency_management/files/pdf/oem_booklet.pdf

Get Emergency Ready – High-rise Living

Given the challenging issues experienced by residents in high-rise buildings during the Ice Storm, OEM in partnership with the City's Emergency Risk Communicator Network and other community partners have developed a specific emergency readiness guide for high-rise residents. To further support residents and buildings owners/operators, OEM has co-ordinated with the Canadian Red Cross to provide specific training geared to property managers and building operators. The Guide is available electronically through the City's OEM website:

http://www1.toronto.ca/City%20Of%20Toronto/Office%20of%20Emergency%20Management/Files/pdf/O/OEM_HighRiseGuide.pdf

Partnerships

OEM, through the City's Emergency Risk Communicator Network, have initiated discussions to align and co-ordinate public education and messaging across all organizations. Current efforts to disseminate information include the production of printed personal preparedness guides and business continuity information, use of the web-site and social media channels, and the staging of annual promotional events and personal preparedness workshops.

In 2015, OEM and partners aim to enhance and broaden the current methods to disseminate information to the public by including emergency personal preparedness information in existing publications such as the Community Recreation FunGuide, billing notices and other means that will further the reach of information to residents and businesses.

Further details on the co-ordination of public communication between the City and Toronto Hydro are outlined in section 5.6 *Communications – Other Stakeholders* (p.42 – 44) and 5.9 *Toronto Hydro-City Coordination* (p. 51 - 53) of the Toronto Hydro companion report.

d) Traffic Control at High Priority Intersections

In follow-up to Council's recommendation, the Transportation Services in consultation with Toronto Police Services (TPS), have developed and implemented a protocol for police assistance in controlling traffic at major signalized intersections in the event of power outage.

Eighty-five high priority signalized intersections have been identified based on total traffic volume. To ensure that adequate police resources will be available across the City, five signalized intersections with the highest traffic volumes were identified in each of the 17 Police Divisions.

A map of the 85 signalized intersections is included in Appendix 3 along with additional details including the street intersection and Ward location.

The protocol contains the roles and responsibilities of Transportation Services and in the event of a City-wide or area-wide power outage, TPS will send Police Officers to the affected signalized intersections contingent upon the availability of resources. The signalized intersection police control protocol was implemented on November 25, 2014 and was incorporated into the Traffic Management ESF by OEM on January 16, 2015 and approved by the Emergency Management Working Group in February 2015.

Transportation Services is currently working to install power-backup to various signalized intersections within the City. Transportation Services will review the existing list of 85 intersections twice each year to remove any intersections that have been provided with power-backup. Additional locations will be added to replace any that are removed

e) Standardized Process for Post-Emergency Review and Evaluation of Emergencies

The OEM acted upon the recommendations of the third party peer review and, in consultation with the TEMPC and the Emergency Management Working Group, drafted a guideline for conducting after action reviews of emergency incidents. A standardized process and template for After Action Reviews and Reports was approved by the Emergency Management Working Group and by TEMPC as part of the revised Emergency Plan in December 2014.

2. Support for Vulnerable Populations

a) Emergency Social Services Working Group

An Emergency Social Services (ESS) Working Group comprised of City Divisions, Toronto Public Library and Toronto Community Housing (TCHC) was formed with a mandate to review and improve communications and ESS coordination. Initial work focussed on the pre-identification of reception centres and a city-wide recreation facility assessment for suitability of use in emergencies. A standardized incident management system for reception centres has been developed which includes an operational structure to provide specialized services to assist vulnerable populations at reception centres such as Health and Special Needs, First Aid, Psychosocial, Financial Assessment, Recreation, Multi-cultural & Language, Transportation, and Animal Care.

In addition to working with Toronto Hydro who maintain a list of medical priority customers who self identify as needing additional assistance during a power outage, the Working Group members have reached out to 311 and 211 Toronto, the Toronto Central Local Health Integration Network and the City-5 Local Health Integration Networks Leadership Table to strengthen emergency response protocols for supporting vulnerable residents during emergencies.

City staff are also engaging other community agencies through an online Community Capacity Inventory survey sent out to over 3,000 community agencies through partnerships with Volunteer Toronto and the United Way. Organizations contacted are wide ranging and include larger community organizations such as the Salvation Army, Tzu-Chi Foundation, and Aga Khan Foundation as well as smaller localized organizations such as Creating Resilience to Extreme Weather (CREW), Faith for the Common Good, West Neighbourhood House and many others.

OEM is undertaking this project to create a broad knowledge base of community service information to be accessed and shared with affected communities during emergencies to assist people at the local level, especially those who are most vulnerable during emergencies. This information is also providing better insight into how vulnerable populations are already connected to social supports within our community.

Compiled data will be made publicly available through the City of Toronto's Wellbeing Toronto map tool (with permission of the organization) and all responding organizations will be routinely contacted to ensure information remains accurate and to share information related to the City's emergency preparedness initiatives. Further enhancements to this Community Capacity Network will be made as the inventory of information grows and more community connections are made.

b) Emergency Reception Centres

As directed by Council, staff from OEM and Parks, Forestry and Recreation (PF&R), in consultation with the Canadian Red Cross, have identified the following four Community Centres, one in each quadrant of the City, for use as primary Emergency Reception Centres during emergencies:

- Edithvale Community Centre (North York)
- Agincourt Community Centre (Scarborough)
- Wellesley Community Centre (Toronto East York)
- Thistletown Community Centre (Etobicoke), which will be replaced by the Etobicoke Olympium in fall 2015 post Pan Am/Para Pan Am Games

Each of the Emergency Reception Centres sites identified above is equipped to receive emergency back-up power generators when needed and pre-staged with necessary materials, equipment and supplies to rapidly mobilize services for residents displaced from their homes.

Site specific plans have been completed for each location and Standard Operating Procedure Manuals are under development. The manuals will outline the roles and responsibilities of all partners including OEM, Canadian Red Cross, PF&R, and specialized service providers such as Children Services, Shelter, Support and Housing Administration, Municipal Licensing and Standards, Toronto Employment and Social Services, and others as required by the specific emergency response.

In addition to the four Pre-determined / Pre-staged Emergency Reception Centres, OEM and PF&R have completed an initial assessment of the City's other community and recreation centres to assess the adequacy of each as potential Emergency Reception Centres. Each facility has been assessed as (i) suitable for all services, (ii) registration and inquiry only, or (iii) unsuitable (due to size or lack of required amenities).

OEM is identifying those areas of the City currently under-served by community and recreation facilities that could assist in providing Emergency Reception Centre support and, in consultation with relevant City Divisions, City Agency and Corporations, local school boards, and other partners, will look beyond City owned properties to identify and assess alternative sites.

A map of each of the City's community and recreation centres including their assessed suitability to function as Reception Centres is included in Appendix 2 along with address and Ward location.

As recommended in this report, the Director, OEM, in consultation with the Emergency Social Services Working Group, will report back to the Executive Committee by the end of 2015 on the Community Capacity Inventory and how community service information and community service providers could be accessed and utilized during emergencies to assist vulnerable residents.

3. Emergency Communications

OEM staff, in consultations with Strategic Communications, PF&R, and the Canadian Red Cross, have established procedures for posting information updates on status boards at emergency reception centres as part of their operational model. Similar procedures are being developed with respect to community centres, libraries and other publicly accessible City owned facilities during an emergency.

Strategic Communications and the OEM staff continue to chair quarterly meetings of the Emergency Risk Communicators Network, which has expanded its membership to include 311, Toronto Police Service, Toronto Paramedic Services, Toronto Fire Services, Corporate Security, Toronto and Region Conservation Authority, Toronto Public Health, Toronto Hydro, Enbridge Gas, Insurance Bureau of Canada, TCHC, Canadian Red Cross, Enwave, Environment and Energy, MetroLinx and the Toronto Transit Commission.

The purpose of the network is to strengthen working relationships among key communication stakeholders to help facilitate effective communications before an emergency occurs, during an event and in the recovery phase of an emergency. The Risk Communicators work to ensure on-going preparedness messages are accurate, consistent and coordinated to avoid duplication and ensure inclusion. Recent examples of coordinated communications and educational products include the development of the aforementioned *Get Emergency Ready: High Rise Living* guide and promotional material prepared for Emergency Preparedness Week developed and produced by the Insurance Bureau of Canada.

Efforts of the Risk Communicators' Network, the OEM and Strategic Communications continue to focus on raising public awareness and knowledge about preparedness, in advance of an actual incident. Raising awareness will strengthen the City's ability to communicate more effectively with vulnerable populations during extreme or extended emergency events.

OEM staff are also working with the Canadian Red Cross and Volunteer Toronto to expand the scope of our abilities to conduct wellness checks to residents during widespread power outages. As part of procedures for conducting wellness checks, up to date information related to the event will be provided to field teams so they can convey it to residents who are otherwise isolated from the media and regular communications methods.

In addition to printed emergency notices and the regular array of communications vehicles employed by the City and Toronto Hydro during an extended emergency with significant power disruptions (i.e. website, social media, councillor and key account communications), Strategic Communications along with its partners have identified the following communications tactics that can be utilized as appropriate:

- Advertising in print and digital media
- Radio spots
- Dissemination via amateur ham radio operators clubs
- Messaging on electronic roadway signs
- In-person briefings at receptions centres by ward councillors

OEM is also building an inventory of community organizations that are willing to assist in emergencies and assessing their abilities to actively go out into their respective communities and act as a communications conduit for information during an emergency. In addition, outreach to local businesses, such as coffee shops and grocery stores, through BIAs will be used to augment communication channels.

In response to Council's direction for the provision of American Sign Language (ASL) interpretation during televised updates and announcements, OEM has negotiated a Memorandum of Understanding (MOU) with the Canadian Red Cross and under the terms of the MOU, Red Cross will facilitate access to ASL interpretation services for news conferences during emergencies through Ontario Interpreting Services (OIS) and Communications Access Realtime Translation (CART).

Further details on Toronto Hydro communications with customers, members of Council, and other stakeholders during an extended power outage emergency are outlined in section 5.6 *Communications – Other Stakeholders* (p. 39 - 44) of the Toronto Hydro companion report.

4. 311 Toronto and Toronto Hydro Contact Centre Coordination

In consideration of the July 2014 staff report on the Ice Storm, City Council adopted a number of motions related to 311 Toronto and Toronto Hydro's Customer Service Contact Centre requesting staff to improve collaboration and investigate potential integration.

As outlined in the July 2014 report, due to multiple barriers and constraints including Ontario Energy Board requirements, privacy protection of customer information, technical expertise and an existing contract between Toronto Hydro and an external call centre service provider, staff are not recommending the integration of 311 Toronto and the Toronto Hydro Customer Contact Centre.

Toronto 311 and Toronto Hydro have moved forward in response to Council's request to improve collaboration and coordination and have executed a Memorandum of Understanding (MOU) that confirms the following:

- Enhanced communications protocols that require regular and timely updates from Toronto Hydro to 311 Toronto during power outages that may increase call volumes.
- An integrated option for 311 Toronto to seamlessly connect callers to Toronto Hydro's Contract Centre who will in turn extend and maintain capacity to receive all transfers.
- The ability for 311 Toronto to assist Toronto Hydro callers reporting a power outage using Toronto's Hydro's online power outage reporting tool.

To ensure that capacity is in place to manage significant increases in call volumes during large-scale events like the Ice Storm, Toronto Hydro has implemented a number of measures to increase capacity and improve the quality and timeliness of information to its customers:

- Toronto Hydro has replaced its current Integrated Voice Response (IVR) system with a new system with five times greater IVR capacity.
- For very large power outage events, Toronto Hydro has contracted a third party to provide IVR with unlimited capacity to handle public safety issues, provide global and regional outage updates to help inform customers through the event and enable customers to report outages.

In addition to the enhancements already implemented, 311 Toronto and Toronto Hydro will continue to pursue upgrades to customer service communications systems to provide a more integrated and seamless customer service experience. A nine-month review period from January 1, 2015 to September 30, 2015 has been established to monitor and assess the impact of measures implemented and to identify areas for further improvement.

Further details on Toronto Hydro and 311 Toronto coordination and Toronto Hydro Customer Contact surge capacity are outlined in section 5.5 *Communications – Customer Contact* (p. 35 - 39) of the Toronto Hydro companion report.

5. Improving the Resiliency of Toronto Hydro Distribution Lines

In response to Council's directions related to improving the resiliency of Toronto Hydro distribution lines, staff from Toronto Hydro and the City's Parks, Forestry and Recreation and Major Capital Infrastructure divisions have formed a joint working group to advance efforts to reduce the risk of power interruptions due to contact by the City's extensive tree canopy.

a) Tree Canopy Management Program

Toronto Hydro's system contains 927 overhead primary feeders that extend for almost 4,200 circuit kilometres along Toronto's arterial thoroughfares and residential streets. These feeders co-exist with the City of Toronto's tree canopy, which includes approximately 600,000 trees that are on city streets. Over 125,000 of these trees are immediately adjacent to overhead primary feeders, and can potentially interfere with the safe and reliable distribution of electricity. From 2011 to 2013, tree contact with overhead lines accounted for approximately 14% of all customer interruptions and 21% of all customer hours of interruption on Toronto Hydro's system annually.

To further improve and enhance the best practice approaches currently employed by both Toronto Hydro and the City, staff identified a number of opportunities that could lead to better coordination and more effective management of trees in close proximity to hydro lines. Some of the proposed measures are contingent upon approval of Toronto Hydro's 2015-2019 rate application to the Ontario Energy Board (OEB):

Increasing Tree Trimming Budgets

To mitigate the risk of tree and storm damage, Toronto Hydro plans to increase funding for Vegetation Management from an average of \$2.6 million annually (during 2011-2014) to \$4.4 million annually during 2015-2019 (dependent on OEB approval).

Sharing Tree Inventory Data

Urban Forestry has provided Toronto Hydro with tree inventory (e.g. tree locations, species) data for the City, which will enable Toronto Hydro to better analyze and prioritize locations for tree trimming and infrastructure resiliency efforts (e.g. the installation of tree proof conductor).

Sharing Tree Trimming Schedules

Annually, Urban Forestry and Toronto Hydro staff will exchange the locations that are planned for tree trimming with the goal of identifying overlapping areas such that potential efficiencies and cost savings can be identified and achieved.

Sufficient Clearances

Urban Forestry and Toronto Hydro have discussed and will work together to jointly develop a revised tree pruning guideline for use adjacent to power lines that takes a balanced approach to provide sufficient clearances to reduce power outages caused by contact with trees, while limiting adverse impacts on tree health, long term viability, canopy cover and aesthetics.

New Tree Planting Guideline

Urban Forestry and Toronto Hydro are working on and will jointly develop a tree planting guideline that will identify tree species that are appropriate to plant adjacent to power lines to minimize tree growth and overhang risks. This guideline will take into

account both risks posed to power lines and the goals of the Strategic Forest Management Plan with respect to canopy targets and species diversity.

Operational Efficiencies

Urban Forestry and Toronto Hydro are investigating process improvements and implementing training for staff in order that tree trimming work can be accomplished in a more efficient manner (e.g. reducing times for crews working around power lines to obtain line “hold-offs”).

Further details on the measures outlined above are outlined in section 5.8 *Vegetation Management and System Hardening/Resilience* (p. 47 - 51) and 5.9 *Toronto Hydro – City Coordination* (p. 51 - 53) of the Toronto Hydro companion report.

b) Improving Hydro Infrastructure Resiliency

Toronto Hydro has a comprehensive set of equipment construction standards which are required to help ensure the safe and reliable distribution of power in the City. The working group reviewed the standards and identified alternatives that could improve the resiliency of the system. After analyzing the alternatives, the following priority actions were identified:

Installing more tree proof conductor

From 2015 through 2019, Toronto Hydro plans to install approximately 150 kilometres of tree proof conductor (pending OEB approval), which will help reduce the risk of tree-caused power interruptions in some of the highest risk areas on the distribution system.

Reducing the amount of horizontal line construction

From 2015 through 2019, Toronto Hydro plans to convert approximately 120 kilometres of horizontally constructed overhead lines (i.e. Box Construction) to halo or vertical construction (pending OEB approval), which will help reduce the exposure that specific distribution lines will have to trees and the tree canopy.

Conducting a Climate Adaptation Study

To better understand environmental factors Urban Forestry supports Toronto Hydro’s plan to conduct a Climate Adaptation Study (pending OEB approval) to better understand the impact that the environment will have on distribution assets, including impacts from trees during extreme weather events.

Work with Utility Vendors to Investigate Other Alternatives

Toronto Hydro to continue to work with utility vendors on new technology and innovative products (e.g. breakaway connectors, advanced equipment guarding, meters for generator attachments) that have the potential to improve the distribution system’s resiliency to storms.

Further details on the measures outlined above are outlined in section 5.8 *Vegetation Management and System Hardening/Resilience* (p. 47 - 51) and 5.9 *Toronto Hydro – City Coordination* (p. 51 - 53) of the Toronto Hydro companion report.

c) Conversion of Overhead Lines to Underground

In follow-up to a number of Council motions adopted in July 2014 related to the conversion of overhead lines to underground, staff from the City and Hydro considered various studies that have been commissioned by different utilities, regulators, and legislators across North America.

The studies consistently concluded that widespread undergrounding is cost prohibitive. In Toronto, preliminary cost estimates for converting all of Toronto Hydro's existing overhead power lines to underground range from \$11 billion to \$16 billion. Toronto Hydro has identified that wide-spread efforts of even a smaller scale are also extremely costly. For example, Toronto Hydro advises that undergrounding lines along major and minor arterial lines alone is estimated to cost between \$4 billion to \$5 billion and will not provide system reliability.

There are also costs and benefits to both approaches. While underground lines reduce, if not eliminate, the risk of power interruptions due to high wind, falling trees, ice accumulation, and other external factors, underground lines are more exposed than overhead lines to other hazards such as heat and flooding. In addition, damage to underground lines, either as a result of heat or flooding, or simple equipment failure, often requires significantly more time and higher cost to repair, leading to longer power interruptions than overhead lines.

As an alternative to implementing widespread overhead to underground line conversions, staff considered targeted conversions at a smaller scale, beginning with select overhead line sections that are threatened by environmental factors (e.g. high tree densities, inaccessible locations such as ravines and back lots) that increase system reliability risks and supply disturbances to critical facilities (e.g. hospitals, water filtration plants).

Toronto Hydro uses a systematic approach to making investment decisions. The approach considers conversion of overhead lines to underground when the high cost is justified by reducing power interruptions to large numbers of customers for extended durations of time. Hydro has identified two key areas in the distribution system in which the cost is justified:

- Overhead power lines in the rear lot of properties; and
- Overhead power lines in areas with limited accessibility such as ravines, river crossing, and other off-road environments.

In each of these cases, trees are a major factor in the root cause of the power interruptions. Though the number of customers affected in each scenario varies, from

less than 100 for Rear Lot to more than 1,000 for Limited Accessibility, what they have in common is the time required to remedy the outage cause. In the event that a major piece of equipment such as a pole is damaged and requires replacement, the limited accessibility for Toronto Hydro crews in each case result in a restoration times of up to 24 hours as demonstrated in many rear lot power interruptions.

In addition to the strategic conversion of existing overhead lines, Toronto Hydro has in place a standard design practice (SDP's) that requires newly constructed developments (e.g. subdivisions) to distribute power using underground lines. Toronto Hydro provides this standard design practice to developers and strongly encourages them to utilize underground construction. This results in almost all new developments being built with underground power lines.

Further details on the measures outlined above are outlined in section 5.10 *Undergrounding* (p. 54 - 55) of the Toronto Hydro companion report.

As recommended in this report, the General Manager of Parks, Forestry and Recreation, in consultation with Toronto Hydro, will report back to the Parks and Environment Committee in the first quarter of 2016 to provide an update on measures to reduce the frequency of power outages due to tree contact.

This report also recommends that Toronto Hydro implement storm hardening, targeted conversion of overhead lines to underground, and conduct a Climate Change Adaptation Strategy. In addition, it is recommended that Council direct Toronto Hydro to report to Council annually as part of its Annual General Meeting on the impact of measures taken to enhance the resiliency of the electrical supply in Toronto.

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ATTACHMENTS

- Appendix 1: Councillor Coordination Emergency Support Function
 - Attachment 1: 4-level System for Notification to Councillors
 - Attachment 2: Conference Call Etiquette
- Appendix 2: Assessment of Recreational Facilities for Emergency Receptions Centres
- Appendix 3: 85 Critical Intersections for Police Control during Power Outage

City of Toronto Emergency Plan

EMERGENCY SUPPORT FUNCTION Councillor Coordination

Office of Emergency Management

June 2015

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Emergency Support Function: Councillor Coordination

Primary / Lead Agency / Division:

City Clerk's Office

Supporting Agencies / Divisions:

Office of Emergency Management

Strategic Communications

1.0 Introduction

This Emergency Support Function (ESF) for Councillor Coordination addresses the scope, assumptions and concept of operations for creating a two-way communication and coordination system that supports the role of Councillors during an emergency or a major emergency.

Councillors, as the elected representatives of the people of the City of Toronto, play an essential role in the preparation for, response to and recovery from an emergency or a major emergency. The local knowledge and both formal and informal community networks of Councillors are critical resources that can be leveraged for disseminating and collecting information during an emergency or a major emergency.

This ESF establishes a communication and coordination system to encourage effective messaging, information sharing and to help both Councillors and the City leverage critical resources.

The Emergency Management Office is responsible for notifying the City Clerk's Office of the activation of the EOC for an emergency or a major emergency. Activation of the EOC for an emergency or a major emergency will automatically trigger the activation of the Councillor Coordination ESF. The City Clerk's Office is responsible for advising Councillors of the activation of the EOC and the Councillor Coordination ESF during an emergency or a major emergency.

The City of Toronto's City Clerk's Office is the Lead Division responsible for implementation and oversight of this ESF. The City Clerk's Office will serve as the coordination liaison between Councillors and the City's Emergency Operations Centre (EOC) during an emergency or a major emergency.

The Councillor Coordination ESF does not supersede the role of Strategic Communications as the Lead Division responsible for emergency communications on behalf of the City of Toronto under the Emergency Information and Media Relations ESF.

This ESF does not cover communication with Councillors outside of an emergency or a major emergency. Divisions are responsible for communicating with Councillors during their normal business operations or during an incident.

The Mayor performs a leadership role in managing an emergency in the City of Toronto. Nothing in this ESF supersedes any functions for notifying or communicating with the Mayor or his/her designate as described in the *Toronto Municipal Code Chapter 59* or any other supporting emergency management documents. This ESF applies to Councillors only.

1.1 Purpose

To improve the coordination with Councillors during an emergency or a major emergency event, to leverage Councillors' networks, and provide timely information that can be disseminated to Councillors' local communities.

This ESF formalizes coordination and communication protocols with Councillors during an emergency or a major emergency.

1.2 Scope

At a high level, the Councillor Co-ordination ESF establishes:

- When and how the City Clerk's Office is notified of the activation of the EOC
- When and how Councillors are notified of the activation of the EOC
- When and how the Councillor Coordination ESF is activated
- Protocols for regular communication with Councillors during an emergency or a major emergency
- Parameters for training for appropriate parties, including Councillors and their staff, City Clerk's Office staff and Office of Emergency Management (OEM) staff, to understand the Councillor Coordination function outlined in this ESF

1.3 Assumptions

The Notification to Councillors during an Emergency is based on a 4-level system (included as *Attachment 1*). This ESF applies to an emergency (level 2) and a major emergency (level 3). It does not apply to level 0 (normal) or level 1 (incident).

Divisions are responsible for communicating with Councillors as per their established internal notification/escalation procedures during normal operations (level 0) or an incident (level 1).

The Councillor Coordination Liaison is not intended to replace or supersede Utility communications responsibilities (e.g. Toronto Hydro), as per the Public Information and Media Relations ESF, to communicate with Councillors about their specific services.

Key staff and stakeholders have taken appropriate training to understand the system in place to support Councillors during an emergency or a major emergency.

Members of the Toronto Emergency Management Program Committee (TEMPC) and senior persons from organizations involved in the emergency response (e.g. Toronto Hydro) will make themselves available for regular conference calls with Councillors.

The City Clerk's Office relies on Strategic Communications and other functions in the Emergency Operations Centre receiving timely, accurate information from first responders, frontline City staff, operating divisions and the OEM in order to provide meaningful and timely information and updates to Councillors.

2.0 Concept of Operations

2.1 Notification of the City Clerk's Office

The Office of Emergency Management will notify the City Clerk's Office of an emergency or a major emergency and the activation of the EOC in the same timeframe that Strategic Communications is notified in accordance with the Emergency Information and Media Relations ESF.

The City Clerk's Office will be notified in the manner outlined in the Emergency Level Notifications ESF.

After being notified of an emergency or a major emergency and the activation of the EOC, the City Clerk's Office will activate the Councillor Coordination ESF.

The City Clerk's Office will deploy personnel and resources in accordance with the Councillor Coordination ESF.

2.2 Notification of Councillors

- The City Clerk's Office is responsible for notifying Councillors of the activation of the EOC and the activation of the Councillor Coordination ESF.
- The City Clerk's Office will compile a special telephone/email notification list based on Councillor feedback on their preferred notification channels. This list will be stored in a secure location that is accessed only by assigned City Clerk's Office and Office of Emergency Management staff.
- The telephone notification list may include preferred contact information for Councillors' staff, as determined by individual Councillors.
- The Councillor Coordination Liaison at EOC will be responsible for notifications to Councillors on how the communications to Councillors during the emergency or major emergency will happen. This may include the phone number and/or the generic mailbox for the Councillor Coordination Liaison function.

- Communications with Councillors will be done through the use of the municipal mass notification system, email, telephone or any other appropriate means.
- Pre-determined scripts may be deployed if applicable. The Office and Emergency Management and Strategic Communications will work with the City Clerk's Office to prepare notification scripts that will be sent out during the notification process. For example, after the initial notification of the activation of the EOC, the follow-up script can include the telephone number and email box for the Councillor Coordination Liaison in the EOC, details for daily conference call, etc.
- All notifications scripts will be approved by EOC prior to dissemination.

2.2 Councillor Coordination Liaison at EOC

Once the Councillor Coordination ESF is activated, the City Clerk's Office will deploy a Councillor Coordination Liaison to the EOC. This person will be responsible for co-ordinating the ongoing two-way communications between Councillors and the EOC during and, if applicable, after a major incident or emergency event.

The Councillor Coordination Liaison at the EOC will work closely with the regular liaison person and Strategic Communications at the EOC Director table.

A City Clerk's Office Divisional Operation Centre (DOC) will be activated to serve as operational support to the Councillor Coordination Liaison, if required. This DOC will be located off-site from the EOC. Any task assigned to the Councillor Coordination Liaison in this ESF may be executed by the DOC.

The hours of operation of the Councillor Coordination Liaison and the City Clerk's Office DOC will match the requirements of the EOC as appropriate for the nature and scale of the emergency or major emergency.

2.3 Communications with Councillors

The Councillor Coordination Liaison is responsible for facilitating the two-way communication of information between Councillors and the EOC during and, if applicable, after an emergency or major emergency.

The Councillor Coordination Liaison will work with Strategic Communications to develop communication tools to support Councillors, including daily messages, short news items, and appropriate notices suitable for posting in hardcopy at local facilities or venues, or which can be used on Councillor websites, and distributed electronically via email or through Councillors' social media accounts. Communication tools used will be

developed as appropriate for the nature and scale of the major incident or emergency event.

The Councillor Coordination Liaison will coordinate regular conference calls with Councillors as appropriate for the nature and scale of the event. The frequency of the conference calls will be determined by the EOC and will be open to all Councillors. Members of TEMPC and senior persons from responding organizations (e.g. Toronto Hydro) will participate by providing status updates and answering Councillors' questions.

The Councillor Coordination Liaison will provide information to Councillors on how to join the conference call as well as etiquette and expectations for the call. Sample conference call guidelines are included as *Attachment 2*.

The Councillor Coordination Liaison will collect information from Councillors to help Strategic Communications craft relevant messaging to the media or the public.

The Councillor Coordination Liaison will ensure that Councillors' questions are taken and communicated to the appropriate functions in the EOC. The Councillor Coordination Liaison will respond to Councillors' questions in a reasonable manner and timeframe.

Where possible, the Councillor Coordination Liaison will provide ward-specific information in addition to general City-wide information.

The Councillor Coordination Liaison, in consultation with Strategic Communications, will coordinate the most effective way for Councillors to provide and receive information or ask questions relevant to the emergency or major emergency. This may require requesting that Councillors provide questions in writing or directing Councillors to other organizations (e.g. Toronto Hydro) to access first-hand information.

The Councillor Coordination Liaison will escalate any urgent matter or important information brought forward by a Councillor to the appropriate parties at the EOC.

In its decision process for deactivating the EOC, the OEM, in consultation with the City Clerk's Office, may decide to keep this ESF in effect to ensure regular communication with Councillors during the recovery phase.

2.4 Training

The City Clerk's Office, with the assistance of the OEM, will co-ordinate training for Councillors and their staff, City Clerk's Office staff and other relevant parties on the system in place to support Councillors in an emergency or major emergency.

The City Clerk's Office and OEM will ensure that this training is available at least once a year.

3.0 Roles and Responsibilities

3.1 Councillors

As community leaders, Councillors play an essential role in responding to an emergency or major emergency. This ESF establishes a communication system between Councillors and the EOC that promotes the sharing and dissemination/collection of consistent and accurate information. To support the effectiveness of this communication system, Councillors will provide the Councillor Coordination Liaison with feedback and information about local issues to help Strategic Communications craft relevant communication tools.

- Leverage formal and informal community networks to help disseminate the information provided by the Councillor Coordination Liaison.
- Report urgent matters to the Councillor Coordination Liaison for escalation to the appropriate parties.
- Participate in emergency management training.
- Provide any change to contact information for themselves and their staff to the City Clerk's Office to ensure that the mass notification system is always up to date.
- Respond to the requirement to confirm their information in the mass notification system quarterly.

3.2 Primary / Lead Agency / Division

3.2.1 City Clerk's Office

As the Lead Division for the Councillor Coordination ESF, the City Clerk's Office will co-ordinate efforts to perform the following functions:

Maintain the mass notification system with the most current Councillor and select Councillors' staff contact information.

Notify the Councillor of the activation of the EOC and the Councillor Coordination Liaison function per this ESF.

Deploy personnel and resources in accordance with this ESF.

Deliver the Councillor Coordination Liaison function in accordance with this ESF.

Co-ordinate, with the assistance of the OEM, training for appropriate parties (e.g. Councillors and their staff, City Clerk's Office staff, OEM staff, etc.) on the system in place to support Councillors in a major incident or an emergency event.

Train City Clerk's Office staff involved with the operation of the DOC.

3.3 Supporting Agency / Division

3.3.1 Office of Emergency Management

The role of the OEM is to strengthen the City's ability to prepare, respond & recover from major emergencies. The OEM is responsible for coordinating preparedness, mitigation, response, and recovery activities for threatened or actual natural, technological, and/or human induced risks and emergencies affecting the City of Toronto.

In relation to this ESF, the OEM performs the following functions:

Act as curator of this ESF.

Ensure that this ESF complies with the City's Emergency Plan, and all other Emergency Support Functions (ESF), Risk Specific Plans and other relevant City of Toronto, Provincial and Federal emergency management legislation.

Develop a multi-year comprehensive exercise and training program that includes elements of this ESF.

Support the City Clerk's Office with training of Councillors and their staff, City Clerk's Office staff and other relevant parties on the system in place to support Councillors in a major incident or emergency event. This training will be made available at least once a year.

Notify the City Clerk's Office of an emergency or a major emergency in the same timeframe that Strategic Communications is notified.

Notify the City Clerk's Office of the activation of the EOC during an emergency or a major emergency.

Help ensure members of TEMPC and senior persons from responding parties (e.g.: Toronto Hydro) are available for regular conference calls with Councillors.

Consult with the City Clerk's Office to determine if this ESF should remain in effect after the EOC has been deactivated.

Provide a contact person that can be given feedback and reached for follow-up questions from Councillors after the EOC has been deactivated.

3.3.2 Strategic Communications

In relation to this ESF, Strategic Communications performs the following functions:

- Communicate critical information before an impending incident (if applicable), during and after a major or emergency Incident.

- Organize and direct communications activities in the event of a major incident, declared emergency or impending situation in the City of Toronto.
- Fulfil the role of Information Officer as part of the Incident Management System structure in the City's Emergency Operations Centre.
- Lead on all corporate social media monitoring and messaging and support City operating divisions with direction, advice and messaging with respect to divisionally operated social media channels.
- Support the Councillor Coordination Liaison once the Councillor Coordination ESF is activated.
- Work with the Councillor Coordination Liaison to use information from Councillors and other divisions/organizations to craft relevant messaging to be disseminated by Councillors.
- Assist the Councillor Coordination Liaison get answers to Councillors' questions. This may involve liaising with other divisions/organizations.
- If required and if personnel resources are available, deploy a Strategic Communications liaison to assist the City Clerk's Office DOC.
- Contribute to the emergency management training of relevant parties (e.g. Councillors and their staff, City Clerk's Office staff, etc).

Revision History – Councillor Coordination

Revision Number	Name of Contributor (s)	Summary Of Changes	Revision Date
1.0	City Clerk's Office, Strategic Communications Office of Emergency Management	• Report Creation • Approved by EMWG • Approved by TEMPC • Posted to Website	May 1, 2015 May 25, 2015 June 4, 2015 June 9, 2015
2.0		•	
3.0		•	
4.0		•	
5.0		•	
6.0		•	
7.0		•	

Table 1: Councillor Coordination Emergency Support Function Revision History

Attachment 1

4-level System for Notification to Councillors during an emergency

Emergency Levels	Notifications to Councillors
LEVEL 0 Normal	Division(s) on site will follow established Internal notification / escalation procedures to notify affected Councillors
LEVEL 1 Incident	Division(s) on site will follow established Internal notification / escalation procedures to notify affected Councillors
LEVEL 2 Emergency	Division(s) will notify Deputy City Managers (DCMs) and Office of Emergency Management of the emergency and confirm direction Division(s) will notify Strategic Communications of the Emergency Office of Emergency Management will notify the Toronto Emergency Management Program Committee (TEMPC) and City Clerk's Office of activation of Emergency Operations Centre City Clerk's Office will notify all Councillors of activation of Emergency Operations Centre and Councillor Coordination ESF
LEVEL 3 Major Emergency	• Division(s) will notify Deputy City Managers (DCMs) and Office of Emergency Management of the major emergency and confirm direction. • Division(s) will notify Strategic Communications of the Major Emergency • Office of Emergency Management will notify the Toronto Emergency Management Program Committee (TEMPC) and City Clerk's Office of activation of Emergency Operations Centre • City Clerk's Office will notify all Councillors of activation of Emergency Operations Centre and Councillor Coordination ESF • If Mayor declares emergency, City Clerk's Office will notify all Councillors

Table 2: Emergency Levels and Notifications to Councillors

Attachment 2

Conference Call Etiquette

In order to make conference calls productive for everyone, the following suggestions are provided for both conference call facilitator and participants.

Facilitators

At the beginning of the conference call, the facilitator should communicate the standards of behavior.

The “standards of behavior” followed at a traditional meeting are just as important, if not more important, during a conference call. Sidebar conversations, typing on a computer keyboard, shuffling papers, etc., can be very distracting and should be discouraged.

- Remind participants that professional language is expected.
- Inform participants how you want them to ask questions. (Should they ask during the conference call or wait until the end?). Ask participants to state their names when they ask questions or make comments during the call. Participants should not assume that others would recognize their voice.
- How participants will introduce themselves.
- Instruct participants who will have to leave the conference call before its conclusion to email confirmation of their participation and any additional questions they might have.
- Confirm agenda you will be following. The first agenda item of any conference call should be a review of your standards of behavior.

Participants

- Learn the features of your phone before the call – the three most important features to learn are:
 - How to activate the speakerphone,
 - How to turn the microphone off and on when using the speakerphone, and
 - How to mute the handset.
- Avoid using cell phones – Cell phone users can join a conference call if necessary, but the potential for reception issues, static, and interference make it a poor practice.

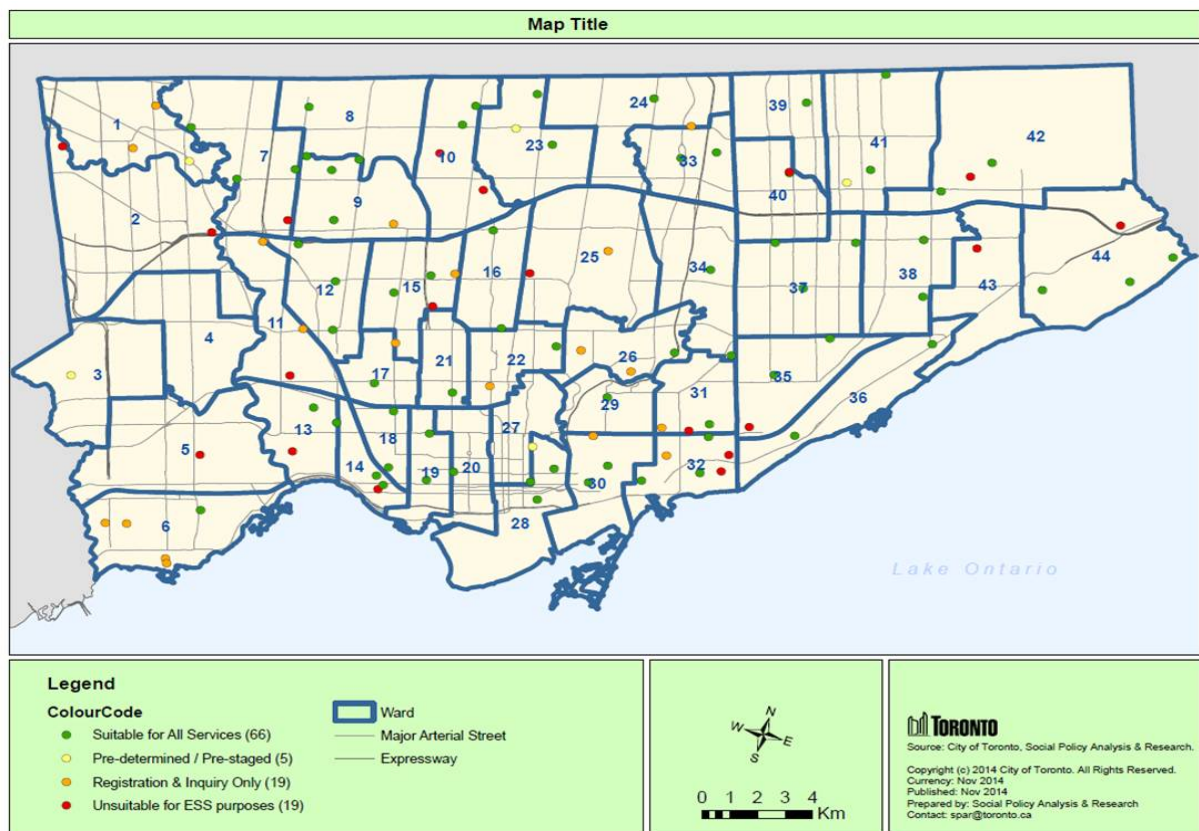
- Don't use the hold feature. Turning off the microphone or placing the handset on mute is the correct option if you are just listening to the conference call.
- Find a quiet location, call in on time, and set time aside for the call.
- Avoid the urge to multi-task during the call.
- Follow the facilitator's expectations, which would be reiterated at the beginning of the conference call.
- Keep your phone muted until the facilitator is opening the line for questions or comments.
- Identify yourself each time you speak.
- Avoid talking over or interrupting other speakers. It is advisable to keep a notepad and pen handy for recording thoughts so they don't escape you as you listen to others.

Appendix 2

Assessment of Recreation Facilities for Emergency Reception Centres

Outline below is a map detailing the results of an initial assessment by the Office of Emergency Management and Parks, Forestry and Recreation, of suitability of each of the City's community and recreation sites and the suitability for use during emergencies. The assessment categorized each facility in one of the following categories:

1. **Suitable for All Services (Green):** Facility is suitable for overnight accommodation, food services and personal hygiene (i.e. showers, etc.)
2. **Pre-determined / Pre-staged (Yellow):** Facility is suitable for overnight accommodation, food services and personal hygiene, supplies and procedures have been established and the facility has been equipped to receive a back-up generator.
3. **Registration & Inquiry Only (Orange):** Facility is not suitable for overnight accommodation, food services and personal hygiene but is capable of acting as a temporary evacuation shelter for registration/inquiry for short durations.
4. **Unsuitable for ESS Purposes (Red):** Due to size, configuration or amenity considerations, the facility does not have the features required for use during an emergency / evacuation.



Detailed below is the name, address and ward location of each of the 109 City's community and recreation centre sites along with the assessed potential for use during emergencies.

No.	Ward	Community Centre	Address	Assessment	
1	1	Elmbank	10 Rampart Rd.		Registration & Inquiry
2	1	North Kipling	2 Rowntree Rd.		Registration & Inquiry
3	1	Thistletown	925 Albion Rd.	*	Pre-determined / Pre-staged
4	2	Humberwood	850 Humberwood		Not Suitable
5	2	Pine Point	15 Grierson Rd.		Not Suitable
6	3	Etobicoke Olympium	590 Rathburn		Pre-determined / Pre-staged
7	5	Norseman	105 Norseman St.		Not Suitable
8	6	Alderwood	2 Orianna Dr.		Registration & Inquiry
9	6	Franklin Horner	432 Horner Ave.		Not Suitable
10	6	Ken Cox	28 Colonel Samuel Smith Park Dr.		Registration & Inquiry
11	6	Ourland	18 Ourland Ave.		Suitable for All Services
12	6	Power House	65 Colonel Samuel Smith Park Dr.		Registration & Inquiry
13	7	Carmine Stefano	3100 Weston Rd.		Suitable for All Services
14	7	Chalkfarm	180 Chaulkfarm Dr.		Not Suitable
15	7	Domenico Diluca	25 Stanley Rd.		Suitable for All Services
16	7	Gord and Irene Risk	2650 Finch Ave. W.		Suitable for All Services
17	8	Driftwood	4401 Jane St.		Suitable for All Services
18	8	Oakdale	350 Grandravine Dr.		Suitable for All Services
19	9	Ancaster	41 Ancaster Rd.		Registration & Inquiry
20	9	Grandravine	23 Grandravine Dr.		Suitable for All Services
21	9	Northwood	15 Clubhouse Crt.		Suitable for All Services
22	9	Roding	600 Roding		Suitable for All Services
23	10	Antibes	140 Antibes Dr.		Suitable for All Services
24	10	Earl Bales	4169 Bathurst		Registration & Inquiry
25	10	Herbert H. Carnegie Centennial	580 Finch Ave. W.		Suitable for All Services
26	10	Irving W. Chapley	205 Wilmington Ave.		Not Suitable
27	11	David Appleton	33 Pritchard Ave.		Not Suitable
28	11	Mount Dennis	4 Hollis St.		Registration & Inquiry
29	11	Pelmo Park	171 Pellatt Ave.		Registration & Inquiry
30	12	Amesbury	1507 Lawrence Ave. W.		Suitable for All Services
31	12	Centennial (York)	2694 Eglinton Ave. W.		Suitable for All Services
32	12	Falstaff	50 Falstaff Ave.		Suitable for All Services
33	13	Annette	333 Annette St.		Suitable for All Services
34	13	Keele	181 Glenlake Ave.		Suitable for All Services
35	13	Swansea	15 Waller Ave.		Not Suitable

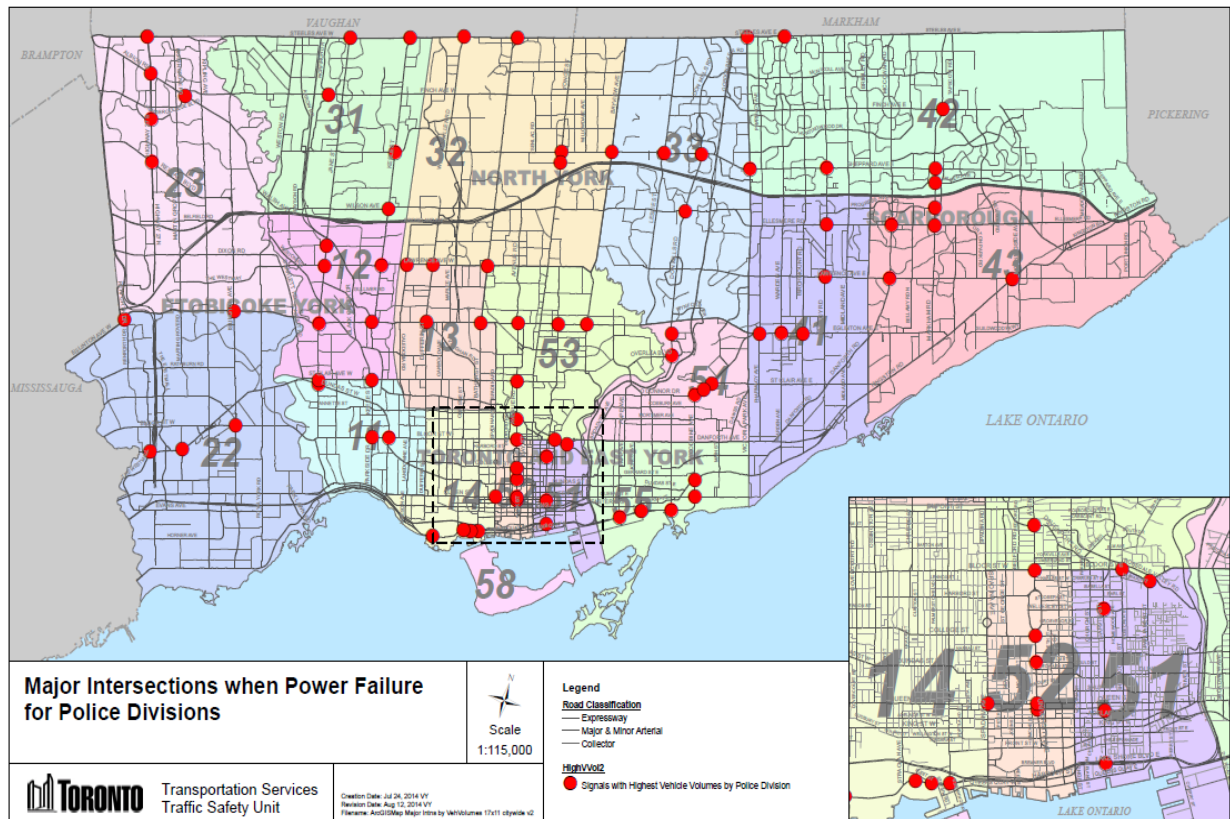
No.	Ward	Community Centre	Address	Assessment	
36	14	Holy Family	141 Close Ave.		Not Suitable
37	14	Masaryk-Cowan	220 Cowan Ave.		Suitable for All Services
38	14	Parkdale	75 Lansdowne Ave.		Suitable for All Services
39	15	Barbara Frum	20 Covington Rd.		Not Suitable
40	15	Fairbank Memorial Park	2213 Dufferin St.		Registration & Inquiry
41	15	Glen Long	35 Glen Long Ave.		Suitable for All Services
42	15	Lawrence Heights	5 Replin Rd.		Suitable for All Services
43	15	Viewmount	169 Viewmount		Not Suitable
44	16	Armour Heights	2140 Avenue Rd.		Suitable for All Services
45	16	North Toronto Memorial	200 Eglinton Ave. W.		Suitable for All Services
46	17	Joseph J. Piccininni	1369 St. Clair Ave. We.		Suitable for All Services
47	18	Mary McCormick	66 Sheridan Ave.		Suitable for All Services
48	18	Wallace-Emerson	1260 Dufferin St.		Suitable for All Services
49	19	Bob Abate	485 Montrose Ave.		Suitable for All Services
50	19	Trinity	155 Crawford St.		Suitable for All Services
51	20	Scadding Court	707 Dundas St. W.		Suitable for All Services
52	21	Hillcrest	1339 Bathurst St.		Suitable for All Services
53	22	Brown	454 Avenue Rd.		Registration & Inquiry
54	22	Maurice Cody	181 Cleveland St.		Suitable for All Services
55	23	Edithvale	131 Finch Ave. W.	*	Pre-determined / Pre-staged
56	23	Goulding	45 Goulding Ave.		Suitable for All Services
57	23	Mitchell Field	89 Church Ave.		Suitable for All Services
58	24	Cummer Park	6000 Leslie St.		Suitable for All Services
59	24	Seneca Village	1700 Finch Ave. E.		Registration & Inquiry
60	25	Banbury	120 Banbury Rd.		Registration & Inquiry
61	25	Bedford Park	81 Ranleigh Ave.		Not Suitable
62	26	Flemingdon	150 Grenoble Dr.		Suitable for All Services
63	26	Jenner Jean-Marie	48 Thorncliffe Park Dr.		Registration & Inquiry
64	26	Trace Manes Park	110 Rumsey Rd.		Registration & Inquiry
65	27	John Innes	150 Sherbourne St.		Suitable for All Services
66	28	Regent Park North	415 Gerrard St. E.		Not Suitable
67	28	St. Lawrence	230 The Esplanade		Suitable for All Services
68	28	Wellesley	495 Sherbourne St.	*	Pre-determined / Pre-staged
69	29	East York	1081-1/2 Pape Ave.		Suitable for All Services
70	30	Frankland	816 Logan Ave.		Registration & Inquiry
71	30	Jimmie Simpson	870 Queen St. E.		Suitable for All Services
72	30	Matty Eckler	953 Gerrard St. E.		Suitable for All Services
73	31	Earl Beatty	455 Glebholme Blvd.		Registration & Inquiry
74	31	Secord	91 Barrington Ave.		Suitable for All Services

No.	Ward	Community Centre	Address	Assessment	
75	31	Terry Fox	2 Gledhill Ave.		Not Suitable
76	32	Adam Beck	79 Lawlor Ave.		Not Suitable
77	32	Balmy Beach	14 Pine Ave.		Not Suitable
78	32	Beaches	6 Wililamson Rd.		Suitable for All Services
79	32	Fairmount	1757 Gerrard St. E.		Registration & Inquiry
80	32	Main Square	245 Main St.		Suitable for All Services
81	32	S.H. Armstrong	56 Woodfield Rd.		Suitable for All Services
82	33	Oriole	2975 Don Mills Rd. W.		Suitable for All Services
83	33	Pleasant View	545 Van Horne Ave.		Suitable for All Services
84	34	Broadlands	19 Castlegrove Blvd.		Suitable for All Services
85	34	O'Connor	1386 Victoria Park Ave.		Suitable for All Services
86	35	Don Montgomery	2467 Eglinton Ave. E.		Suitable for All Services
87	35	Oakridge	63 Pharmacy Ave.		Not Suitable
88	35	Warden Hilltop	25 Mendelssohn St.		Suitable for All Services
89	36	Birchmount	93 Birchmount Rd.		Suitable for All Services
90	36	Scarborough Village	3600 Kingston Rd.		Suitable for All Services
91	37	Birkdale	1299 Ellesmere Rd.		Suitable for All Services
92	37	Ellesmere	20 Canadian Rd.		Suitable for All Services
93	37	McGregor Park	2231 Lawrence Ave. E.		Suitable for All Services
94	38	Cedarbrook	91 Eastpark Blvd.		Suitable for All Services
95	38	Centennial - Scarborough	1967 Ellesmere Rd.		Suitable for All Services
96	39	L'Amoreaux	2000 McNicoll Ave.		Suitable for All Services
97	40	Stephen Leacock	2500 Birchmount Rd.		Suitable for All Services
98	40	Stephen Leacock Seniors	2520 Birchmount Rd.		Not Suitable
99	41	Agincourt	31 Glen Watford Dr.	*	Pre-determined / Pre-staged
100	41	Commander	140 Commander Blvd.		Suitable for All Services
101	41	Milliken Park	4325 McCowan Rd.		Suitable for All Services
102	42	Burrows Hall	1081 Progress Ave.		Suitable for All Services
103	42	Malvern	30 Sewell's Rd.		Suitable for All Services
104	42	Berner Trail	45 Nahanni Ter.		Not Suitable
105	43	Curran Hall	277 Orton Park Rd.		Not Suitable
106	44	Heron Park	292 Manse Rd.		Suitable for All Services
107	44	Port Union	5450 Lawrence Ave. E.		Suitable for All Services
108	44	Tall Pines	64 Rylander Blvd.		Not Suitable
109	44	West Rouge	270 Rouge Hills Dr.		Suitable for All Services

Appendix 3

85 Critical Intersections for Police Control during Power Outages

Outline below is a map depicting the location of each of the 85 major signalized and critical intersections subject to the protocol developed between the City's Transportation Service Division and the Toronto Police Service for the deployment of police resources to direct and control traffic in the event of power outages.



The specific street intersection, wards and applicable Police Divisions are listed below for each of the 85 identified intersections.

No.	Ward	Main Street	Side Street	Side Street 2	Police Division		
					1	2	3
1	14	Dundas St. W.	Bloor St. W.	-	11	-	-
2	13	Jane St.	Dundas St. W.	-	11	-	-
3	13 / 14	Bloor St. W.	Keele St.	Parkside Dr.	11	-	-
4	11	St. Clair Ave. W.	Keele St.	Weston Rd.	11	12	-
5	11	Jane St.	St. Clair Ave. W.	-	11	12	-
6	12	Keele St.	Lawrence Ave. W.	-	12	-	-
7	11	Eglinton Ave. W.	Jane St.	-	12	-	-

No.	Ward	Main Street	Side Street	Side Street 2	Police Division		
					1	2	3
8	12	Eglinton Ave. W.	Keele St.	Trethewey Dr.	12	-	-
9	11 / 12	Jane St.	Lawrence Ave. W	-	12	-	-
10	11 / 12	Jane St.	Maple Leaf Dr.	Church St.	12	-	-
11	15	Dufferin St.	Lawrence Ave. W.	-	13	32	-
12	15 / 16	Bathurst St.	Lawrence Ave. W.	-	13	32	53
13	21	Bathurst St.	Eglinton Ave. W.	-	13	53	-
14	15	Lawrence Ave. W.	Caledonia Rd.	-	13	32	-
15	15	Dufferin St.	Eglinton Ave. W.	-	13	-	-
16	19	Lake Shore Blvd. W.	Ontario Dr.	Remembrance Dr.	14	-	-
17	19	Lake Shore Blvd. W.	Fort York Blvd.	-	14	-	-
18	19	Lake Shore Blvd. W.	Fleet St.	Bathurst St.	14	-	-
19	19 / 20	Lake Shore Blvd. W.	Fleet St.	Bastion St.	14	-	-
20	20	Spadina Ave.	Queen St. W.	-	14	52	-
21	3	Dundas St. W.	The West Mall	-	22	-	-
22	3	Eglinton Ave. W.	Renforth Dr.	-	22	23	-
23	5	Dundas St. W.	Shaver Ave. S.	Shorncliffe Rd.	22	-	-
24	5	Bloor St. W.	Islington Ave.	-	22	-	-
25	4	Eglinton Ave. W.	Islington Ave.	-	22	23	-
26	1	Steeles Ave. W.	Highway 27	-	23	-	-
27	1	Highway 27 N.	Albion Rd.	-	23	-	-
28	1	Highway 27 N.	Humber College Blvd.	-	23	-	-
29	1	Albion Rd.	Finch Ave. W.	-	23	-	-
30	2	Highway 27 N.	Rexdale Blvd.	-	23	-	-
31	8	Steeles Ave. W.	Keele St.	-	31	-	-
32	8	Finch Ave. W.	Norfinch Dr.	Oakdale Rd.	31	-	-
33	9	Keele St.	Wilson Ave.	-	31	-	-
34	8	Steeles Ave. W.	Jane St.	-	31	-	-
35	8 / 9	Keele St.	Sheppard Ave. W.	-	31	-	-
36	23 / 24	Sheppard Ave. E.	Bayview Ave.	-	32	33	-
37	23	Yonge St.	Avondale Ave.	Florence Ave.	32	-	-
38	8 / 10	Steeles Ave. W.	Dufferin St.	-	32	-	-
39	10	Steeles Ave. W.	Bathurst St.	-	32	-	-
40	23	Yonge St.	Sheppard Ave. E.	Sheppard Ave. W.	32	-	-
41	24 / 33	Sheppard Ave. E.	Leslie St.	-	33	-	-
42	34	Don Mills Rd.	York Mills Rd.	-	33	-	-
43	33	Sheppard Ave. E.	Don Mills Rd.	-	33	-	-
44	24 / 39	Steeles Ave. E.	Victoria Park Ave.	-	33	42	-
45	33/ 40	Sheppard Ave. E.	Victoria Park Ave.	-	33	42	-
46	37	Sheppard Ave. E.	Kennedy Rd.	-	41	-	-
47	40	Kennedy Rd.	Ellesmere Rd.	-	41	-	-
48	35 / 37	Eglinton Ave. E.	Birchmount Rd.	-	41	-	-

No.	Ward	Main Street	Side Street	Side Street 2	Police Division		
					1	2	3
49	35 / 37	Eglinton Ave. E.	Pharmacy Ave.	-	41	-	-
50	35 / 37	Eglinton Ave. E.	Warden Ave.	-	41	-	-
51	39	Steeles Ave. E.	Warden Ave.	-	42	-	-
52	40	Kennedy Rd.	Sheppard Ave. E.	-	42	-	-
53	41 / 42	Markham Rd.	Sheppard Ave. E.	-	42	-	-
54	42	Markham Rd.	Milner Ave.	-	42	-	-
55	41 / 42	Finch Ave. E.	Markham Rd.	-	42	-	-
56	38	Markham Rd.	Progress Ave.	-	43	-	-
57	38	McCowan Rd.	Ellesmere Rd.	-	43	-	-
58	38	Lawrence Ave. E.	McCowan Rd.	-	43	-	-
59	38	Markham Rd.	Ellesmere Rd.	-	43	-	-
60	43	Kingston Rd.	Lawrence Ave. E.	-	43	-	-
61	28	Jarvis St.	Richmond St. E.	-	51	-	-
62	27 / 28	Bloor St. E.	Parliament St.	-	51	53	-
63	27	Bloor St. E.	Sherbourne St.	-	51	53	-
64	28	Lake Shore Blvd. E.	Lower Jarvis St.	-	51	-	-
65	27	Jarvis St.	Wellesley St. E.	-	51	-	-
66	20 / 27	Avenue Rd.	Bloor St. W.	-	52	53	-
67	20 / 27	University Ave.	College St.	-	52	-	-
68	20	University Ave.	Queen St. W.	-	52	-	-
69	20	University Ave.	Richmond St. W.	-	52	-	-
70	20 / 27	University Ave.	Elm St.	-	52	-	-
71	20 / 27	Avenue Rd.	Davenport Rd.	-	53	-	-
72	22 / 26	Eglinton Ave. E.	Bayview Ave.	-	53	-	-
73	22	St. Claire Ave. W.	Avenue Rd.	-	53	-	-
74	16	Avenue Rd.	Eglinton Ave. W.	-	53	-	-
75	22	Mount Pleasant Rd.	Eglinton Ave. E.	-	53	-	-
76	26	Don Mills Rd.	Overlea Blvd.	Gateway Blvd.	54	-	-
77	26	Don Mills Rd.	St. Dennis Dr.	-	51	-	-
78	31	O'Connor Dr.	St. Clair Ave. E.	-	54	-	-
79	31	O'Connor Dr.	Glenwood Cr.	-	54	-	-
80	31	O'Connor Dr.	Woodbine Ave.	-	54	-	-
81	30	Lake Shore Blvd. E.	Carlaw Ave.	-	55	-	-
82	30 / 32	Lake Shore Blvd. E.	Leslie St.	-	55	-	-
83	32	Lake Shore Blvd. E.	Coxwell Ave.	Ashbridges Bay Park Rd.	55	-	-
84	32	Kingston Rd.	Woodbine Ave.	-	55	-	-
85	32	Queen St. E.	Woodbine Ave.	-	55	-	-