



STAFF REPORT ACTION REQUIRED

Transmittal of Toronto Hydro's Independent Review Panel Report: The Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm

Date:	June 24, 2014
To:	Executive Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

The ice storm that occurred in Toronto in late December 2013 caused widespread electricity outages and disrupted the lives of thousands of Torontonians. Approximately 416,000 Toronto Hydro customers lost power at one point during the ice storm, which affected more than one million City residents.

In January, Toronto Hydro commissioned an Independent Review Panel to look at Toronto Hydro's performance during the storm and to confirm practices that worked well and identify areas in need of improvement. The Independent Review Panel worked closely with Davies Consulting on the design and approach of the review and then on the identification of findings and the development of 25 recommendations for consideration by Toronto Hydro Management. The Independent Review Panel Report, *The Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm*, was released publically on June 18, 2014.

As requested by Council at its meeting January 10 and 13, 2014, this report transmits the findings of Toronto Hydro's Independent Panel to Council for information.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council receive this report for information.

Financial Impact

The recommendations in this report have no financial impact. The Independent Review Panel Report, *The Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm*, will have financial impact for Toronto Hydro and the City of Toronto and future impacts will be incorporated into operating and capital budgets for 2015 and beyond.

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

DECISION HISTORY

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)*. As requested, the report provided Council with the terms of reference, scope and membership for the Toronto Hydro Third Party Independent Review.

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilDecisionDocumentReport&meetingId=7851>

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 "Toronto Hydro to provide a copy of the findings of the third party independent panel's review of the Toronto Hydro's planning and power restoration response to the City Manager for report to City Council through the Executive Committee".

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilDecisionDocumentReport&meetingId=8828>

On January 9, 2014, Anthony Haines, Toronto Hydro President and Chief Executive Officer announced the establishment of a Panel to review Toronto Hydro's storm response, including electricity grid design and emergency response, urban forestry issues, and customer communications.

ISSUE BACKGROUND

Refer to "Issues Background" in the report dated March 5, 2014 from the City Manager.

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilDecisionDocumentReport&meetingId=7851>

COMMENTS

Attached to this report is the Toronto Hydro Independent Review Panel Report, *The Response of Toronto Hydro-Electrical System Limited to the December 2013 Ice Storm*.

In summary, the Independent Review Panel identified 25 recommendations for consideration by the Toronto Hydro Board and management. The following is a list of these recommendations by areas focus as outlined in Report's Executive Summary:

- Update emergency response plans to align with vision and strategy, incorporate the documentation of key processes and procedures, and train response roles and structures;
- Improve situational awareness capabilities to enable development of accurate Estimated Time of Restorations (ETRs) and facilitate focus on critical priorities;
- Develop capacity to provide customers timely access to report and obtain critical information related to their outages, during day-to-day, as well as large-scale outages;
- Work with key stakeholders to identify, agree upon, and fund cost-beneficial system hardening and resilience initiatives, including vegetation management and targeted conversion of line segments to underground construction;
- Educate customers and stakeholders to ensure that they understand their responsibilities and are better prepared and more fully informed when incidents occur (e.g., impacts requiring repair of damaged equipment on customer property);
- Codify the process for rapid access to and deployment of trained, certified, and equipped resources;
- Pre-define restoration approaches that are scaled to outage levels and can be executed efficiently and safely;
- Update and further integrate key information and operational systems to provide real or near-real time intelligence during major events; and
- Enhance collaboration between Toronto Hydro and the City to integrate outreach, messaging, and education to improve citizen preparedness and awareness of major events.

It is expected that the Toronto Hydro Board will provide a report to City Council in 2015 on its consideration of the review and the implementation of the Independent Review Panel recommendations.

SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENTS

1. Transmittal letter, dated June 24, 2014, from Toronto Hydro President and CEO
Re: Independent Review Panel – Final Report
2. Toronto Hydro Independent Review Panel Report, The Response of Toronto
Hydro-Electrical System Limited to the December 2013 Ice Storm