



# Status of Emergency Preparedness Focus on Risk: The Emergency Operations Centre

2024 November 28

# Recommendation

That the Emergency Management Committee recommend that Council receive this report for the Corporate Record

# Who is the Emergency Operations Centre (EOC)?



# What it Takes to Open the EOC





# The “New Normal”

2020



Days open: 1\*

\*Excluding COVID-19 (305)

2021



Days open: 1\*

\* Excluding COVID-19 (365)

2022



Days open: 8

\*Excluding COVID-19 (89)

2023



Days open: 54

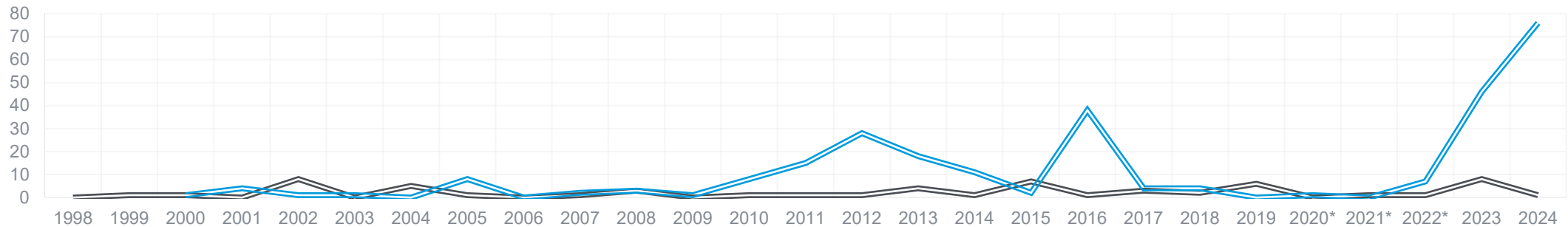
2024



Days open: 76

## EOC DAYS OPEN/YEAR

— Days Open - Planned Events    — Days Open - Unplanned Incidents



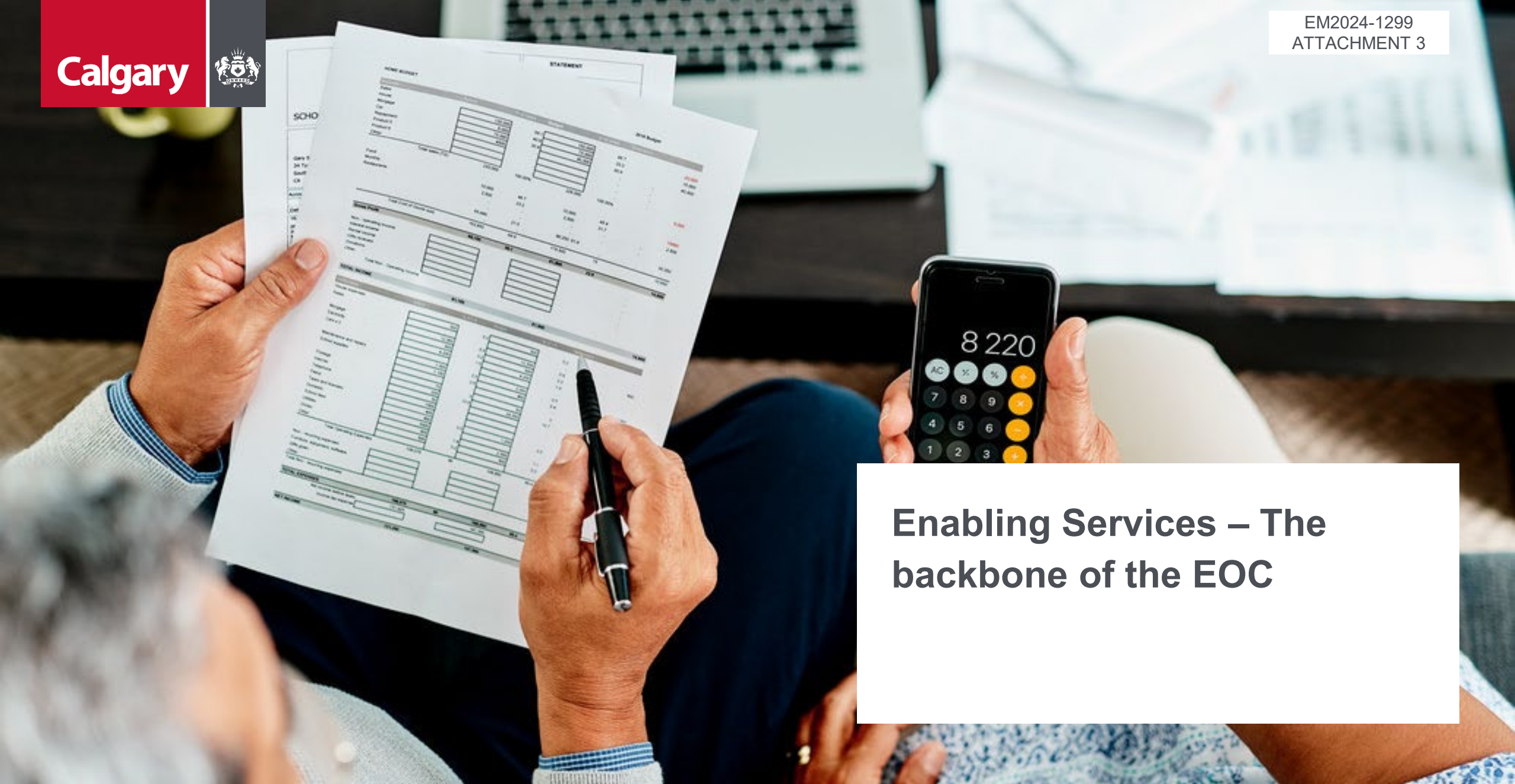


# Understanding the Impacts - CEMA



# Understanding the Impacts – City Services





**Enabling Services – The backbone of the EOC**





# Crisis Communications

Jennifer McMurtry, Director, Customer Service & Communications

Heather Hastie, Manager, Customer Service & Communications



# Crisis Communications Process

**CEMA**  
Emergency declared

CEMA activates Crisis Communications function

**CSC**  
Shift focus to emergency

CSC members are mobilized  
Identify emergency communications needs & actions  
Pause, cancel or reschedule other non-crisis related communications

EOC approves all City communications

Centralized,  
Coordinated,  
& Consistent

# Crisis Communications Structure

## Crisis Communications Team:

- Operate 24/7, as needed
- Over 100 CSC employees
- Ongoing training
- Specialized roles
- Scalable and adaptable





# Navigating the new normal

24-hour information cycles

Increased audience expectations & skepticism



Rising misinformation & polarization

Changing media landscape

Longer & more complex events

# Impacts of frequent and complex emergencies



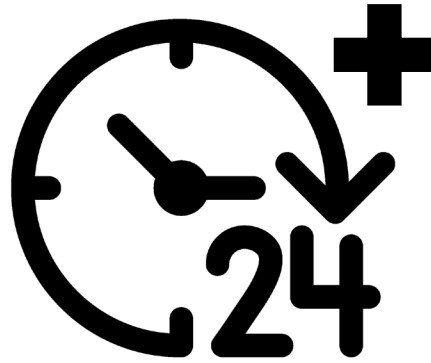
## Increased EOC hours

### 2023

- 160% increase in EOC hours

### 2024

- 369% increase in EOC hours



## Increased overtime

### 2024

- 2600 hours (to date)



## Impacts

- CSC employees are redirected to emergency-related work
- Reduced CSC complement to continue non-emergency work
- Clients experience delays to regular work



# Supply Management

Amit Patil, Director, Supply Management

# Supply Management



# Adapting for the Future





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