



**For Action  
with Confidential Attachment**

## **Emergency Management and Resiliency**

**Date:** May 29, 2019  
**To:** Audit and Risk Management Committee  
**From:** Head of Audit, Risk and Compliance

### **Reason for Confidential Information**

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This report contains information related to the security of TTC property.

### **Summary**

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Audit, Risk and Compliance (ARC) resources have been allocated to support a critical risk area in an expanded advisory capacity, i.e., Emergency Management. Specifically, a Director of Emergency Management position was created within ARC and an emergency planning support staff was transferred from Safety, Health and Environment to assist with this key initiative.

Staff will present the confidential results of the completed Emergency Management and Business Continuity Gap Analysis, as well as, the Roadmap for addressing areas of concern.

### **Recommendations**

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It is recommended that the TTC Audit and Risk Management Committee:

1. Receive the information contained in the confidential presentation Emergency Management and Resiliency, noting that it is to remain confidential in its entirety as it contains information related to the security of TTC property.

### **Financial Summary**

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Sufficient funds for the ARC Department's planned activities are included in the 2019 Operating Budget, which was approved by City Council on March 7, 2019.

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

### **Equity/Accessibility Matters**

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There are no accessibility or equity impacts associated with this report.

## Decision History

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Corporate preparedness and emergency management is identified in the TTC's 2018-2022 Corporate Plan as a cornerstone strategic objective. An audit of key elements of TTC's Emergency Management Program was identified in the 2018 Flexible Audit Work Plan presented to the Audit and Risk Management Committee on February 26, 2019.

[http://www.ttc.ca/About the TTC/Commission reports and information/Committee meetings/Audit Risk Management/2018/February 15/Reports/4 TTC Internal Audit 2018 Flexible Audit Work Plan.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Committee%20meetings/Audit%20Risk%20Management/2018/February%2015/Reports/4%20TTC%20Internal%20Audit%2018%20Flexible%20Audit%20Work%20Plan.pdf)

Internal audit intended to review risk mitigation activities around subway station platform crowding and management of the Stations Emergency Desk as part of its 2018 Audit Work Plan. However, on January 30, 2018, a series of events took place that resulted in a serious subway platform crowding situation. This prompted Management to undertake an internal level 3 safety investigation and implement immediate measures aimed at addressing station staffing issues and communication protocols. Consequently, staff concluded that conducting an audit of TTC's emergency management planning, response and recovery framework would be of greater value following completion of a comprehensive gap analysis and integration of existing plans, including those that address platform crowding.

In keeping with best practice of ensuring TTC is a resilient organization, an internal subject matter expert was tasked to critically examine the current state of TTC's emergency readiness and develop a Roadmap strategy for closing gaps to achieve a more resilient end state over time. This project was presented as a proactive initiative to the ARMC on July 10, 2018.

[http://www.ttc.ca/About the TTC/Commission reports and information/Committee meetings/Audit Risk Management/2018/July 10/Reports/2 Internal %20Audit %20QuarterlyUpdate Q2 2018.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Committee%20meetings/Audit%20Risk%20Management/2018/July%2010/Reports/2%20Internal%20Audit%20QuarterlyUpdate%20Q2%202018.pdf)

## Issue Background

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Senior Internal Audit staff provided advisory support during the Gap Analysis regarding scope, methodology and progress reporting. ARC staff will continue to support the implementation of Emergency Management/Business Continuity Roadmap priorities and completion of departmental resiliency assessments.

## Comments

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The Gap Analysis is a key foundational document for the TTC Emergency Management, Business Continuity and Resilience Program. In order to build the foundation for a broad-based, corporate-wide program, it was necessary to: Establish the Baseline Condition, Define the Optimal End State, Identify the Key Existing Gaps and Devise a Roadmap for Achieving the Optimal End State.

A key underlying premise of the Gap Analysis is that resilience is achieved by integrating risk, emergency preparedness and business continuity principles across four

broad areas of concentration: People, Plans, Processes and Protective Measures, and that a comprehensive program is achieved by enhancing the TTC's current emergency planning program, integrating risk, and implementing corporate business continuity and resilience.

Undertaking continuous measures to enhance organizational and operational resiliency is good governance and demonstrates due diligence. There are readiness and resilience expectations from many levels of government, the TTC Board and customers. Implementing best practice and industry standards enables management to effectively mitigate against, prepare for, respond to, and recover from major incidents and emergencies as they arise with no or minimized disruption. As an essential service, the public demands this of TTC. TTC is not mandated to comply with the *Emergency Management and Civil Protection Act RSO 1990 C. E9 (EMCPA)* and associated regulation like municipalities and provincial ministries. However, TTC may well be held accountable to this Standard, and at a minimum, strive to meet it.

The Gap Analysis was completed and results presented to TTC senior management on March 6, 2019. A Roadmap and Three-Year Work Plan to be led by ARC's Emergency Management Director was presented to TTC executive management on May 21, 2019. Details of both will be outlined to the ARMC in the confidential presentation.

## **Contact**

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## **Signature**

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## **Attachment**

Confidential Attachment – Presentation: Emergency Management and Resiliency