




INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 21, 2022
SUBJECT/REPORT NO:	Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Janette Smith City Manager
SIGNATURE:	

INFORMATION

At the July 4th, 2022 General Issues Committee meeting the report entitled Emergency Operations Centre COVID-19 Recovery Phase and After-Action Reporting (CM22010) was received. That report outlined the debrief process to be undertaken in order to prepare the After-Action Report: COVID-19 Pandemic Response.

The purpose of this report is to present the After-Action Report: COVID-19 Pandemic Response to Council and the public. The report was developed through a debriefing process with the Mayor, Councillors and the members of the Emergency Operations Centre (EOC) Management Team. The After-Action Report is a tool used to assess the City's response to the COVID-19 pandemic.

It is important to note that the scope of the After-Action Report is on the City's emergency response through the Emergency Operations Centre. It does not encompass the broader response of the health care system, public health, or the Province..Hamilton Public Health Services will be completing a separate review and plan to share it with Council later this year.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

It is also important to note the COVID-19 pandemic is different from other emergency events. This response was an unprecedented 28-month response that involved multiple levels of government and impacted the entire community. The City of Hamilton's Emergency Operations Centre (EOC) was activated to address impacts to the community and to City services. There were changes to the Incident Management System (IMS) to strengthen operations and response strategies and the redeployment of over 300 staff. It involved a complex communication strategy to meet the changing demands of the pandemic. It involved working with community partners to address demands of the pandemic as it significantly impacted businesses and people's lives. As we head into the fall of 2022, the City EOC remains activated in a monitoring state to respond to any further COVID-19 pandemic waves.

The scale and complexity of the COVID-19 pandemic required collaboration across the community. Even after mobilizing all available resources, a personnel shortage required the triaging and prioritization of services and business processes. City officials and responders had to make difficult decisions in the face of uncertainty and limited resources. Out of necessity, they found themselves testing different approaches to numerous challenges that arose due to the scale and duration of the pandemic.

The After-Action Report identifies strategies that worked and opportunities for improvement. It identifies a broad range of different perspectives and experiences needed to improve preparedness for ongoing and future pandemic responses.

This response was the most complex ever experienced in the City of Hamilton, and certainly stretched the boundaries of our existing response capabilities. Both the staff and the community as a whole showed incredible resilience, and proved that together as a City, we can overcome one of the most challenging situations ever faced. And of course, the impacts of the pandemic are still being felt today across our city. Staff will use the lessons learned to further increase our resiliency, and ensure the City is better prepared to respond and recover from future emergency events.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM22010(a) – After-Action Report