

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
17 May 2018 / 17 mai 2018**

**and Council
et au Conseil
23 May 2018 / 23 mai 2018**

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**Submitted by
Soumis par:
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**Ward: CITY WIDE / À L'ÉCHELLE DE
LA VILLE**

File Number: ACS2018-EPS-GEN-0006

SUBJECT: Security and Emergency Management Branch 2017 Annual Report

**OBJET: Direction de la Sécurité et de la Gestion d'urgence rapport annuelle
2017**

REPORT RECOMMENDATIONS

That the Community and Protective Services Committee recommend Council receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que le comité des services communautaires et de protection recommande au Conseil de recevoir le rapport aux fins d'information.

EXECUTIVE SUMMARY

The Security and Emergency Management Branch (SEM) reports annually on the branch's operations and other key accomplishments. SEM is responsible for providing a safe and secure environment for residents and visitors to City of Ottawa through the Office of Emergency Management (OEM) and Corporate Security.

Office of Emergency Management

The Office of Emergency Management (OEM) is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program (EMP). OEM responded to 79 situations at various levels of escalation that were either planned or unplanned. Worthy of note, eight of the planned situations were with respect to Canada 150 Signature Events. OEM was responsible for the coordination of City services in response to for several situations throughout the year. Most notably, the 2017 Spring Freshet involved a coordinated response and the mobilization of the Emergency Operations Centre during the months of April and May.

A new Protective Measures Program was launched in fall 2017. The Protective Measures Program was initiated to minimize or eliminate risk of danger, injuries or accidents during a security or emergency affecting a City facility. The Protective Measures Program includes a new policy and procedures that defines and provides instructions on what to do in the event of an emergency in a City facility.

In addition, 35 'Are You Ready' presentations were provided in the community. In 2017, 41 emergency preparedness courses were provided to 273 participants.

Corporate Security

Corporate Security is committed to providing a safe and secure environment for City of Ottawa employees and assets through the delivery of security services. In 2017, Corporate Security delivered nine Security Awareness Education sessions to City Staff,

provided security advice, planning and services at 30 events, completed 13 Security audits at City facilities and parks and over 140 Electronic Security System projects.

Furthermore, Corporate Security completed full-system renewals for Closed Circuit Television (CCTV) at 15 City Facilities and performed repairs and system improvements at several others. In December 2017, Corporate Security also completed its prioritization exercise and set the roadmap for 2018 CCTV renewal project activities.

SEM had many accomplishments over the past year. The branch continues to provide a safe and secure environment for City of Ottawa residents, visitors and employees. In 2017, SEM will continue to improve on its programs.

BACKGROUND

The Security and Emergency Management branch (SEM) reports annually to the Community and Protective Services Committee on the branch's operations and other key accomplishments.

SEM is a branch within the Emergency and Protective Services department (EPS) and is responsible for providing a safe and secure environment for residents and visitors to City of Ottawa. SEM leads services across the City in managing a comprehensive Emergency Management Program, in which the City is able to prevent, mitigate, prepare, respond, and recover from emergencies and events. SEM also provides a safe and secure environment for City staff and assets through the delivery of security services.

SEM is comprised of two branches – the Office of Emergency Management and Corporate Security. SEM is also responsible for the Corporate Radio Program and contracting the 9-1-1 service with the Ottawa Police Services Board. For more information on the 9-1-1 service please refer to the 2017 9-1-1 Annual Report (ACS2018-EPS-GEN-0005).

DISCUSSION

The Security and Emergency Management Branch Annual Report highlights key accomplishments from 2017.

Office of Emergency Management

The Office of Emergency Management (OEM) is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program (EMP). In accordance with the *Ontario Emergency Management and Civil*

Protection Act, 2009 (EMCPA), this program includes a Municipal Emergency Plan, a training and exercise program, a public education and awareness program and a requirement for a Hazard Identification and Risk Assessment. In addition to meeting the requirements of the EMCPA, the City's EMP maintains full accreditation with the Emergency Management Accreditation Program.

Corporately, City services work in collaboration to support and contribute toward the EMP's deliverables and successes. The EMP includes external partners and stakeholders from the Red Cross, Salvation Army and area hospitals. Overall, the EMP's mandate is to provide a safe, well prepared community with the capacity to manage disasters through coordinated provincial, regional and community-based processes.

Emergency Management Situations

In 2017, OEM responded to various planned and unplanned situations as listed in the table below.

Table 1: 2017 Number of Incidents

An incident may escalate from Situational Awareness to Enhanced Operations, and then to Activated Operations. Note, the progression is not required to be successive wherein a significant event may be first noted at the Enhanced or even the Activated Operations level.

| Level of Escalation | Number of Situations | Notes |
|----------------------------|-----------------------------|---|
| Situational Awareness | 68 | Situational Awareness involves informing departments, partners and stakeholders to be cognizant of evolving situations and to understand how the situation may impact their normal operations. Messaging: OEM provided messaging to departments, partners and stakeholders. |
| Enhanced Operations | 8 | Enhanced Operations involves a potential situation, which is outside of normal operations. The situation is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. Situations during which the City escalated to Enhanced Operations, resulted in Duty Officers (within all City departments) being notified and engaged. |
| Activated Operations | 3 | Activated Operations involves a situation that requires the engagement of Senior Management and |

| | | |
|--------------|-----------|---|
| | | mobilization of the Emergency Operations Centre Control Group and Operations Group for decision making and strategic support. |
| Total | 79 | |

In 2017, the OEM coordinated the City service's response to the following situations:

- January 4 and 5, Critical Infrastructure Failure – Hydro
- February 27, Fire at 1244 Donald Street
- March 12, Fire at 34 Northview Road
- April, Land Subsidence – Bilberry Creek
- May 2, Gas Leak – Queen and O'Connor
- April 6 to May 30, Ottawa River Flooding
- June 30 to July 2, Canada Day Celebrations
- July 27 to 30, La Machine
- October 16, Watermain Break – Main Street (near Russell Township)
- November 22 to 26, Grey Cup
- November 27, Fire at 1993 Jasmine Crescent
- December 9, Watermain Break – Blair Road
- December 14, Hope Living Centre Evacuation
- December 16, NHL 100 Classic

In addition to responding to these incidents, the City was in Situational Awareness for 92 days, Enhanced Operations for 26 days and in Activated Operations for 33 days. While in Situational Awareness, staff are in a heightened state of readiness in regards to an evolving situation, and may participate in teleconferences and event pre-planning activities. While in Enhanced and Activated Operations, staff are fully engaged in a situation, and may be physically present in the City's Emergency Operation Centre.

2017 Ottawa River Flood

At the height of the response, three Incident Command Posts were activated to enable City services to coordinate the response directly in the most heavily impacted communities. The City's Emergency Operations Centre was also activated and served as command for the incident to ensure the coordination of City services and stakeholders. A further four Emergency Community Support Centres were established to provide impacted residents with access to government and private support services. These emergency community support centres were a place for residents to gain vital

resources, and information as they worked to mitigate the damage to their homes. Three Emergency Reception and Lodging Centres were also opened to assist any self-evacuated residents with hydration, nutrition, shelter/lodging, and emergency social support services.

As water levels receded, the City's focus shifted from response to recovery activities. For example, 250,000 sandbags were distributed during the event and the City subsequently removed about 2,500 tons of sandbags, and over 200 tons of debris. Financial assistance was made available by the Province through the Disaster Recovery Assistance for Ontarians program (DRAO), which provides residents with funding to support temporary living and/or restoration costs incurred while rebuilding primary residences back to a basic functioning level. The Canadian Red Cross and Salvation Army also collected donations, which allowed them to provide financial support and resources for residents to assist with immediate response and restoration efforts.

The 2017 spring flood affected approximately 500 households. The City de-escalated to Normal Operations on May 30, 2017. In total, the City was mobilized for a total of 54 days. The financial impact of the flood was \$2.6 million in City resources (staff, supplies and equipment).

Following any major event, the Office of Emergency Management conducts a review of the response with the intent to improve service delivery in the future. This past summer, a consultant group was engaged to undertake an After Action Report (AAR). The AAR noted that the City could improve its service delivery in several areas. The City is taking action in all these areas and many improvements have been implemented. For instance, staff have identified the need for a liaison representative to provide timely information to Councillors during future events and the volunteer management program has been revised to be more flexible and responsive.

The Office of Emergency Management is committed to continuous improvement. Reflections of this commitment include coordinating, in October 2017, two information sessions for residents to learn more about Disaster Recovery Assistance for Ontarians program (DRAO). Provincial staff provided an overview of the program and assisted residents with completing their DRAO application forms. Staff from the City's Building Code Services and the Office of Emergency Management were also available at the sessions to answer questions.

As a result of the 2017 Ottawa River Flood, the City of Ottawa further established a 2018 Flood Mitigation Taskforce comprised of several City departments and key

external partners such as the local Conservation Authorities and the Ontario Ministry of Natural Resources and Forestry. The taskforce is led by the Office of Emergency Management, and is enhancing public and community safety through leadership and collaboration to support prevention, mitigation, preparedness, response and recovery activities before, during and after floods. The City has already noted the benefits of this enhanced collaboration.

Public Education and Awareness Program ‘Are You Ready’

The City of Ottawa’s Are You Ready? Program provides residents and businesses information on how to prepare for an emergency or disaster.

A total of 35 Are You Ready? presentations and displays were delivered in the community.

Training and Exercise Program

Every municipality is required to conduct training programs and exercises to ensure the readiness of the municipality to manage and respond to emergencies. The City’s Training and Exercise Program meets the legislative requirement under the EMCPA.

In 2017, a total of 273 participants received in-class training on their specific roles and responsibilities in an emergency. The table below provides additional information.

Table 2: 2017 Training and Exercise Courses

| Name of Course | Courses Offered | Number of Participants |
|---|------------------------|-------------------------------|
| Ottawa Introduction to Emergency Management | 5 | 70 |
| Duty Officer Training | 25 | 122 |
| Basic Incident Management System IMS 200 | 1 | 9 |
| Emergency Operations Centre Control Group | 9 | 66 |
| Exercise Program Management | 1 | 6 |
| Total | 41 | 273 |

External agencies that participated in training include: Salvation Army; Red Cross; and Hospital Emergency Preparedness Committee of Ottawa.

Annually, municipalities are required under the EMCPA to exercise their Emergency Operations Centre Control Group (senior leadership) for a minimum of four hours. On April 7, 2017, a total of 28 Emergency Operations Centre Control Group members and alternates participated in “Urban Twister”, a discussion-based exercise to evaluate and

validate the processes by which the members receive situational updates, conduct corporate impact and consequence assessments, identify and prioritize the continuity of operations and determine appropriate communications with internal and external stakeholders. The scenario involved the impacts and consequences around a tornado touching down in the west end of the City.

The Office of Emergency Management (OEM) also coordinated and facilitated a full-scale exercise on May 4, 2017. Ottawa 2017 C3EX was a live exercise, which involved Municipal, Provincial, and Federal, International representatives, critical infrastructure owners and non-governmental partners. C3 refers to cooperation, coordination and communication.

Corporate Security

Corporate Security is committed to providing a safe and secure environment for City of Ottawa employees and assets through the delivery of security services. These services include:

- Incident Management and Investigations
- Electronic Security System Design and Installation
- Event Security Planning and Delivery
- Facility Threat, Risk, and Security audits
- Security Awareness Education sessions
- Administration of the Integrated Security Management System which includes Intrusion Systems, Access Control and Closed Circuit Television (CCTV) Systems
- Photo Identification services
- Alarm Monitoring and Response provided by the Security Operations Centre

In 2017, Corporate Security delivered nine Security Awareness Education sessions to City staff, provided security advice, planning and services at 30 events, completed 13 Security audits at City facilities and parks and completed over 140 Electronic Security System projects.

Protective Measures Program

Corporate Security implemented a Protective Measures Program to ensure that employees are aware of their individual roles and responsibilities with regards to emergency situations at City facilities. A policy set the foundation for the overall Protective Measures Program. The key components of the program includes the policy,

basic security and emergency procedures for employees, an e-learning information module, a quick-reference poster and a toolkit to guide Building Authorities in the development of facility-specific procedures.

Closed Circuit Television (CCTV) Renewal

The use of Closed Circuit Television (CCTV) systems for monitoring and recording events is a key component of physical security. CCTV systems are used to deter undesirable behaviour, acquire situational awareness and verify alarms received by the Security Operations Centre. CCTV is also an excellent tool for post-incident analysis.

In 2015, Corporate Security received capital funding (\$1.4M over four years) to address lifecycle issues and renew existing CCTV systems city-wide. In 2017, Corporate Security completed full-system renewals at 15 City facilities and performed repairs and system improvements at several others including City Hall. In December 2017, Corporate Security completed its prioritization exercise and set the road map for 2018 CCTV renewal project activities.

Corporate Radio Program

SEM is responsible for operating and managing the City's Corporate Radio System. The Branch's responsibility includes the maintenance of current radio infrastructure and the administration of approximately 5,900 radios used by City departments and external partners (e.g. Canadian Border Services Agency, Ottawa International Airport Authority, and Canadian Air Transportation Safety Authority).

The City's existing radio system, Enhanced Digital Access Communications System (EDACS), was declared end-of-life in June 2013. Following a competitive procurement process, the City selected Bell Mobility Inc. as the preferred proponent of a contractor owned/contractor operated agreement, referred to as the Interoperable Mobile Communications Managed Services (IMCMS). As part of this project, the City will transition from the current EDACS radio system to the new IMCMS radio system.

The transition to the new system began in January 2015. By the end of 2017, there were 3,410 network users on the new IMCMS radio system. The project is reaching the stage of migration for public safety radio users (Ottawa Fire Services and the Ottawa Police) and is scheduled for completion before the end of 2018.

CONCLUSION

SEM had many accomplishments over the past year. The branch continues to provide a safe and secure environment for City of Ottawa residents, visitors and employees. SEM leads City services in managing a comprehensive Emergency Management Plan and continues to provide a safe and secure environment for City staff and assets.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

There was no public consultation required as part of this information report.

LEGAL IMPLICATIONS

There are no legal impediments to receiving the information in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this information report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this information report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

Security and Emergency Management Branch services fits into the Healthy and Caring Communities Term of Council Priorities, as this branch contributes to residents, visitors and city staff in building a “healthy, safe, secure” city.

DISPOSITION

Security and Emergency Management will action any direction received as part of consideration of this report.