

# Agenda Including Addeds

## Community and Protective Services Committee

The 17th Meeting of the Community Protective Services Committee

November 14, 2023

4:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Councillors E. Pelozza (Chair), S. Stevenson, J. Pribil, C. Rahman, D. Ferreira, Mayor J. Morgan

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6.1 Personal Matter/Identifiable Individual	
A personal matter pertaining to identifiable individuals, including	

municipal employees, with respect to the 2024 Mayor's New Year's Honour List.

**7. Adjournment**

# Accessibility Community Advisory Committee

## Report

The 7th Meeting of the Accessibility Community Advisory Committee  
October 26, 2023

Attendance PRESENT: P. Moore (Acting Chair), U. Iqbal, S. Mahipaul, A. McGaw, M. Papadacos, J. Peaire, K. Pereyaslavska, B. Quesnel, P. Quesnel, D. Ruston and C. Waschkowski and J. Bunn (Committee Clerk)

ALSO PRESENT: D. Baxter, E. Skalski and M. Stone

ABSENT: M. Bruner-Moore, A. Garcia Castillo, N. Judges and J. Menard

The meeting was called to order at 3:02 PM; it being noted that U. Iqbal, S. Mahipaul, M. Papadacos, J. Peaire, K. Pereyaslavska, B. Quesnel, P. Quesnel, D. Ruston and C. Waschkowski were in remote attendance.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

None.

### 3. Consent

#### 3.1 5th and 6th Reports of the Accessibility Community Advisory Committee

That it BE NOTED that the 5th and 6th Reports of the Accessibility Community Advisory Committee, from the meetings held on August 24, 2023 and September 28, 2023, respectively, were received.

### 4. Sub-Committees and Working Groups

None.

### 5. Items for Discussion

#### 5.1 Mayor's New Year's Honour List Nominations – Strategies for Selecting Individuals for Nomination – Discussion

That it BE NOTED that the Accessibility Community Advisory Committee held a general discussion with respect to strategies for selecting individuals for future Mayor's New Year's Honour List nominations.

### 6. Confidential

That the Accessibility Community Advisory Committee convene In Closed Session to consider the following:

#### 6.1 Personal Matter/Identifiable Individual

A personal matter pertaining to identifiable individuals, including municipal employees, with respect to the 2024 Mayor's New Year's Honour List.

The Accessibility Community Advisory Committee convened In Closed Session from 3:22 PM to 3:54 PM.

**7. Adjournment**

The meeting adjourned at 3:55 PM.

# Animal Welfare Community Advisory Committee

## Report

The 11th Meeting of the Animal Welfare Community Advisory Committee  
November 2, 2023

Attendance                      PRESENT: W. Brown (Chair), M. Blosch, A. Hames, G. Leckie, M. Toplack and J. Bunn (Acting Committee Clerk)

ABSENT: K. Coulter, H. Duhamel, N. Karsch and S. Ryall

ALSO PRESENT: M. McBride, W. Jeffery, J. Raycroft

The meeting was called to order at 3:04 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

None.

### 3. Consent

#### 3.1 10th Report of the Animal Welfare Community Advisory Committee

That it BE NOTED that the 10th Report of the Animal Welfare Community Advisory Committee, from the meeting held on October 5, 2023, was received.

### 4. Sub-Committees and Working Groups

None.

### 5. Items for Discussion

#### 5.1 Clear Your Gear

That Paul Yeoman, Patrick Donnelly and a member of Civic Administration with knowledge of Environmentally Sensitive Areas (ESAs) BE INVITED to the December 2023 meeting of the Animal Welfare Community Advisory Committee to give an update on the status of the Clear Your Gear initiative.

#### 5.2 Displays for Libraries

That a member of Civic Administration from the Communications division BE REQUESTED to assist the Animal Welfare Community Advisory Committee (AWCAC) in producing library displays related to how to safeguard windows for birds; it being noted that the AWCAC will finalize the information for the display for approval at the next meeting of the AWCAC.

#### 5.3 2023 Budget Planning

That a budget expenditure BE APPROVED, as outlined on the attached document, from the 2023 Animal Welfare Community Advisory Committee to pay for three displays for libraries related to ways to safeguard windows for birds, including carrying cases for the displays; it being noted that, if

there are funds left after the above-noted purchase, said funds will be used to purchase bird-friendly window collision tape.

**6. Adjournment**

The meeting adjourned at 4:20 PM.

The Animal Welfare Community Advisory Committee (AWCAC)

Meeting on November 2, 2023

Recommendation: Use part of the Advisory Committee’s available funds to produce three presentation boards on how to prevent bird-window collisions. The presentation boards will consist of one 2’ x 3’ poster and two 1’ x 3’ side posters to be fitted into a folding board that can be opened for display. Use any remaining funds to purchase bird-friendly window tape for distribution to residents.

Purpose: To build on last year’s effort to increase awareness about how to prevent birds from colliding with windows and to promote London’s certification by Nature Canada as a “Bird Friendly City”.

Partner: The London Public Library has agreed to set up our presentation board at the various branches. We anticipate the display will be augmented with books, a pamphlet and other materials on the subject. One presentation board will be available to be set up at appropriate events.

How the funds will be used: Purchase of foam presentation boards, printing, carrying cases, and payment for graphic art assistance with the layout of the posters if city staff is unavailable. Boxes of window collision tape will be purchased for display and distribution in locations where the presentation boards are set up.

Background:

Nature Canada certified London as a “Bird Friendly City” in 2021. The Animal Welfare Advisory Committee participated in the certification process. As part of the requirement to actively engage the community through education and outreach, the City maintains a dedicated webpage on “Bird-friendly skies” and has printed an informational pamphlet.

To complement these efforts, the AWCAC used our budget last year to purchase bird-friendly window collision tape for distribution to residents.

This year, the AWCAC would like to continue that project, plus focus on education by using presentation boards that can be on display for a longer period of time and reach a bigger audience. In addition to information about window tape, the display will provide information on the effect of lights at night.

## Report to Community and Protection Services Committee

**To:** Chair and Members  
Community and Protective Services Committee  
**From:** John Paradis, Deputy City Manager, Enterprise Supports  
**Subject:** 2023 Annual Emergency Management Program Update  
**Date:** November 28, 2023

### Recommendation

That, on the recommendation of the Deputy City Manager, Enterprise Supports the following actions BE TAKEN:

- (a) The attached by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on November 28<sup>th</sup>, 2023, to:
  - i) Amend By-law A.7657-4 by repealing and replacing Schedule “A” of the by-law with the new City of London Emergency Response Plan as set out in Schedule “A”.
- (b) The balance of this report, including an update of the Emergency Management Program BE RECEIVED for information.

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter.

- December 10, 2018 “Emergency Management Program Update”  
[2018 Annual Emergency Management Program](#)
- December 3, 2019 “Emergency Management Program Update”  
[2019 Annual Emergency Management Program](#)
- December 1, 2020 “Emergency Management Program Update”  
[2020 Annual Emergency Management Program](#)
- November 2, 2021 “Emergency Management Program Update”  
[2021 Annual Emergency Management Program – Part 1](#)  
[2021 Annual Emergency Management Program – Part 2](#)
- November 1, 2022 “Emergency Management Program Update”  
[2022 Annual Emergency Management Program](#)

#### 2.0 Discussion and Consideration

The *Emergency Management and Civil Protection Act* (“EMCPA”) requires municipalities to have an Emergency Management Program and provisions to prevent and manage an emergency within our community. This report is submitted to seek Council approval to repeal the existing Schedule “A” of Bylaw A.-7657-4 and replace it with a revised City of London Emergency Response Plan as required under the EMCPA. A status update on the Emergency Management Program is also provided. The bylaw includes adopting the Municipal Emergency Response Plan and the associated program components. The plan and components are the foundation for our program and provide the authority to implement the Emergency Management Program.

#### PROGRAM UPDATE

#### COMPLIANCE



Compliance with the *Emergency Management and Civil Protection Act* (“EMCPA”) and Regulations 380/04: Chief of Emergency Management Ontario confirmed the City of London was compliant with the EMCPA for 2022 on May 4, 2023.

## LONDON EMERGENCY RESPONSE PLAN

The London Emergency Response Plan is required pursuant to the EMCPA. The plan outlines the roles and responsibilities of community partners in the management of a major emergency. The EMCPA requires that the plan be reviewed, updated, and approved by by-law annually.

For 2023, amendments to the London Emergency Response Plan include the following:

- Changes in titles to reflect current organizational structure.
- Changes in Activation Levels of the Emergency Operations Centre to Provincial best practices.
- References to terminology related to the Incident Management System.

The City continues to meet or exceed the provincially legislated requirements under the EMCPA and its Regulations and has undertaken many recommended best practices. These efforts have been completed in conjunction with the Community Emergency Management Program Committee (CEMPC) which includes the following members:

- London Police Service, Chief of Police, Deputy or designate.
- London Fire Department, Fire Chief, Deputy or designate.
- Environmental and Infrastructure Services, (roads and water representatives).
- Emergency Social Services, representative.
- Middlesex-London Health Unit, Medical Officer of Health, or designate.
- Middlesex-London Paramedic Services (EMS), Chief, Deputy or designate.
- Strategic Communications & Government Relations, Director, EIO or designate.
- Emergency Management and Security Services, CEMC or Alternate.
- London Health Sciences Centre, representative.
- St. Joseph’s Health Care – London, representative.
- London Hydro, representative.
- London Transit, representative.
- Information Technology Services, representative.
- Middlesex County, representative.

## EMERGENCY RESPONSE

The Emergency Operations Centre was activated on several occasions in response to incidents within the community. These include:

- St. Patrick’s Day event – 17 March 2023.
- Our London Family the Muslim Community – 6 June 2023.
- Western University Homecoming, Broughdale Ave, Unsanctioned Street Party, 23 September 2023.
- Including EOC monitoring levels during weather events.

Emergency Management staff responded to a large-scale evacuation and provided support to our Emergency Social Services Reception Centres.

- Apartment fire and evacuation, Baseline Road West

## EMERGENCY PUBLIC NOTIFICATION SYSTEM

The Alert London Program was launched in 2017 as part of Emergency Preparedness Week. This program allows us to provide notifications and information to the public in relation to pending or active emergency situations. The program provides information to residents in a variety of formats and allows for self-registration by the public if they prefer a specific type of notification. In addition, this program is used by many key partner services and agencies to do staff notifications and call outs.

Alert London was activated on May 9<sup>th</sup>, 2023, during our annual emergency notification test conducted during Emergency Preparedness Week. During the notification, 98,622 contact attempts were sent out in the first five minutes. In addition, Alert London was activated on Dec 20<sup>th</sup>, 2022, to notify residents and City staff of a gas leak, HAZMAT incident area of Queens Ave and area. Approximately 2,487 contact attempts were sent out in the first five minutes to residents, in a specific area.

## BUSINESS CONTINUITY

The City of London developed a formal business continuity program in 2017 to ensure vital services could be maintained during emergency situations. Service areas at the City of London have plans that assist in decision making related to prioritization of services. Emergency Management and Security Services continue to assist service areas in maintaining and updating their business continuity plans. These plans were used to support the Corporation's response to COVID-19.

## TRAINING AND COURSES

The Community Emergency Management Program Committee (CEMPC), Policy Group and EOC will conduct their annual exercise on November 9<sup>th</sup>, 2023. The London Emergency Response Plan will be tested during a mock City-wide event, as a severe weather response, tabletop exercise with Policy Group in person meetings and Level 1 EOC activation. The CEMPC conducts an annual Incident Commanders training events in the spring, during a multi agency tabletop mock exercise weekly.

The City of London continues to offer a full curriculum of courses to our municipal partners, community agencies, non-government organizations and the public. Training is focused on the Incident Management System level 200 and 300, Incident Command, Agency Incident Commander Training, EOC Operations, Scribe, and Reception - Evacuation Centre Management. Emergency Management also hosted a Safety Officer workshop for first responders in May. Staff at the centre also provide customer service to other City staff and partner agencies who utilize the EOC as a training centre as we do loan it out from time to time.

## EMERGENCY PREPAREDNESS WEEK

During Emergency Preparedness Week a media and public education program was implemented, including a social media campaign. Emergency preparedness presentations, a logistics workshop, and a safety officer course. A virtual severe weather presentation was conducted by Environment and Climate Change Canada to our partner agencies and city staff. The open house on Saturday May 13, 2023, drew thousands of Londoners to visit and participate with our community partners with events, responder vehicles, emergency preparedness and displays.

## PUBLIC AWARENESS AND EDUCATION

Emergency Management staff continue to work with interested organizations to provide outreach on emergency preparedness and London's Emergency Management Program. In 2019 the Emergency Management Citizen Academy Program was launched to further educate and engage the public in their role during emergency situations. As part of our prevention, mitigation, preparedness and response program, Emergency Management staff provide workshops, presentations, media and social

media messaging, and training to both internal and external stakeholders. In July 2022, a new Public Safety Educator position was added to the Emergency Management team, as part of our outreach program. Since this new position we have tripled our community presentations and made additions to our public education materials, including videos and social media preparedness information.

## PARTNERSHIPS

Emergency Management staff continues to maintain partnerships and explore opportunities with numerous community agencies, departments, and organizations in our effort to be amongst the best prepared municipalities. Staff actively collaborated with other emergency management organizations through several avenues including:

- Emergency Management Ontario - Sector meetings.
- Fire Chiefs mutual aid.
- Immigration, Refugees and Canadian Citizenship Canada.
- Provincial Emergency Management Coordinating Committee.
- Provincial Incident Management System training working group.
- Regional and Single Tier Community Emergency Coordinators Committee.
- Ontario Municipal Business Continuity Network.
- Western University, Campus Community Police Service.
- Fanshawe College, Emergency Management and Communications Programs.
- Canadian Coast Guard and Auxiliary.
- London International Airport.
- Western University, Ivey school of business.
- Christian Churches Network London.
- Canadian Armed Forces.
- Ontario Association of Emergency Managers.
- International Association of Emergency Managers.
- Disaster Recovery Institute.

Emergency Management staff and the Community Emergency Management Program Committee assists with the City and Community events including the coordination, pre-planning, emergency plan and partnership planning of these events.

- The Brier
- Potential Asylum Seekers
- AMO
- Air Show London
- Prime Minister visit and Protests

## Conclusion

The Emergency Management Program continues to strive toward making London among the best prepared communities in Canada. Emergencies small and large, City events and day to day incidents have reinforced the importance of preparedness and community engagement that has formed the basis of our program for many years. There is strong support from emergency management partners across the community and our accomplishments to date could not have been completed without the commitment and expertise of these partners. The collaboration and engagement are exceptional. We will continue to build our program in accordance with best practises and teamwork.

**Prepared by:** Henry Klausnitzer, Manager, Emergency Management

**Submitted by:** Paul Ladouceur, Director, Emergency Management and Security Services

**Recommended by:** John Paradis, Deputy City Manager, Enterprise Supports

## Appendix “A”

Bill No.  
2023

By-law No. A.

A by-law to amend By-law No. A.-7657-4, as amended, being “A by-law to repeal By-law No. A.-7495-21 and to adopt an Emergency Management Program and Plan” in order to repeal and replace Schedule “A” to the by-law.

WHEREAS Section 3.1 of the *Emergency Management and Civil Protection Act*, R.S.O 1990, c. E.9 (the EMCPA) provides that every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.

AND WHEREAS the EMCPA requires the municipality and council to implement an emergency management program to protect the public safety, public health, the environment, the critical infrastructure, and property and to promote economic stability and a disaster-resilient community.

AND WHEREAS the EMCPA makes provision for the Head of Council to declare that an emergency exists in the community or in any part thereof and also provides the Head of Council with the authority to take such action or deliver such orders as he/she considers necessary and are not contrary to law to implement the emergency plan of the community and to protect property and the health and welfare of the inhabitants of an emergency area.

AND WHEREAS Subsection 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

AND WHEREAS Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law.

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Schedule “A,” being the City of London Emergency Response Plan, to by-law No. A.-7657-4 is hereby repealed and replaced with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the day that it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on November 28, 2023, subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – November 28, 2023  
Second Reading – November 28, 2023  
Third Reading – November 28, 2023

City of London

# Emergency Response Plan



November 2023

[www.london.ca/emergency](http://www.london.ca/emergency)



# CITY OF LONDON EMERGENCY RESPONSE PLAN

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## **1.0 INTRODUCTION**

### **1.1 DEFINITION OF AN EMERGENCY**

The Provincial *Emergency Management and Civil Protection Act* defines an emergency as:

*“An emergency means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”*

These situations could threaten public safety, public health, the environment, property, critical infrastructure, or economic stability. In order to protect residents, businesses and visitors, the City of London supports a coordinated emergency response by various agencies under the direction of the Municipal Emergency Control Group (Emergency Operations Centre Policy Group). These are distinct arrangements and extraordinary procedures from the normal core services normally delivered by the emergency services.

The City of London Emergency Management and Security Services in conjunction with the Community Emergency Management Program Committee developed this emergency response plan to ensure that all Civic Departments, Service Areas, Boards, Commissions and Municipal Council are prepared to carry out assigned responsibilities in the event of an emergency situation.

The *Emergency Management and Civil Protection Act* requires that the Emergency Response Plan be a risk-based plan, developed and maintained to respond to an emergency. This includes steps to guide the response effort, identify persons, equipment, and resources for activation in an emergency and outline how they will be coordinated.

In addition, it is important that residents, businesses and interested visitors be aware of the Emergency Response Plan and its provisions. Copies of the City of London Emergency Response Plan may be viewed on the City of London web site [www.london.ca/emergency](http://www.london.ca/emergency) and are available through the Emergency Management Office.

### **1.2 AIM**

The aim of this plan is to make provision for the extraordinary arrangements and measures that may be required to safeguard property, the environment and the health, safety and welfare of the residents, businesses and visitors of the City of London when faced with an emergency. The response plan enables a centralized controlled and coordinated response to emergencies in the City of London and meets the legislative requirements of the *Emergency Management and Civil Protection Act*.

### **1.3 AUTHORITY**

The legal authority for London’s Emergency Response Plan is the Provincial *Emergency Management and Civil Protection Act*, RSO 1990 Chapter E-9. In accordance with the *Emergency Management and Civil Protection Act*, the following actions were taken with respect to London’s Emergency Response Plan:

- Issued under authority by City of London By-law
- Emergency Management Ontario.
- For the purposes of the Act and Regulations, London's Municipal Emergency Control Group (MECG) shall be referred to in this plan as the Emergency Operations Centre Policy Group.

## **1.4 EMERGENCY RESPONSE**

Emergency action will include the earliest possible recognition of and response to the situation by all services; the earliest possible establishment of overall control of emergency operations by municipal authorities; the provision of essential aid and assistance for persons affected by the emergency; the recording of decisions taken by Municipal authorities and of costs incurred in relation to the emergency; and the timely distribution of information on the emergency to all services, to the public, the media and senior governments.

When an incident or an emergency can be handled by emergency services in the normal course of routine operations, they are authorized to carry out their respective duties and this plan does not take effect.

When an emergency exists but has not yet been declared, actions may be taken under this emergency response plan as required to protect life, property, environment and the health, safety, and welfare of the citizens of the City of London.

When an emergency exists as defined by the act or determined by an emergency service that has major impact on the municipality or the health, safety and welfare of the citizens, the City of London Emergency Operations Centre Policy Group shall be notified of the incident.

## **1.5 LEVELS OF EMERGENCIES**

Emergency levels are defined based on the impact in the following areas:

- Evacuation.
- Impact on infrastructure.
- Threat to/loss of life.
- Impact on essential services.
- Emergency service response.
- Declared emergency.

It should be noted that, while this plan sets out procedures for major emergencies and disasters, responsibilities outlined in Section 5 are applicable for all levels of emergencies, and whether the EOC Policy Group is convened or not.

There are three levels of emergencies:

### **1.5.1 LEVEL ONE**

#### Criteria:

- Limited Evacuation - small number of people and for short duration.
- Impact on Infrastructure - secondary roadway closed for short duration.

- Threat to/Loss of Life - threat or loss of life is minimal.
- Emergency Service Response - limited to one or two agencies with short duration response.
- EOC – Monitoring Activation.

## 1.5.2 LEVEL TWO

### Criteria:

- Localized Evacuation - of an area requiring a reception centre or other extra-ordinary measures.
- Impact on Infrastructure - major roadway or facility impacted.
- Disruption to business or industry.
- Threat to/Loss of Life - loss of life is minimal or non-existent. Threat to public may be substantial.
- Emergency Service Response - may or may not affect all essential services, activation of the Operations Section, EIO, etc. (example severe storm).
- Policy Group members may be advised of the incident but not convened.
- Incident Management System used at the site.
- EOC – Enhanced Activation.

## 1.5.3 LEVEL THREE

### Criteria:

- Evacuation - large scale evacuation.
- Impact on Infrastructure - all or most roads closed/loss of major municipal facilities, reducing or eliminating essential service.
- Threat to/Loss of Life - major loss of life or threat to a large number of people.
- Emergency Service Response - all or most emergency services involved, impact on coverage.
- Incident Management System used at the site.
- EOC Policy Group convened.
- EOC - Full Activation.

## 1.6 EXERCISING THE PLAN

The ability to respond under emergency conditions must be assessed under non-emergency conditions. The efficacy of this Plan will be tested as follows:

- Annual testing in accordance with the Emergency Management and Civil Protection Act regulations.
- A notification exercise to test the alerting network will be conducted as required.

## **1.7 REVIEW AND AMENDMENT**

This Plan will be maintained by the Emergency Management and Security Services. It will be reviewed annually by members of the Community Emergency Management Program Committee. Normal administrative changes will be updated as part of the annual review. Changes that directly impact on the viability of the plan shall be brought to the attention of the City Manager and/or the Senior Leadership Team.

## **1.8 ANNEXES**

- A – EOC Policy Group Contact Lists
- B – Contact and Resource List
- C – Alternate Emergency Operations Centre
- D – Exercise “Snow Ball” Practice Alerting Exercise
- E – Glossary of Terms and Acronyms
- F – EOC Policy Group Alerting System
- G – Flood Plan (E&I)
- H – Emergency Procedures for Major Power Utilities Service Disruptions (London Hydro)
- I – Environmental Spills Response Plan (E&I)
- J – Communications Plan (EIO)
- K – Emergency Social Services Plan (NCWS & SHD)
- L – Hazardous Materials Plan (CEMPC)
- M – Railroad Emergency Plan (CEMPC)
- N – Pandemic Plan (MLHU)
- O – Disaster Recovery Assistance (EMO)
- P – Extreme Temperature Protocol (MLHU)
- U – Mass Patient Response Plan (CEMPC)

## **2.0 DECLARATION / TERMINATION OF AN EMERGENCY**

### **2.1 DECLARATION OF AN EMERGENCY**

Where serious and extensive steps to protect property and the health, safety and welfare of the public are deemed necessary in managing the emergency, the Mayor or Acting Mayor, on the advice of the EOC Policy Group, may declare that an emergency exists under the provisions of Section 4 of the Emergency Management and Civil Protection Act, R.S.O. 1990 and may designate an area within the City of London as an "Emergency Area."

Upon declaring an emergency, the mayor may authorize notification to any of the following:

- Emergency Management Ontario, Treasury Board Secretariat.
- Members of City Council.
- Neighbouring Community Emergency Management Coordinators, as appropriate.
- The Public.
- Neighbouring community officials, as appropriate.
- Local Members of Provincial Parliament (MPP).

- Local Members of Parliament (MP).

The mayor (or designate) will authorize notification to the EMO, Treasury Board Secretariat as mandated under the Emergency Management and Civil Protection Act.

Under such a declaration, the mayor may authorize any of the following actions:

- Evacuation of buildings within the vicinity considered dangerous to occupants.
- Dispersal of persons judged to be in danger or whose presence hinders emergency operations.
- Discontinuation of any service without reference to other consumers where continuation of service constitutes a hazard within the emergency area.
- Provision of shelter as required and available for residents of the emergency area in need of assistance due to conditions of the emergency.
- Deployment of Municipal personnel and equipment.
- Request assistance from volunteers and other agencies not under Municipal control such as St. John Ambulance, the Salvation Army, Canadian Red Cross, Amateur Radio Emergency Service, London Search and Rescue, Intercommunity Health Care, Community Foundation, snowmobile clubs, local industry.
- Request assistance from the County of Middlesex and its Constituent Municipalities.

## **2.2 REQUESTS FOR ASSISTANCE**

Assistance may be requested by the city in a declared emergency when needed, under the following guidelines:

- The assistance of Federal and Provincial Ministries may be requested via Emergency Management Ontario through the Community Emergency Management Coordinator; and
- Assistance from other municipalities may be requested through the respective head of council and/or through senior staff.

The City Clerk (Planning Section) will maintain a record of requests made for Municipal, Provincial or Federal Government assistance in the emergency.

Direction and control of emergency operations will rest with Municipal authorities except where the Provincial or the Federal Government assumes control.

## **2.3 TERMINATION OF AN EMERGENCY**

A community emergency may be terminated at any time by:

- Mayor or Acting Mayor; or
- City Council; or
- Premier of Ontario.

When terminating an emergency, the mayor may authorize notification to:

- Ontario Emergency Management, Treasury Board Secretariat.
- Members of City Council.
- County Officials, as appropriate.
- Members of the Media.
- Public.
- Neighbouring community officials, as required.
- Local Members of Provincial Parliament.
- Local Members of Parliament.

## **2.4 RECOVERY AND RESTORATION OF SERVICES**

### EOC Policy Group

The Policy Group will direct responsibilities for the recovery and restoration of services, the orderly and safe return of citizens to their homes and the clean-up following an emergency situation.

The Deputy City Manager, Environment, and Infrastructure (E&I) (or designate) will be responsible to coordinate this phase of the emergency with support and advice from other agencies as required. Where a spill of hazardous material is involved, the responsibility of the consignor or owner of the material will be considered.

Inspection of dwellings and buildings to ensure safe occupation will also be organized by the Deputy City Manager, Planning and Economic Development with inspection assistance being provided by the Fire Department, London Hydro, Electrical Safety Authority, Middlesex-London Health Unit, and other agencies as required.

### Communications

The Director of Communications acting as the Emergency Information Officer will work with the EOC Policy Group to arrange for the prompt release of information and direction to the public through the media concerning clean-up operations and the occupation of dwellings and buildings. This includes the use of the Public Inquiry Centre to assist with public inquires.

## **3.0 NOTIFICATION AND ACTIVATION**

### **3.1 NOTIFICATION OF AN EMERGENCY**

Emergency Services personnel are typically first on the scene mitigating the incident during any emergency. When the Police, Fire, EMS, or Engineering Supervisor at the site considers the situation or potential situation beyond the capability of the emergency service to manage or support without outside assistance, he/she will so advise the Chief of Police, the Fire Chief, EMS Chief or the Deputy City Manager of Environment and Infrastructure.

The following EOC Policy Group members (or their alternates), in consultation with the Community Emergency Management Coordinator, will decide if the situation calls for assembly of the EOC Policy Group:

- Chief of Police.
- Fire Chief.
- Paramedic Service (EMS) Chief.
- City Manager, Deputy City Manager.
- Deputy City Manager, Environment, and Infrastructure.
- Community Emergency Management Coordinator.
- Medical Officer of Health.
- Deputy City Manager, Neighbourhood and Community-Wide Services and Deputy City Manager, Social and Health Development (Emergency Social Services).
- Chief Executive Officer, London Hydro.

Based on the scope of the emergency they will determine what EOC members, advisors and support staff are required and if so, will request their attendance through the Community Emergency Management Coordinator.

## **3.2 POLICY GROUP OPERATIONS**

### **Emergency Operations Centre (EOC)**

Emergency Management and Security Services will maintain the Emergency Operations Centre in a state of readiness. This facility is located at the #12 Fire Station in Byron. This is the location where the EOC Policy Group would convene. This centre may be activated at other times to monitor situations that may escalate or for coordination of planned events.

This facility main role is to support the Incident Commander and assist in ensuring service levels to other parts of the Community.

The EOC consists of several rooms:

- **OPERATIONS ROOM** – A large room where operational, planning, logistics, finances/administration is monitored. Information is gathered, collated, evaluated, and disseminated in order to provide situation, status reports and EOC action plans to the EOC Policy Group.
- **POLICY ROOM** – Adjoining the Operations Room, a boardroom that allows the Mayor and City Manager to obtain updates from the EOC Director. The City Manager (Policy Group Chair) determines the membership of the Policy Group, normally senior representatives of the key agencies/departments. The EOC Director is appointed by Policy Group to provide leadership in the Operations Room and consolidate information to provide situation reports and upcoming priorities to the Policy Group. This room can also be used by the Operations Section or EOC Director for Section meetings, while the Policy Group is not in session.
- **BREAK-OUT ROOM** – A smaller meeting room is available for working group or separate task-based discussions.

- ADMINISTRATIVE AREAS – Access control and the Amateur Radio station are housed in the front administrative area. The Manager’s Office can also be used as a breakout room.
- Transportation Management Centre – A segregated room at the rear of the building can be setup to house the Public Inquiry Centre.

### **Operating Cycle**

Members of the Policy Group will meet at regular intervals to receive situation reports from the EOC Director. The Policy Group Chair will establish the frequency of meetings based on discussions with the EOC Director and the Emergency Site - Incident Commander. Meetings will be kept as brief as possible allowing members to carry out their individual responsibilities. A display board identifying the status of actions will be maintained and prominently displayed in the Operations Room.

The City Manager will chair operating sessions of the Policy Group. The Policy Group will consider strategic decisions and will break to permit members to consult the Operations Room staff, help develop action plans, continuity of government, business continuity and contact others as necessary.

The intent of these conference sessions is to provide an uninterrupted forum for the Policy Group members to update one another and to recommend necessary actions to be taken. The mayor will join conference sessions when available and confirm extra-ordinary decisions recommended by the Policy Group.

The Policy Group will require support staff to assist and to record key decisions. The CEMC will provide a Scribe to the Policy Group. Members will require staff at the EOC to handle communications to and from their department or agency to the emergency site. It is the responsibility of all members to notify their staff and associated volunteer organizations.

### **EOC Meeting Cycle**

Members of the EOC IMS team will work in their functional sections; EOC Management, Operations, Planning, Logistics and Finance/Administration. The sections will work during an operational period and develop an EOC action planning process:

- Understand Current Situation and build situational awareness.
- Identify Objectives and priorities.
- Develop the EOC Action Plan.
- Obtain Approvals and distribute EOC action plan.
- Review and Monitor Progress.

## **3.3 SUPPLEMENTARY PLANS**

Separate emergency plans (Annex’s or Appendices) are maintained by Service Areas, Boards and Commissions to respond to specific emergency situations. One copy of each such plan should be available in the Emergency Operations Centre and be updated by the responsible agency. Copies should also be filed with the Community Emergency Management Coordinator.



## **4.0 EOC POLICY GROUP**

The Emergency Operations Centre Policy Group is responsible for providing immediate and continuing interchange of information, assessment and planning among the officials responsible for emergency operations. Each member will have identified designate(s) to act on their behalf when they are not available. The EOC Policy Group could consist of two groups of officials (depending on the situation) to build the EOC Policy Group:

### **4.1 EOC POLICY GROUP MEMBERSHIP**

The Membership of the EOC Policy Group will be comprised of the following officials:

- Mayor, or Deputy Mayor.
- City Manager, Deputy City Manager or Alternate.
- City Clerk, Deputy City Clerk or Alternate.
- Chief of Police, or Deputies.
- Fire Chief, or Deputies.
- Deputy City Manager, Environmental and Infrastructure or Alternate.
- Deputy City Manager, Neighbourhood and Community-Wide Services and Deputy City Manager, Social and Health Developments or Alternates.
- Medical Officer of Health, or Associate MOH.
- Middlesex-London Paramedic Services Chief, or Deputies.
- Director of Strategic Communications and Government Relations or Manager.
- Community Emergency Management Coordinator, or Alternate.
- Hospital(s) Representative or Alternate.
- Chief Executive Officer, London Hydro or Alternate.
- General Manager, London Transit or Alternate.

Note: in the absence of the primary member the alternate or designate will fulfill their role.

### **4.2 EOC ADVISORS**

The EOC Staffing can be comprised of any or all of the following officials:

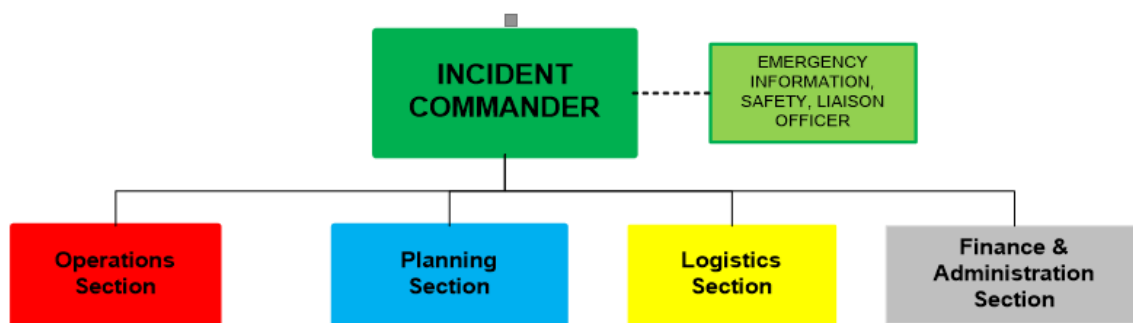
- Director, People Services.
- Deputy City Manager, Planning and Economic Development.
- Deputy City Manager, Finance Supports.
- Deputy City Manager, Enterprise Supports.
- Deputy City Manager, Legal Services.
- Director, Information Technology Services.
- Regional Coroner.

- The Thames Valley District School Board.
- The London District Catholic School Board.
- The Incident Industrial Representative.
- The Ministry of the Environment.
- The Upper Thames River Conservation Authority.
- CN / CP
- Emergency Management Ontario Representative (Field Officer).
- Ontario Provincial Police Representative.
- Department of National Defense, Canadian Armed Forces Regional Liaison Officer.
- Liaison staff from Provincial and Federal Ministries.
- Any other officials, experts, or representatives from the public or private sectors as deemed necessary.

All members of the EOC Policy Group shall designate alternates to act for them in the EOC, in their absence. Alternate designations are noted in Annex A. Some members may also be required to fulfill positions in the EOC Management, Operations, Planning, Logistics and Finance/Administration Sections.

### 4.3 THE INCIDENT COMMANDER

The City of London has utilized standard Emergency Management protocols for many years. The City of London has adopted the Provincial model, using “best practices” the Incident Management System (IMS). In a Complex Incident one agency takes the lead role as Incident Commander (IC) or Unified Command. The IC provides coordination and leadership at the site/scene using the IMS model. This person is normally drawn from the lead agency and other leaders take over directing the operations section. This approach has been advocated in both federal and provincial levels.



## INCIDENT COMMANDER

The Incident Commander (IC) is appointed by those response agencies on site. He/she will usually be from the lead agency (jurisdiction) involved in the specific type of emergency. For example, in a fire incident, an IC from the Fire Department would be appointed. Another officer from the Fire Department would then assume responsibility for fire ground operations. In a criminal incident, the IC would most probably be from London Police.

However, the collaborative decision on which person is most appropriate is based on the Knowledge, Skills, and Abilities of the on-scene personnel.

This appointment would be amended or confirmed by the EOC Policy Group if activated. This appointment may be reassessed or transferred as the incident moves from response to recovery.

## COMMAND STAFF

It may be necessary for the Incident Commander (IC) to designate a Command Staff who will provide information, liaison, and safety services for the entire organization at the site, they report directly to the IC.

## EMERGENCY INFORMATION OFFICER

This person develops and releases information about the incident to the news media, incident personnel, city administrative and political leaders, and other appropriate agencies and organizations. He/she supports the IC with media interviews and works with other involved communications personnel to ensure consistent, accurate and timely communications.

## SAFETY OFFICER

The Safety Officer is tasked with creating systems and procedures for the overall health and safety of all responders.

## LIAISON OFFICER

The Liaison Officer serves as the primary contact for organizations cooperating with or supporting the incident response.

## GENERAL STAFF

### OPERATIONS SECTION

The Operations Section implements the incident action plan and is responsible for developing and managing the first responders to accomplish incident objectives set by the Incident Commander. Operations organize, assigns, and supervises all resources assigned to an incident including the staging area. It works closely with other members of the Command and General Staff to assign resources from the following agencies:

London Fire Department.  
London Police Service.  
London - Middlesex Paramedic Service (EMS).  
Environment and Infrastructure (E&I).  
London Transit.  
London Hydro.  
Other Agencies.

### PLANNING SECTION

The Planning Section at the site develops the Incident Action Plan. It collects, evaluates, analyzes, and disseminates emergency information. The planning process includes preparing and documenting the Incident Action Plan and conducts long range contingency planning.

### LOGISTICS SECTION

The Logistics Section coordinates the provision of all resources assigned to the incident. It obtains, maintains, and accounts for essential personnel, equipment, and supplies.

### FINANCE / ADMINISTRATION SECTION

The Finance/Administration Section provides financial and cost analysis support to an incident.

### RADIO COMMUNICATIONS

Services likely to be at an emergency site include Police Services, Fire Department, Middlesex-London Paramedic Service (EMS), Environment and Infrastructure (E&I), London Hydro and London Transit personnel. They will make every effort to ensure there is an efficient means of communication in place, both to and from the Incident Commander between emergency service groups.

A clear communications link must be established between the Incident Commander and the EOC. This is done using LCOM1 or LIMS 1, the 800 Mhz. common channels. This talk group is to communicate key information relative to Command decisions. Each Agency utilizes their own operational channels/tacs to relay information within their own organization.

Communications relating to operational decisions should utilize individual agency channels or talk groups to communicate with staff in the Emergency Operations Centre. Agencies must have access to both radios.

## 4.4 RESPONSIBILITIES OF THE INCIDENT COMMANDER

Coordination by all resources at the emergency site is important to an effective response. The Senior Fire, Police, EMS Supervisor in conjunction with the Environment & Infrastructure (E&I) Supervisor (when applicable) on site will agree who should act as the initial Incident Commander (IC) depending on the nature of the emergency and will advise the Fire Chief and/or Chief of Police, Paramedic Chief respectively.

An on-site "Incident Command Post" will be established by the IC as soon as practical, to bring together supervisors of all emergency services operating at the scene for the purposes of coordinated action. It may also be necessary to establish a resource staging area so that outside resources have a definitive assembling/marshalling point. It will also be necessary to establish an area close, yet in safe proximity, to the emergency site for the media to assemble. The location should be easily identified and located in proximity to the on-scene Incident Command Post.

The Incident Commander, in liaison with the Senior Fire, Police, Paramedic, E&I and other officials on site, is responsible to:

- Implement the Incident Management System
- Direct, control and coordinate the on-site emergency response effort of the Emergency Response Agencies, in accordance with direction from the Senior Officers.
- Maintain contact with the leader of each agency and inform on progress on each.
- Assess the situation, establish an aim, and determine the incident action plan.
- In conjunction with Police, Fire, EMS, E&I, and other key agencies, establish site layout and an Incident Command Post, including a staging area for additional staff resources for the control and coordination of emergency site operations.
- Establish Emergency Site communications capabilities.
- Establish which agencies/personnel are allowed access past the outer and inner perimeters and advise on-site police.
- In coordination with the Director of Strategic Communications and Government Relations establish an Assistant Emergency Information Officer - Site Media Spokesperson. Request public information support, as required.
- Request the activation of Alert London – mass notification system.
- Request the activation of the EOC and EOC Policy Group for additional support to the site.
- Maintain continuous contact with EOC Director and Operations Section Chief and or Branch Operations to report the operations status at the emergency site and advise of any assistance or other resources required.
- Take such necessary actions to minimize the effects of the emergency.
- When recovery operations are nearing completion, monitor and advise the EOC about agencies preparing to depart the site.
- Maintain a log of all major decisions, instructions, IMS forms and actions taken.
- Prepare and submit a final report containing operational evaluation of his/her area of responsibility, including recommendations on changes to the Emergency Response Plan and Supplementary Plans.

## **4.5 INCIDENT MANAGEMENT SYSTEM**

The City of London adopted the Incident Management System (IMS) at the emergency site and has adopted it at the Emergency Operations Centre. IMS is internationally recognized and is endorsed by Emergency Management Ontario (IMS 2.0 Guidance), based on the National Incident Command System (NIMS 2017) and NFPA 1600.

IMS Principles:

Communication.  
Coordination.  
Collaboration; and  
Flexibility.

IMS Characteristics:

1. Common Terminology
2. Management by Objectives
3. Manageable Span of Control
4. Comprehensive Resources Management
5. Establishment and Transfer of Command
6. Chain of Command and Unity of Command
7. Dispatch/Deployment
8. Modular Organization
9. Incident/EOC Action Plan
10. Incident Facilities and Locations
11. Integrated Communications
12. Unified Command
13. Accountability
14. Information and Intelligence Management

IMS consists of five key functions:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance / Administration

IMS is the standardized emergency response system, which defines the basic command structure and the roles and responsibilities, required for the effective management of an emergency.

## **4.6 EOC IMS ORGANIZATIONAL STRUCTURE**

The majority of emergency incidents are managed at the site, by the Incident Commander. Incident objectives, strategies and tactics for the site are formulated and directed from the Incident Command Post (ICP). In larger emergencies, onsite responders may require policy, coordination, and resources to support site activities by requesting support from the EOC.

An Emergency Operations Centre (EOC) is a pre-designated facility, set up off site, to provide this support. The EOC provides policy direction and support to the site, and business continuity for the city. The EOC Director coordinates resources requests from the site(s) and manages all non-site activities.

An EOC may be established by any level of government or the private sector to support individual response agencies or the overall response effort. Emergency Operations Centres are normally activated at the request of the Incident Commander or EOC Policy Group.

When an EOC is activated, the City may establish a EOC Policy Group (formally the Community Control Group), comprised of the head of the organization (e.g., Mayor, City Manager, Deputy City Manager, Directors, Chiefs, etc.) and other senior executive officers, in order to provide the EOC Director with policy direction.

The EOC is organised into five major functions: Management, Operations, Planning, Logistics and Finance/Administration. A diagram of this EOC structure is provided on the next page. The primary responsibilities of each of these functions are described below:

**EOC Management:** Responsible for overall policy and coordination through the joint efforts of government agencies and private organizations. Management includes the EOC Director, Deputy Director, Legal/Risk Management Officer, Liaison and Emergency Information Officers.

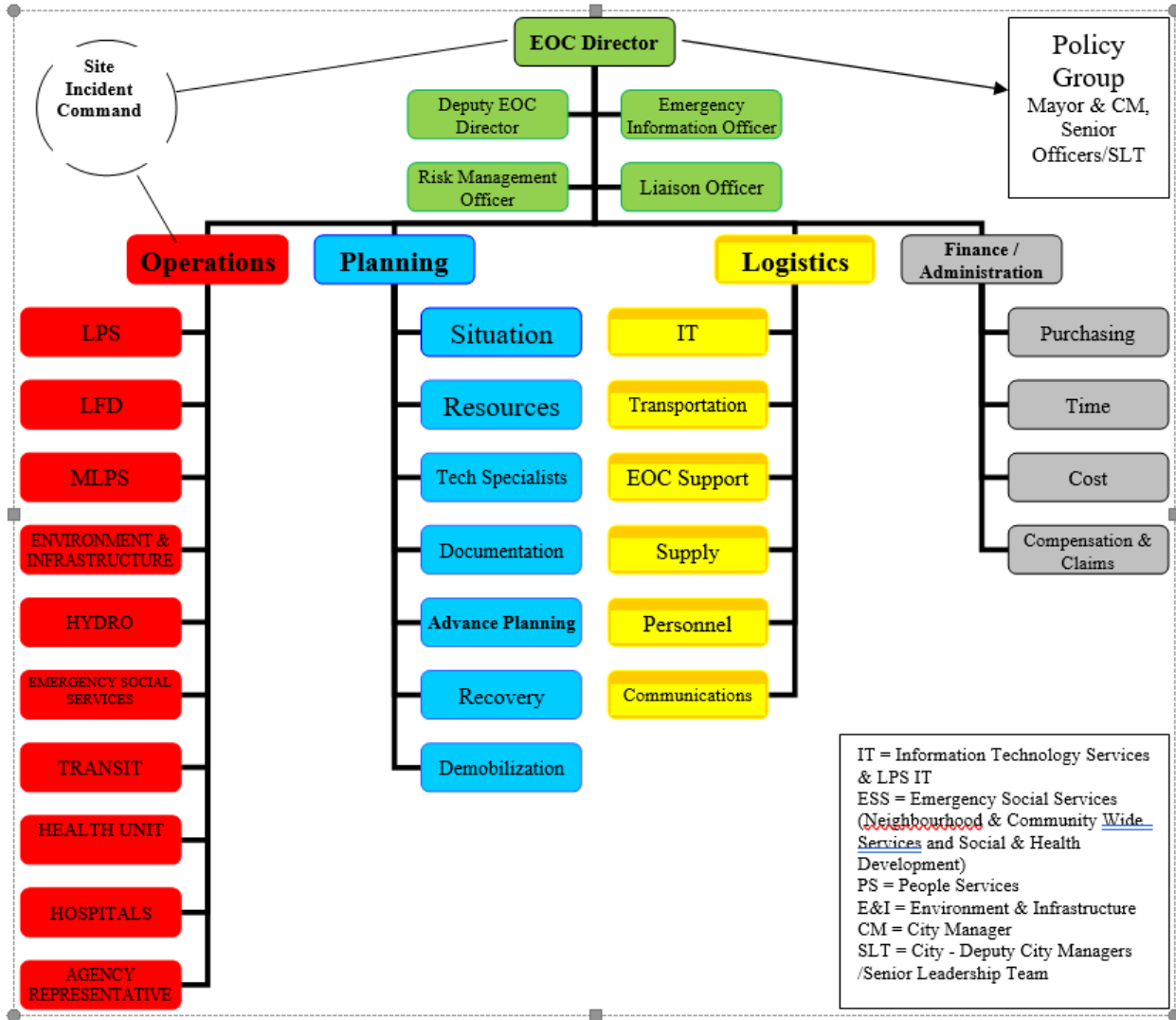
**Operations:** Responsible for coordinating all jurisdictional operations in support of the emergency response through the Incident Report and implementation of the EOC Action Plan.

**Planning:** Responsible for collecting, evaluating, and disseminating information; developing the EOC's Action Plan and Situation Report in conjunction with other functions; and maintaining EOC documentation.

**Logistics:** Responsible for ensuring the EOC is operational and providing facilities, services, personnel, equipment, and materials.

**Finance / Administration:** Responsible for financial activities and other administrative aspects

# EOC IMS ORGANIZATIONAL CHART



More information on IMS in the EOC in chapter 8



## **5.0 RESPONSIBILITIES OF THE EOC POLICY GROUP MEMBERS**

The members of the EOC Policy Group (Municipal Emergency Control Group) are appointed on the annual emergency management program update; Bylaw, the EOC Policy Group are authorized to take the following actions:

- Calling out and mobilizing their respective services, equipment or other agencies as required.
- Supporting the Incident Management System at the site and at the Emergency Operations Centre.
- Designating an Agency representative to the EOC Operations Section as Branch Coordinator.
- Assist in the staffing of the EOC Planning, Logistics, Finance/Administrative Sections.
- Coordinating and directing services and ensuring that any actions necessary for mitigating the effects of the emergency are taken.
- Determining if the location and composition of the EOC are appropriate (and that appropriate advisory and support members are present).
- Advising the Mayor as to whether the declaration of an emergency is recommended.
- Advising the Mayor on the need to designate all or part of the city as an emergency area.
- Ensuring that an Incident Commander (IC) is appointed and confirmed if required.
- Ensuring support to the IC in terms of equipment, staff and other resources as required.
- Discontinuing utilities or services provided by public or private agencies, e.g., hydro, water, gas, closing down a shopping plaza/mall.
- Arranging for services and equipment from outside local agencies.
- Notifying, requesting assistance from and/or liaising with various levels of government and other public or private agencies not under municipal control, as considered necessary.
- Determining if volunteers are required and authorizing requests to identify agencies for assistance.
- Implementing Business Continuity Plans to ensure the delivery of services outside of the emergency area.
- Authorizing transportation arrangements for evacuation or transport of persons and/or supplies.
- Ensuring that pertinent information is promptly forwarded to Communications for dissemination.
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency including recovery.
- Authorizing expenditure of money required to deal with the emergency.
- Notifying personnel under their direction, of the declaration and termination of the emergency.

- Maintaining a log outlining issues, decisions made, and actions taken for submission to the City Manager within one week of the termination of the emergency.
- Requesting activation of the London Alert – emergency mass notification system.
- Participating in the operational debriefing following the emergency.
- Ensuring support to emergency service personnel and the citizens suffering emotional trauma as a result of critical incident stress.

## **5.1 ELECTED OFFICIALS**

5.1.1 The Mayor is responsible for the following:

- Member of the EOC Policy Group.
- Providing overall leadership to the community.
- Provide advice and information from Councilors.
- Designating specific responsibilities to members of the Policy Group as deemed appropriate and receiving interim reports on a continuing basis for such special areas of concern.
- Representing the City of London with Senior Government officials and making the appropriate notifications.
- Serving as main media spokesperson for the Municipality.
- Determining if and when an emergency is declared.
- Declaring an emergency.
- Ensuring Council members are advised of the declaration and termination of an emergency.
- Ensuring Council members are informed of the emergency situation as per corporate policy.
- Declaring termination of the emergency.

5.1.2 The Deputy Mayor is responsible for the following:

- In the absence of the Mayor, the Deputy Mayor will assume the duties of the mayor.
- In the absence of the Deputy Mayor, the Alternate Deputy Mayor will assume the duties of the mayor.

5.1.3 City Councillor's are responsible for the following:

- Councillors may be appointed as Alternate Deputy Mayor.
- Adopt by by-law the City of London's Emergency Management Program.
- Approve at council the City of London's Emergency Response Plan, including any amendments.
- Reinforce emergency preparedness messages to their constituents.

- Consider receiving training in emergency management and the Incident Management System provided by the city.
- Refer questions from the public to the City's Public Inquiry Centre, which may be operational during an emergency.
- When receiving calls from their constituents, Councilors can compile issues and concerns to share with the mayor that will be passed on to the EOC Director and Emergency Information Officer.
- If calls from the media are received by a Councillor, then the information should be forwarded to Corporate Communications/Emergency Information Officer.
- When the EOC is activated, it is important to note that information should not be posted on websites and social media sites that have not been approved for release by the EOC Director.

## **5.2 CITY MANAGER**

The City Manager, Deputy City Manager(s) or designate is responsible for the following:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Act as the Emergency Operations Centre Director; assign the Command Staff and General Staff Chiefs in the EOC. Activate the Operations, Planning, Logistics and Finance / Administration Sections.
- Chairing Policy Group meetings, determining the meeting cycle and agenda during emergencies or other meeting.
- Act as Chief Advisor to the Mayor on policies and procedures as appropriate.
- Ensuring a master event log is made recording all important decisions and actions taken by the EOC and EOC Policy Group.
- Approving, in conjunction with the mayor, major announcements and media releases prepared by Communications.
- Ensuring that a communications link is established between the EOC and IC.

## **5.3 CITY CLERK**

The City Clerk or designate is responsible for the following:

- Member of the EOC Policy Group.
- Assisting the City Manager and/or EOC Director as required.
- Advising the EOC Policy Group in matters of bylaws and protocols, governing Council.
- If assigned by the EOC Director, act / assign the Finance / Administration Section Chief. Activate the Finance/Admin Section in the EOC; be prepared to assist in the Operations, Planning and Logistics Section.
- Recording emergency expenditures authorized by the EOC Policy Group.

- Maintain a record of requests made for Municipal, Provincial or Federal Government assistance in the emergency.
- Upon direction of the mayor, arranging special meetings of Council; and advising Councillors of the time, date, and location of the meetings.

## 5.4 CHIEF OF POLICE

The Chief of Police or deputy will have the following responsibilities in addition to the normal responsibilities of the Police Service:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Alerting persons endangered by the emergency and coordinating evacuation procedures.
- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site and inform the EOC.
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Police Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with the Senior Police on scene.
- Where applicable, establish and/or secure the inner perimeter of the emergency scene.
- Where applicable, establish the outer perimeter in the vicinity of the emergency to facilitate the movement of evacuees, emergency vehicles and to restrict access to all but essential emergency personnel.
- As feasible, provision of the police mobile command vehicle to serve as the multi-agency incident command post.
- Initiating traffic control to facilitate the movement of emergency vehicles and services.
- Provision of facilities for the City's, third alternate Emergency Operations Centre at Police Headquarters.
- Authorizing movement of the primary EOC to the alternate EOC location.
- Providing communications support, and information on the emergency to the Policy Group.
- Arranging for additional Police assistance when necessary.
- Evacuation of buildings or areas as authorized by the mayor (IC/EOC Director), or the immediate evacuation of residents from a building or area for urgent safety reasons on the decision of the Senior Police Officer on scene in consultation with Fire Services where appropriate and notifying the EOC or City Manager and the Deputy City Manager of Neighbourhood and Community-Wide Services of such actions.
- Arranging for the maintenance of order in any emergency reception centre, morgue and other facilities established by the EOC.
- Notifying the coroner of fatalities.
- Ensure the protection of life and property and the provision of law and order.

- Securing the emergency site to protect evidence so that subsequent investigation by other agencies is not hindered, for example an aircraft crash site.
- Liaising with other municipal, provincial, and federal law enforcement/intelligence agencies as required. The Chief of Police will ensure that the OPP Western Region Duty Officer is kept informed of any emergency situation in or affecting the City of London, so that current information on the emergency will be on hand at OPP General Headquarters.

## **5.5 FIRE CHIEF**

The Fire Chief or deputy will have the following responsibilities in the emergency in addition to the normal responsibilities of the London Fire Department:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Providing the EOC with information and advice on firefighting and rescue matters.
- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site, and informing the EOC.
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Fire Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with the Senior Fire official on scene.
- Informing Mutual Aid Fire Chiefs and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed.
- Determining if additional or special equipment or capabilities are required and recommending possible sources of supply, e.g., breathing apparatus, protective clothing.
- Determining the level and nature of Mutual Aid Fire assistance to provide to neighbouring communities when requested.
- Providing support to non-fire fighting operations, if necessary, e.g., rescue, casualty collection, evacuation.
- Maintaining plans and procedures for dealing with spills of hazardous material from the viewpoint of public safety, prevention of explosions and the spread of noxious fumes.
- Providing advice to other City Services as required in the emergency.

## **5.6 DEPUTY CITY MANAGER OF ENVIRONMENT AND INFRASTRUCTURE**

Deputy City Manager, Environment and Infrastructure or designate are responsible for the following:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.

- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site, and informing the EOC.
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Engineering Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with Senior E&I on the scene of the emergency.
- Maintaining communications with public works representatives from neighbouring communities to ensure a coordinated response.
- Ensuring provision of engineering assistance.
- Maintaining and repairing sanitary sewage and water systems.
- Providing emergency potable water, supplies and sanitation facilities as required by the Medical Officer of Health.
- Liaising with public utilities to disconnect any services representing a hazard to the public and/or arranging for the provision of alternate services or functions.
- Liaising with the Upper Thames River Conservation Authority regarding flood control, conservation, and environmental matters.
- Arranging for snow or building debris clearance on an emergency basis so that vehicle movement can be maintained.
- Developing and implementing a plan for the removal and disposal of debris.
- Arranging for procurement of special purpose vehicles/equipment not in City inventory.
- Obtaining advice from the Chief Building Official on the structural safety of any buildings affected by the emergency and take action as required under the Building Code Act.
- Arranging for the demolition of unsafe structures as required.
- Maintaining flood plans including river watch in liaison with the Upper Thames River Conservation Authorities and the weather services, when required.
- Maintaining procedures and plans for Environment and Infrastructure response to spills of hazardous and environmentally damaging materials including containment, neutralizing and clean-up, upon advice from the Fire Department as to the material involved and the remedial action required.
- Arranging for repair of the water distribution system in case of ruptured mains in order to restore availability of water for fire-fighting purposes.
- Providing assistance to accomplish tasks as requested by London Police to support evacuations.
- Arrange for the provision of forestry crews as required.

## **5.7 DEPUTY CITY MANAGER OF NEIGHBOURHOOD AND COMMUNITY-WIDE SERVICES AND SOCIAL AND HEALTH DEVELOPMENT**

The Deputy City Manager of Neighbourhood and Community-Wide Services and/or Deputy City Manager, Social and Health Development or designate is responsible for the following:

- Member of the EOC Policy Group.
- Emergency Social Services lead.
- Activating the EOC Policy Group notification system, when applicable.
- Ensuring the well-being of residents who have been evacuated from their homes by arranging emergency lodging, clothing, food, registration, inquiries, and other personal services.
- Activation of the Emergency Social Services Plan.
- Coordinating the opening and operation of temporary and/or long-term reception/evacuation centres and ensuring adequate staffing.
- If assigned by the EOC Director, activate the Emergency Social Services Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Liaising with the EOC with respect to the designated reception/evacuation centres that can be opened on short notice.
- Liaising with the Medical Officer of Health on areas of mutual concern regarding operations in reception centres.
- Liaising with the Ministry of Children, Community and Social Services.
- Liaising with volunteer organizations (non-government organizations) in regard to providing staff for registering the public in reception centres and providing clergy to the site.
- Notifying Western Fair and London school boards when their facilities are required as reception centres.

## **5.8 MEDICAL OFFICER OF HEALTH**

The Medical Officer of Health or designate will have the following responsibilities:

- Member of the EOC Policy Group.
- Activate EOC Policy Group notification system in the event of a health emergency.
- Acting as a coordinating link for all emergency health services at the EOC.
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Health Unit Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Depending on the nature of the emergency, assigning the Incident Commander at the Emergency Site, and informing the EOC.
- Liaising with the Ontario Ministry of Health, Public Health Branch.
- Establishing an ongoing communications link with the senior health official at the scene of the emergency.
- Liaising with senior EMS representatives, hospital officials, relevant health care organizations (i.e., Southwest Local Health Integration Network, the Ministry of Health and relevant government agencies).

- Providing authoritative instructions on health and safety matters to the public through Communications.
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health policies.
- Coordinating care of bed-ridden and special needs citizens at home and in reception centres during an emergency.
- Liaise with Local Health Integration Network
- Liaising with voluntary and private health care agencies, as required, for augmenting and coordinating public health resources.
- Coordinating efforts towards prevention and control of the spread of disease during an emergency.
- Notifying the Environment and Infrastructure and City Engineer regarding the need for potable water supplies and sanitation facilities.
- Liaising with the Emergency Social Services on areas of mutual concern regarding health services in reception centres.
- Providing advice to the Mayor and the EOC Policy Group on health matters.
- When advised by emergency services of an emergency situation involving hazardous substances or any threat to public health, providing advice for the safety of emergency service workers and activities to reduce the adverse effects on the public health.
- Directing precautions in regard to food and water supplies when warranted.
- Arranging for mass immunization where required.
- Notifying other agencies and senior levels of government about health-related matters in the emergency.

## **5.9 PARAMEDIC SERVICE (EMS) CHIEF**

The Middlesex-London Paramedic Service (MLPS) Chief or deputy or designate is responsible for the following:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Providing information on patient care activities and casualty movement from the emergency site.
- If assigned by the EOC Director, activate the Ambulance (EMS) Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with the EMS official at the scene of the emergency.
- Liaising and obtaining EMS resources from the Provincial Ministry of Health Emergency Health Services Branch, Senior Field Manager or On Call EMS Superintendent and from other municipalities for support if required.



- Liaising with the London Central Ambulance Communications Centre regarding patient status, destination, and department case load.
- Organizing the EMS response to assist and coordinate actions of other Social Service agency EMS branches (i.e., patient transport services, and other transportation providers).
- Advising the EOC if other means of transportation are required for large scale responses.
- Obtain EMS Mutual Aid assistance as required for both land and air-based patient transport.
- Assist with the emergency evacuation when required.
- Ensure balanced emergency EMS coverage is available at all times throughout the community.
- Liaising with the receiving hospitals.
- Liaising with Police, Fire, Coroner and Medical Officer of Health, as required.

## **5.10 DIRECTOR OF STRATEGIC COMMUNICATIONS AND GOVERNMENT RELATIONS - EMERGENCY INFORMATION OFFICER (EIO)**

The Director of Strategic Communications and Government Relations or designate; responsibilities include:

- Member of the EOC Policy Group.
- Establishing a communications link with the Community Spokesperson (s) and any other media coordinator(s) (i.e., provincial, federal, private industry, hospitals, etc.) involved in the incident.
- Implementing the Emergency Communications Plan.
- Designate an Emergency Information Officer (EIO) for the EOC
- If assigned by the EOC Director, designate the Emergency Information Officer at the Site and Assistant EIO's in the EOC; be prepared to assist in the Operations and Planning Section.
- Ensuring that all information released to the public is timely, full, and accurate.
- Ensuring an Emergency Information Centre is set up and staffed for the purpose of disseminating information to the media.
- Ensuring media releases/PSAs are approved by the mayor prior to dissemination.
- Handling inquiries from the public and media.
- Coordinating individual interviews and organizing press conferences.
- Ensuring a Public Inquiry Centre is set up (if necessary) to process email and/or phone inquiries.
- Ensuring a Public Inquiry Centre Supervisor is designated and to liaise often with this Supervisor regarding the nature of inquiries.
- Distribute media releases/PSAs to the EOC, Public Inquiry Centre Supervisor and other appropriate key persons.

- Ensuring the public is advised of the Public Inquiry Centre phone number(s) through public service media announcements.
- Monitoring news coverage and social media and correcting any erroneous information.
- Maintaining copies of media releases pertaining to the emergency.
- Ensure information notification protocols for Elected Officials are exercised.

## **5.11 COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)**

The Community Emergency Management Coordinator or alternate responsibilities include:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Ensuring Alert London – Mass Notification System and EOC Policy Group contact lists are kept up to date, for EOC activation.
- Ensuring the email lists and cell phone, electronic device applications are utilized to supplement telephone call-out system.
- Ensuring an alternate virtual meeting (ZOOM/TEAMS) or teleconference means are available to the EOC Policy Group.
- Providing advice and support to the Incident Commander and initial responders including liaison with appropriate agencies, service areas and departments.
- Assisting with the decision-making process to determine whether to activate the EOC Policy Group notification system when applicable.
- Preparing and arranging the Emergency Operations Centre in readiness to activate.
- If assigned by the EOC Director, act as Deputy EOC Director, assign a Liaison Officer, activate the Incident Management System in the EOC, be prepared to assist in the Operations, Planning, Logistics and Finance/Administration Sections and EOC Support.
- Ensuring EOC Policy Group members have all plans, resources, supplies, maps, and equipment.
- Ensuring that a communications link is established between the EOC and Site.
- Providing advice and clarification regarding the London Emergency Response Plan.
- Lead contact between the Municipality and Emergency Management Ontario (EMO).
- Liaising with Provincial and Federal agencies as required.
- Liaising with support agencies (i.e., Red Cross, St. John Ambulance, Salvation Army, Amateur Radio Emergency Service) as required.
- Addressing any action items that may result from the activation of the London Emergency Response Plan.
- Maintaining logs for the purpose of debriefings and post emergency reporting.
- Acting as Deputy EOC Director, EOC Director and/or Liaison Officer to the EOC as required, provide members for the EOC Support Unit.
- Advising on the implementation of the City of London emergency plans.

- To initiate arrangements with telephone authorities for priority attention to key municipal offices.
- Arranging the provision of administrative staff to assist in the EOC, as required.
- Maintaining plans in place, for the alternate EOC at City Hall and alternate back up at LPS HQ, for use by the EOC as outlined in Annex C of this plan.
- Providing a process for registering EOC and EOC Policy Group members.
- Forwarding all Provincial Media releases to the Director of Communications (EIO).

## **5.12 HOSPITALS REPRESENTATIVE**

London Hospitals' (including London Health Sciences Centre and St. Joseph's Health Care London) work collaboratively together on their Emergency Management programs. They would send representatives to attend the EOC Policy Group and EOC Operations Section to provide direct liaison to the hospitals' control groups.

Providing information on overall hospital capacity, patient care activities and casualty movement at the hospitals including decontamination status for CBRNE events.

- If assigned by the EOC Director, assist the Hospital Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Liaising with the Ambulance Communications Centre and EMS regarding patient status, destination, and department case load.
- Activating their emergency plans as appropriate.
- Establishing ongoing communications links with the hospital control groups.
- Liaising and obtaining hospital resources from the Provincial Ministry of Health, Ontario Health Teams, and from other hospitals for support if required.
- Ensure communication regarding availability of essential hospital services occurs at all times throughout the community.
- Liaising with Police, Fire, Coroner and Medical Officer of Health, Community Care Access Centre, and Southwest Local Health Integration Network (LHIN) as required.

## **5.13 CHIEF EXECUTIVE OFFICER, LONDON HYDRO**

The Chief Executive Officer, or designate London Hydro responsibilities include:

- Member of the EOC Policy Group.
- Activating the EOC Policy Group notification system, when applicable.
- Monitoring the status of power outages and customers without services.
- Providing updates to the EOC on power outages, as required.
- Depending on the nature of the emergency, providing the Operations Section Hydro resources at the Emergency Site, and informing the EOC.

- If assigned by the EOC Director, activate the Utilities Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Liaising with the Independent Electrical System Operators regarding local and global power outage issues.
- Monitoring service status to inform customers relying on home medical equipment, (i.e., oxygen, dialysis machines).
- Providing assistance with accessing generators for essential services or other temporary power measures.
- Arranging to discontinue electrical services to any consumer were considered necessary in the interest of public safety.
- Maintaining plans in place for alternative electrical service, where necessary, and for the priority restoration of affected services as dictated by emergency needs of City services and other essential users.
- Arranging for the clearance of power lines and fallen trees on emergency routes in order that emergency response personnel have access to perform their duties.
- Establishing procedures and maintaining plans for emergency response to transformer oil leaks and for the coordination of response efforts by other departments and agencies in such situations.
- Assisting with post-disaster clean-up and restoration of services.

#### **5.14 GENERAL MANAGER, LONDON TRANSIT**

The General Manager, or designate London Transit responsibilities include:

- Member of the EOC Policy Group.
- Co-ordination of evacuation transportation resources.
- Responding as directed by London Police and/or the EOC regarding the utilization of transportation resources under emergency evacuation conditions.
- Depending on the nature of the emergency, providing the Operations Section transportation resources at the Emergency Site, and informing the EOC.
- If assigned by the EOC Director, activate the Transportation Unit of the Logistics Section; and /or Transportation Branch of the Operations Section, in the EOC, be prepared to assist in the Planning Section.
- Coordinating the acquisition, distribution, and scheduling of various modes of transport (i.e., public transit, school buses, etc.) for the purpose of transporting persons and/or supplies, as required in an emergency.
- Procuring staff to assist with transit issues, as required.
- Ensuring that a record is maintained of drivers and operators involved.
- Establishing an emergency availability system for all transportation vehicles according to time of day, excluding London Central Ambulance Communications Centre (L.C.A.C.C) dispatched vehicles which will remain the responsibility of the L.C.A.C.C., and
- Provide transportation support for on-site emergency responders as required.

## **6.0 RESPONSIBILITIES OF EOC ADVISORS**

### **6.1 DIRECTOR, PEOPLE SERVICES**

The Director, People Services (Human Resources) is responsible for the following:

- If assigned by the EOC Director, act as the Risk Management Officer in the EOC
- Assisting with providing necessary staff to help with emergency operations by matching employees' skills with required job (prior to an emergency). Obtaining, recording, and maintaining an inventory of employee skills and limitations related to emergency operations, to be verified through the EOC Policy Group and support staff.
- Coordination of staff information hotline and internal Corporation of the City of London communications in conjunction with Emergency Management.
- Ensuring safe workplace practices are followed and that appropriate safeguards are in place to protect staff and volunteers. Advising the EOC Policy Group on matters concerning Occupational Health and Safety legislation. If required provide the site with a Safety Officer.
- Advising the EOC Policy Group on legislative and collective agreement aspects of the response. Make recommendations to ensure staff are fairly compensated for extra-ordinary efforts. Work with Union leadership to address any issues arising during the incident.
- Providing identification cards to staff, volunteers and temporary employees when required.
- Providing personal assistance to those employees who are impacted by the emergency. Establishing the necessary support services to allow employees to continue to report to work during the emergency (i.e., daycare, elder care, food services, rest areas, etc.).
- Recommendation to the EOC Policy Group on alternate work schedules, site, telecommuting, etc. in the event that City facilities are impacted.
- Ensuring that records of human resources and related administrative issues that cover financial liability are completed.
- Arranging Critical Incident Stress Debriefing Teams and employee counseling services to respond to the needs of municipal emergency response staff and registered volunteers, during and post emergency, as required.
- Providing additional staff to the EOC, as required.

### **6.2 DEPUTY CITY MANAGER, PLANNING AND ECONOMIC DEVELOPMENT**

The Deputy City Manager, Planning and Economic Development or alternate will:

Where possible, inspect buildings for visual assessment of damage and advise if any dangerous or unsafe conditions exist; If necessary, retain or request the owner to retain the services of a professionally qualified engineer to determine the structural adequacies of the structure.

- Obtaining advice from the Chief Building Official on the structural safety of any buildings affected by the emergency and take action as required under the Building Code Act.
- Arranging with London Police for building evacuation where appropriate.

- Providing advice on the structural safety of any buildings affected by the emergency in liaison with the Chief Building Official and arranging with London Police for building evacuation where appropriate.
- Coordinating action for the recovery and restoration of services as outlined in the London Emergency Response Plan, including the inspection of homes and buildings for safe re-occupation where required.

Providing technology services personnel to assist with geomatics, mapping needs of the EOC and EOC Policy Group.

Providing advice on Bylaw, licensing, and compliance to the EOC Director.

Issue orders as necessary for remedial actions to be undertaken.

Proceed with any actions as necessary to “make safe” any building or structure.

### **6.3 DEPUTY CITY MANAGER, FINANCE SUPPORTS**

The Deputy City Manager, Finance Supports responsibilities includes:

- Co-ordinate financial management of the emergency.
- Ensure necessary purchasing and stores support is available to support the incident.
- Assisting the EOC Director, if assigned by the EOC Director, assign a Finance/Administration Section Chief.
- Providing information and advice on financial matters related to the emergency.
- Ensuring that records of expenses are maintained for future claim procedure.

### **6.4 DEPUTY CITY MANAGER, LEGAL SERVICES**

The Deputy City Manager, Legal Services responsibilities includes:

- Co-ordinate legal management of the emergency.
- Ensure necessary support is available to the Policy Group, EOC and emergency site.
- Assisting the EOC Director, if assigned by the EOC Director, assign a Legal/Risk Management Officer.
- Providing information and advice on legal matters related to the emergency.

### **6.5 DEPUTY CITY MANAGER, ENTERPRISE SUPPORTS**

The Deputy City Manager, Enterprise Supports responsibilities includes:

- Co-ordinate support to emergency management and EOC operations.

- Ensure necessary support is available to support the incident.
- Assisting the EOC Director, if assigned by the EOC Director, assign a Liaison Officer.
- Provide information and advice on matters related to the emergency.

## **6.6 DIRECTOR, INFORMATION TECHNOLOGY SERVICES**

The Director, Information Technology Services is responsible for the following:

Providing information technology services personnel to assist with telecommunications, computer, LAN and GIS needs of the EOC and EOC Policy Group.

Assisting the EOC Director, if assigned by the EOC Director, assign an IT unit leader in the Logistics Section, emergency city mapping and support to the Public Inquiry Centre.

Provide co-ordination with London Police IT services in the EOC.

## **6.7 REGIONAL CORONER**

When the Regional Coroner is called upon to join the EOC, the following responsibilities will be carried out:

- Providing information on the handling of fatalities.
- Liaising with London Police Service regarding victim identification and evidence gathering/preservation.
- Liaising with the Medical Officer of Health regarding associated health risks to emergency responders and the public.
- Arranging for adequate staffing to deal with the situation.
- Advising the Mayor/City Manager regarding information to be released to the media.
- Providing information with respect to the establishment of a temporary morgue.

## **6.8 THE THAMES VALLEY DISTRICT SCHOOL BOARD AND THE LONDON DISTRICT CATHOLIC SCHOOL BOARD**

When the Boards of Education, including French Immersion schools are called upon to join the EOC Policy Group, they will provide liaison officer(s) who will have the following responsibilities:

- Provide the EOC with information with respect to the Boards action to ensure the safety and well-being of their students.
- Providing school facilities (as appropriate and available) for use as public information and/or reception centres as required.
- Provide staffing to coordinate the maintenance, use, and operation of the facilities being used as public convergence/assembly and/or reception centres.
- Act as liaison between the Boards of Education to keep them informed of EOC Policy Group decisions that will impact the Boards activity.

## **6.9 EMERGENCY MANAGEMENT ONTARIO**

Treasury Board Secretariat: and Emergency Management Ontario (EMO) can assist with facilitating access to Provincial and Federal agencies and resources. EMO can provide advice on managing an emergency and provide information and access to additional private and public agencies that may assist in the management of the emergency. EMO can deploy field officers to provide advice and assistance to the Policy Group and also ministry staff from the MCS&CS communications branch to assist with emergency public information. Access to EMO is through the CEMC, who should notify the Provincial Emergency Operations Centre of all major incidents.

## **6.10 INCIDENT INDUSTRIAL REPRESENTATIVE**

When the emergency has been caused by an industrial accident, the EOC may request that the company involved provide the EOC with an advisor.

## **6.11 DND – REGIONAL LIASION OFFICER**

A Canadian Armed Forces Regional Liaison Officer will provide a link between the community and local Department of National Defence resources in London, including 31 Canadian Brigade Group and/or HMCS Prevost.

## **6.12 ADDITIONAL E.O.C. ADVISORS**

Dependent upon the nature of the emergency, the EOC may require further consultation from, but not limited to, the following internal and external agencies.

### External

Ministry of the Environment  
 Ministry of Community and Social Services  
 Ministry of Municipal Affairs and Housing  
 Ministry of Health  
 Ministry of Long-Term Care  
 Ontario Provincial Police  
 Office of the Fire Marshal



Ministry of Transportation  
Upper Thames River Conservation Authority  
London International Airport  
Canadian National/Canadian Pacific Railroad  
Western University  
Fanshawe College

## **7.0 OTHER AGENCIES AND ORGANIZATIONS**

### **7.1 LONDON CENTRAL AMBULANCE COMMUNICATIONS CENTRE**

The Ambulance Communications Centre is responsible for the dispatch of ambulances (paramedics) in London and Middlesex County operating 24 hours per day, 7 days per week.

### **7.2 ST. JOHN AMBULANCE**

Southwestern Ontario Branch of the St. John Ambulance Community Services Unit has resources in first aid and emergency reception centre medical support. St. John Ambulance will respond to requests from the Emergency Services or the EOC. St. John Ambulance resources are staffed by volunteers and their response is governed by the availability for duty of volunteers.

### **7.3 THE SALVATION ARMY**

The Salvation Army has emergency resources for public welfare, short term accommodation, clothing, feeding, mobile canteen, emergency responder critical incident stress issues, and emergency reception centre support and will respond within their budgetary capabilities when requested by the EOC. The Salvation Army is also prepared to arrange for clergy assistance, emotional and spiritual care personnel at a disaster site or at reception centres when called upon by Police or Fire authorities (IC) or by the (Emergency Supervisor on Call), or Managing Director of Neighbourhood and Community Wide Services, Police and Fire Services or Delegate.

### **7.4 CANADIAN RED CROSS**

The London and Middlesex Branch of the Canadian Red Cross is prepared to provide Red Cross assistance to the community in the form of a registration and inquiry service as described in the Public Health Agency of Canada "Registration and Inquiry Manual". This service will assist the public in locating immediate relatives who have left their homes as a result of the emergency. Inquiry services may be operated from outside the disaster area in accordance with Red Cross standard operating procedures. Registration and inquiry services will be provided at the request of the (Emergency Supervisor on Call), or the Deputy City Manager, Neighbourhood and Community-Wide Services and or Social and Health Development or Designate.

### **7.5 AMATEUR RADIO EMERGENCY SERVICE**

The Amateur Radio Emergency Service (A.R.E.S.) is the volunteer group which coordinates amateur radio in the London-Middlesex area. They are prepared to establish and maintain emergency radio communications for any purpose required, including assisting Red Cross with registration and inquiry services at reception centres, communications between London hospitals, to supplement municipal communications resources, and to establish a Shadow Network of backup communication paths. Radio operators can deploy mobile and portable radios throughout the area to supplement existing radio networks. An A.R.E.S. control station can be activated at the EOC in a major emergency at the request of the CEMC. Other stations are available at the London Police Community Command Vehicle, and any location that is reachable by car.

## **7.6 FEDERAL GOVERNMENT AGENCIES**

Federal resource assistance should be accessed through Treasury Board Secretariat; and Emergency Management Ontario - Provincial Emergency Operations Centre. The financial burden for Federal resource assistance requests made directly from the municipality is born by the Municipality.

## **7.7 BELL CANADA**

Bell Canada is aware of key emergency personnel and departments and will ensure that these telephones are given priority attention in maintenance and restoration of service in emergency situations. Bell Canada can provide additional emergency telephone lines if the incident has not caused major disruption to their installed services. They also have a telephone and radio equipped mobile command post which can be positioned at emergency sites to augment the City's telecommunications capability.

## **7.8 TELUS COMMUNICATIONS INC.**

The City of London is aware of key contact information for TELUS business services and will ensure that relevant services are given priority attention in maintenance and restoration of service in emergency situations.

## **7.9 ENBRIDGE GAS**

Enbridge Gas Limited has emergency plans in place, personnel, and equipment available to handle the restoration of gas mains and services in an emergency when contacted by City Emergency Services.

## **7.10 LONDON INTERCOMMUNITY HEALTH CENTRE**

The Intercommunity Health Centre has emergency resources for public welfare, triage, medical care, medications/prescriptions, emergency reception centre support and will respond when requested by the Emergency Operations Centre Policy Group and/or CEMC.

## **7.11 LONDON COMMUNITY FOUNDATION**

In the event of an emergency situation affecting the city, the London Community Foundation has agreed to take on the role of coordinating donation management. To facilitate this important and supportive role, the Foundation will work closely with the City to continually ensure there are efficient policies and processes in place.

## 8.0 INCIDENT MANAGEMENT SYSTEM IN THE EOC

The London Emergency Response Plan adopts the principles of the Incident Management System (IMS) from the Ontario IMS Guidance Version 2.0. Based on the five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities, and equipment. Principles of the Incident Management System include the use of common terminology, modular organization, integrated communications, unified command structure, EOC action planning, manageable span of control, personnel accountability, unity and chain of command, management by objectives and comprehensive resource management.

The Emergency Operations Centre consists of the IMS five major functions Management, Operations, Planning, Logistics, Finance/Administration Sections and the EOC Policy Group. (Formally known as the Municipal Emergency/Community Control Group).

### Response Goals

The following response goals are applied to all emergency situations:

- Provide for the health and safety of all responders.
- Save lives.
- Reduce suffering.
- Protect public health.
- Protect government/critical infrastructure.
- Protect property.
- Protect the environment.
- Reduce economic and social losses.
- Maintain public confidence.

## 8.1 POLICY GROUP

When an EOC is activated, the Municipal Emergency Control Group and local authorities may establish a Policy Group comprised of the head of the local authority (e.g., Mayor) and senior executive officers in order to provide the Incident Commander and EOC Director with policy direction. An example of this level of policy direction is the declaration of a “state of emergency”. The Policy Group is responsible for executing the emergency response plan and making decisions on issues not covered in the London Emergency Response Plan (LERP). This group decides whether to declare or cancel a Declaration of Emergency. It is also responsible for the continuity of government and business continuity plans for the City of London. It is responsible, through emergency information staff, for ensuring that the public is informed during an emergency. Members of the policy group are found on page 12 of the plan.

### Roles and Responsibilities:

- Provide overall policy direction.
- Changing/amending bylaws or policies.
- Could request Municipal/Provincial level assistance.
- Declare a State of Local Emergency.
- Declare termination of State of Local Emergency.
- Acting as an official spokesperson.

## 8.2 EOC MANAGEMENT

### Management Section

The Management Section is responsible to provide, for the overall management and coordination of site support activities and consequence management. Coordination through the joint efforts of the EOC, City, government agencies and private organizations. Coordination between EOC sections and between the site.

The EOC Management Section consists of the following positions:

EOC Director (City Manager, CEMC, City Senior Leadership Team and/or Chiefs)

Deputy EOC Director

Emergency Information Officer (Director of Strategic Communications and Government Relations Division)

Risk Management/Legal Officer (City Senior Leadership Team)

Liaison Officer (City Senior Leadership Team)

#### EOC Director:

- Overall authority and responsibility for the activities of the EOC.
- Ensures organizational effectiveness.
- Provides leadership to the EOC Management team.
- Sets out priorities and objectives for each operational period and ensures they are carried out.
- Liaises with the Policy Group.
- Approves emergency information releases.

The EOC Director is responsible for ensuring that the EOC is ready for use on short notice. The EOC contains information display materials, telecommunications and any additional supporting equipment, documents, and supplies required to ensure efficient operations and effective emergency management on a 24-hour per day basis. In addition, power generation capabilities and other special life support systems may be required to allow for continuous operations apart from normal public utilities and services.

#### Emergency Information Officer:

- Establishes, maintains media contacts.
- Coordinates information for release.
- Coordinates media interviews.
- Liaises with other information officers.
- Prepares public information materials.
- Prepares EOC messaging sheets.

Legal, Risk Management Officer:

- Monitors EOC safety, recommends safety modifications to operations.
- Maintains link with safety officers at the site as applicable.
- Provides advice and assistance on matters related to occupational health and safety regulations for the response and for the EOC personnel.
- Identifies liability and loss exposures to personnel and property and for City.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the city during the emergency.
- Provide advice on Human Resource matters, such as collective agreements and work scheduling.

Liaison Officer:

- Invites required or requested agencies to the EOC, as identified by the EOC Director and EOC Management Team.
- Maintains regular contact with cooperating agencies, assist guest agencies in the EOC.
- Assists EOC Director with activities (meetings & briefings).

### **8.3 EOC GENERAL STAFF**

Operations Section

The Operations Section is responsible for coordinating all jurisdictional operations in support of the emergency response. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other Management Team personnel, as appropriate; coordinating resources requested from the site to the Planning Section.

The Operations Section consists of the following positions:

Operations Section Chief

Fire Branch

Police Branch

EMS Branch

Emergency Social Services Branch

Public Health Branch (Health Unit and Hospitals)

Environment and Infrastructure, Engineering Branch (Roads, Forestry, Water)

Utilities Branch (London Hydro, London Transit, Enbridge Gas)

Other

## Operations Chief:

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event.
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively.
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communication link between Incident Commander at the site and the EOC, for the purpose of coordinating the overall response, resource requests and event status information.
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports.
- Conducts periodic Operations briefing for the EOC Director and EOC Management Team as required or requested.
- Approves special resource requests and/or obtains the EOC Directors approval of critical and extra ordinary resources.
- Supervises the Operations Section.

## Branch Directors

Branch Directors oversee the operations of a particular city service area or outside agency. A Branch Director will be responsible for coordinating the activities of their service agency site personnel, dispatch centre, with other branches in the operations section. Additional Branch staff may be required, dependent on the size of the emergency event and the support required. Each Branch has a Roles and Responsibilities binder in the EOC.

## Planning Section

Responsible for compiling, evaluating, and disseminating situation information in coordination with other functions, anticipating / planning for future needs and maintaining all EOC documentation.

The Planning Section consists of the following positions:

Planning Section Chief.  
Situation Unit.  
Resources Unit.  
Documentation Unit.  
Advanced Planning Unit.  
Demobilization Unit.  
Recovery Unit.  
Technical Specialists.

## Planning Chief:

- Collects, processes, evaluates, and displays situational information.
- Develops EOC Action Plans in coordination with other functions.
- Tracks the status of EOC issued resources.

- Maintains all EOC documentation.
- Conducts advanced planning activities and makes recommendations for action.
- Obtains technical experts for the EOC.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

## Logistics Section

Responsible for ensuring the EOC is operational and providing / obtaining facility services, personnel, equipment, and materials.

The Logistics Section consists of the following positions:

Logistics Section Chief  
 Information Technology Branch  
 EOC Support Branch  
 Supply Unit  
 Personnel Unit  
 Transportation Unit

Logistics Chief:

- Provides / acquires requested resources including personnel, facilities, equipment, and supplies.
- Arranges access to technological and telecommunications resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees, and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

## Finance and Administration Section

Responsible for cost accounting, compensation, and administration in the EOC.

The Finance and Administration Section consists of the following positions:

Finance & Administration Section Chief  
 Time Unit  
 Compensation and Claims Unit  
 Procurement Unit  
 Cost Accounting Unit

Finance & Administration Chief:

- Monitors the expenditures process and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and / or contracts.
- Oversees the purchasing processes.



## **9.0 POPULATION EVACUATION**

It may be necessary in an emergency for the residents of an area of the city to be temporarily evacuated from their homes for their own welfare and safety. Such a requirement may be of an urgent or short-notice nature caused by an immediate hazard and decided upon and directed by Police in collaboration with Fire authorities. Police and Fire authorities will consider the advice of the Medical Officer of Health when deciding on the need for such immediate evacuation where health matters are involved. A less immediate but probably larger scale evacuation could be decided upon and directed by the EOC, as in the case of an impending flood situation. The aim in any such operation will be to care for the evacuated persons, to bring families together, and to re-establish residents in their homes.

When the Police and/or Fire authority decides that an immediate and urgent evacuation is necessary, they will attempt to arrange for a nearby facility such as a community centre, shopping mall, or a school, to be utilized as a Reception Centre to provide essential needs to those adversely affected by the event.

The Incident Commander will notify the EOC Policy Group of the initial actions taken. When transportation beyond private vehicles is required to assist residents to move, the Incident Commander and/or City Manager will request London Transit to provide buses for this purpose.

Further arrangements for the welfare of evacuees while accommodated at such a temporary shelter facility by City direction will be the responsibility of the Deputy City Manager of Neighbourhood and Community Wide Services, assisted by City Service Areas and Departments as necessary and if possible, by volunteer agencies. When an urgent evacuation is considered necessary by the Medical Officer of Health, he/she will so advise the EOC Policy Group, and the assistance of municipal essential service agencies will be made available.

In a situation where a less urgent, but major evacuation of an area is decided on by the EOC or by the City Manager, coordination of measures to arrange for one or more suitable reception facilities and for the welfare of evacuees will be the responsibility of the Deputy City Manager of Neighbourhood and Community Wide Services, assisted by other municipal service and volunteer agencies. In the case where the city accepts a commitment to provide temporary shelter and welfare requirements for a group of evacuees from another community in Ontario, the City Manager will direct responsibilities of municipal agencies for management of the commitment.

## 10.0 PLAN DISTRIBUTION LIST

### EOC Policy Group Membership

- Mayor
- City Manager
- City Clerk
- Chief of Police
- Fire Chief
- Deputy City Manager of Environment & Infrastructure
- Deputy City Manager of Neighbourhood and Community-Wide Services and or Social and Health Development
- Medical Officer of Health
- Middlesex-London Paramedic Service Chief
- Director Communications & Emergency Information Officer
- Community Emergency Management Coordinator
- Chief Executive Officer, London Hydro
- General Manager, London Transit
- London Health Sciences Centre
- St. Joseph's Health Care London

### EOC Staff and Others

- Corporate Services and Service Areas
- Middlesex County – CEMC
- Western University
- Fanshawe College
- London Central Ambulance Communications Centre
- St. John Ambulance
- Canadian Red Cross
- The Salvation Army
- Amateur Radio Emergency Service (ARES) London
- Commander, Canadian Forces, Army Reserve, 31 Canadian Brigade Group
- Commander, Canadian Forces, Navy Reserve, HMCS Prevost
- Office of the Fire Marshal
- Emergency Management Ontario Field Officer – St. Clair Sector
- CN & CP – Police
- Ontario Provincial Police - Western Region Headquarters
- RCMP - O Division and London Detachment
- London International Airport
- London Community Foundation
- London Intercommunity Health Centre
- Local Health Integration Network

*A copy of the London Emergency Response Plan can be found on our website at:*  
[www.london.ca/emergency](http://www.london.ca/emergency)

## Enterprise Supports Committee/Council Report Checklist

Report Name: Emergency Management Program Confidential: n/a

Purpose of Report: Annual Report, amend bylaw, approve London Emergency Response Plan

Applicable Committee:  CSC  CPSC  SPPC  \_\_\_\_\_

Committee Date: 11/14/2023 Council Date: 11/28/2023

CMO Review Required?  Yes  No

SLT Review Required?  Yes  No SLT Meeting Date: \_\_\_\_\_

Title Due to Clerks: 10/30/2023 Report Due to Clerks: 11/6/2023

Due to Director: 10/23/2023 Due to John (DCM): 11/1/2023

Reviewed by:		Comments and Summary of Issues
Legal Services Name: Grace Smith	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> N/A - explain	sent 4 Oct, reviewed 5 October
Finance Name:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> N/A - explain	no financial
Information Technology Services Name:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> N/A - explain	no ITS
Other Relevant Service Areas / Business Units List: Clerks Office Name:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> N/A	Clerks - Document Services doc.services@london.ca; sent 4 Oct, reviewed 4 October and 6 October AODA Compliance - sent 4 Oct, reviewed 18 October

Ensure reports are in the correct template and limit the use of personal pronouns

Ensure any previous report reference is linked to the report, do not just list it.

Microsoft Accessibility check completed

Speaking Points Attached?  Yes  No Expected by: \_\_\_\_\_

Link: [Report Template](#) (reports are from and recommended by DCM)

Link: [Creating Accessible Council and Committee Reports Guidelines](#)

## Report to Community and Protection Services Committee

**To:** Chair and Members  
Community and Protective Services Committee  
**From:** John Paradis, Deputy City Manager, Enterprise Supports  
**Subject:** 2023 Annual Emergency Management Program Update  
**Date:** November 14, 2023

### Recommendation

That, on the recommendation of the Deputy City Manager, Enterprise Supports the following actions BE TAKEN:

- (a) The attached by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on November 28<sup>th</sup>, 2023, to:
  - i) Amend By-law A.7657-4 by repealing and replacing Schedule “A” of the by-law with the new City of London Emergency Response Plan as set out in Schedule “A”.
- (b) The balance of this report, including an update of the Emergency Management Program BE RECEIVED for information.

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter.

- December 10, 2018 “Emergency Management Program Update”  
[2018 Annual Emergency Management Program](#)
- December 3, 2019 “Emergency Management Program Update”  
[2019 Annual Emergency Management Program](#)
- December 1, 2020 “Emergency Management Program Update”  
[2020 Annual Emergency Management Program](#)
- November 2, 2021 “Emergency Management Program Update”  
[2021 Annual Emergency Management Program – Part 1](#)  
[2021 Annual Emergency Management Program – Part 2](#)
- November 1, 2022 “Emergency Management Program Update”  
[2022 Annual Emergency Management Program](#)

#### 2.0 Discussion and Consideration

The *Emergency Management and Civil Protection Act* (“EMCPA”) requires municipalities to have an Emergency Management Program and provisions to prevent and manage an emergency within our community. This report is submitted to seek Council approval to repeal the existing Schedule “A” of Bylaw A.-7657-4 and replace it with a revised City of London Emergency Response Plan as required under the EMCPA. A status update on the Emergency Management Program is also provided. The bylaw includes adopting the Municipal Emergency Response Plan and the associated program components. The plan and components are the foundation for our program and provide the authority to implement the Emergency Management Program.

#### PROGRAM UPDATE

#### COMPLIANCE

## Report to Community and Protective Services Committee

**To:** Chair and Members  
Community and Protective Services Committee

**From:** Scott Mathers, MPA P.Eng.,  
Deputy City Manager, Planning and Economic  
Development

**Subject:** Housing Collaborative Initiative Follow-Up and Next Steps

**Date:** November 14, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development the following actions be taken related to the Housing Collaborative Initiative:

- a) that Civic Administration **BE DIRECTED** close out all existing financial obligations related to the Housing Collaborative Initiative;
- b) that Civic Administration **BE DIRECTED** to report back on next steps to implement a platform to manage housing data following business readiness and project planning; and
- c) the following report on the Housing Collaborative Initiative for the implementation of an Integrated Housing Solution software system, **BE RECEIVED** for information.

**IT BEING NOTED** that existing software and systems continue to be used by City-staff, housing providers and clients.

## Executive Summary

Following the update report in May of 2023, Civic Administration have completed a further review of the history of the Housing Collaborative Initiative work and have undertaken an assessment of activities completed and those still required.

This report also identifies a potential change in business requirements from the 2014 inception of the project. In the Fall of 2023, Civic Administration have made recommendations to Council on changing how waitlists and rent supplements are tracked and managed. Housing projects also continue to age and are reaching their end of useful life which impacts the ability for the local Boards and property managers to respond and track information as they look to balance operational and capital investments to support positive living conditions for our tenants. These changes in business needs may have an impact on the business requirements required to successfully administer the Service Manager responsibilities under the *Housing Services Act*.

This report indicates a next step of the submission of a project through the Technology Investment Strategy process and alignment with City of London technology best practices.

## Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support housing, as reflected in the 2023-2027 - Strategic Plan for the City of London. Specifically, the efforts described in this report address the following Areas of Focus, including:

### Housing and Homelessness

Outcome 2 - London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing consistent with Council's recognition of the health and homelessness emergency.

Expected Result – 2.1 Decreased number of Londoners at risk of or experiencing homelessness.

Strategies:

c. Improve the collection, sharing, and use of data across the homeless prevention system.

e. Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.

### **Well-Run City**

Outcome 1 – The City of London is trusted, open, and accountable in service of the community.

Expected Results – Londoners have trust and confidence in their municipal government.

Strategy:

b. Increase transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services.

## **Discussion**

### **1.0 Background**

#### **1.1 Previous Reports Related to this Matter**

- [CSC - Municipal Partnership for the Development of an Information System for Social Housing Administration - December 19, 2011.](#)
- [CPSC - Housing Collaborative Initiative Service Manager Consortium Agreement: Expression of Interest for the Development of an Information System for Social Housing Administration - April 22, 2013.](#)
- [CPSC - Housing Collaborative Initiative Approval of Service Manager Consortium Agreement - January 20, 2014.](#)
- [CPSC – Housing Collaborative Initiative \(HCI\) Update – February 18, 2015.](#)
- [CPSC – Housing Collaborative Initiative \(HCI\) update – May 2, 2023](#)

#### **1.2 Council Resolution**

In the Spring of this year, Civic Administration brought a report forward outlining the work on the Housing Collaborative Initiative between 2015 and 2023. The urgency at the time had been established through a media request by a local outlet looking for information on the project and requesting insight into the plan and period since inception.

The Council Resolution identified a series of actions to be undertaken based on the preliminary review of the status of the Housing Collaborative Initiative work to date:

*That, on the recommendation of the Deputy City Manager, Planning and Economic Development the following actions be taken with respect to the staff report, dated May 2, 2023, related to the Housing Collaborative Initiative (HCI) Update:*

- a) *the Civic Administration BE DIRECTED to bring London's implementation of the Housing Collaborative Initiative Project into alignment with City of London technology and project management best practices;*
- b) *the project Governance Group BE REQUESTED to approve a strategy outlining how future legislative changes will be addressed and communicated to the project governance team and back to City Council;*
- c) *the Governance Group BE REQUESTED to approve a revised set of project requirements to be used as the basis of all future project activity;*
- d) *the Governance Group BE REQUESTED to provide quarterly updates to City Council until the completion of the project;*
- e) *the Civic Administration BE DIRECTED to report back on the status of the project by third Quarter of 2023; and,*
- f) *the above-noted staff report BE RECEIVED. (2023-S11) (AS AMENDED) (2.4/8/CPSC)*

The following report provides additional information on the history of the project, a summary of costs to date and a path forward that ensures that the needs of London's housing sector are met.

## **2.0 Housing Collaborative Initiative History**

### **2.1 Creation of the Housing Collaborative Initiative**

#### Background

As part of the Social Housing Reform Act, 2000 (Act) the new legislation required municipalities to assume responsibility for social housing programs previously administered by both the Canada Mortgage and Housing Corporation (CMHC) and the Province. The lack of a secure centralized software platform exposed Service Managers to considerable risk with decentralized data, incompatibility of data formats, data integrity and weak audit trails. As of 2011, when the project was first contemplated, there was no supporting information technology (IT) platform or system provided to Service Managers.

With the need for an integrated information technology system, Service Managers needed to develop and/or create a system to support their business operations. The solution would need to include internally facing software platform that would be a data repository for housing provider related information, an external portal for housing providers that can view, edit, and submit information and an externally facing client portal for clients to view edit and submit information.

#### Unique Partnership and Development Model

At the January 2014 CPSC meeting, Council granted approval for the City of London to enter into an agreement with seven other Service Managers to procure, develop and implement a coordinated housing system. A Governance Group was setup to guide the software design and included staff from the initiative partners including the City of London, Halton Region, Waterloo Region, Hamilton, Chatham-Kent, Windsor, Ottawa, and York Region.

The Housing Collaborative Initiative Consortium Agreement outlined the responsibilities of the Governance Group including the procurement and development of the software along with future licensing or sublicensing of the Software and Products. It also established the parameters around cost sharing, and project resources, including how to exit the consortium.

As outlined in the May 2023 report, York Region left the Housing Collaborative Initiative in 2022.

#### Ongoing Benefit to Governance Group Members

The HCI agreement included terms that allow HCI members to license and sublicense the completed software to other municipalities interested in using it for the coordination and support of their own local housing providers.

### Unique Business Requirements for Service Managers

The software, Integrated Housing Software (as named), was intended to replace a combination of Excel, Access and Adobe PDF files used by most Service Managers at the time. This functionality would be developed by the vendor as a series of “software modules” dedicated to a specific function that would assist in providing various housing related services as an extension to the main program. The partnership arrangement was fashioned out of a need for software to improve the tracking and reporting of housing data and was a unique project in that it was driven by the municipal sector and Ontario’s Service Managers.

The software modules are listed below.

Backend software platform:

- System Administration
- Programs
- Housing Provider’s Portfolio
- Contacts
- Finance
- Performance Management (Reporting)
- Action Items
- Letters and Forms Templates
- Risk Management

Modules to support housing providers and City-staff:

- Housing Provider’s Portal
- Waitlist Management
- Rent Supplement Management

Externally facing client portal:

- Portal added to Waitlist module as part of a project scope change in 2016.

The resulting project was managed through a complex arrangement between eight Service Managers with varying shares of software costs based on the total number of units as of 2011.

### Procurement Background

Through the Region of Waterloo Purchasing department (Waterloo), the Housing Collaborative Initiative (HCI) issued a Request for Proposal (RFP), on April 4, 2014. The RFP’s purpose was to select a software developer to design, build, implement, maintain and support a software application that will facilitate the operations of Ontario municipal Social Housing Service Managers. The RFP contained detailed business requirements that were developed by the HCI.

After reviewing and evaluating 3 RFP bid submissions, HCI selected Arcori and Iserve Technology Consulting Ltd. (Arcori), to develop the social housing software application in accordance with comprehensive business requirements. HCI selected the software developers based on a combination of RFP bid technical and cost scores.

### Software Development – Project History

In 2014, at the outset of the project, Arcori met with the sub-working groups of the overall Governance Group and it was determined that the original business requirement documents needed substantial updating and clarification for it to be useful. Through this review a series of scope changes were proposed but with no substantial removal of project tasks to offset the overall effort and cost.



In 2016, a change order was approved utilizing the contingency funds in the original agreement to cover the additional work that came out of the review process. It was also agreed to focus on the following modules: portfolio, waitlist, rent supplement and finance. The goal would be to develop the functionality needed to go live with the identified modules.

Around 2018, after further discussion and further requirement changes, it was agreed to cap off the requirements and a revised payment plan based on agreed upon equal monthly payments was developed. This plan resulted in a shift in payment methods and AIG/HCI agreed to an increase in the withholding amount beyond the 10% previous agreed upon amount.

Over the next couple of years Arcori worked with the working groups to determine what needed to be done to go live with this project. Changing regulations and operational needs have resulted in substantial changes to the original scope of the project and have resulted in the existing modules greatly exceeding the functionality contained in the original business requirements documents.

### Project Management Best Practices

The partnership work was undertaken without direct involvement of the City of London's Information Technology Services division. The technology development approach used by the partnership does not align with the City of London's current technology and project management best practices.

## **2.2 Project Implementation**

Since 2014, 9-years ago, when the Governance Group was established, there has been significant effort by all members, the software developer and the consultant to implement the project. The core issue facing the team is the varied perspectives at a Governance Group level on how to move forward with scope changes. Each member municipality has local perspectives that have impacted the decision-making framework and has reduced the overall effectiveness of the team.

Following the execution of the contract with Arcori, the focus was on developing and building out the base software product that would be supplemented with a series of software modules. In 2017, a consultant was required to provide project coordination to support the HCI Governance Group. The City of London agreed to engage a consultant on behalf of the HCI Governance Group and included in the agreement the responsibility to coordinate London's participation in the initiative in lieu of the participation of a City Staff member. It was agreed that the City of London would be able to recover a portion of the consultant costs back from the HCI Governance Group. The work of this consultant is discussed under the name "HCI Coordinator" throughout this report.

A high-level summary of some of the major milestones and activities that have been completed over the years is provided below, along with a table in Appendix 'A' with further details.

**Table 1: Major Project Milestones**

<b>Year</b>	<b>Major Project Milestones</b>
2014	Contract Award to Arcori
2016	Scope changes to Arcori contract
2017	Start of London's consulting resource, in-lieu of City staff
2018	Waitlist Module and Rent Supplement modules available
2019	Applicant Portal available
2020	Administration and Service Manger portals under development

## 2.3 Expenditures to Date

As outlined in the May 2023 report, the total cost of the development of the software through the HCI is just under \$2.0 Million. These expenditures reflect the overall project costs across the 8-municipalities to develop the software. Each individual municipality shared in the costs of the project manager and elected to provide a financial contribution to offset HCI project management costs or an in-kind staff position.

Since May, Civic Administration undertook a detailed review of the City's financial records dating back to the initiation of the HCI project in 2011 to provide a complete and accurate accounting of the City's share of costs. This involved a fulsome review of general ledger transactions for Housing Services, inclusive of both operating and capital accounts, to identify all transactions relating to the HCI project.

The results of this analysis are outlined in table below, noting a total expenditure of approximately \$1.2 million by the City of London since 2014.

**Table 2: City of London Expenditures**

Who	Output / Task	Total
Arcori	Software development.	\$228,414
City of Ottawa	Business requirements of the software development.	\$32,340
HCI Project Manager	Procurement and business requirements.	\$133,243
HCI Coordinator	Overall HCI project coordination and work in-lieu of a City staff member.	\$841,184
Iron Mountain	Code ESCROW.	\$9,500
<b>TOTAL EXPENDITURES</b>		<b>\$1,244,681</b>
Less: Confirmed recoveries received from Participating Municipalities		(\$210,334)
<b>NET CITY OF LONDON EXPENDITURES</b>		<b>\$1,034,347</b>

A cost sharing framework was developed by the Governance Group as part of the original agreement for both the project management and software development portions of the project. London has been paying certain consulting fees since 2017 with reimbursement by the other municipalities on an annual basis. These reimbursements total \$210k. Factoring in those recoveries, the net City of London expenditure on the HCI project has been \$1.0M.

Civic administration is still working with the Governance Group to validate all amounts owing from other municipalities and ensure that they have been invoiced and collected.

## 2.4 HCI Project Manager and HCI Coordinator

At the outset of the project, in 2014, an HCI Project Manager was identified through the agreement including the proportion of remuneration amongst the Governance Group. Following an amendment to the Consortium Agreement in 2015, London's share was approximately \$133,000 between 2015 and 2017 and represents approximately 11% of the total HCI project management cost. The project manager's duties included the development of a bid summary and recommendations following the procurement, coordination of day-to-day activities of the HCI and software developer, along with other typical project management duties. This work for the HCI Project Manager's ceased in 2017.

In 2017, the role of HCI Coordinator changed and to date \$841,184 has been spent on this consulting contract. The HCI Coordinator attended all module development meetings, gathered local input to incorporate into the software product, developed test cases for user testing, provided system walkthroughs and demos as module components and milestones were completed. As different beta versions of the software were developed, the HCI Coordinator undertook reviews and tested the system updates. The HCI Coordinator was also responsible for coordinating London's participation in the initiative in lieu of the participation of a City Staff member and ensure that all software modules were developed in alignment with London's business requirements.

The City of London has recovered \$210,334 from HCI Governance Group member municipalities for work completed by the HCI Coordinator. The remaining \$630,850 has been borne by the City of London. These costs have been incurred over 7-years and are supported by a series of cost-sharing agreements, that are interrelated. These include an agreement for cost-sharing between the HCI members and a cost-sharing agreement between the City and LMCH.

## **2.5 Local Cost-Sharing – LMCH and the City**

In 2017, under section 15.3 of the City's Procurement of Goods and Services policy, the City and London-Middlesex Housing Corporation (now called London-Middlesex Community Housing) carried on with a cost-sharing agreement for technical consulting services. This cost-sharing had been established in 2015 to support activities at both organizations to implement software systems for the respective businesses following a competitive process. This cost-sharing arrangement continues to be used to support payment for the HCI Coordinator discussed above.

## **2.6 Project Deliverables to Date**

To date several of the modules have been completed. These modules include:

### Backend software platform

- System Administration (Completed 2015)
- Programs (Completed 2015)
- Housing Provider's Portfolio (Completed 2016)
- Contacts (Completed 2016)
- Action Items (Completed 2016)
- Letters and Forms Templates (Completed 2016)

### Modules to support housing providers and City-staff

- Waitlist (in use in Waterloo and Hamilton)
- Rent Supplement Management (Completed 2023)

A table included as Appendix "B" highlights the status of all remaining modules and additional change orders during the project. To date, neither the backend system or any of the modules of the software platform have been implemented by the City of London. Civic Administration have been waiting for the majority of the modules to be complete prior to rolling out the platform.

## **2.7 Governance Group Update**

A Memorandum of Understanding (MOU) between the software developer and the Housing Collaborative Initiative (c/o the Governance Group) is currently underway to close out remaining project activities. All those involved in the Housing Collaborative Initiative have an interest in closing out the consortium and moving to focused implementation within their municipalities. The goal is to complete all remaining tasks in 2024.

In addition, it has been shared that the Housing Software platform has now been made available more widely with the British Columbia Non-Profit Housing Association recently announcing that their partnership with the software provider, Arcori. The software is being provided as housing software solution to small to mid-size affordable housing organizations across British Colombia.

### **3.0 Project Requirements Analysis**

#### **3.1 Current Business Requirements**

The overall need for a tracking system that provides analysis and information on the housing applicants (tenants) along with the various housing programs, housing providers and their overall performance still exists. These can be summarized as:

- internally facing software platform that would be a data repository for housing provider related information,
- an external portal for housing providers can view, edit, and submit information, and
- an externally facing client portal for clients to view edit and submit information.

#### **3.2 Current Business Requirements**

Since the time of the initiation of this project, other software platforms continue to be used to provide a portion of the functionality that this HCI Software would provide. The City of London's Housing Access Centre (HAC) uses a software product called Rent Café provided by Yardi who also offers several property management and social housing management programs. The suite of Yardi products are widely used across Ontario by other Service Managers for their waitlist and online applicant portals. This software is currently providing the external portal for housing providers and externally facing client portal. It is recommended that the use of this software to provide an external portal for housing providers and clients continue.

The Yardi software has additional functionality that is not currently used by the City of London. Any of the associated enhancements would require detailed project planning and submission through Technology Investment Strategy process, along with a corresponding capital and operating budget.

At the two October 2023 CPSC meetings, Civic Administration brought forward two reports outlining changes to how applicants and tenants would be assessed and tracked against available housing units across the city. These new supplement and waitlist systems were not contemplated in 2014 when development of the software began and staff in Municipal Housing Development and Housing Stability Services need to assess business requirements to support this new way of doing business.

#### **3.3 Internally Facing Software Platform**

As noted above, there is an overlap with the functionality of the currently available software and the HCI Software Platform. There still remains a significant need for an internally facing software platform to manage housing provider information that ideally can be updated and viewed by Housing providers through an externally facing client portal. To ensure that this project moving forward aligns with the City's Technology Investment Strategy it is recommended that any further work be augmented to undertake business readiness activities to prepare for submission through the City's Technology Investment Strategy project process. This will ensure that the platform best aligns with the needs of the service area and follows London's technology best practices moving forward.

### **4.0 Next Steps**

Since the May 2023 update on the HCI project, Civic Administration have been undertaking reviews of the project, project deliverables, and potential next steps. All existing financial obligations related to the Housing Collaborative Initiative will be closed out and any existing contracts will not be renewed.

As noted above, the Yardi platform will continue to be used to provide an external portal for housing providers and clients. The software is used widely used across Ontario by other Service Managers for their waitlist and online applicant portals.

The immediate focus will be to develop an assessment of business readiness in Municipal Housing Development and Housing Stability Services to implement any software platform, HCI or other. Additionally, further work to support the implementation of HCI will be put on-hold while an overall project plan is developed, including an assessment of other potential solutions for London's business needs. This process will ensure that use of the any Software Platform as an internally facing platform for housing data will proceed in accordance with the City's technology best practices.

This project will be submitted to the 2024 Technology Investment Strategy project intake window. Civic Administration will report back on the next steps of a platform implementation project.

## **Conclusion**

The main vision and goals of the HCI is to bring a new software to market that can support all of Ontario's Service Managers in the tracking and administration of community housing. The need for a streamlined system that can reduce administrative load for social housing providers and City-staff has not diminished since 2014. In fact, as the complexity of the sector increases and housing properties continue to age, connected information systems that can produce necessary business reporting may be more important moving into the future.

The City of London has incurred approximately \$1.0 Million in fees associated with this project and will require further assessment to determine the final cost to implement. As of the endorsement of the recommendations in this report by Council, Civic Administration will commence necessary activities to close out or pause contractual obligations in 2024 in alignment with the conditions outlined in the HCI Consortium Agreement and other agreements.

Civic Administration will plan for a 2024 submission through the Technology Investment Strategy process to ensure that any future work is completed in accordance with technology and project management best practices. Following the completion of a discovery process to assess and augment business readiness along with the identification of necessary resources for an integrated housing software system, Civic Administration will report back to Council on steps to implement a platform.

**Prepared and Submitted by: Matt Feldberg, MPA, CET**  
**Director, Municipal Housing Development**

**Recommended by: Scott Mathers, MPA, P. Eng**  
**Deputy City Manager, Planning and Economic Development**

### **Appendix 'A' – Summary of Project Activities**

### **Appendix 'B' – Integrated Housing Software Module Status Summary**

**CC:** Kevin Dickins, Deputy City Manager, Social and Health Development  
Craig Cooper, Director, Housing Stability Services  
John Paradis, Deputy City Manager, Enterprise Supports  
Mat Daley, Director, Information Technology Services

## Summary of Project Activities

Year	Consortium	Arcori	Consulting	City of London
2011	<ul style="list-style-type: none"> <li>Informal discussions over the course of the year to establish the Consortium.</li> </ul>			<ul style="list-style-type: none"> <li>CPSC – December 19, 2011: Municipal Partnership for the Development of an Information System for Social Housing Administration</li> </ul>
2012	<ul style="list-style-type: none"> <li>Draft Business Requirements</li> </ul>			
2013	<ul style="list-style-type: none"> <li>EOI Issued</li> </ul>			<ul style="list-style-type: none"> <li>CPSC – April 22, 2013: Housing Collaborative Initiative Service Manager Consortium Agreement: Expression of Interest for the Development of an Information System for Social Housing Administration</li> </ul>
2014	<ul style="list-style-type: none"> <li>RFP Issued and Closed</li> </ul>	<ul style="list-style-type: none"> <li>Contract Awarded</li> </ul>		<ul style="list-style-type: none"> <li>CPSC – January 20, 2014: Housing Collaborative Initiative Approval of Service Manager Consortium Agreement</li> </ul>
2015	<ul style="list-style-type: none"> <li>MMAH Funding Agreement</li> <li>Established business requirements for London software design sign-off</li> </ul>	<ul style="list-style-type: none"> <li>1<sup>st</sup> Amending Agreement</li> </ul>		<ul style="list-style-type: none"> <li>CPSC – February 18, 2015: Housing Collaborative Initiative (HCI) Update</li> </ul>
2016	<ul style="list-style-type: none"> <li>Change order agreement with software developer</li> <li>Pre-implementation and project plan</li> <li>Reviewed system release updates</li> </ul>	<ul style="list-style-type: none"> <li>Scope changes and discussion</li> </ul>		
2017	<ul style="list-style-type: none"> <li>Sign-off on a scope of various modules.</li> </ul>	<ul style="list-style-type: none"> <li>Demo of rent supplement module</li> </ul>	<ul style="list-style-type: none"> <li>Completed initial Finance module design work</li> </ul>	<ul style="list-style-type: none"> <li>City agrees to “upfront” project costs for consulting</li> </ul>

	<ul style="list-style-type: none"> <li>Agreed to cost sharing of project coordination</li> </ul>	<ul style="list-style-type: none"> <li>Housing provider portal design architecture</li> </ul>	<ul style="list-style-type: none"> <li>Waitlist application development and requirements sign-off</li> </ul>	<ul style="list-style-type: none"> <li>Shared services with London-Middlesex Housing Corporation and City of London</li> </ul>
<b>2018</b>		<ul style="list-style-type: none"> <li>Prototype demonstration(s)</li> <li>Waitlist module released</li> <li>Rent supplement module released</li> </ul>	<ul style="list-style-type: none"> <li>Start of implementation planning</li> <li>Supported new scope for End Operating Agreement and End of Mortgage</li> </ul>	
<b>2019</b>		<ul style="list-style-type: none"> <li>Software assessed and updated to meet AODA requirements</li> <li>Applicant portal released</li> </ul>	<ul style="list-style-type: none"> <li>Developed data migration templates and system instruction updates</li> <li>Subsidy calculation development</li> </ul>	
<b>2020</b>	<ul style="list-style-type: none"> <li>Project coordination / consulting costs increased</li> </ul>	<ul style="list-style-type: none"> <li>Admin and Service Manager portals developed</li> </ul>	<ul style="list-style-type: none"> <li>Supported the review of several system bug fixes</li> <li>System dashboard development</li> <li>System 'How To's', additional data templates and several training manuals</li> </ul>	
<b>2021</b>			<ul style="list-style-type: none"> <li>Various software module discussions identifying outstanding items, improvements, design, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Housing Access Center moved from Municipal Housing Development and Housing Stability Services</li> </ul>
<b>2022</b>	<ul style="list-style-type: none"> <li>York terminates participation in project</li> <li>Costs reallocated following York exit</li> </ul>	<ul style="list-style-type: none"> <li>Holdback requested and released</li> </ul>	<ul style="list-style-type: none"> <li>Participated in several Waitlist module workgroup session discussion (e.g. remaining outstanding items, improvements, testing)</li> </ul>	
<b>2023</b>			<ul style="list-style-type: none"> <li>Detailed implementation plan for Waitlist prepared.</li> </ul>	<ul style="list-style-type: none"> <li>CPSC – May 2, 2023: Housing Collaborative Initiative - Update</li> </ul>

**Appendix 'B'**  
**Integrated Housing Software Module Status Summary**

<b>Module</b>	<b>Module Sign-Off by HCI</b>
1. System Administration	September 2015
2. Programs	September 2015
3. Housing Provider's Portfolio	January 2016
4. Contacts	February 2016
5. Finance	Development work on-going.
6. Housing Provider's Portal	Module completion linked to completion of Finance, Waitlist, Risk management.
7. Performance Management (Reporting)	Released as part of each applicable module.
8. Action Items	March 2016
9. Letters and Forms Templates	April 2016
10. Risk Management	Development not started due to prioritization of other modules.
11. Rent Supplement Management	July 2023
12. Asset Management	Removed from project scope at RFP stage.
13. Waitlist Management	Module in-use, resolution of remaining defects in progress.  Applicant portal added as part of scope change. Reliant on Waitlist completion.
<b>Change Proposals</b>	<b>Sign-Off by HCI</b>
1. (Subsidy) Program Type	December 2016
2. Schedule of Financial Transactions	Remaining work tied to completion of Finance SM Budget, Capital and Discretionary of ASE/AIR
3. Period Close	Tied to completion of Finance SM Budget
4. Building Type	Complete
5. Targets	Remaining work tied to completion of Finance SM Budget, ASE/AIR
6. ASE Analytics	Development in progress
7. Debentures	Development scheduled
8. Waitlist (choice based)	Sign-off to be part of wait-list completion
9. Storyboard (retroactive modules)	Completed as part of other milestones
10. Ministry of Health Export	Integrates multiple modules. Sign-off tied to completion of multiple modules.



## Report to Community and Protective Services Committee

**To:** Chair and Members  
Community and Protective Services Committee  
**From:** Scott Mathers, MPA, P. Eng.  
Deputy City Manager, Planning and Economic Development  
**Subject:** Property Standards Related Demolitions  
**Date:** November 14, 2023

### Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the attached by-law (Appendix 'A') **BE INTRODUCED** at the Council meeting on **November 28, 2023**, it being noted that the effect of the by-law will be to permit the City of London to take necessary actions, including the potential demolition of the buildings and structures at the following addresses: **712 Adelaide Street North, 1803 Bradley Avenue, 19 Redan Street, and 188 Wharnccliffe Road South.**

### Summary

The request for demolition approval as per authority of the *Building Code Act* is intended as a near-to-last effort to motivate property owners to address ongoing violations of the Property Standards By-law. All associated inspection and potential demolition costs are invoiced to the property owner.

### Link to the Corporate Strategic Plan

Enforce London's property related by-laws through proactive enforcement to protect the health and safety of all residents.

### Background Information

City Council Policy directs that when a Property Standards Order is not complied with, the Director of Municipal Compliance may have the property demolished, as per authority of the *Building Code Act*, once Council has passed a by-law approving of the potential demolition.

Property Standards Orders issued for the subject properties have not been appealed and no actions have been taken to achieve compliance. The following sections include photos depicting the current condition of the subject buildings. The majority of the building conditions pertain to the exterior building envelope which continue to negatively impact the interior of the structures. Currently, proactive inspections are ongoing to ensure that the buildings remain secured against unauthorized entry. Proactive inspection fees and any actions regarding securing the buildings are invoiced to the property owners. Photos of the various properties follow on the next pages.

**188 Wharncliffe Rd S**

**Property Standards Order PV-23-017555  
Expired July 15, 2023 (no appeal) and registered on title.**



**188 Wharncliffe Rd. S – Front Photos**



**188 Wharncliffe Rd S – Rear Photos**



**19 Redan St.**

**Property Standards Order PV 23-019728  
Expired July 31, 2023 (no appeal) and registered on title.**



**19 Redan St – Interior & Roof Example**





**19 Redan Street – Front Exterior**



**19 Redan Street – Interior 2**



**1803 Bradley Ave.**

**Property Standards Order PV 23-021741  
Expired August 14, 2023 (no appeal) and registered on title.**



**1803 Bradley Ave – Front Exterior**



**1803 Bradley Ave. – Front Exterior 2**





**1803 Bradley Ave – Rear Exterior**



**712 Adelaide Street North**

**Property Standards Order PV 21-024716**

**Expired, October 9, 2023 (no appeal) and registered on title.**



**712 Adelaide St N – Front Exterior**





**712 Adelaide St N – Rear Exterior w. Fire Damage**





712 Adelaide St N – North Side

## **Conclusion**

Property Standards Orders issued by Municipal Law Enforcement Officers have been ignored by the property owners. The buildings remain vacant and in contravention of the Property Standards By-law. Civic Administration is recommending the vacant abandoned buildings be considered for demolition as per the authority of the *Building Code Act*.

**Prepared by:** Ethan Ling, MSc.  
Development Policy Coordinator  
Municipal Compliance

**Submitted by:** Nicole Musicco  
Manager, Policy & Special Operations  
Municipal Compliance

**Reviewed and  
Concurred by:** Orest Katolyk, MLEO (C)  
Director, Municipal Compliance

**Recommended by:** Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic  
Development



## Appendix "A"

Bill No.  
2023

By-law No.

A By-law to approve the potential demolition of vacant buildings at 188 Wharnccliffe Rd S, 19 Redan St, 1803 Bradley Ave, and 712 Adelaide St N under the Property Standards provisions of the Building Code Act.

**WHEREAS** subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

**AND WHEREAS** section 15.1(3) of the *Building Code Act* provides that the council of a municipality may pass a by-law to require property that does not conform with the standards to be repaired and maintained to conform with the standards or the site to be cleared of all buildings, structures, debris or refuse and left in graded and levelled condition;

**AND WHEREAS** Council has passed Property Standards By-law CP-16 that requires owners of property that does not conform to the standards of the by-law to repair and maintain the property to conform with the standards of the by-law or to clear it of all buildings, structures, debris or refuse and left in a graded and levelled condition;

**AND WHEREAS** section 15.2(2) of the *Building Code Act* provides that an officer who finds that a property does not conform with the standards prescribed in the Property Standards By-law may make an order giving reasonable particulars of the repairs to be made or stating that the site is to be cleared of all buildings, structures, debris or refuse and left in a graded and levelled condition;

**AND WHEREAS** section 15.4 of the *Building Code Act* provides that, if an order of an officer under section 15.2(2) is not complied with in accordance with the order as deemed confirmed or as confirmed or modified by the committee or a judge, the municipality may cause the property to be repaired or demolished accordingly;

**AND WHEREAS** section 15.4(3) of the *Building Code Act* provides that a municipal corporation or a person acting on its behalf is not liable to compensate the owner, occupant, or any other person by reason of anything done by or on behalf of the municipality in the reasonable exercise of its powers under subsection (1);

**AND WHEREAS** section 15.4(4) of the *Building Code Act* provides that the municipality shall have a lien on the land for the amount spent on the repair or demolition under subsection (1) and the amount shall have priority lien status as described in section 1 of the *Municipal Act, 2001*;

**AND WHEREAS** Council passed By-law A.-6554-211 to adopt a Policy whereby, in the event a confirmed Property Standards Order is not complied with, the City's Manager of By-law Enforcement shall not cause the property to be demolished unless he or she has reported to Council setting out the reasons for the proposed demolition and Council has passed a by-law approving of the proposed demolition;

**AND WHEREAS** a Property Standards Order has not been complied with in accordance with the order as deemed confirmed or as confirmed or modified by the committee or a judge;

**AND WHEREAS** the City’s Chief Municipal Law Enforcement Officer has reported to Council setting out the reasons for the proposed demolition;

**AND WHEREAS** Municipal Council may wish to cause the property to be demolished;

**NOW THEREFORE** the Municipal Council of The Corporation of the City of London enacts as follows:

1. The potential demolition of the abandoned buildings in the City of London (listed below) is approved and the properties may be cleared of all identified buildings, structures, debris, and refuse and left in a graded and levelled condition in accordance with the *City of London Property Standards By-law* and the *Ontario Building Code Act* if required. The municipal addresses of the properties are:

- 721 Adelaide Street North
- 1803 Bradley Avenue
- 19 Redan Street
- 188 Wharncliffe Road South

2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on \_\_\_\_\_, 2023

Josh Morgan,  
Mayor

Michael Schulthess  
City Clerk

First reading - \_\_\_\_\_, 2023  
Second reading - \_\_\_\_\_, 2023  
Third Reading - \_\_\_\_\_, 2023

## Report to Community and Protective Services Committee

**To:** Chair and Members,  
Community and Protective Services Committee

**From:** Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

**Subject:** Building Safer Communities Fund Grant Recipients and Agreement Template

**Date:** November 14, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions **BE TAKEN** with respect to Building Safer Communities Fund (BSCF) Grant Agreement:

- a) The attached proposed By-law (Appendix A) **BE INTRODUCED** at the Municipal Council meeting on November 28, 2023, to:
  - i. **APPROVE** and adopt the standard form Grant Agreement (Building Safer Communities Fund); and authorize the Mayor and City Clerk to execute the Agreement”;
  - ii. **DELEGATE** authority to the Deputy City Manager, Neighbourhood and Community-Wide Services to approve and execute any future amendments to the Agreement;
  - iii. **AUTHORIZE** the Deputy City Manager, Neighbourhood and Community-Wide Services, or written delegate, to execute any financial reports required under this Agreement; and,
- b) That the report **BE RECEIVED** for information.

## Executive Summary

The BSCF Grant program was launched on September 11, 2023. The BSCF Grant program will support the development of new, youth-focused prevention, intervention, and transformation projects aimed at reducing gun and gang violence in London.

The purpose of this report is to present the BSCF grant allocations for Council's information and London's BSCF Grant Agreement attached as Attachment A for Council's approval.

## Previous Reports Pertinent to this Matter

- [Building Safer Communities Fund \(BSCF\) Multi-Year Contribution Agreement](#) (June 22, 2023)
- [Building Safer Communities Fund \(BSCF\) Contribution Agreement](#) (January 31, 2023)
- [Community Safety and Well-Being Plan](#) (August 31, 2021)

## Linkage to the Corporate Strategic Plan

The Building Safer Communities fund is aligned with the following strategic area of focus, outcome, and expected result from the City of London Strategic Plan 2023-2027:

- Strategic Area of Focus: Wellbeing and Safety.
- Outcome: London has safe, vibrant, and healthy neighbourhoods and communities.
- Expected Result: Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.

# Analysis

## 1.0 Discussion and Considerations

### 1.1 Background and Purpose

#### Background

In March 2022, the federal Ministry of Public Safety and Emergency Preparedness announced new federal support to prevent gun and gang violence through the \$250 million Building Safer Communities Fund (BSCF), administered by Public Safety Canada. The fund is intended to help municipalities and Indigenous communities tackle root causes of gun and gang violence by focusing on programs that support children, youth, and young adults who are involved in or at risk of gun violence and gang involvement.

Based on Council's direction, the City of London entered into a Contribution Agreement with the Ministry of Public Safety and Emergency Preparedness to implement a Multi-Year Strategy and Sustainability Plan through the BSCF. This Multi-Year Strategy included the administration of a BSCF Grant program, to administer funds to non-profit organizations in London whose work aligns with the goals and objectives of the BSCF program.

In total, there is \$2,783,933 in funding available through London's BSCF Grant program for December 2023 - March 2026.

The purpose of London's BSCF Grant program is to develop new prevention and intervention programs that will reduce gun and gang violence in London. The Grant program was open to organizations in London whose work aligns with the following objectives.

- To effectively address risk factors that may result in a young person engaging in gun and gang violence.
- To enhance protective factors that may result in a young person refraining from or exiting involvement in gun and gang violence.
- To identify and support innovative, evidence-based practices and programs that should be sustained or scaled to prevent or address youth involvement in gun and gang violence.

Applications were required to fall into one or more of the following categories:

- Prevention: Working with young people at higher risk of gun and gang violence before they get involved.
- Intervention: Working with young people who are involved in gun and gang violence.
- Transformation: Creative approaches that engage multiple partners to improve service delivery or work differently together and/or create systems change to address gun and gang violence.

Programs will run from January 2024 - March 2026.

### 1.2 Grant Program Process

The call for grant proposals launched on September 11, and closed on October 9, 2023. Twenty-one applications were received, with requests totaling \$9,705,607.

A Grant Review Committee was convened consisting of five Community Safety and Wellbeing Advisory Committee members who represented: the City of London, London Police Services, Community and Social Services, and community members with lived experience. The Grant Review Committee reviewed applications between October 10 – 27, 2023.

The Grant Review Committee supported funding six of the applications received. The Grant Review Committee assessed these applications based on the alignment with the criteria outlined in the Building Safer Communities Fund Contribution Agreement. Between November 1 - 7, 2023, applicants were informed about the funding decisions.

Of the 6 projects supported by the Grant Review Committee:

- 5 included prevention strategies;
- 2 included intervention strategies; and,
- 2 included transformation of service delivery.

Please see [Appendix B](#) for a detailed list of the projects and grant recipient organizations that will be funded through the BSCF Grant program.

### 1.3 Successful Projects

Successful applicants are required to enter into a formal funding agreement with the Corporation of the City of London. To support administration of these agreements a BSCF Grant Agreement has been developed and is included in [Appendix A](#) for consideration.

The BSCF Grant Agreement was designed after the Council approved London Community Grants Program Standard Form Agreement. This grant agreement template meets the needs of the Building Safer Community Fund and community partners while protecting the interest of the Corporation and is based on best practices learned through administration of the City of London Community Grants Program.

Upon Council approval of this report, grant agreements will be finalized and signed. All successful applicants will be required to submit quarterly financial and outcome reporting as required by the Government of Canada and the City of London.

## 2.0 Financial Impact/Considerations

No municipal contribution of funding is required. The activities that will be undertaken related to the BSCF Grant program are fully funded through the Ministry of Public Safety and Emergency Preparedness. The City of London is eligible to receive up to \$2,783,933.46 in funding between April 2023 and March 2026.

## Conclusion

London's BSCF Grant program will disperse funding to the community that will support community-based prevention and intervention strategies and initiatives to address gun and gang violence; and increase knowledge of the nature, scope and challenges to tackling gun and gang activities. Pending Council's approval, the BSCF Grant Agreement will be finalized and signed by each Grant Recipient. Projects are expected to start in December 2023.

**Prepared by:** Michelle Dellamora, Manager, Community Initiatives and Plans

**Submitted by:** Kristen Pawelec, Director, Community Development and Grants

**Recommended by:** Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

c: Doug Drummond, Financial Business Administrator, Finance Supports  
Vanetia R., Solicitor I, Legal Services  
Jason Wills, Manager III, Risk Management, Legal Services  
Community Safety and Well-Being Advisory Committee

## Appendix A

Bill No.  
2023

By-law No.

A by-law to approve and adopt the standard form Grant Agreement (Building Safer Communities Fund); and to authorize the Mayor and City Clerk to execute the Agreement.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

AND WHEREAS section 23.1 of the *Municipal Act, 2001* provides that sections 9 and 10 of that Act authorize a municipality to delegate its powers and duties to a person;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The standard form Grant Agreement (London's Building Safer Communities Fund) to be entered into between The Corporation of the City of London and corporations who have applied to the City for a grant, attached hereto as Attachment A to this by-law, is hereby authorized and approved.

2. The Mayor and City Clerk are authorized to execute the Agreement approved under section 1 of this by-law.

3. The City Manager, or their designate, the Deputy City Manager, Neighbourhood and Community-Wide Services have delegated to them:

- (1) the authority to act as City Representative for the purpose of this standard form Grant Agreement;
- (2) the authority to amend the standard form Grant Agreement approved above as follows:

Page 1	Insert date of the Agreement;
Page 1	Insert name of Recipient;
Page 1	Section 1.2 – Mark applicable Schedules with an “X”;
Page 5	Insert name of the individual who will execute the Agreement;
Page 5	Insert name of Recipient;
Schedule A	Insert information required to complete the schedule;
Schedule A	Delete shaded provisions that do not apply;
Schedule B	Insert information required to complete the schedule;
Schedule B	Delete shaded provisions that do not apply;
Schedule C	Insert information required to complete the schedule; and

4. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on November 28, 2023

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading –  
Second Reading –  
Third Reading –



**Attachment A: Building Safer Communities Fund Grant Agreement**

**THIS IS A STANDARD FORM AGREEMENT – TERMS CANNOT BE ALTERED WITHOUT THE APPROVAL OF MUNICIPAL COUNCIL**

**Grant Agreement  
(London’s Building Safer Communities Fund)**

THIS AGREEMENT dated the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Between

**The Corporation of the City of London  
(the "City")**

-and-

\_\_\_\_\_  
(the "Recipient")

WHEREAS s. 107 of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that a municipality may make grants, on such terms and conditions as to security and otherwise as the council considers appropriate, to any person, group, or body, including a fund, within or outside the boundaries of the municipality for any purpose that council considers to be in the interests of the municipality;

AND WHEREAS the Recipient has applied to the City for a grant to assist the Recipient in the Recipient’s activities as described in **Schedule A** (“the Funded Activity”);

AND WHEREAS the City approved that a grant be made to the Recipient in connection with the Recipient’s activities upon such terms and conditions as are more particularly described in this agreement;

NOW THEREFORE in consideration of the mutual covenants and other terms and conditions in this Agreement, the parties agree each with the other as follows:

**1. Definitions & Schedules**

**1.1 Definitions**

In this Agreement, the following definitions apply:

“**City Representative**” means an individual delegated by by-law to act as City Representative for the purposes of this Agreement;

“**Eligible Expenditures**” means the expenditures that are listed in the Funded Activity Budget (**Schedule B**), and in compliance with the Conditions Governing Eligible Expenditures set out in **Schedule B**;

“**Outcomes**” means the outcomes that are listed in the Description of Funded Activity (**Schedule A**) for the Funded Activity;

**1.2 Schedules Forming Part of Agreement**

The following Schedules, marked with an “X” (or where not marked with an “X”, attached to this Agreement), form part of this Agreement:

\_\_\_\_\_**Schedule A:** Description of Funded Activity - **London’s Building Safer Communities Fund**

\_\_\_\_\_**Schedule B:** Maximum Contribution & Eligible Expenditures – **London’s Building Safer Communities Fund**

\_\_\_\_\_**Schedule C:** Reporting Requirements and Schedule – **London’s Building Safer Communities Fund Application**

and the parties agree that all references in this Agreement to “this Agreement” shall be deemed to include such Schedules.

## 2. Term

2.1 The Agreement shall commence on the date this Agreement is signed by both parties, and shall terminate on the Funded Activity End Date as set out in **Schedule A** ("Term"), or shall terminate on such earlier date as set out in this Agreement.

## 3. Grant

3.1(a) Subject to the terms and conditions of this Agreement, the City shall make a grant to the Recipient as set out in **Schedule B**, which amount shall be payable as set out in **Schedule B**.

(b) Payment of any grant under this Agreement is subject to the availability of funds in the City's current approved budget.

## 4. Use of Grant

4.1 The Recipient covenants and agrees that the Recipient shall use the grant solely for the purpose of paying the Eligible Expenditures in connection with the Funded Activity and for no other purpose.

## 5. Repayment of Grant

5.1 For London's Building Safer Communities Fund, the City, in its sole discretion, may require the Recipient to repay to the City some or all of the grant for the Funded Activity based upon the City's assessment of the current year's final audited statement provided to the City under this Agreement.

5.2 If the Recipient uses some or all of the grant funds for purposes other than Eligible Expenditures, the Recipient covenants and agrees that it shall return such funds to the City.

5.3 If the Recipient does not comply with the provisions of this Agreement, the Recipient shall be considered in default of this Agreement and all grant funds the City advanced to the Recipient shall be deemed to be a loan and shall be immediately due and payable in full upon the written demand of the City Representative.

5.4 The City reserves the right to demand interest on any amount owing by the Recipient at the then current rate charged by the City on accounts receivable.

5.5 The Recipient shall return all unexpended grant funds to the City within 90 days of the end of the Term, unless the City Representative has given prior written approval for such grant funds to be spent on a specific program or activity.

## 6. Reports

6.1 Where required by the City Representative, to be eligible for funding, the Recipient shall submit the reports as set out in **Schedule C**, on or before the date set out in **Schedule C** to the City Representative in a form and content satisfactory to the City Representative. The reports shall include a financial statement for the period covered by the reports.

## 7. Right of Audit

7.1 (a) The City auditor or anyone designated in writing by the City auditor may audit and inspect accounts, records, receipts, vouchers, and other documents relating to the grant and shall have the right to make copies thereof and take extracts. For the purposes of this clause, audit includes any type of audit.

(b) The Recipient shall make available all facilities, physical and otherwise, for such audits and inspections and shall furnish the City and its authorized representatives with all such information as it, or they, may from time to time require with reference to such accounts, records, receipts, vouchers, and other documents.

(c) The Recipient shall cause all such accounts, records, receipts, vouchers, and other documents required under this clause, to be preserved and kept available for audit and inspection at any reasonable time, and from time to time, until the expiration of seven years from the date of disbursement of the grant under this Agreement, or until the expiration of such lesser or greater period of time as shall be approved in writing by the City.

## 8. Official Notification

8.1 (a) Any notice required or permitted to be given under this Agreement shall be given or provided by personal delivery, mail, courier service, or fax at the postal address or fax number, as the case may be, of the receiving party as set out below:

The City  
City Clerk  
300 Dufferin Avenue  
London, Ontario N6A 4L9

The Recipient  
As set out in **Schedule A**

(b) Any notice that is delivered personally or by courier service shall be deemed to have been received upon delivery, or if sent by mail five working days after the date of mailing, or in the case of fax, one working day after they are sent.

(c) Either party to this Agreement may, at any time, give notice under this section to the other of a change of address and thereafter such changed address shall be substituted for the previous address set out in subsection (a).

## **9. Informing the Public of the City's Contribution**

9.1 (a) The Recipient acknowledges that the City may publicize the name of the Recipient, the amount of the contributions and the nature of the activity supported under this Agreement.

(b) The Recipient shall recognize the City as a funding contributor in all Funded Activity-related publicity.

## **10. Termination**

### **Termination Without Default**

10.1 Despite any other provisions in this Agreement, the City may terminate this Agreement for any reason, effective upon the giving of fifteen (15) days' prior written notice to the Recipient.

### **Termination Where Default**

10.2 The following are considered defaults of the Agreement for which the City may terminate the Agreement immediately:

- (a) If any proceeding in bankruptcy, receivership, liquidation or insolvency is commenced against the Recipient or its property, and the same is not dismissed within **30 days**; or
- (b) If the Recipient files a voluntary petition in bankruptcy or insolvency, makes any assignment for the benefit of its creditors, becomes insolvent, commits any act of bankruptcy, ceases to do business as a going concern, or seeks any arrangement or compromise with any or all of its creditors under any statute or otherwise.

10.3 Any termination by the City under this Agreement shall be without compensation, penalty or liability on the part of the City, and shall be without prejudice to any of the City's legal or equitable rights or remedies.

## **11. Indemnity**

11.1 The Recipient shall indemnify and save the City, its officers, directors, employees, agents and Councillors, harmless from and against all claims, actions, losses, expenses, costs or damages of every nature and kind that the City may suffer, caused or alleged to be caused by any wilful or negligent act, omission or delay on the part of the Recipient or its officers, directors, employees, contractors or agents, in connection with anything purported to be or required to be done by the Recipient in connection with this Agreement or the Funded Activity.

## **12. Insurance**

12.1. Throughout the term of this Agreement, the Recipient agrees to obtain and maintain at its sole expense:

(a) Comprehensive general liability insurance on an occurrence basis for an amount of not less than Two Million Dollars (\$2,000,000.00) and shall include the City as an additional insured to cover any liability resulting from anything done or omitted by the Recipient or its employees, or agents, in carrying out the Funded Activity, such policy to include non-owned automobile liability, personal liability, personal injury, broad form property damage, contractual liability, owners' and contractor's protective products and completed operations, contingent employers liability, cross liability and severability of interest clauses. The Recipient shall submit a completed standard Insurance Certificate (Form #0788).

(b) Crime Insurance - those Recipients with Grants greater than Twenty Thousand Dollars (\$20,000) shall furnish the City with a Blanket Position Policy or equivalent Fidelity Bond in an amount not less than the maximum single payment amount or fifty percent (50%) of the City's contribution of this grant; whichever is greater, to a maximum of One Hundred Thousand Dollars (\$100,000). The City shall be shown on the Policy as a named Obligee as their interest may appear with respect to any loss or misuse of funds held by the Recipient as described in this Agreement.

(c) The City reserves the right to request such higher limits of insurance or other types of policies appropriate to this Agreement as it may reasonably require.

(d) Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this Agreement.

(e) On the signing of this Agreement and within thirty (30) calendar days after any subsequent change or renewal of its insurance coverage, the Recipient shall provide the City with evidence that it has obtained the insurance coverage required under this section. The Recipient shall notify the City forthwith of any lapse, cancellation or termination of any such insurance coverage.

### **13. Services to Vulnerable Populations**

13.1 The Recipient shall ensure that where services are provided to vulnerable populations, it obtains a Police Vulnerable Sector Check (PVSC) for all employees, Board Members, volunteers and students who have direct contact with clients. Failure to do so may result in immediate termination of this Agreement.

13.2 Where the Recipient provides services to vulnerable populations, it shall ensure it has appropriate policies and procedures in place with respect to providing services to those vulnerable populations including Criminal Offence Discretion, Serious Occurrence Reporting, Orientation and Training, Safe Sharps and Waste Handling, Fire Safety and Emergency Information.

### **14. Compliance with Laws**

14.1 The Recipient shall carry out the Funded Activity in compliance with all applicable federal, provincial and municipal laws, by-laws, policies, guidelines, rules and regulations, including applicable privacy legislation, environmental legislation, and s. 72 of the *Child and Family Services Act*. The Recipient shall obtain, prior to the commencement of the Funded Activity, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Funded Activity. It is a condition of this Agreement that the Recipient will not infringe upon any right under the *Human Rights Code* in carrying out the Funded Activity.

### **15. Municipal Freedom of Information and Protection of Privacy Act and The Municipal Act, 2001**

15.1 The Recipient acknowledges that all records in the City's control (including any records provided by the Recipient to the City) are subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, and such records may be disclosed by the City to the public upon request under that Act. The Recipient further acknowledges that pursuant to the *Municipal Act, 2001*, the proceedings of City Council are matters of public record. The Recipient acknowledges that the City does not make any covenants with respect to maintaining the confidentiality of any records the Recipient provides to the City.

### **16. Assignment**

16.1 The Recipient shall not assign this Agreement or any interest in this Agreement without the prior written consent of the City, and for the purposes of this Agreement, assignment shall include any transfer in the majority ownership or controlling interest in the Recipient, whether through the sale of shares, direct acquisition of assets or otherwise.

### **17. Relationship Between the Parties**

17.1 The Recipient is not in any way authorized to make a promise, agreement or contract on behalf of the City. This Agreement is a funding agreement only, not a contract for services or a contract of service or employment. The City's responsibilities are limited to providing financial assistance to the Recipient towards the Eligible Expenditures. The parties hereto declare that nothing in this agreement shall be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient shall not represent itself as an agent, employee or partner of the City.

### **18. Facsimile Copy of Recipient's Signature Sufficient**

18.1A facsimile copy of the Recipient's signature on this Agreement shall be sufficient and binding.

### **19. Executed in Counterparts**

19.1 This Agreement may be executed in any number of counterparts with the same effect as if all parties had signed the same document. All counterparts shall be construed together, and shall constitute one and the same Agreement.

### **20. Headings**

20.1 The headings in this Agreement are for ease of reference only and shall not be taken into account in the construction or interpretation of any provision to which they refer.

### **21. Entire Agreement**

21.1 This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements, arrangements, letters of intent, understandings, negotiations and discussions, whether oral or written, of the parties pertaining to the Funded Activity. The Recipient acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms and conditions.

### **22. Waiver**

22.1 Failure by either party to exercise any of its rights, powers or remedies shall not constitute a waiver of those rights, powers or remedies.

### **23. Circumstances Beyond the Control of Either Party**

23.1 Neither party shall be responsible for damage caused by delay or failure to perform under the terms

of this Agreement resulting from matters beyond the control of the parties including strike, lockout or any other action arising from a labour dispute, fire, flood, act of God, war, riot or other insurrection, lawful act of public authority, or delay or default caused by a common carrier that cannot be reasonably foreseen or provided against.

#### **24. Payment of Grant is Subject to City Budget Approval**

24.1 (a) Any payment under this Agreement is subject to the approval by City Council for the fiscal year in which the payment is to be made. In the event that the City Council cancels or reduces the level of funding for the grants for any fiscal year in which payment is to be made under the Agreement, the City may terminate the Agreement in accordance with the termination provisions of this Agreement or reduce the amount of its contribution payable under the Agreement in that fiscal year by such amount that it deems advisable.

(b) Where, pursuant to this section, the City intends to reduce the amount of its contribution under the Agreement, it shall give the Recipient not less than 1 months' notice of its intention to do so. Where, as a result of reduction in funding, the Recipient is unable or unwilling to complete the Funded Activity, the Recipient may, upon written notice to the City, terminate the Agreement. The Recipient shall not hold the City liable for any reduction or termination of funding.

#### **25. Governing Law**

25.1 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.

#### **26. Headings**

26.1 Descriptive headings are inserted solely for convenience of reference, do not form part of this Agreement and are not to be used as an aid in the interpretation of this Agreement.

#### **27. Canadian Currency**

27.1 Any reference to currency is to Canadian currency and any amount advanced, paid or calculated is to be advanced, paid or calculated in Canadian currency.

#### **28 Other Agreements**

28.1 If the Recipient:

- (a) has failed to comply (a "Failure") with any term, condition or obligation under any other agreement with the City;
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the City may suspend the payment of the grant for such period as the City determines appropriate or terminate the Agreement at any time, including immediately, upon giving Notice to the Recipient.

#### **29. Execution of Agreement.**

29.1 The Recipient represents and warrants that:

- (a) It has the full power and authority to enter into the Agreement; and
- (b) It has taken all necessary actions to authorize the execution of the Agreement.

#### **30. Survival**

30.1 The provisions relating to liability, indemnity, Right of Audit and Repayment of Grant shall survive termination or expiry of this Agreement for a period of seven (7) years from the date of termination of this Agreement.

IN WITNESS WHEREOF the parties to this Agreement have set their hands and seals:  
**SIGNED SEALED AND DELIVERED** or the City:

**For the City:**

**THE CORPORATION OF THE CITY OF LONDON**

Date: \_\_\_\_\_

**For the Recipient, by the following authorized officer(s):**

**[INSERT NAME OF RECIPIENT]**

Date: \_\_\_\_\_

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Print Title)

I/We have authority to bind the Corporation

Date: \_\_\_\_\_

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Print Title)

I/We have authority to bind the Corporation

**SCHEDULE A – London’s Building Safer Communities Fund**

**THE FUNDED ACTIVITY**

Full Legal Name of Recipient: \_\_\_\_\_

Address for Service of Notice: \_\_\_\_\_

Primary Contact Name: \_\_\_\_\_ Phone #: \_\_\_\_\_

Fax #: \_\_\_\_\_ E-mail: \_\_\_\_\_

Funded Activity Start Date (date for which funding will be commenced):  
(yy/mm/dd) \_\_\_\_\_

Funded Activity End Date (date for which funding will end):  
(yy/mm/dd) \_\_\_\_\_

Year 1 Funding (y/n): \_\_\_\_\_ (*January 1, 2024 - March 31, 2024*)

Year 2 Funding (y/n): \_\_\_\_\_ (*April 1, 2024 - March 31, 2025*)

Year 3 Funding (y/n): \_\_\_\_\_ (*April 1, 2025 - March 31, 2026*)

**FUNDED ACTIVITY DESCRIPTION:**

[Insert Funded Activity Project Information, Partnership Information, and Target Audience]

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**FUNDED ACTIVITY OUTCOMES**

[Insert Funded Activity Objectives, Outcomes, and Evaluation Plan]

**SCHEDULE B – London’s Building Safer Communities Fund  
MAXIMUM CONTRIBUTION & ELIGIBLE EXPENDITURES**

**1.0 Maximum Contribution of the City**

1.1 For London’s Building Safer Communities Fund, the total amount of the City’s contribution towards the Funded Activity under this Agreement is \$ \_\_\_\_\_.

Year 1 Funding Amount: \_\_\_\_\_ (December 1, 2023 - March 31, 2024)

Year 2 Funding Amount: \_\_\_\_\_ (April 1, 2024- March 31, 2025)

Year 3 Funding Amount: \_\_\_\_\_ (April 1, 2025- March 31, 2026)

**2.0 Disbursement of Grants**

2.1 For London’s Building Safer Communities Fund, subject to the Recipient’s compliance with the provisions of this Agreement, the grant shall be disbursed to the Recipient over the Term of this Agreement, as set out below.

London’s Building Safer Communities Fund

2.2 The following portions of the grant will be paid upon the following triggering events occurring:

- (i) 100% of the annual project funds for Year 1 of the project, a sum of \$ \_\_\_\_\_ will be paid by the City to the Recipient upon confirmed receipt of the signed and fully executed Grant Agreement;
- (ii) The City of London reserves the right to withhold funding for subsequent years of the project, contingent on the receipt of required reporting.

**3.0 ELIGIBLE EXPENDITURES**

3.1 FUNDED ACTIVITY BUDGET

The following is the Funded Activity Budget – LONDON’S BUILDING SAFER COMMUNITIES FUND

<b>Funded Activity Expenditure Categories</b>	<b>Budget Amount Year 1</b>	<b>Budget Amount Year 2</b>	<b>Budget Amount Year 3</b>
Salaries and wages and benefits			
Professional and consultant costs			
Recruitment and training costs			
Conference room and meeting room rentals			
Travel			
Rent and Utilities			
Office or program equipment, supplies, and materials			
Minor renovations to program facility (\$10,000 or less)			
Translation and simultaneous interpretation costs			
Meals and/or refreshments for participants			
Honoraria			
Cultural appropriate expenditures			
TOTAL City of London Funding per year			
<b>TOTAL City of London Funding</b>			

**Budget notes:**

**Salaries, wages and benefits** for temporary professional, clerical, technical and administrative services, and stipends (including expenses for international staff).

**Professional and consultant costs**, not limited to audit and evaluation expenses and professional fees related to the preparation of financial statements.

**Recruitment and Training Costs** (e.g. courses, workshops, etc.).

Costs associated to **conferences**, including conference room, virtual conferences and associated equipment rental.

Reasonable **Travel**, accommodations, and related expenses in accordance with National Joint Council Guidelines as well as bus tickets, tokens, and other reasonable participant related transportation reimbursements.

**Rent**, normal **utilities** such as electricity, heat, water and telephone, and maintenance of offices and other buildings where the expenses are directly related to the development and implementation of the project

**Office equipment, supplies and materials**, including computers, printers/scanners, and communications equipment and associated costs.



**Minor renovations** to the facility where the interventions are taking place (principally required to enhance security or to ensure program fidelity), where deemed essential for the success of the project. Minor renovations are defined as \$10,000 in total or less, over the course of the project.

**Translation and simultaneous interpretation costs.**

**Meals and/or refreshments** for participants in activities and workshops directly related to the project

**Honoraria**, defined as time-limited remuneration for a volunteer service or participation in project delivery that is consistent with, and essential to the attainment of, the project's objectives. This can include, but is not limited to, volunteer services and guest speakers; but cannot be provided for individuals whose participation in a project is already being compensated (e.g., by their employer) or is being accrued as part of an in-kind contribution.

**Culturally appropriate expenditures** including gifts (for a maximum of \$100), community feasts, ceremonies and ceremonial meals, gatherings, and circles in accordance with National Joint Council guidelines.

#### **4.0 BUDGET FLEXIBILITY**

4.1 The Recipient shall not, without the express prior written approval of the City Representative, make adjustments to its allocation of funds between any of the expenditure categories identified in the Funded Activity Budget.

4.2 Written approval by the City Representative of adjustments under section 4.1 may be required by the City Representative to be documented by way of a formal amending agreement signed by both parties.

#### **5.0 CONDITIONS GOVERNING ELIGIBLE EXPENDITURES**

5.1 The Eligible Expenditures set out in the Funded Activity Budget above are subject to the following conditions:

- (a) expenditures must be incurred during the Funded Activity Start Date and End Date;
- (b) expenditures must, in the sole opinion of the City Representative, be reasonable;
- (c) the portion of the cost of any goods and services purchased by the Recipient for which the Recipient may claim a tax credit or reimbursement are not eligible;
- (d) depreciation of capital assets is not eligible;
- (e) fines and penalties are not eligible;
- (f) the cost of alcoholic beverages are not eligible.

#### **6.0 TERMS OF PAYMENT**

6.1 The City may withhold any payment due to the Recipient under this Agreement:

- (a) if the Recipient has failed to submit when due any report required by the City under this Agreement;
- (b) pending the completion of an audit of the Recipient's books and records, should the City decide to undertake such an audit;
- (c) if the Recipient is not in compliance with any applicable laws, regulations, by-laws, Council Policies, or if applicable the Vulnerable Populations requirements;
- (d) in the event that an audit of the Recipient's books and records indicates mismanagement or misuse of funds, in the sole opinion of the City Representative; or
- (e) in the event the City determines the Recipient has not or likely will not achieve the Outcomes as set out in Schedule A.

6.2 The City may retain a holdback of an amount up to 10% of its maximum contribution at the end of the Term pending:

- (a) receipt and acceptance by the City of a final report for the Funded Activity, and
- (b) receipt of any other Funded Activity-related record or product that may be required by the City.

6.3 Grants may only be provided to Recipients that do not budget on a deficit basis and that do not operate on a deficit basis.

## SCHEDULE C – Reporting Requirements and Schedule

### **REPORTING – LONDON’S BUILDING SAFER COMMUNITIES FUND**

The following requirements apply to London’s Building Safer Communities Fund:

#### **REPORTS:**

The Recipient shall provide the following reports to the City Representative, on or before the dates set out below, or on such other date as agreed to in writing by the City Representative:

The Recipients shall provide quarterly financial and outcome reports and a final report as required by the City of London and the funder.

The Recipient shall provide General Ledger Sampling, if requested by the City Representative, on or before the dates set out below, or on such other date as agreed to in writing by the City Representative.

#### **Reporting Quarters**

Q1 – April 1st to June 30th

Q2 – July 1st to September 30th

Q3 – October 1st to December 31st

Q4 – January 1st to March 31<sup>st</sup>

[delete inapplicable schedules:]

<b>Year 1 (only) Reporting Schedule</b>	
<b>Report Due Date</b>	<b>Report Type</b>
April 17, 2024	<ul style="list-style-type: none"> <li>• Cash Flow Statement <i>Actuals for Q3 (December 1 to December 31, 2023)</i> <i>Actuals for Q4 (January 1, 2024 to March 31, 2024)</i></li> <li>• Non-financial report <i>Q3 (December 2023)</i> <i>Q4 (January 1, 2024 to March 31, 2024)</i></li> <li>• General Ledger Sampling <i>(if requested by the City Representative)</i></li> </ul>
June 17, 2024	Annual Performance Report for previous fiscal year

[delete inapplicable schedules:]

<b>Year 1 &amp; 2 (only) Reporting Requirements &amp; Dates</b>	
<b>Report Due Date</b>	<b>Report Type</b>
April 17, 2024	<ul style="list-style-type: none"> <li>• Cash Flow Statement <i>Actuals for Q4 (January 1, 2024 to March 31, 2024)</i></li> <li>• Non-financial report <i>Q4 (January 1, 2024 to March 31, 2024)</i></li> <li>• General Ledger Sampling <i>(if requested by the City Representative)</i></li> </ul>
June 17, 2024	Annual Performance Report for previous fiscal year
October 17, 2024	<ul style="list-style-type: none"> <li>• Cash Flow Statement <i>Actuals for Q1 &amp; Q2 (April 1, 2024- September 30, 2024)</i></li> </ul>

Year 1 & 2 (only) Reporting Requirements & Dates	
Report Due Date	Report Type
	<p><u>Forecasts</u> for Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</p> <ul style="list-style-type: none"> <li>• Non-financial report Q1&amp; Q2 (April 1, 2024- September 30, 2024)</li> <li>• General Ledger Sampling (if requested by the City Representative)</li> </ul>
April 17, 2025	<ul style="list-style-type: none"> <li>• Cash Flow Statement <u>Actuals</u> for Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</li> <li>• Non-financial report Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</li> <li>• General Ledger Sampling (if requested by the City Representative)</li> </ul>
June 17, 2025	Annual Performance Report for previous fiscal year

[delete inapplicable schedules:]

Year 1, 2, & 3 Reporting Requirements & Dates	
Report Due Date	Report Type
April 17, 2024	<ul style="list-style-type: none"> <li>• Cash Flow Statement <u>Actuals</u> for Q4 (January 1, 2024 to March 31, 2024)</li> <li>• Non-financial report Q4 (January 1, 2024 to March 31, 2024)</li> <li>• General Ledger Sampling (if requested by the City Representative)</li> </ul>
June 17, 2024	Annual Performance Report for previous fiscal year
October 17, 2024	<ul style="list-style-type: none"> <li>• Cash Flow Statement <u>Actuals</u> for Q1 &amp; Q2 (April 1, 2024- September 30, 2024) <u>Forecasts</u> for Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</li> <li>• Non-financial report Q1 &amp; Q2 (April 1, 2024- September 30, 2024)</li> <li>• General Ledger Sampling (if requested by the City Representative)</li> </ul>
April 17, 2025	<ul style="list-style-type: none"> <li>• Cash Flow Statement <u>Actuals</u> for Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</li> <li>• Non-financial report Q3 &amp; Q4 (October 1, 2024- March 31, 2025)</li> <li>• General Ledger Sampling (if requested by the City Representative)</li> </ul>

Year 1, 2, & 3 Reporting Requirements & Dates	
Report Due Date	Report Type
June 17, 2025	Annual Performance Report for previous fiscal year
October 17, 2025	<ul style="list-style-type: none"> <li>• Cash Flow Statement  <u>Actuals</u> for Q1 &amp; Q2 (<i>April 1, 2025- September 30, 2025</i>)  <u>Forecasts</u> for Q3 &amp; Q4 (<i>October 1, 2025- March 31, 2026</i>)</li> <li>• Non-financial report  Q1 &amp; Q2 (<i>April 1, 2025- September 30, 2025</i>)</li> <li>• General Ledger Sampling (<i>if requested by the City Representative</i>)</li> </ul>
April 17, 2026	<ul style="list-style-type: none"> <li>• Cash Flow Statement  <u>Actuals</u> for Q3 &amp; Q4 (<i>October 1, 2025- March 31, 2026</i>)</li> <li>• Non-financial report  Q3 &amp; Q4 (<i>October 1, 2025- March 31, 2026</i>)</li> <li>• General Ledger Sampling (<i>if requested by the City Representative</i>)</li> </ul>
June 17, 2026	• Annual Performance Report for previous fiscal year

## Appendix B: Funded Projects

### Building Safer Communities Fund Grant Allocations & Other Funded Activities

Organization	Project Description	Total Funding
John Howard Society of London and District <i>(prevention, intervention, transformation)</i>	Development and delivery of a one-on-one and group based violence prevention & intervention program, with a focus on serving Indigenous, Black, and newcomer youth who are involved in gun and gang violence. Activities will also include transformation of service delivery and wraparound services for high-risk youth and families.	\$817,000
Northwest London Resource Centre <i>(prevention)</i>	A youth outreach, mentorship, and skills development program to prevent high risk youth in Northwest London from becoming involved in gun and gang activities. Activities will include peer mentorship, development of essential life skills, conflict resolution, and positive relationships.	\$472,678
South London Neighbourhood Resource Centre <i>(prevention)</i>	A youth outreach and leadership program to prevent high risk youth in White Oaks and Westminster communities from becoming involved in gun and gang activities. Activities will include peer mentorship, development of essential life skills, conflict resolution, and positive relationships.	\$434,460
St. Leonard's Society of London <i>(prevention)</i>	A collaborative partnership with the London Catholic District School Board to develop and deliver a support program for youth who are justice-involved or are at risk of being justice-involved. Activities will be based on the Restorative Approaches model and will include staff training, one-on-one restorative work with students and families, and classroom education.	\$330,452
Youth Opportunities Unlimited <i>(prevention, intervention)</i>	Development and delivery of a comprehensive prevention and intervention program, focused on education and outreach to high risk and gun/gang-involved youth. Persons with lived experience will be hired as facilitators and program staff. Activities will include educational presentations and outreach initiatives, making referrals and connections to a wide range of services available through the Youth Wellness Hub.	\$357,077.88
University of Western Ontario - Wampum Learning Lodge <i>(transformation)</i>	Development and implementation of a land-based learning program, facilitated through culturally-rooted approaches for Indigenous youth. At – risk Indigenous youth will have access to safe spaces for learning and education including traditional cultural practices, field excursions, relationship-building, hands-on learning, gun safety, leadership, and mentorship.	\$172,264.79
Training, Capacity-building, Outreach	As outlined in the City of London BSCF proposal, the City of London will also allocate BSCF funding to training, capacity-building, and outreach activities for organizations and groups in London that support at-risk youth, further supporting system transformation. These organizations and groups may include (but are not limited to) non-profit organizations, ethnocultural associations, and grassroots groups.	\$200,000.79
<b>TOTAL</b>		<b>\$2,783,933.46</b>

## Report to Community & Protective Services Committee

**To:** Chair and Members  
Community & Protective Services Committee  
**From:** Kelly J. Scherr  
Deputy City Manager, Environment & Infrastructure  
**Subject:** Review of Water Servicing in City Parks  
**Date:** November 14, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the following actions BE TAKEN with respect to the review of water servicing in City parks:

- a) the following report regarding the provision of drinking water in City of London parks BE RECEIVED for information;
- b) the practice of including outdoor drinking water infrastructure with the construction of new field houses and community centres BE MAINTAINED;
- c) Civic Administration BE DIRECTED to develop a prioritized plan to add drinking water to appropriate locations as part of the Parks and Recreation Master Plan Update work commencing in 2024 in order to inform investments and budgets beyond 2027.

It being noted that Parks and Forestry staff will continue to review opportunities for low cost/low maintenance drinking water installations in the regular consideration of parks infrastructure renewal projects in the interim.

## Executive Summary

This report provides an overview of current water servicing within parks in London and the feasibility of extending water services to additional parks, including dog parks. Feasibility and cost varies by location and park type, resulting in a range of suitability considerations amongst parks. Park types with consistently high numbers of users such as Regional and City-Wide Parks, District Parks, Sports Parks and Dogs Off-leash Parks are more likely to meet water servicing infrastructure criteria and maintain water quality by ensuring a minimum level of use exists. At a high level, 36 parks have been identified as potentially suitable locations for new drinking fountains subject to future funding.

## Linkage to the Corporate Strategic Plan

This project builds on Council's strategic priorities:

- Wellbeing and Safety – Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Climate Action and Sustainable Growth - London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community

## Background

### 1.1 Previous Reports Related to this Matter

None

## 1.2 Council Resolution

At its meeting on August 2, 2022, Council resolved the following:

That the following actions be taken with respect to the installation of a water supply for dogs at the Pottersburg Dog Park:

- a) the Civic Administration BE DIRECTED to report back, in advance of the 2024-2027 multi year budget process, with respect to extending water services to parks, including dog parks in the City of London; and,
- b) the communications from Councillor M. van Holst, M. and L. Cammaert, R. Haslip and T. Lynn Gray, as appended to the Agenda and the Added Agenda, as well as the verbal delegation from R. Haslip, with respect to this matter, BE RECEIVED. (2022-R04)

The below information describes the review of water servicing in parks undertaken by staff and options for future consideration. Staff have examined the feasibility by park types by order of priority:

- City Wide & Regional Parks
- District Parks
- Sports Parks
- Off-leash Dog Parks
- Neighbourhood Parks

## 1.3 Benefits and Constraints for Providing Drinking Water in Public Parks

There are benefits to providing drinking water in parks, such as:

- Health and safety benefits – promoting hydration without sugar, calories, additives, preservatives or caffeine. This is particularly beneficial in hot weather and during physical activity.
- Equity benefit – City water is a convenient and free source of hydration for all residents and pets.
- Environmental benefits - reduction of single-use containers (plastic water bottles) that find their way into recycling and waste systems. This approach supports the City's current ban on the sale of bottled water at City-owned facilities.

There are also constraints associated with the provision of drinking water in City of London parks:

- Installation – initial cost for installing water services and the associated restoration of the park, as well as disturbance to the park and park use.
- Maintenance – ongoing cost and time to ensure servicing infrastructure is functioning and water quality is safe for public consumption.
- Funding – capital and operational funds would be required (service improvement and/or growth).

## 1.4 Current Status of Drinking Water Access in City of London Parks

The City of London does not currently have policies or standards that require drinking water access in public parks. The practice has been to incorporate drinking water infrastructure at selected locations. Since the mid-2000s, drinking fountains and bottle filling stations within City parks were prioritized at locations with buildings, such as field houses and community centers, in order to make sure that the water system would be maintained at optimum functionality and to meet water quality standards. New water services are typically included as part of construction projects that involve new buildings in parks. Recent examples include the East Lion's Community Center and plans that are underway for the future Foxfield District Park expansion.

There are currently 24 parks with drinking water fountains:

- 3 Regional and City-Wide Parks (60% of Regional and City-Wide Parks)
- 11 District Parks (26% of District Parks)
- 3 Sports Parks (21% of Sports Parks)
- 0 Dogs Off-leash Parks
- 7 Neighbourhood Parks (4% of Neighbourhood Parks)

Fleet and Facilities is the lead division for the installation and maintenance of drinking water fountains where water servicing currently exists. In partnership with Water Engineering, they have been retrofitting or installing new drinking fountains at various City sites in recent years. Park sites include the Springbank Park west washroom building, Springbank Gardens Community Centre, Springbank Pump House, Thames Field house, Ivey Park, Storybook Beaver Tails, Northridge Pool, Victoria Park, and Piccadilly Park. Two additional drinking water fountains are scheduled for installation this year at Storybook Village Cafe and North London Athletic Fields. There will also be a water connection for the Thirstmobile installed at Hyde Park Village Green. Generally, these projects have arisen out of the need to replace old fountains or to retrofit existing fountains to sturdier fixtures that are less likely to experience vandalism.

## Analysis

### 2.1 Feasibility

The feasibility of installing water servicing in existing parks varies by park location and park type, resulting in a range of suitability amongst parks. Considerations include:

- number and frequency of park users;
- presence of an existing water connection within the park (e.g. for fieldhouse, spray pad or irrigation);
- length of water pipe and proximity to an existing water service in adjacent road network;
- location constraints, such as in the river valley;
- disturbance to park use during construction;
- impact to park infrastructure, trees, and amenities; and,
- restoration after installation.

The number and frequency of park users is an important consideration because water mains and watermain networks are required to be designed so that infrastructure is not without sufficient use for more than three (3) days to ensure water turnover and maintenance of appropriate chlorine residuals. Parks with a frequently high number of users are more likely to meet this criteria and therefore help ensure safe water quality. Parks with a limited number of users would not be as suitable and would pose challenges to maintain the water servicing system without additional investment to ensure proper water turnover.

Backflow prevention ensures that the supply of drinking water, in the drinking fountain and at the City water main, is protected against the entry of any contaminants, pollutants, infectious agents, or other materials or substances. The installation of an appropriate backflow prevention device at the water connection will therefore be required, along with a meter to monitor water consumption.

To support park users in the busiest months of the year and to avoid the need for heating water chambers, three-season water access would be best suited for most parks.



## 2.2 Park Types and Suitability

Based on the various factors involved with both initial installation as well as ongoing maintenance, the suitability of each park type can be summarized as follows:

- City Wide & Regional Parks – highly suitable, if not already serviced
- District Parks – highly suitable, if not already serviced
- Sports Parks - highly suitable, if not already serviced
- Off-leash Dog Parks – likely suitable upon a detailed assessment of each site
- Neighbourhood Parks – lowest suitability based on the nature of park function and usage and the high number of sites across the City (160+)

Staff have identified 36 parks that could be suitable for the installation of new drinking water fountains:

- 2 Regional and City-Wide Parks
- 20 District Parks
- 9 Sports Parks
- 5 Off-leash Dog Parks

Work to install the necessary water infrastructure would need to be phased in over time and priority of parks should be assessed in more detail based on the number of users, easy access to water servicing, and distribution of drinking fountains in parks throughout the City.

## 2.3 Cost

The cost to supply and install an individual water fountain is minimal when servicing is in place. However, the cost of a new water servicing connection, where needed, varies per site and can be significant. For park locations that are suitable for new servicing, it is estimated that the cost of hiring contractors to supply and install a water connection, water line and drinking fountain would be between \$60,000 to \$100,000 per site. Depending on individual park locations and constraints, as well as a competitive bid process for external consulting and contracting services, these average costs could significantly increase on a case-by-case basis.

The cost of maintaining a drinking fountain includes spring opening and fall shut-off, as well as any required repairs and maintenance while in use. Annual maintenance costs are estimated at \$1,000 to \$3,000 per year for each individual site.

# Discussion

## 3.1 Water Servicing in the Parks and Recreation Master Plan

The City does not have a policy or standard document dedicated to water servicing in parks. Policies could be developed and incorporated into the Parks and Recreation Master Plan as part of an update planned to start in 2024. This process would allow staff to create a drinking water prioritization and management system across all parks and service areas that would:

- build on current processes for the installation of drinking fountains in parks;
- plan for retrofitting existing or adding new drinking water facilities at District and Sports Parks with fieldhouses or other suitable buildings;
- identify drinking water fountains to be included in the scope of new parks based on suitable park types and locations;
- identify and assess existing parks with sufficient use to support drinking water infrastructure; and,
- track all new and existing equipment, document conditions and plan for lifecycle renewal needs.

This approach would involve collaboration across City departments including Facilities, Water Engineering, Water Operations, Parks Long Range Planning & Design, Parks Design & Construction, Parks Operations, and Aquatics which can be incorporated into the Parks and Recreation Master Plan update planned to start next year.

### **3.2 Financial Impact and Considerations**

The cost of installing a new drinking water service is estimated to be an average of \$80,000 per park site, plus an average maintenance cost of \$2,000 per year. Overall, the cost to supply drinking water to all suitable City-Wide, Regional, District, and Sports Parks that are not already serviced is estimated to be approximately \$2.5M.

The cost to supply drinking water to all Dog Parks is estimated at \$500,000, however further assessment of all Dog Park sites is required in order to confirm detailed feasibility and estimated costs for installation and restoration.

The increased overall annual cost to maintain new water drinking services if installed as above is estimated to be approximately \$75,000 per year.

There is currently no source of funding identified to support installation or maintenance of new water servicing into existing parks as a service improvement. Costs and the timing of investments can be refined with the upcoming Parks and Recreation Master Plan Update to inform future budget business cases.

## **Conclusion**

The feasibility of installing water servicing in parks varies by each park type and location, resulting in varying suitability amongst parks. Park types such as Regional and City-Wide Parks, District Parks, Sports Parks and Dogs Off-leash Parks, with a high number of users, are more likely to meet water servicing infrastructure criteria and therefore help ensure water quality. Most Neighbourhood Parks would not have enough use to meet the selection criteria for suitability, however they could be individually evaluated.

At a high level, Staff have identified 36 existing parks that may be suitable for the installation of infrastructure to provide new access to drinking water. An estimated budget and source of funding of \$3M, of which \$500,000 towards off-leash dog parks, would be required to supply drinking water to all suitable City-Wide, Regional, District, Sports Parks, and Dogs Off-leash Parks, along with \$74,000 per year for maintenance cost. Incorporating water servicing into a future update to the Parks and Recreation Master Plan will guide efforts across service areas to support existing infrastructure and plan for future needs.

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