

Agenda

Community and Protective Services Committee

14th Meeting of the Community and Protective Services Committee

November 11, 2024

1:00 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 D. Ferreira (Chair), H. McAlister, J. Pribil, S. Trosow, E. Pelozza

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact CPSC@london.ca or 519-661-2489 ext. 2425.

	Pages
1. Disclosures of Pecuniary Interest	
2. Consent	
2.1 2024 Annual Emergency Management Program Update	3
2.2 Property Standards Related Demolition	54
2.3 Parks and Recreation Master Plan Update	60
3. Scheduled Items	
3.1 Item not to be heard before 1:05 PM - PUBLIC PARTICIPATION MEETING - Special Events Policy Review Public Participation Meeting Report	66
4. Items for Direction	
5. Deferred Matters/Additional Business	
6. Confidential	
6.1 Land Acquisition/Solicitor-Client Privilege/Commercial or Financial Information of the Corporation with Monetary Value/Position, Plan, Procedure, Criteria or Instruction for Negotiation Purposes	
<p>A matter pertaining to the proposed or pending acquisition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on</p>	

by or on behalf of the municipality.

7. Adjournment

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: 2024 Annual Emergency Management Program Update

Date: November 11, 2024

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 26th, 2024, to 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 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](#)
- November 28, 2023 "Emergency Management Program Update"
[2023-11-14 - Staff Report \(2.3\) - Annual Emergency Management Program Update 2023 - Full](#)

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.-7495-21 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 2023 on April 15, 2024.

The City of London conducted an internal audit by MNP LLP 29 May 2024. The review included all aspects of emergency management and business continuity. The summary of results: the City of London's emergency management program is mature, fully developed, implemented, and continually improving.

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 2024, amendments to the London Emergency Response Plan include the following:

- Changes in titles to reflect current organizational structure.
- Changes in Middlesex London Health Unit (MLHU) Medical Officer of Health.
- Community Emergency Management Coordinator (CEMC), Director Emergency Management and Security Services; chair of CEMPC.
- 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, 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 2024.
- Our London Family the Muslim Community – 6 June 2024.
- Cutover to new NG911 – 18, 20 June 2024.
- Cyber "CrowdStrike" – 19 July 2024.
- Ontario Summer Games UWO – 1 August 2024.
- Western University Homecoming, Broughdale Ave, Unsanctioned Street Party, 28 September 2024.
- EOC monitoring levels during weather events, 27 February, 26 June, 16 July 2024.

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

- Apartment fire and evacuation, Reception Centre, Trafalgar Street
- Apartment fire and evacuation, 202 McNay St, and 700 King St.

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 7th, 2024, during our annual emergency notification test conducted during Emergency Preparedness Week. During the notification, 99,879 contact attempts were sent out in the first five minutes. In addition, Alert London was activated on June 23rd, 2024, to notify residents of a large fire on Cabell Street and area. Approximately 1,764 contacts were selected, 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 8th, 2024. The London Emergency Response Plan will be tested during a mock City-wide event, as a cyber attack - response, tabletop exercise with Policy Group in person meetings and Level 3 EOC activation. Rail safety training with CPKC for first and secondary responders and Criss Communications workshop. The CEMPC conducts annual Incident Commanders training events in the winter-spring, during a multi agency tabletop mock exercise weekly.

The City of London continues to offer a full curriculum of Emergency Management Ontario courses to our municipal partners, community agencies, non-government organizations and the public. Training is focused on the Incident Management System level 200; four courses, 250; one course and 300; one course. Basic Emergency Management EM200; one course, EOC Operations, Scribe, and Reception - Evacuation Centre Management courses. Staff at the centre also provide customer service to other City staff and partner agencies who utilize the EOC as a training centre.

EMERGENCY PREPAREDNESS WEEK

During Emergency Preparedness Week (EPW) a media and public education program was implemented, including a social media campaign. Emergency preparedness presentations and EPW kick-off at London International Airport. 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 11, 2024, drew thousands of Londoners to visit with our community partners take part in events, and view emergency vehicles, and emergency preparedness 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. Our Public Safety Educator is part of our community emergency services outreach program. Since 2022 we have tripled our community presentations and made additions to our public education materials, including videos and social media emergency preparedness information.

COLLABORATIONS

Emergency Management staff continues to maintain collaborations 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.
- Canadian Pacific, Kansas City railroad (CPKC).
- 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, Emergency Management, Campus Community Police Service and Western University, Ivey school of business.
- Fanshawe College, Emergency Management and Communications Programs.
- London International Airport.
- 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 City and Community events including the coordination, pre-planning, emergency planning and partnership planning of these events.

- Host Community Emergency Evacuation Plans, Ontario Health.
- Fanshawe College emergency exercise.
- Air Show London.
- Community Events and Demonstrations.

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 dedicated 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 Division

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

Appendix "A"

Bill No.
2024

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 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 26, 2024, subject to the provisions of PART VI.1 of the Municipal Act, 2001.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading – November
Second Reading –
Third Reading –

City of London

Emergency Response Plan



November 2024

www.london.ca/emergency



CITY OF LONDON EMERGENCY RESPONSE PLAN

TABLE OF CONTENTS

SECTION 1 INTRODUCTION

1.1	DEFINITION OF AN EMERGENCY	4
1.2	AIM	4
1.3	AUTHORITY	4
1.4	EMERGENCY RESPONSE	5
1.5	LEVELS OF EMERGENCIES	5
1.6	EXERCISING THE PLAN	6
1.7	REVIEW AND AMENDMENT	7
1.8	LIST OF ANNEXES	7

SECTION 2 DECLARATION / TERMINATION OF AN EMERGENCY

2.1	DECLARATION OF AN EMERGENCY	7
2.2	REQUESTS FOR ASSISTANCE	8
2.3	TERMINATION OF AN EMERGENCY	8
2.4	RECOVERY AND RESTORATION OF SERVICES	9

SECTION 3 NOTIFICATION AND ACTIVATION

3.1	NOTIFICATION OF AN EMERGENCY	9
3.2	POLICY GROUP OPERATIONS	10
3.3	SUPPLEMENTARY PLANS	11

SECTION 4 EMERGENCY OPERATIONS CENTRE POLICY GROUP

4.1	EOC POLICY GROUP MEMBERSHIP	12
4.2	EOC ADVISORS	12
4.3	THE INCIDENT COMMANDER	13
4.4	RESPONSIBILITIES OF THE INCIDENT COMMANDER	16
4.5	INCIDENT MANAGEMENT SYSTEM	17
4.6	EOC IMS ORGANIZATIONAL STRUCTURE	19

SECTION 5 RESPONSIBILITIES OF THE EOC POLICY GROUP MEMBERS

5.0	RESPONSIBILITIES	20
5.1	ELECTED OFFICIALS	21
5.2	CITY MANAGER	22
5.3	CITY CLERK	22
5.4	CHIEF OF POLICE	23
5.5	FIRE CHIEF	24
5.6	DEPUTY CITY MANAGER, ENVIRONMENT, AND INFRASTRUCTURE	24
5.7	DEPUTY CITY MANAGER, NEIGHBOURHOOD AND COMMUNITY WIDE SERVICES AND DEPUTY CITY MANAGER, SOCIAL AND HEALTH DEVELOPMENT	25
5.8	MEDICAL OFFICER OF HEALTH	26

5.9	MIDDLESEX - LONDON PARAMEDIC SERVICE CHIEF	27
5.10	DIRECTOR, STRATEGIC COMMUNICATIONS AND GOVERNMENT RELATIONS - EMERGENCY INFORMATION OFFICER	28
5.11	COMMUNITY EMERGENCY MANAGEMENT COORDINATOR	29
5.12	HOSPITALS REPRESENTATIVE	30
5.13	CHIEF EXECUTIVE OFFICER, LONDON HYDRO INCORPORATED	30
5.14	GENERAL MANAGER, LONDON TRANSIT COMMISSION	31

SECTION 6 RESPONSIBILITIES OF THE EOC ADVISORY GROUP MEMBERS

6.1	DIRECTOR, PEOPLE SERVICES	32
6.2	DEPUTY CITY MANAGER, PLANNING AND ECONOMIC DEVELOPMENT	32
6.3	DEPUTY CITY MANAGER, FINANCE SUPPORTS	33
6.4	DEPUTY CITY MANAGER, LEGAL SERVICES	33
6.5	DEPUTY CITY MANAGER, ENTERPRISE SUPPORTS	33
6.6	DIRECTOR, INFORMATION TECHNOLOGY SERVICES	34
6.7	REGIONAL CORONER	34
6.8	THE THAMES VALLEY DISTRICT SCHOOL BOARD AND THE LONDON DISTRICT CATHOLIC SCHOOL BOARD	34
6.9	EMERGENCY MANAGEMENT ONTARIO	35
6.10	INCIDENT REPRESENTATIVE	35
6.11	DND – REGIONAL LIASION OFFICER	35
6.12	ADDITIONAL EOC ADVISORS	35

SECTION 7 OTHER AGENCIES AND ORGANIZATIONS

7.1	LONDON CENTRAL AMBULANCE COMMUNICATIONS CENTRE	37
7.2	ST. JOHN AMBULANCE	37
7.3	THE SALVATION ARMY	37
7.4	CANADIAN RED CROSS	37
7.5	AMATEUR RADIO EMERGENCY SERVICE	37
7.6	FEDERAL GOVERNMENT AGENCIES	38
7.7	BELL CANADA	38
7.8	TELUS COMMUNICATIONS INC.	
7.9	ENBRIDGE GAS	38
7.10	LONDON INTERCOMMUNITY HEALTH CENTRE	38
7.11	LONDON COMMUNITY FOUNDATION	38

SECTION 8 IMS IN THE EOC

8.1	POLICY GROUP	39
8.2	EOC MANAGEMENT	40
8.3	EOC GENERAL STAFF	41

SECTION 9 POPULATION EVACUATION

9.0	GENERAL	44
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SECTION 10 PLAN DISTRIBUTION LIST

10.0	GENERAL	45
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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 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:

- Emergency Management Ontario, 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:

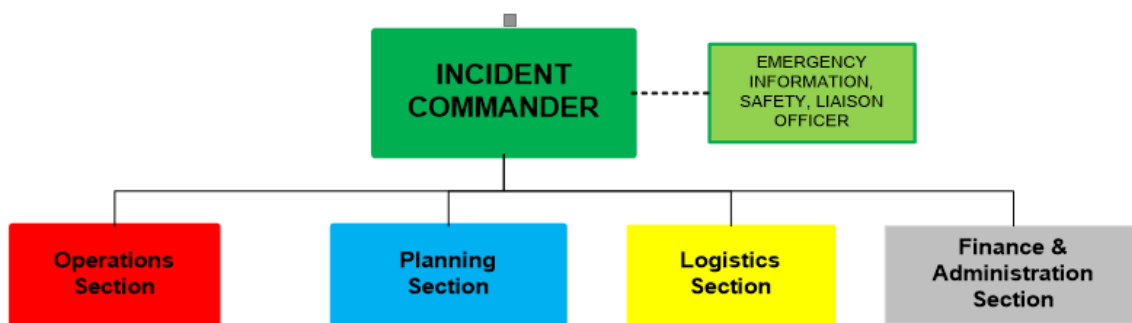
- Director, People Services.
- Deputy City Manager, Planning and Economic Development.
- Deputy City Manager, Finance Supports.
- Deputy City Manager, Enterprise Supports.
- Deputy City Manager, Legal Services.
- Director, Information Technology Services.
- Regional Coroner.

- 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 / CPKC
- 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.
- Hospitals.
- 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 or 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 EOC Director, Legal/Risk Management Officer, Liaison and Emergency Information Officers.

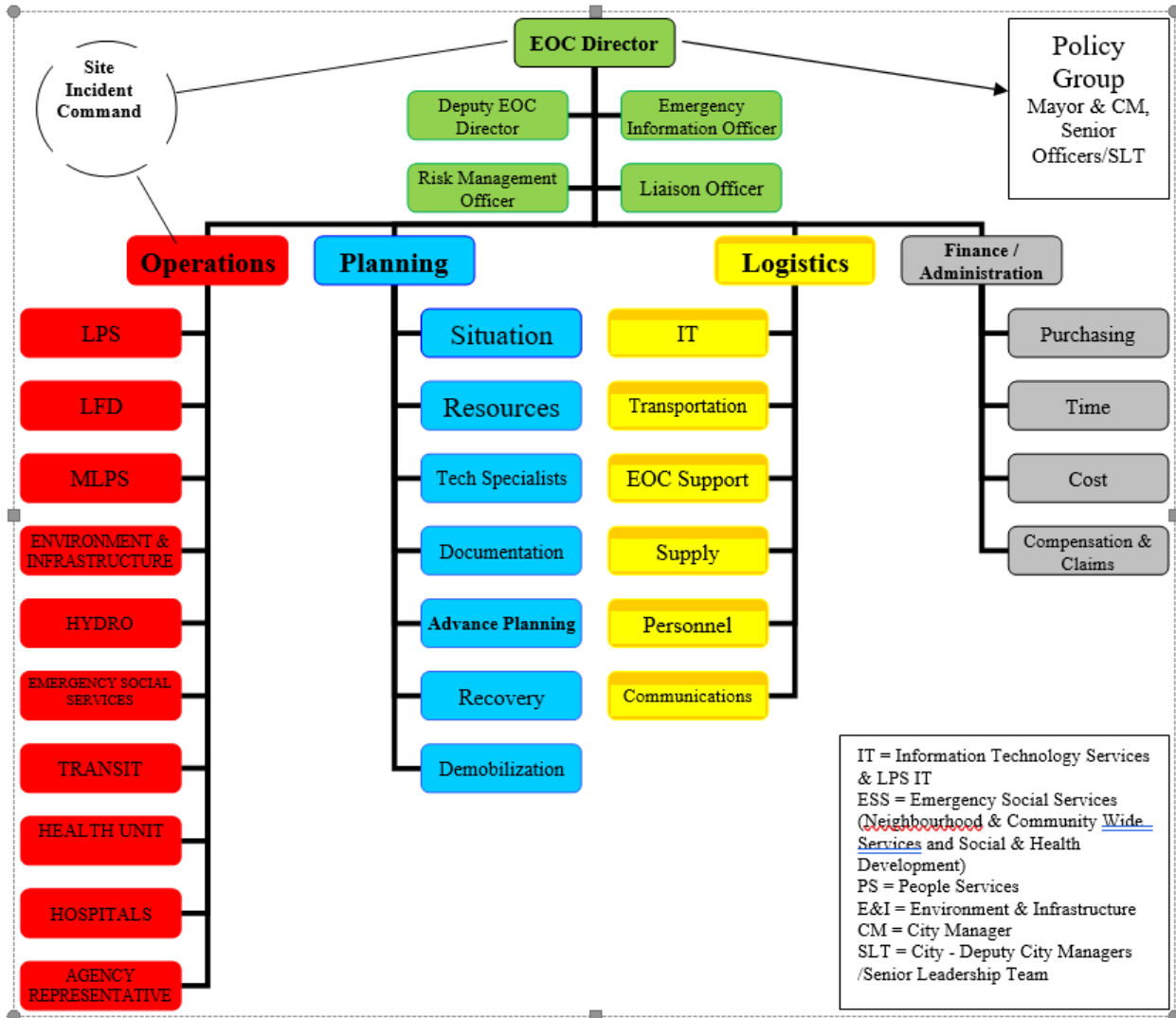
Operations: Responsible for coordinating all jurisdictional operations in support of the emergency response through the Incident Report and implementation of the EOC Action Plan.

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.
- Act as a coordinating link for health services at the EOC, and liaise with senior EMS representatives, hospital officials, relevant health care organizations (i.e., home care services, long-term care facilities), the Ministry of Health and other relevant government agencies.
- If assigned by the EOC Director related to a health emergency, act or 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.
- Liaise with the Ontario Ministry of Health and the Office of the Chief Medical Officer of Health.
- Provide authoritative instructions on health and safety matters to the public, utilizing the EOC Communications structure, as appropriate.
- Coordinate the response to communicable disease related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health policies.

- Liaise with public and private health care agencies, as required, for augmenting and coordinating public health resources.
- Coordinate efforts towards prevention and control of the spread of disease during an emergency.
- Notify Environment and Infrastructure Services and the City Engineer regarding the need for safe food, potable water supplies and sanitation facilities, when warranted.
- Liaise with the other health services and Emergency Social Services representative(s) on areas of mutual concern regarding infection prevention and control and health services in reception centres.
- Providing advice to the Mayor and the EOC Policy Group on health matters, including the need for immediate evacuation where health is a consideration, and other activities to reduce the adverse effects on public health.
- When advised by emergency services of an emergency 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.
- Arrange for mass immunization where required.
- Notifying other agencies and senior levels of government about health-related matters in the emergency.
- Maintain a personal log, including all decisions made and actions taken by them during 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., Canadian Red Cross, St. John Ambulance, Salvation Army, Amateur Radio Emergency Service, London Search and Rescue, and/or other Non-Government Organizations) 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.
- Chairperson of the Community Emergency Management Program Committee (CEMPC).
- 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) has an Emergency Management Program. The hospitals work collaboratively between 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 (LHSC only) 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 Ontario Health 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 Kansas City 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 Regional 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, 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 Deputy City Manager 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 AUXILIARY COMMUNICATION SERVICE

Formerly Amateur Radio Emergency Service is transitioning to Auxiliary Communication Service (ACS) is a 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 ACS 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
 City Facilities
 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
- Auxiliary Communications Service 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 & CPKC – Police
- Ontario Provincial Police - Western Region Headquarters
- Ontario Health atHome
- RCMP - O Division and London Detachment
- London International Airport
- London Community Foundation
- London Intercommunity Health Centre

A copy of the London Emergency Response Plan can be found on our website at:
www.london.ca/emergency

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 Demolition
Date: November 11, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following action be taken:

- the attached by-law (Appendix 'A') **BE INTRODUCED** at the Council meeting on November 26, 2024, it being noted that that the effect of the by-law will be to permit the City of London to take all necessary actions to bring 1154 Hamilton Road into compliance with the Property Standards By-law including the potential demolition of the building and clearing of the land.

Summary

The request for demolition approval is intended as a near-to-last effort to motivate property owners to address ongoing property standards, neighbourhood nuisance, safety, and quality of life issues. Staff have continually attempted to have the property owners take stewardship over this building for some time now.

All associated inspection, maintenance, and potential demolition costs have been and will continue to be invoiced to the property owner from the time the building was identified as vacant until its ultimate demolition.

The property at 1154 Hamilton Road has been neglected for several years and this request for proactive demolition represents the next step in the compliance process.

Link to the Corporate Strategic Plan

Strengthening the wellbeing and safety of neighbourhoods and residents across the City through proactive enforcement of the City's Property Standards By-law and by proactively addressing issues with vacant structures.

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 once Council has passed a by-law approving of the potential demolition.

Council endorsement and subsequent by-law do not dissolve an owner's responsibilities under the Vacant Buildings By-law, nor pause the steps taken by Staff to compel owners to take care of their properties through the available compliance tools. The requested by-law provides Civic Administration the ability to begin the process of preparing a property for demolition.

Property Information

1154 Hamilton Road (Ward 1)

Property Standards Order PV 23-026972 registered on title.

The former grocery store, bingo hall, and buffet restaurant at 1154 Hamilton Road has been vacant for several years. In 2021, the building was added to the vacant building registry. At that time, the owner addressed ongoing issues including untidy lot complaints, graffiti, breaches, and break-ins.



1154 Hamilton Road - south side (2023)



1154 Hamilton Road – façade (2024)



1154 Hamilton Road (north side, 2023)



1154 Hamilton Road (rear, 2024)

A rezoning was approved in April of 2023 to permit up to 34 new townhouse units on the site, with the planning proposal and site concept indicating the demolition of the existing building. However, there has been no movement toward demolition since that time, and the nuisance problems have persisted. In June 2024, Property Standards Order PV 23-026972 was registered on title, requiring several repairs to be made to the building. Based on the development application, the property owner does not intend to reuse the building. Property issues continue including break-ins, squatters, graffiti, debris and most recently a fire at the property on October 9, 2024.

Conclusion

Staff have undertaken several inspections, issued penalties, and initiated Property Standards Orders to secure, maintain, and repair the subject building. Considering that the owner does not intend to adapt or reuse the building and given the most recent fire occurrence, Civic Administration recommends demolishing the vacant, abandoned building at 1154 Hamilton Road due to ongoing public safety and neighborhood nuisance concerns.

Prepared by: **Nicole Musicco**
Manager, Licensing, Policy & Special Operations

Submitted by: **Orest Katolyk, MPL, MLEO(C)**
Director, Municipal Compliance

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

Appendix "A"

Bill No.
2024

By-law No.

A By-law to approve the potential demolition of the vacant building at 1154 Hamilton Road 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 vacant building at 1154 Hamilton Road in the City of London is approved and the property 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.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on November 26, 2024, subject to the provisions of PART VI.1 of the Municipal Act, 2001.

Josh Morgan,
Mayor

Michael Schulthess
City Clerk

First reading - , 2024
Second reading - , 2024
Third Reading - , 2024

Report to Community & Protective Services Committee

To: Chair and Members
Community & Protective Services Committee

From: Kelly J. Scherr
Deputy City Manager, Environment and Infrastructure

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

Subject: Parks and Recreation Master Plan Update

Date: November 11, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure and the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions be taken with respect to the Parks and Recreation Master Plan update:

- a) the following report **BE RECEIVED** for information and the project milestones and timelines identified in Section 2.4 **BE ENDORSED**;
- b) the following matters **BE ENDORSED** for review with the update:
 - i. projected city-wide population growth and the geographic distribution of future users of park and recreation services;
 - ii. a forecast of parkland needs;
 - iii. park types, definitions and servicing areas;
 - iv. equity and inclusion strategies and opportunities;
 - v. strategies and standards to provide mitigation and adaptation to Climate Change;
 - vi. municipal park infrastructure provision best practices (demographics, trends, types of amenities, etc.);
 - vii. quality and quantity standards for parkland and park amenities;
 - viii. quality and quantity standards for pathways, park system linkages and open space lands;
 - ix. the confirmation of provision targets and service standards for pickleball, cricket, community gardens, dog parks, community gathering spaces, and the provision of potable water;
 - x. infrastructure requirements for parks located near intensified growth areas;
 - xi. opportunities for service provision partnerships, including school boards and businesses;
 - xii. identification of policies, strategies and action plans to guide Master Plan implementation; and,
 - xiii. a 15-year forecast of park infrastructure needs to inform updates to the capital budget and growth needs for the 2027 Development Charges Background Study.

It being noted that operational service delivery standards and detailed lifecycle renewal needs are outside of the scope of the Parks and Recreation Master Plan.

Executive Summary

The Parks and Recreation Master Plan, approved by City Council on June 25, 2019, assists with the planning, design, funding, building and maintenance of London's parks

and recreation system. Provision targets based on population forecasts are established for various sport, recreation, and park amenities. The rapid growth of London's population in recent years and updated growth forecast scenarios have greatly increased in numbers compared to what was originally planned in 2019. As a result, the previously utilized growth projections are out of date and no longer suitable to calculate future amenity provisions. An update of the Master Plan is needed now, to align future provisional target with City Council's approved population growth projections and consistent with the regular 5-year update cycle previously adopted. This information will support the 2028 Development Charge Background Study which is a large funding source of growth-related capital infrastructure.

Linkage to the Corporate Strategic Plan

The Parks and Recreation Master Plan is aligned with the Strategic Areas of Focus and the following outcomes in the City of London's 2023-2027 Strategic Plan:

- Reconciliation, Equity, Accessibility and Inclusion
- Economic Growth, Culture, and Prosperity
- Mobility and Transportation
- Wellbeing and Safety
- Climate Action and Sustainable Growth
- Safe London for Women, Girls, and Gender-Diverse and Trans People
- Well-Run City

Outcomes:

- The City of London is a leader in becoming an equitable and inclusive community.
- A well-planned and growing community.
- London has safe, vibrant, and healthy neighbourhoods and communities.
- London is an affordable and supportive community for individuals and families.
- The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence, and sexual violence.
- London is a destination of choice.
- Londoners of all identities, abilities and means can move throughout the city safely and efficiently.
- London has a strong and healthy environment.
- London is one of the greenest and most resilient cities in Canada in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.
- London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.
- Londoners experience good stewardship, exceptional and valued service.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Community and Protective Services Committee (CPSC) - Parks and Recreation Master Plan Annual Report (March 18, 2024)
- CPSC - Parks and Recreation Master Plan Annual Report (January 31, 2023)
- Strategic Priorities and Policy Committee (SPPC) - City of London Corporate Growth Projections 2021-2051 (December 6, 2022)
- CPSC - Parks and Recreation Master Plan Annual Report (March 29, 2022)
- CPSC - Parks and Recreation Master Plan Update (June 17, 2019)

2.0 Discussion and Considerations

2.1 Background and Purpose

The City of London strives to offer high quality parks, recreation programs, sport services and facilities that engage residents and visitors of all ages and abilities. Parks, recreation, and sport play a significant role in community building through the provision of public amenities, active and passive activities, opportunities for structured and spontaneous play, strengthening of neighbourhood connections, and more.

Planning is critical to provide desired service levels in a sustainable way over time. The Parks and Recreation Master Plan is the Council-approved service delivery plan that assesses the current state of the parks and recreation system, identifies gaps and needs, and plans for future investment strategies. It directs the planning, funding, design, and delivery of London's parks and recreation system.

As London grows and changes, the interests and needs of residents change. Policies, community priorities, and service delivery strategies need to shift and remain current. How we provide services is also informed by changes by the Federal and Provincial governments. The Master Plan update is a process to assess current conditions in order to establish new recommendations to better reflect community needs and strategic priorities. The Master Plan will provide overall direction and guidance for decision-making and for future investments regarding parks and recreation infrastructure.

This project consists of an update to the 2019 Parks and Recreation Master Plan and a refinement to various parks-related service standards. Although recreational and sport service needs will still be reviewed with this update, it is recognized that a more comprehensive review of parkland requirements, park classifications, and park infrastructure and amenities would be beneficial to inform future service delivery plans. This focus is intended to better prepare the City of London for implementation of Provincial changes related to parkland forecasting, increasingly intensified growth areas (and their associated park servicing needs), community desires for more green space and enhanced amenities, and actions for strategic priorities such as equity and inclusion and Climate Change.

2.2 Project Goals and Objectives

The Parks and Recreation Master Plan Update will review outcomes to date and help direct priorities with considerations to current trends, policies and strategic priorities of the City of London. The existing recommendations will be reviewed and updated to reflect current conditions and alignment with Council's Strategic Plan and other City priorities and strategies. It will guide decisions about parks, recreation, sport services, and facilities while considering financial sustainability. This update will be completed in time to inform the next Development Charges Study planned for 2028.

The project has the following objectives:

- complete a background review of the current Master Plan with updated demographic data, trends and population analysis;
- review the current inventory of parks and recreation facilities and recommended provision targets and service standards to help establish a summary of infrastructure needs for a 15-year period.;
- assess the list of recommendations from the 2019 Master Plan and identify key accomplishments, as well as revised or new recommendations, considering current trends (e.g. population growth, community engagement feedback, etc.), current park and recreation facility inventory, and current City policies and strategies such as Council's Strategic Plan and the Mobility Master Plan along with current Provincial and Federal initiatives; and,
- engage with the public to inform the actions and standards established through the Master Plan update.

Benefits of the project include:

- an understanding of current context for park and recreational services in London;
- an understanding of current status of Master Plan outcomes and ability to share information with the community;
- an opportunity to revise or add recommendations that align with service delivery priorities identified by Londoners and through a review of industry standards;
- the ability to focus available resources and budgets on the most important Parks and Recreation priorities for the short, medium and long-term, and plan for financial sustainability over time;
- the identification of gaps between desired targets and available funding, and exploration of alternative sources of funding; and,
- continuing to provide high quality parks and recreation amenities, facilities and programming services that meets the needs of Londoners and visitors.

2.3 Project Scope

As highlighted above, the project scope will principally focus on parkland needs and associated amenities. Recreation and sporting needs will be assessed based on updated population and demographic projections, as well as participation trends; however, this assessment will primarily be of a technical nature. As the recreational service delivery standards contained in the 2019 Parks and Recreation Master Plan are generally current and implementation experienced unexpected delays due to the Covid-19 pandemic, only targeted consultation with the public and user groups will be undertaken (e.g., cricket).

A consultant will be retained to assist staff with the update to park provision service standards. In particular, the following matters will be reviewed:

- projected city-wide population growth and the geographic distribution of future users of park and recreation services;
- a forecast of parkland needs;
- park types, definitions and servicing areas;
- equity and inclusion strategies and opportunities;
- strategies and standards to provide mitigation and adaptation to Climate Change;
- municipal park infrastructure provision best practices (demographics, trends, types of amenities, etc.);
- quality and quantity standards for parkland and park amenities;
- quality and quantity standards for pathways, park system linkages and open space lands;
- the confirmation of provision targets and service standards for pickleball, cricket, community gardens, dog parks, community gathering spaces, and the provision of potable water;
- infrastructure requirements for parks located near intensified growth areas;
- opportunities for service provision partnerships, including school boards and businesses;
- identification of policies, strategies and action plans to guide Master Plan implementation; and,
- a 15-year forecast of park infrastructure needs to inform updates to the capital budget and growth needs for the 2027 Development Charges Background Study.

Public input will be sought at the outset of the project to provide information on current service standards outlined in the 2019 Parks and Recreation Master Plan and to receive preliminary feedback on current levels of parkland provision and availability of community amenities. Additional public engagement will take place through open houses, the City's Get Involved London website, and other available channels. Recommendations pertaining to changes to the Parks and Recreation Master Plan update will be provided to the public in advance of Council's consideration of final approval.

The analysis and recommendations will be focussed on growth infrastructure needs and priorities for service improvement for amenity provision. The Master Plan update will not examine lifecycle renewal needs, which are separately examined in association with the Corporate Asset Management Plan. Similarly, the project scope will not include an assessment of operational service delivery standards, which are being reviewed separately by Civic Administration.

2.4 Project Timeline

The proposed project timeline and milestones are identified below in Table 1.

Table 1: Parks and Recreation Master Plan Update – Timeline and Milestones

Item	Timeline	Milestone
Background research and information gathering	Q4 2024 – Q2 2025	Updated inventories, growth allocations, best practice scans and identification of servicing trends
Public engagement (education and consultation)	Q1 2024 – Q3 2025	Community open houses, social media postings and Get Involved website
Draft Master Plan update preparation	Q2 2025 – Q3 2025	Draft Master Plan update document
Tabling of draft Master Plan update	Q3 2025	Council receipt of draft Master Plan update document
Public consultation on draft Master Plan update	Q3 2025 – Q4 2025	Community open houses, social media postings and Get Involved website
Finalize Master Plan update	Q4 2025	Revised Master Plan update document
Submission of Master Plan update for Council approval	Q1 2026	Adopted Parks and Recreation Master Plan update

It is anticipated that project components and milestones will have overlapping timelines. Importantly, the Parks and Recreation Master Plan update is required to be concluded by early 2026 in order to be incorporated into the 2028 Development Charges Background Study. It is important to note the current recommendations in the Parks and Recreation Master Plan continue to be actively implemented.

3.0 Financial Impacts and Considerations

The Master Plan Update will be funded through existing operating budgets for staffing needs and associated materials. The City’s life-to-date capital budget includes funding for consulting services to support the Master Plan and additional funding in later years could be advanced, if required. Capital funding is split between Development Charges and tax-supported sources.

4.0 Next steps

Consistent with prior updates to the Parks and Recreation Master Plan, staff will issue a Request for Proposal (RFP) for consulting services. External support provides the ability to supplement the knowledge and experience of staff, and to contribute current sector best practices. It is expected that the successful firm will be highly experienced with park and recreation master planning. Additionally, the RFP will establish the need for capital planning and infrastructure cost estimates, which may result in the successful firm retaining a sub-consultant to assist with those specific tasks.

It is anticipated that a report to Council will follow, as specified in the Procurement of Goods and Services Policy to award any RFPs greater than \$100,000 in value.

Conclusion

The Parks and Recreation Master Plan, approved by City Council on June 25, 2019, needs to be updated to reflect the rapid growth of London's population in recent years and the preferred updated growth forecast scenario adopted by Council. This information will support the 2028 Development Charge Background Study which is a large funding source of growth-related capital infrastructure. The review will also examine current service provision targets in relation to community priorities and industry standards. An external consultant will be hired through a competitive RFP process to complete this work and a report to Council will follow for approval of this award if required.

Prepared by: Julie Michaud, Landscape Architect, Parks Long Range Planning & Design

Stephanie Page, Manager, Parks Long Range Planning & Design

Submitted by: Paul Yeoman, Director, Parks and Forestry

Jon-Paul McGonigle, Director, Recreation and Sports

Recommended by: Kelly J. Scherr, Deputy City Manager, Environment & Infrastructure

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

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: Special Events Policy Review Public Participation Meeting Report

Date: November 11, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services the report dated November 11, 2024, and titled “Special Events Policy Review Public Participation Meeting Report” **BE RECEIVED** as information; it being noted that Civic Administration will bring forward an amended Special Events Policy at the December 2, 2024, Community and Protective Services Committee meeting.

Executive Summary

The Special Event Policy is being reviewed with the goals of finding options to reduce barriers for community partners to host special events in publicly owned spaces around the city and ensuring that the policy is up to date and continues to support special event operators to effectively plan and execute successful special events in London.

As part of the review process, Civic Administration engaged the community to gather feedback on the amended Special Events Policy. This report provides a summary of the community feedback for consideration during the Public Participation Meeting being held on November 11, 2024.

Previous Reports Pertinent to this Matter

- [Special Events Policy Update \(CPSC – September 9, 2024\)](#)
- [2024 Rock the Park One-Time Policy Exemption Request \(CPSC - March 18, 2024\)](#)
- [2022 Rock the Park One-Time Policy Exemption Request \(CPSC - March 29, 2022\)](#)
- [Special Events Policies and Procedures Manual – Deferred Matters File No. 2 \(CPSC - July 27, 2021\)](#)
- [Extension of Hours for Sound from Outdoor Stage During 2019 Juno Week \(CPSC - January 22, 2019\)](#)
- [2017 Rock the Park One-Time Exemption Request \(SPPC - March 20, 2017\)](#)
- [Music, Entertainment and Culture District Feasibility Study and Strategy \(SPPC - March 20, 2017\)](#)

Linkage to the Corporate Strategic Plan

The Special Events Policies and Procedures Manual is aligned with the Strategic Area of Focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027.

- Outcome: London has safe, vibrant, and healthy neighbourhoods and communities.
- Expected Result: Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.
- Strategy: Reduce barriers for community partners to host special events in publicly owned spaces across the city.

Analysis

1.0 Background Information

1.1 Council Direction on Special Events

At its meeting on September 9, 2024, Municipal Council resolved:

That the following actions be taken with respect to the staff report, dated September 9, 2024, related to the Special Events Policy:

- a) the above-noted staff report BE RECEIVED;
- b) the Civic Administration BE DIRECTED to hold a public participation meeting at the November 11, 2024, Community and Protective Services Committee to receive input on the draft Special Events Policy;
- c) the Civic Administration BE DIRECTED to report back with a summary of community feedback and an amended Special Events Policy at a future Community and Protective Services Committee meeting; and,
- d) the Civic Administration BE DIRECTED to hold a hybrid community meeting with residents and neighbourhood associations near Victoria Park, Harris Park, and Dundas Place to address the impact of changes to the Special Events Policy on their neighbourhoods.

1.2 Context

Each year London is host to over 160 special events organized by third-party event operators. Special events are critical to supporting a culturally, socially, and economically vibrant city. They raise the city's profile, support arts and culture, and are significant drivers of tourism, economic development, and community development.

The aim of the Special Events Policy is to ensure: the safety of London residents, event participants, and public assets; that all federal and provincial laws and regulations and municipal by-laws are observed; that Special Event applications are treated fairly and in an equitable manner; and alignment to the City of London Strategic Plan.

The Special Events Policy sets high-level direction for event operators, while the Special Events Administrative Procedures Manual includes robust details on how to operationalize the direction that has been set by Council.

This report is a continuation of the September 9, 2024, [Special Events Policy Update](#), where Civic Administration:

- presented barriers identified through community engagement that event operators face when implementing special events on publicly owned land;
- presented the proposed Special Events Policy revisions to address barriers; and,
- recommended next steps to engage the public on proposed revisions to the Special Events Policy.

In alignment with Council's direction, the purpose of this report is to present the results from the Get Involved London [survey](#) and hybrid community meeting for consideration during the Public Participation Meeting being held on November 11, 2024.

The report with the results from the survey and hybrid community meeting is attached as [Appendix A](#).

2.0 Discussion and Considerations

2.1 Overview of the Policy Revisions for Consideration

The key proposed policy updates for consideration included:

- Climate action and greening
- Free water
- Sound management
- Event lengths and limits
- Safety and security
- Accessibility and equity
- Liability and compliance
- Support for event operators

These policy revisions were explored with the community through a survey and hybrid community consultation.

2.2 Summary of the Special Events Policy Review Consultation

Londoners were invited to participate in a survey through the City of London's Get Involved [site](#) between September 25, 2024 and October 24, 2024. Londoners were also invited to participate in a hybrid community meeting on October 24, 2024.

Engagement opportunities were promoted through social media, community centre screens, digital billboards, Dundas Place screens, and posters at various City of London locations. In addition, a direct email invitation and reminder was distributed to downtown neighbourhood/community associations including North Talbot Community Association, Blackfriars Community Association, Piccadilly Area Neighbourhood Association, London Downtown Neighbours Network, Downtown London Community Association and Woodfield resident group.

Survey and Hybrid Community Meeting Participation

- There were 180 surveys completed on the City of London's Get Involved site available between September 25, 2024 and October 24, 2024.
- There were 20 community members who participated in the hybrid community meeting with downtown residents and neighbourhood associations on October 24, 2024, held from 6:00 pm – 7:30 pm at Goodwill Industries (255 Horton St.).

Survey Results

- 55% of respondents indicated they attend special events in London occasionally, 31% attend special events in London frequently, 12% rarely and 2% never.
- 80% of respondents expressed that they do not currently or plan to operate special events in London, while 16% currently operate special events, and 4% plan to operate special events in the future.
- 92% of respondents shared that special events were very important or important to the social, cultural, and economic vibrancy of a city, 5% had no opinion, and 3% expressed that special events were not important or not very important.
- 65% of respondents strongly agreed or agreed with extending event hours in Victoria Park, Harris Park, and Dundas Place until midnight on Fridays and Saturdays, 18% were neutral, and 17% disagreed or strongly disagreed.
- 75% of respondents strongly agreed or agreed the measures in the Special Events Policy to promote greener events, such as encouraging public and active transportation, providing bike valet services for large events, and providing an updated waste management plan aligned with their priorities, while 21% were neutral, and 4% disagreed.
- 84% of respondents reported that providing free water at gated events was very important or important, 9% had no opinion, and 7% noted that it was not important or not very important.
- 80% of respondents indicated it was very important or important to be able to bring empty water bottles into gated events, 11% had no opinion, and 9% expressed it was not important or not important at all.
- 55% of respondents strongly agreed or agreed with the maximum sound level of 90 dB(A) for amplified sound at events and the \$2,000 penalty for noise violations, 26% were neutral, and 19% disagreed or strongly disagreed.
- 74% of respondents acknowledged that it was very important or important that event operators receive templates to help with planning for accessibility, waste management, sound design, and emergency management and safety as part of the Administrative Procedures Manual, 22% had no opinion, and 4% suggested that templates were not important or not very important.
- 78% of respondents stated that they strongly agreed or agreed the proposed policy amendments align with their priorities and concerns, 15% had no opinion, and 7% disagreed or strongly disagreed.

Survey and Hybrid Community Meeting Key Themes

- **Event lengths and limits:** Respondents were generally in agreement with having events in downtown core locations (Victoria Park, Harris Park, Dundas Place, and Covent Garden Market) harmonized to end at midnight, however, concerns were raised about high noise levels accompanying the extended hours.

- **Climate action and greening:** Respondents noted public transportation and bike valets were important and recommended bus route extensions and extended operating times, shuttle buses, and third-party transportation. Respondents were also concerned about the state of parks after events and recommended penalties or damage deposits as options to ensure accountability and responsibility by event operators.
- **Free water:** Free water and the ability to bring reusable water bottles into events were welcomed and appreciated by respondents.
- **Sound management:** Maintaining the sound level of 90 dB(A) at events was received positively by most respondents, however, some respondents indicated that sound level was too low and others indicating it was too high.
- **Capacity Building:** Respondents agreed that templates to help with planning and implementation would be beneficial and reduce barriers for event operators.

Please see [Appendix A](#) for the Special Events Policy: Community Consultation Report for the complete set of results.

2.3 Next Steps

Based on Council’s direction and community engagement results, Civic Administration will amend the Special Events Policy for consideration at the December 2, 2024, Community and Protective Services Committee meeting. It is intended that the amended Special Events Policy will be in place in the first quarter of 2025.

While this work is underway, Civic Administration continues to respond to and support the community in planning for and implementing special events in London.

Conclusion

Special events are critical to the cultural, economic and social fabric of London. Civic Administration wishes to thank the individuals and groups who shared their insights that formed the foundation of this report.

To reduce barriers for community partners to host special events in publicly owned spaces across the city, Civic Administration will amend the Special Event Policy in consideration of the feedback provided and provide options for Council’s consideration.

Prepared by: Trevor Johnson, Manager, Special Events

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

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

Special Events Policy:

Community Consultation Report

October 2024

Prepared by



London
CANADA

Table of Contents

Section 1.0 Introduction..... 3

Section 2.0 Consultation Results..... 4

Section 3.0 Conclusion..... 12

Section 1.0:

Introduction

About the Special Events Policy Review

Each year, London hosts over 160 special events organized by third-party event operators. Special events are important to supporting a culturally, socially and economically vibrant city. They raise the city's profile, support arts and culture, and are significant drivers of tourism, economic development, and community development. In addition, London became Canada's first UNESCO City of Music in 2021, joining a global network of municipalities committed to the development of its music industry.

The Special Events Policy outlines the expectations and responsibilities for third-party event operators planning and running events in publicly owned outdoor spaces. Examples of special events include multi-day music festivals, one-day cultural celebrations, fundraising walks and runs, and large neighbourhood gatherings.

The goal of the Special Events Policy is to ensure safety, legal compliance, fairness, and alignment with the City's Strategic Plan.

About the Community Consultation

As part of reviewing the Special Events Policy, feedback was sought from residents on the proposed policy amendments through an online survey and hybrid community meeting.

In total, 180 surveys were completed on the City of London's Get Involved site from September 25, 2024, to October 24, 2024. Further, 20 Londoners participated in the hybrid community meeting with downtown residents and neighbourhood associations held on October 24th, 2024, from 6:00 p.m. to 7:30 p.m. at Goodwill Industries.

Purpose of this Report

The survey and hybrid community meeting responses were collated into a single document for analysis. Descriptive statistics were prepared for quantitative (closed-ended) questions in the survey. A thematic analysis was conducted to identify common themes across all responses to the qualitative (open-ended) question.

The purpose of this report is to present the results from the survey and hybrid community meeting. Section 2.0 Consultation Results, contains descriptive statistics and themes corresponding to the specific policy amendments.

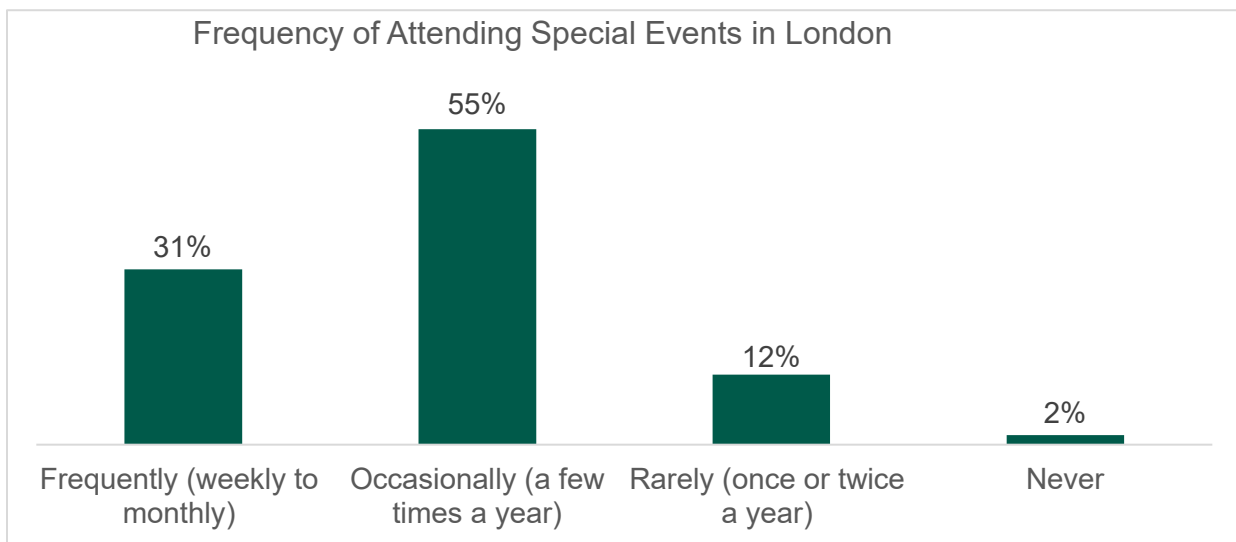
Section 2.0:

Consultation Results

The following results were derived from the survey on the Get Involved London site and the hybrid community meeting. The themes focus on the specific Special Events Policy amendments. A series of summary statements have been included for each theme to provide further detail. The term n= is used to identify the number of respondents.

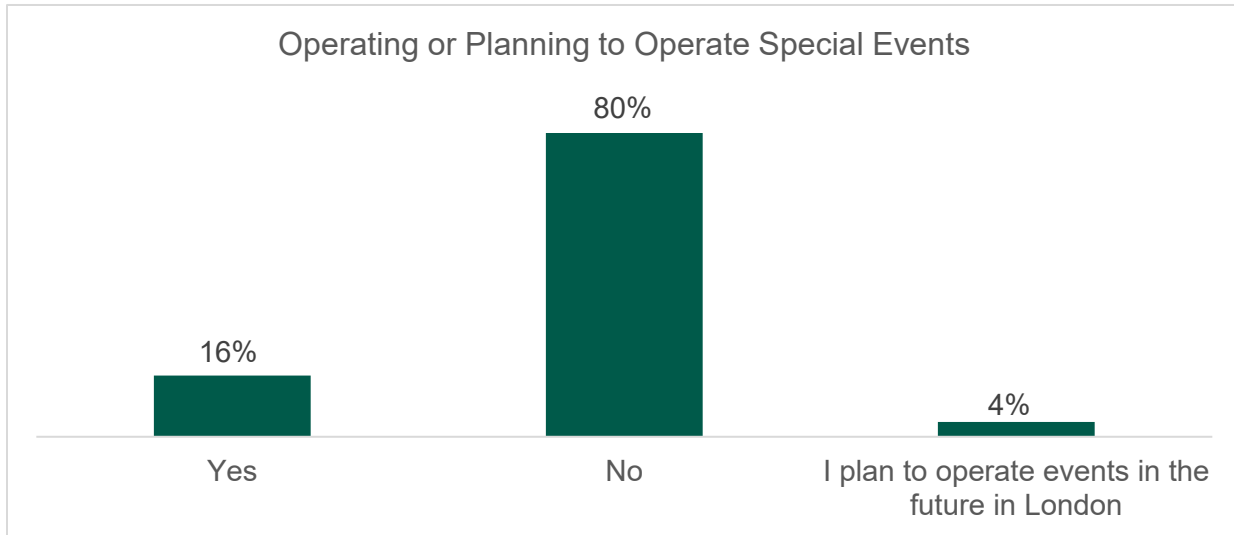
2.1 Engagement in Special Events

Frequency of Attending Special Events in London



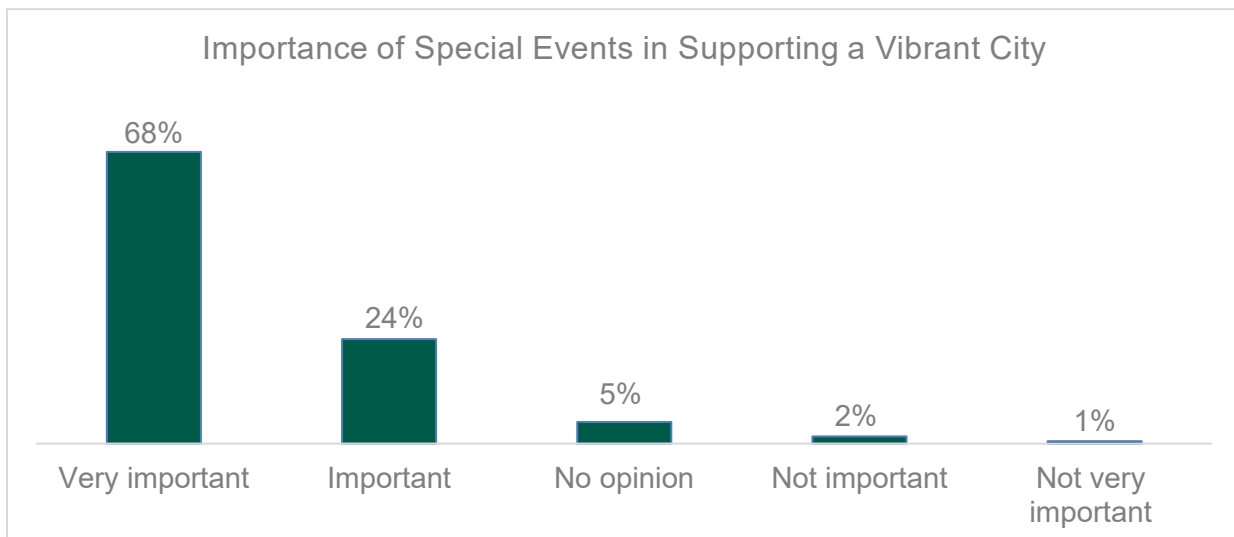
In total, 55% (n=100) of respondents indicated that they attend special events in London occasionally. In comparison, 31% (n=55) of respondents attend special events in London frequently, followed by 12% (n=22) rarely, and 2% (n=3) never.

Operating or Planning to Operate Special Events



In total, 80% (n=144) of respondents expressed that they do not currently or plan to operate special events in London, 16% (n=29) currently operate special events, and 4% (n=7) plan to operate special events in the future.

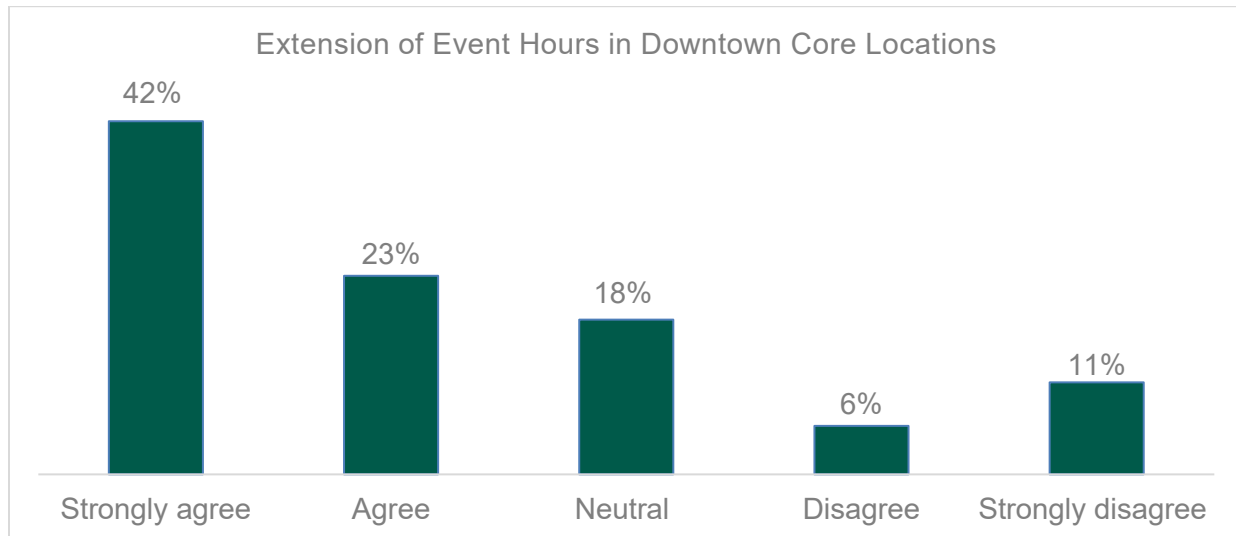
Importance of Special Events in Supporting a Vibrant City



When asked how important special events are to a city's social, cultural, and economic vibrancy, 92% (n=163) of respondents said they were very important or important, 5% (n=10) had no opinion, and 3% (n=4) expressed that they were not important or not very important.

2.2 Event Lengths and Limits

Extension of Event Hours in Victoria Park, Harris Park, and Dundas Place



The Special Events Policy proposes extending event hours in Victoria Park, Harris Park and Dundas Place to midnight on Fridays and Saturdays. Respondents were asked whether they agreed with extending hours.

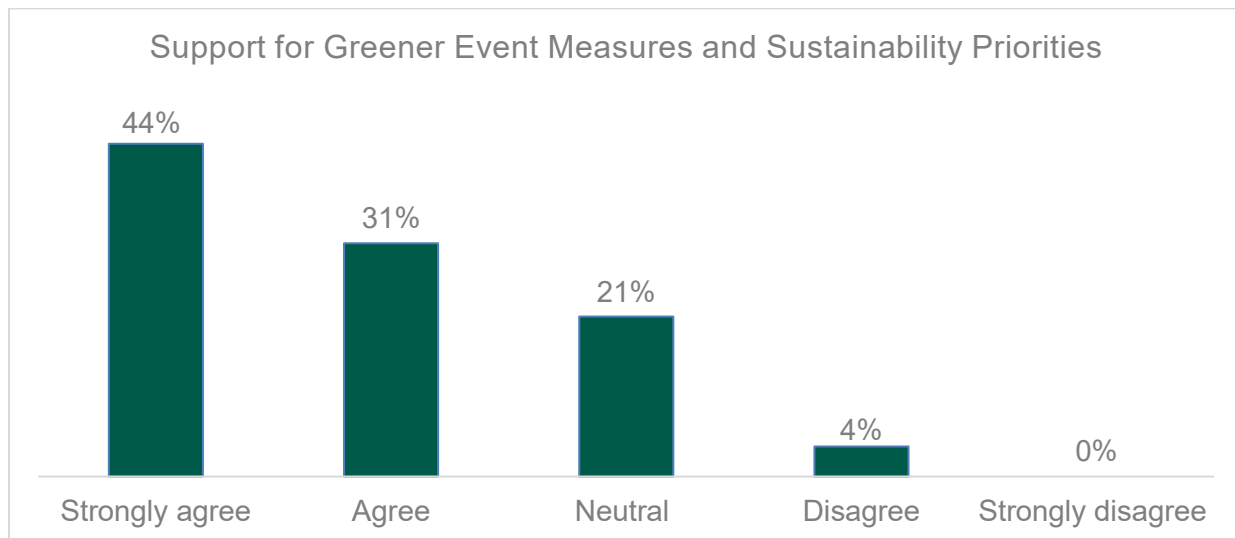
A total of 65% (n=117) of respondents strongly agreed or agreed with extending event hours. In comparison, 18% (n=33) of respondents were neutral about extending event hours, and 17% (n=30) of respondents disagreed or strongly disagreed with extending event hours.

The following themes were also derived from the responses:

- 3 respondents commented that event hours should not be extended due to the impact that the noise levels of the events and people leaving the events have on other residents
- 5 respondents stated that event hours should be extended to midnight to promote a vibrant nightlife and successful events

2.3 Climate Action and Greening

Support for Greener Event Measures and Sustainability Priorities

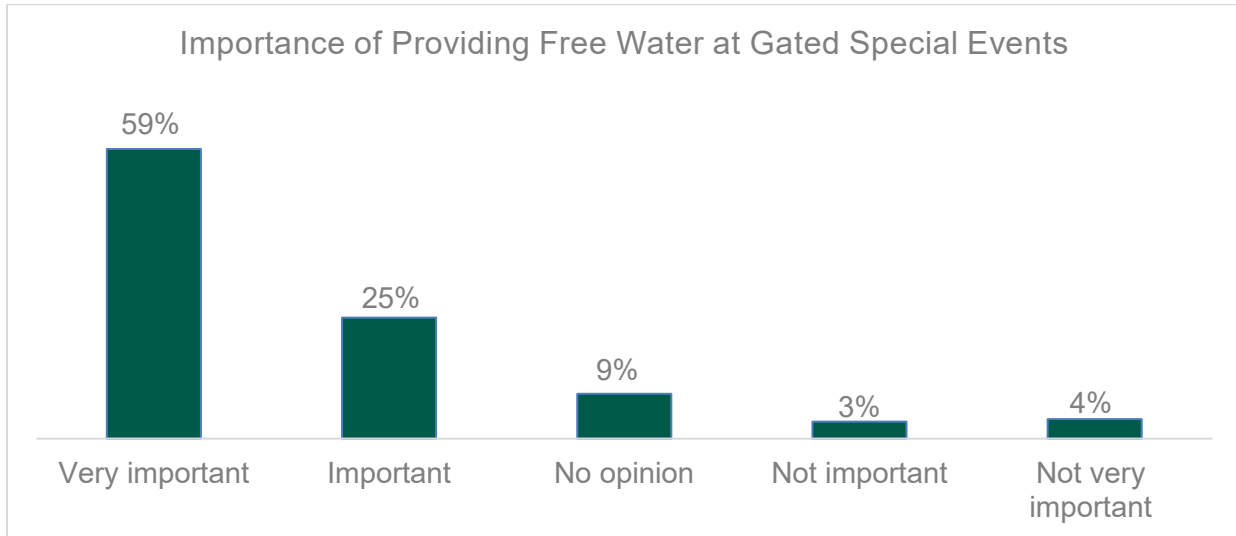


The Special Events policy includes measures to promote greener events, such as encouraging public and active transportation, providing a bike valet service for larger events, and providing an updated waste management plan. Respondents were asked whether these changes align with their priorities for climate action and sustainability. The majority of respondents (75%, n=136) strongly agreed or agreed the policy changes aligned with their priorities, while 21% (n=37) of respondents were neutral, and 4% (n=7) disagreed that the policy changes aligned with their priorities. The following remarks were also noted in responses:

- 15 respondents recommended that waste management efforts at events need to be improved and should incorporate increased litter pick up, waste reduction, sufficient receptacles, banning single-use plastics, mandatory composting, etc.
- 9 respondents stated a bike valet service is important to support active transportation and address active transportation fears (e.g., bikes being stolen)
- 8 respondents commented that public transit routes and hours should be extended and shuttle buses offered to support the use of public transit to events
- 8 respondents expressed that large events do significant damage to London's parks and green measures are not sufficient; event operators should be required to address any damage caused or pay for the damage to be addressed so that all Londoners can continue to use the parks after events
- 5 respondents stated that public and active transportation infrastructure needs to be improved to encourage the uptake of alternative transportation options
- 3 respondents suggested investigating the use of laser or drone shows to limit or eliminate fireworks to decrease noise and environmental pollution

2.4 Free Water

Importance of Providing Free Water at Gated Special Events

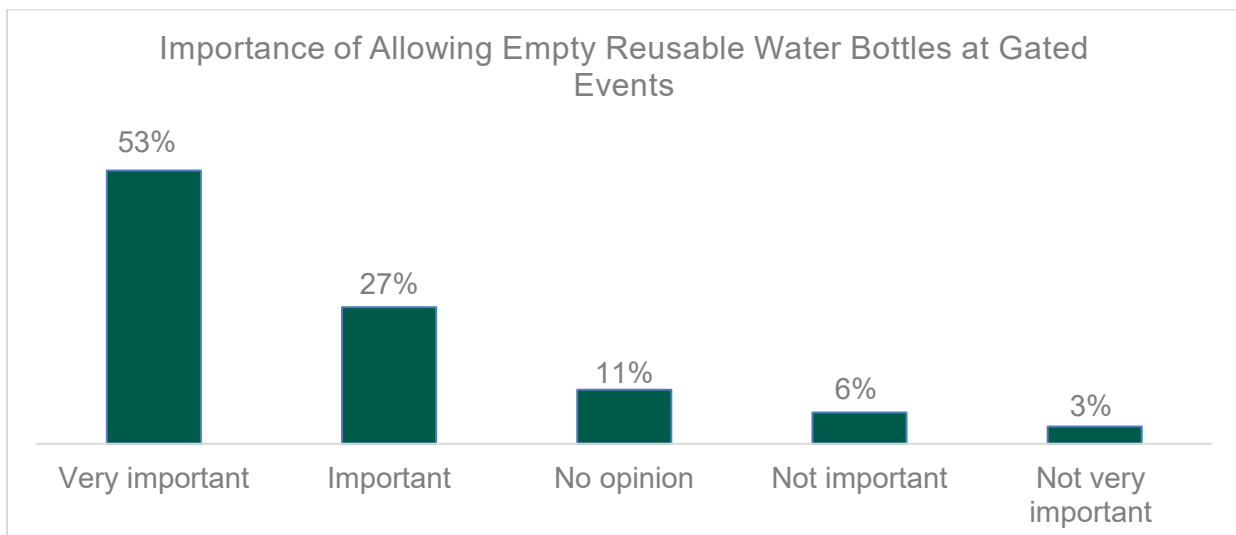


Respondents were asked about the importance of providing free water at gated special events. In total, 84% (n=150) of respondents reported that it was very important or important, 9% (n=17) of respondents had no opinion, and 7% (n=13) of respondents noted that it was not important or not very important.

In alignment with free water:

- 4 respondents shared that free water is a great idea and long overdue
- 4 respondents stated that free water will add significant benefits to events and reduce health and safety concerns

Importance of Allowing Empty Reusable Water Bottles at Gated Events



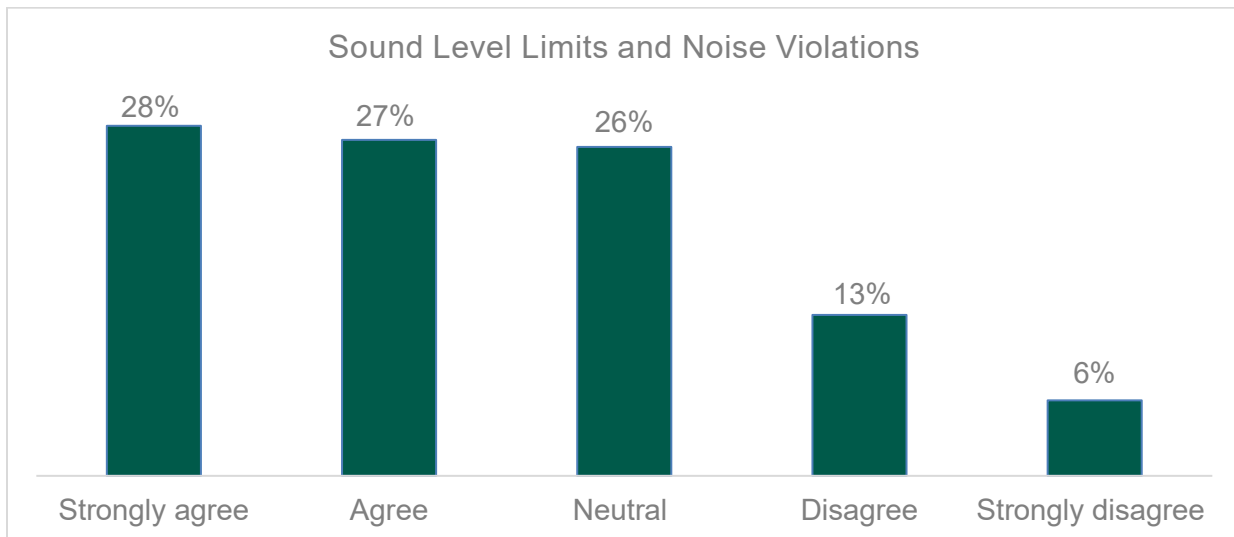
When asked about the importance of bringing empty reusable water bottles into gated events, 80% (n=144) of respondents indicated it was very important or important, 11% (n=19) had no opinion, and 9% (n=17) expressed it was not important or not important at all.

Related to reusable water bottles:

- 4 respondents noted that the ability to bring reusable water bottles into events encourages attendance at events and provides alternative beverage options
- 2 respondents shared that opportunities to refill water bottles from a clean source should be considered rather than having to purchase bottled water

2.5 Sound Management

Sound Level Limits and Noise Violations



The proposed Special Events Policy maintains the maximum sound level of 90 dB(A) for amplified sound events and introduces a \$2,000 penalty for noise violations. When asked about their thoughts about these changes, 55% (n=98) of respondents strongly agreed or agreed, 26% (n=47) were neutral, and 19% (n=35) disagreed or strongly disagreed.

When sharing their thoughts about sound level limits:

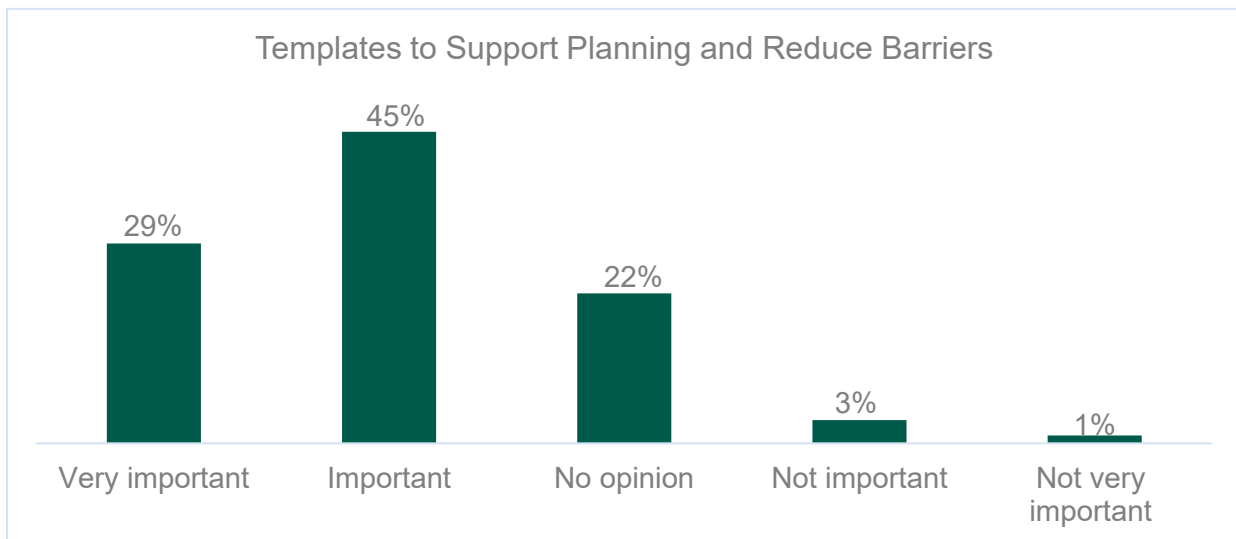
- 5 respondents expressed the proposed sound levels are too high and should be lowered in consideration of those who live in and near downtown due to sound travel
- 3 respondents explained the proposed sound levels are too low, are impossible to implement in an event with a live band, and should be increased
- 2 respondents commented that given the economic and community benefits, noise from events should be accommodated

In reference to noise violations:

- 3 respondents commented that the security deposit of \$2,000 in relation to noise violations is too high and is a barrier for some event organizers
- 3 respondents indicated that a \$2,000 penalty for noise violations is too low, and most large events will be able to easily cover this cost as part of their event planning budget, and consideration should be given to a higher fee or setting it proportional to revenues

2.6 Capacity Building

Templates to Support Planning and Reduce Barriers

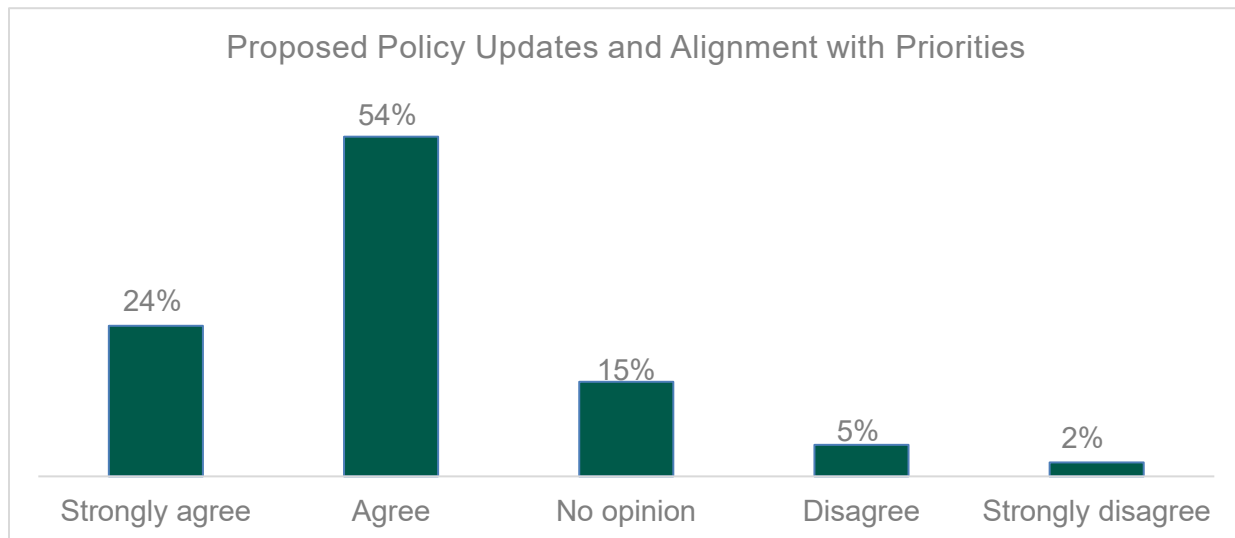


The proposed Special Event Policy recommends that event operators receive templates to help with planning for accessibility, waste management, sound design, and emergency management as part of the Administrative Procedures Manual.

In total, 74% (n=132) of respondents acknowledged that templates to support planning and reduce barriers were very important or important. In comparison, 22% (n=39) of respondents had no opinion, and 4% (n=8) of respondents suggested that templates were not important or not very important.

2.7 Proposed Policy Updates

Proposed Policy Updates and Alignment with Priorities



Respondents were asked whether the proposed special event policy updates align with their priorities and concerns. The majority of respondents (78%, n=140) stated that they strongly agreed or agreed that the proposed updates align with their priorities and concerns, 15% (n=27) of respondents had no opinion, and 7% (n=13) of respondents noted that they disagreed or strongly disagreed that the proposed policy updates align with their priorities or concerns.

Respondents also noted the following considerations in their responses:

- 7 respondents recommended safety and security should be considered as part of event planning
- 3 respondents suggested moving events out of parks to indoor event spaces or large open outdoor spaces beyond the downtown core
- 2 respondents requested an increase in the number of festivals in London, including more summer festivals, holiday festivals, fall and winter markets, and fall and winter festivals

Section 3.0:

Conclusion

Special events are important to a socially, culturally, and economically vibrant city. Overall, respondents were in agreement with the proposed Special Event Policy amendments.

The majority of respondents supported the following special event policy amendments:

- Extending event hours in Victoria Park, Harris Park, and Dundas Place to midnight on Fridays and Saturdays;
- Implementing measures to promote greener events such as encouraging public and active transportation, providing bike valet services for larger events, and providing an updated waste management plan;
- Providing free water at gated events and allowing attendees to bring empty reusable water bottles into events;
- Maintaining a maximum sound level of 90 dB(A) for amplified sound events and introducing a \$2,000 penalty for noise violations; and,
- Providing event operators with templates to support planning and reduce barriers to implementing events.

Respondents raised concerns about special events, such as challenges with waste management, park maintenance, sufficient transportation infrastructure, and safety and security planning. Recommendations related to waste management, event location and frequency, transportation infrastructure, and policy enforcement were also provided.

Overall, respondents shared they appreciated the opportunity to provide feedback on the proposed special event policy amendments and that the special event policy amendments reflect that the City is moving in the right direction with special events in London.