

# Agenda Including Addeds

## Community and Protective Services Committee

The 1st Meeting of the Community and Protective Services Committee

December 1, 2020, 4:00 PM

Virtual Meeting - during the COVID-19 Emergency

City Hall is open to the public, with reduced capacity and physical distancing requirements.

Meetings can be viewed via live-streaming on YouTube and the City website.

Members

Councillors J. Helmer (Chair), S. Lewis, M. Salih, A. Kayabaga, S. Hillier, Mayor E. Holder

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To make a request specific to this meeting, please contact [CPSC@london.ca](mailto:CPSC@london.ca).

	Pages
<b>1. Call to Order</b>	
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1.2. Election of Vice Chair for the term ending November 30, 2021	
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<b>6. Adjournment</b>	

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 1, 2020</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>
<b>SUBJECT:</b>	<b>2020 ANNUAL EMERGENCY MANAGEMENT PROGRAM UPDATE</b>

**RECOMMENDATION**

That, on the recommendation of the City Manager, the following actions **BE TAKEN**:

- (a) The attached by-law (Appendix "A") **BE INTRODUCED** at the Municipal Council meeting to be held on December 8th, 2020 to:
  - i) Adopt the Emergency Management Program including the London Emergency Response Plan as set out in Schedule "A" of the by-law;
  - ii) Repeal Bylaw A.-7657(b)-2
- (b) The balance of this report, including an update of the Emergency Management Program **BE RECEIVED** for information.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- December 19, 2016 "Emergency Management Program Update"
- December 12, 2017 "Emergency Management Program Update"
- December 10, 2018 "Emergency Management Program Update"
- December 3, 2019 "Emergency Management Program Update"

**BACKGROUND**

The Emergency Management and Civil Protection Act 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 London Emergency Response Plan Bylaw A.-7657(b)-2 and replace it with a new bylaw as required under the Act. 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**

**LONDON EMERGENCY RESPONSE PLAN**

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

For 2020, amendments to the London Emergency Response Plan include the following:

- Changes in titles to reflect current organizational structure; and,
- References to terminology related to Incident Management System.

The Corporation continues to meet or exceed the provincially legislated requirements under the Emergency Management and Civil Protection Act and Regulations, and has undertaken many recommended best practices. These efforts have been completed in conjunction with the Community Emergency Management Program Committee (CEMPC) and include the following members:

- London Police Services, Chief of Police, Deputy or designate;
- London Fire Department, Fire Chief, Deputy or designate;
- Engineering and Environmental Services (roads and water representatives);
- Emergency Social Services representative;
- Middlesex-London Health Unit, Emergency Manager;
- Middlesex-London Paramedic Services (EMS), Chief, Deputy;
- Corp. Communications, Director, EIO or designate;
- Corporate Security and Emergency Management, 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; and,
- Corporate Security and Emergency Management.

## COVID-19 PANDEMIC

In early January, the World Health Organization began issuing reports about the potential impacts of COVID-19. City of London staff began monitoring the virus spread and reviewing personal protective equipment inventory. A logistics team was formed to enhance our inventory as concern about the virus expanded. On March 11, 2020 the World Health Organization declared COVID as a pandemic and shortly after the Middlesex – London Medical Officer of Health declared a Health Emergency under the Health Protection and Promotion Act. The Community Control Group began meeting in early March and the Mayor declared a local state of emergency on March 20, 2020. Over the course of the last nine months numerous steps have been taken both locally and across the province in the management of COVID-19.

The Community Control Group has met either daily or twice weekly since March 14, 2020. The Emergency Operations Centre has been in active status since March 15, 2020 with an Operations, Planning and Logistics Sections in place. Numerous action plans and initiatives were implemented including but not limited to the establishment of two assessment centres, a field hospital, expanded morgue capacity and expanded hospital capacity. Public services have been reduced, modified, cancelled, reintroduced and recently reduced again as we manage the second wave of the pandemic. The Health Unit is the lead agency and is working with both the Regional and Provincial Health Tables. All services and agencies have worked collaboratively in the management of COVID-19 in our community. This is the longest activation for our community and thanks to the extraordinary efforts of our partners we continue to effectively manage the impacts this virus is creating and keep our community safe. Our focus continues to be on preventing deaths and serious illness, maintaining essential services and a functioning economy.

## 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 July 19<sup>th</sup>, at 11:23 am to notify the residents of a tornado warning issued by Environment and Climate Change Canada. The Message was terminated at 12:06 pm, once Environment and Climate Change Canada terminated the tornado warning. During the notification, 90,522 households (contacts) were notified using the white and yellow pages and the information provided by residents that have registered on line (e.g. email address, cell number, home phone number). During the notification, 19,035 households confirmed receipt of the message.

## BUSINESS CONTINUITY

The City of London developed a formal business continuity program a few years ago to ensure vital services could be maintained during emergency situations. All service areas at the City of London have plans that assist in decision making related to prioritization of services. Corporate Security and Emergency Management Division, with the assistance of a Vendor, provided Divisional Business Continuity Leads with a half-day session on how to complete Business Continuity Worksheets. These Worksheets are the second step in the Business Continuity Program, with the first step being the completion of Divisional Business Impact Analysis (completed in 2017). Corporate Security and Emergency Management has also developed a Master Business Impact Analysis, which has been utilised during our response to COVID-19 to identify priority programs providing support to the City and the community.

## EMERGENCY OPERATIONS AND TRAINING CENTRE

The Emergency Operations and Training Centre at #12 Fire Station in Byron continues to be a hub of activity for training, formal courses and exercises. The facility is maintained in a constant state of readiness, through testing and maintaining the equipment and technology. An interoperability exercise is conducted every spring to test the operational capability with community partners. Staff at the centre also provide customer service to other staff and partner agencies who utilize it as a training centre on a regular basis.

## TRAINING AND COURSES

The City of London continues to offer a full curriculum of courses to our municipal partners, community agencies, non-government organizations and the public. Training is focused on the Incident Management System, Incident Command, Emergency Management, EOC Operations, and Reception - Evacuation Centre Management. Emergency Management is also hosting a Safety Officer workshop for first responders in November. Training has been limited this year due to COVID -19

## EMERGENCY PREPAREDNESS WEEK

Due to Covid-19, Emergency Preparedness Week was cancelled, a media and public education program was implemented and a Social Media campaign was launched.

## 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. This year the Emergency Management Citizen Academy was launched to further educate and engage the public in their role during emergency situations. One training session was completed until the program was paused due the COVID-19. Emergency management staff continue to provide workshops, presentations and training on a limited basis during the COVID -19 pandemic. As part of our COVID response we have issued over 54 media releases and have frequent messaging through social media to educate the public on the impact of COVID-19 and role of the public. In addition the Mayor and Medical Officer of Health host virtual media briefings meeting twice weekly to provide regular updates to the public.

## PARTNERSHIPS

Emergency Management staff continues to maintain partnerships and explore opportunities with numerous community agencies, departments and organizations in our

effort to be amongst the best prepared municipalities. Staff actively collaborated with other emergency management organizations through a number of avenues including:

- Office of the Fire Marshal and Emergency Management - Sector meetings;
- Fire Chiefs mutual aid;
- Provincial Emergency Management Coordinating Committee;
- Provincial Incident Management System training working group;
- Regional and Single Tier Community Emergency Coordinators Committee;
- Ontario Municipal Business Continuity Network;
- Western University, Campus Community Police Service;
- Fanshawe College, Emergency Management and Communications Programs;
- London International Airport;
- Royal Canadian Mounted Police, O Division;
- Ontario Municipal Business Continuity Network;
- Ontario Association of Emergency Managers; and,
- International Association of Emergency Managers.

## EMERGENCY RESPONSE

This year our primary focus has been managing COVID-19 in our community. In addition, an emergency reception centre was activated on several occasions in response to a variety of incidents that occurred in multi-tenant building evacuations in the City. The incidents included fires and building structural integrity issues due to water damage from broken pipes. These evacuations were of varied duration with members of the public being assisted for one day to over a week. The Emergency Operations Centre also provided assistance in activating cooling centres and multiple protests that occurred during the year.

## CONCLUSION

The Emergency Management Division continues to strive toward making London among the best prepared communities in Canada. COVID-19 has reinforced the importance of preparedness and community engagement that has formed the basis of our program for many years. COVID-19 is an ongoing active situation that will test our resiliency and require continued focus and diligence for many months. There is strong support from emergency management partners across the community and our accomplishments to date could not have been completed without the commitment and expertise of these partners. We will continue to build our program in accordance with best practises and teamwork.

<b>SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>DAVID O'BRIEN DIRECTOR CORPORATE SECURITY AND EMERGENCY MANAGEMENT DIVISION</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>

## Appendix “A”

Bill No.  
2020

By-law No. A.-7657( )-

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

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

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

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

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

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

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

1. Schedule “A”, being the City of London Emergency Response Plan, to by-law No. A.-7657-4 is hereby repealed and replaced with the attached new Schedule “A”.
2. This by-law comes into force and effect on December ??10, 2020

PASSED in Open Council on December ??, 2020

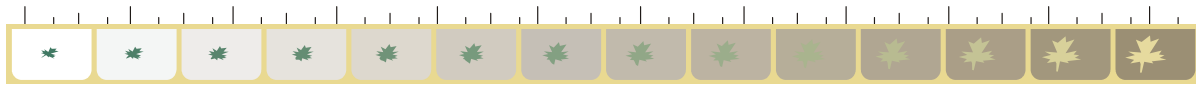
Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – , 2020  
Second Reading – , 2020  
Third Reading – , 2020

*City of London*

# Emergency Response Plan



November 2020

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



## **CITY OF LONDON EMERGENCY RESPONSE PLAN**

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## **1.0 INTRODUCTION**

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

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

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

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

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

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

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

### **1.2 AIM**

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

### **1.3 AUTHORITY**

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

- Issued under authority by City of London By-law
- Filed with Office of the Fire Marshal and Emergency Management, Ministry of the Solicitor General; and
- 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; and
- 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:

- 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;
- Emergency Operations Centre - activated and/or Policy Group convened; and
- EOC - Full 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; and
- EOC - Enhanced Activation.

### **1.5.3 LEVEL THREE**

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; and
- EOC – Monitoring 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; and
- 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 Corporate Security and Emergency Management Division. 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 (EES)
- H – Emergency Procedures for Major Power Utilities Service Disruptions (London Hydro)
- I – Environmental Spills Response Plan (EES)
- J – Communications Plan (EIO)
- K – Emergency Social Services Plan (NC&FS)
- L – Hazardous Materials Plan (CEMPC)
- M – Railroad Emergency Plan (CEMPC)
- N – Pandemic Plan (MLHU)
- O – Disaster Recovery Assistance (OFMEM)
- P – Extreme Temperature Protocol (MLHU)

## **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, 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:

- Office of the Fire Marshal and Emergency Management, Ministry of the Solicitor General;
- Members of City Council;
- Neighbouring Community Emergency Management Coordinators, as appropriate;
- The Public;
- Neighbouring community officials, as appropriate;
- Local Members of Provincial Parliament (MPP); and
- Local Members of Parliament (MP).

The Mayor (or Designate) will authorize notification to the Solicitor General 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; and
- 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 Office of the Fire Marshal and Emergency Management 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:

- Office of the Fire Marshal and Emergency Management, Ministry of the Solicitor General;
- Members of City Council;
- County Officials, as appropriate;
- Members of the Media;

- Public;
- Neighbouring community officials, as required;
- Local Members of Provincial Parliament; and
- 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 Managing Director, Environmental and Engineering Services and City Engineer (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 Managing Director, Development and Compliance Services and Chief Building Official 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 inquiries.

## **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 Managing Director of Environmental and Engineering Services and City Engineer respectively.

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;
- Managing Director, Environmental and Engineering Services and City Engineer;
- Community Emergency Management Coordinator;
- Medical Officer of Health;
- Managing Director, Neighbourhood, Children and Fire Services (Emergency Social Services); and
- 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)**

Corporate Security and Emergency Management Division 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 facilities main role is to support the Incident Commander and assist in ensuring service levels to other parts of the Community.

The EOC consists of a number of 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.
- **COMMUNITY ROOM** – 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; and
- 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 annually 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;
- Managing Director, Environmental and Engineering Services and City Engineer, or Alternate;
- Managing Director, of Neighbourhood, Children and Fire Services and/or Managing Director Housing and Social Services and/or Managing Director, Parks and Recreation or Alternates;
- Medical Officer of Health, or Associate MOH;
- Middlesex-London Paramedic Services Chief, or Deputies;
- Director of Strategic Communications, Government Relations, Community Engagement or Manager;
- Community Emergency Management Coordinator, or Alternate;
- Hospital(s) Representative or Alternate;
- Chief Executive Officer, London Hydro or Alternate; and
- General Manager, London Transit or Alternate.

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

## **4.2 EOC ADVISORS**

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

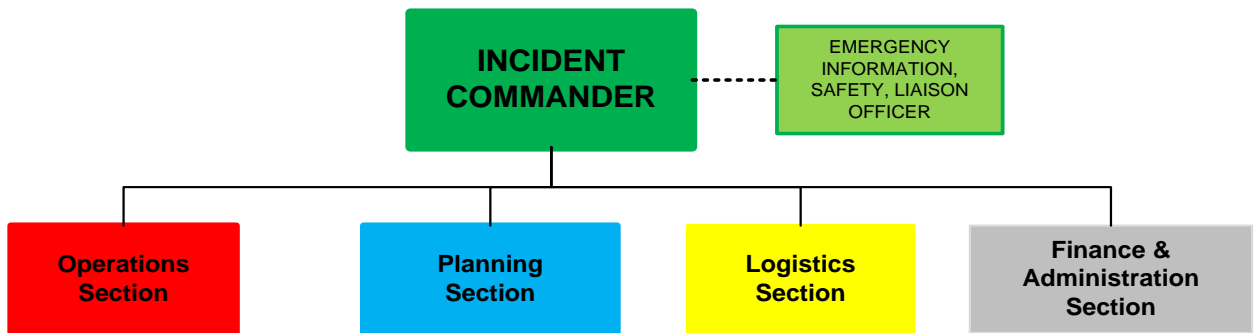
- Director Human Resources;
- Managing Director, Development and Compliance Services, and Chief Building Official;
- Managing Director, Corporate Services, City Treasurer and Chief Financial Officer;
- Director, Information Technology Services;
- Regional Coroner;
- The Thames Valley District School Board;
- The London District Catholic School Board;
- The Incident Industrial Representative;
- The Ministry of the Environment;
- The Upper Thames River Conservation Authority;
- CN / CP

- Office of the Fire Marshal and Emergency Management Representative;
- Ontario Provincial Police Representative;
- Department of National Defense, Canadian Armed Forces Regional Liaison Officer;
- Liaison staff from Provincial and Federal Ministries; and
- 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);  
Environmental and Engineering Services;  
London Transit;  
London Hydro; and  
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), Environmental and Engineering Services (EES), 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 talkgroup 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 EES 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, EES 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, EES and other key agencies, establish site layout and a Incident Command Post, including an 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 Communications establish an Assistant Emergency Information Officer - Site Media Spokesperson. Request public information support, as required;
- Request the activation of Alert London – mass notification system;
- Request the activation of the EOC and EOC Policy Group for additional support to the site;
- Maintain continuous contact with EOC Director and Operations Section Chief and or Branch Operations to report the operations status at the emergency site and advise of any assistance or other resources required;
- Take such necessary actions to minimize the effects of the emergency;
- When recovery operations are nearing completion, monitor and advise the EOC about agencies preparing to depart the site;
- Maintain a log of all major decisions, instructions, IMS forms and actions taken; and
- 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 Office of the Fire Marshal and Emergency Management, based on the National Incident Command System and NFPA 1600. IMS is being implemented by all ministries and communities.

IMS Principles:

1. Five Primary Functions (Command, Operations, Planning, Logistics, Finance/Administration)
2. Establish and Transferring of Command
3. Single or Unified Command
4. Management by Objectives
5. Consolidated Incident & EOC Action Plans
6. Comprehensive Resources Management
7. Unity and Chain of Command
8. Manageable Span of Control
9. Modular Organization
10. Personnel Accountability
11. Common Terminology
12. Integrated Communications

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, business continuity. 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 agency may establish a Policy Group (formally the Community Control Group), comprised of the head of the organization (e.g. Mayor, Managing Directors, Chiefs, etc.) and other senior executive officers, in order to provide the EOC Director with policy direction.

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

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

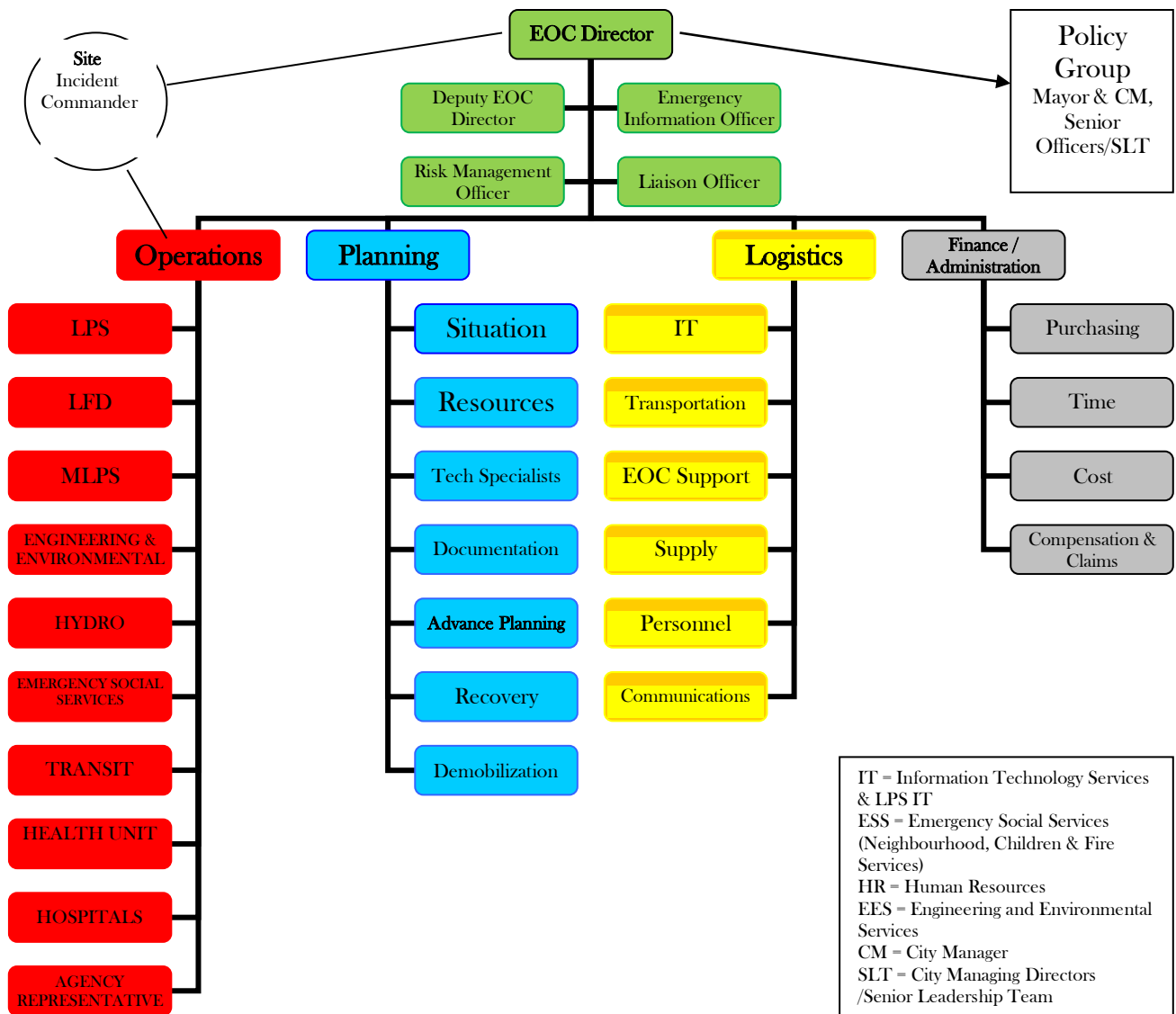
**Operations:** Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan.

**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 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; and
- 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; and
- 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; and
- 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; and
- 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 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; and
- 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; and
- 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 Managing Director of Neighbourhood, Children and Fire 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; and
- 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 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; and
- Providing advice to other City Services as required in the emergency.

## **5.6 MANAGING DIRECTOR OF ENVIRONMENTAL AND ENGINEERING SERVICES & CITY ENGINEER**

Managing Director Environmental and Engineering Services & City Engineer 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 Environmental and 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 EES 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 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;
- Arranging for the demolition of unsafe structures as required;
- 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;
- 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 Engineering and Environmental Services 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; and
- Arrange for the provision of forestry crews as required.

## **5.7 MANAGING DIRECTOR OF NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES**

The Managing Director of Neighbourhood, Children and Fire Services and/or Managing Director Housing and Social Services and/or Managing Director, Parks and Recreation 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 Community and Social Services;
- Liaising with volunteer organizations in regards to providing staff for registering the public in reception centres and providing clergy to the site; and
- Notifying Western Fair and London school boards when their facilities are required as reception centres.

## **5.8 MEDICAL OFFICER OF HEALTH**

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

- Member of the EOC Policy Group;
- Activate EOC Policy Group notification system in the event of a health emergency;
- Acting as a coordinating link for all emergency health services at the EOC;
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Health Unit Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Depending on the nature of the emergency, assigning the Incident Commander at the Emergency Site and informing the EOC;
- Liaising with the Ontario Ministry of Health and Long Term Care, Public Health Branch;
- Establishing an ongoing communications link with the senior health official at the scene of the emergency;
- Liaising with senior EMS representatives, hospital officials, relevant health care organizations (i.e. Southwest Local Health Integration Network, the Ministry of Health and Long-Term Care and relevant government agencies);
- Providing authoritative instructions on health and safety matters to the public through Communications;
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long-Term Care policies;

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

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

The Middlesex-London Paramedic Service (MLPS) Chief or deputy 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 and Long-Term Care, Emergency Health Services Branch, Senior Field Manager or On Call EMS Superintendent and from other municipalities for support if required;
- Liaising with the 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; and
- Liaising with Police, Fire, Coroner and Medical Officer of Health, as required.

## **5.10 DIRECTOR OF COMMUNICATIONS AND EMERGENCY INFORMATION OFFICER (EIO)**

The Director of Strategic Communications, Government Relations and Community Engagement 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; and
- 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;
- 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 Office of the Fire Marshal and Emergency Management (OFMEM);
- Liaising with Provincial and Federal agencies as required;
- Liaising with support agencies (i.e. Red Cross, St. John Ambulance, Salvation Army, Amateur Radio Emergency Service) as required;
- Addressing any action items that may result from the activation of the London Emergency Response Plan;
- Maintaining logs for the purpose of debriefings and post emergency reporting;
- Acting as Deputy EOC Director, EOC Director and/or Liaison Officer to the EOC as required, provide members for the EOC Support Unit;
- Advising on the implementation of the City of London emergency plans;
- To initiate arrangements with telephone authorities for priority attention to key municipal offices;
- Arranging the provision of administrative staff to assist in the EOC, as required;

- Maintaining plans in place, for the alternate EOC at City Hall and alternate back up at LPS HQ, for use by the EOC as outlined in Annex C of this plan;
- Providing a process for registering EOC and EOC Policy Group members; and
- Forwarding all Provincial Media releases to the Director of Communications (EIO).

## **5.12 HOSPITALS REPRESENTATIVE**

London Hospitals' work collaboratively together on their Emergency Management programs. They would send a representative to attend the EOC Policy Group and EOC Operations Section provide direct liaison to the hospitals' control groups.

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

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

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

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

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Monitoring the status of power outages and customers without services;
- Providing updates to the EOC on power outages, as required;
- Depending on the nature of the emergency, providing the Operations Section Hydro resources at the Emergency Site and informing the EOC;
- If assigned by the EOC Director, activate the Utilities Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section;
- Liaising with the Independent Electrical System Operators regarding local and global power outage issues;

- Monitoring service status to inform customers relying on home medical equipment, (i.e. oxygen, dialysis machines);
- Providing assistance with accessing generators for essential services or other temporary power measures;
- Arranging to discontinue electrical services to any consumer where 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; and
- 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, HUMAN RESOURCES**

The Director, 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;
- Coordinating offers of, and appeals for, volunteers with the support of the EOC Policy Group. (This may include additional registration of volunteers for Emergency Reception Centres, telephone inquiry call in lines, recovery work parties, etc.);
- 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;
- 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; and
- Providing additional staff to the EOC, as required.

## **6.2 MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL**

The Managing Director, Development and Compliance Services and Chief Building Official 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;
- Issue orders as necessary for remedial actions to be undertaken; and
- Proceed with any actions as necessary to “make safe” any building or structure.

## **6.3 MANAGING DIRECTOR, CORPORATE SERVICES, CITY TREASURER AND CHIEF FINANCIAL OFFICER**

The Managing Director, Corporate Services, City Treasurer and Chief Financial Officer 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; and,
- Ensuring that records of expenses are maintained for future claim procedure.

## **6.4 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; and
- Provide co-ordination with London Police IT services in the EOC.

## **6.5 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; and
- Providing information with respect to the establishment of a temporary morgue.

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

When the Boards of Education 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; and
- Act as liaison between the Boards of Education to keep them informed of EOC Policy Group decisions that will impact the Boards activity.

## **6.7 OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT**

Office of the Fire Marshal and Emergency Management (OFMEM) can assist with facilitating access to Provincial and Federal agencies and resources. OFMEM 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. OFMEM 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 OFMEM is through the CEMC, who should notify the Provincial Emergency Operations Centre of all major incidents.

## **6.8 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.

## **6.9 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 HMCS Prevost.

## **6.10 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;

### Internal

City Solicitor, Legal Services

### External

Ministry of the Environment  
Ministry of Community and Social Services  
Ministry of Municipal Affairs and Housing  
Ministry of Health and Long-Term Care  
Ontario Provincial Police  
Ministry of Transportation  
Upper Thames River Conservation Authority  
Transport Canada  
London International Airport  
Canadian National/Canadian Pacific Railroad  
Western University  
Fanshawe College

## **7.0 OTHER AGENCIES AND ORGANIZATIONS**

### **7.1 AMBULANCE COMMUNICATIONS CENTRE**

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

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

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



### **7.3 THE SALVATION ARMY**

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

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

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

Union Gas Limited (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.

## **7.9 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.

## **7.10 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 Doctrine. 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; and
- 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 other elected officials 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 14 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; and
- 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, GR and CE Division)  
Risk Management 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; and
- 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; and
- Prepares EOC messaging sheets.

Legal, Risk Management Officer:

- Monitors EOC safety, recommends safety modifications to operations;
- Maintains link with safety officers as applicable;
- Assesses unsafe situations and halts operations if necessary;
- Identifies liability and loss exposures to personnel and property and for City;
- Provides advice and assistance on matters related to occupational health and safety regulations;
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City during the emergency; and
- 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; and
- 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, Hospitals)  
Environmental and Engineering Services Branch  
Utilities Branch (London Hydro, London Transit)  
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; and
- 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; and  
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; and
- Facilitates the transition to the recovery phase.

Logistics Section

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

The Logistics Section consists of the following positions:

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

Logistics Chief:

- Provides / acquires requested resources including personnel, facilities, equipment and supplies;
- Arranges access to technological and telecommunications resources and support;
- Acquires and arranges resources for the transportation of personnel, evacuees and goods; and
- 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; and
- 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 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 Managing Director of Neighbourhood, Children and Fire Services, assisted by City Service Areas and Departments as necessary and if possible by volunteer agencies noted here. When an urgent evacuation is considered necessary by the Medical Officer of Health, he will so advise the Mayor 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 Managing Director of Neighbourhood, Children and Fire 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
- Managing Director of Environmental & Engineering Services
- Managing Director of Neighbourhood, Children and Fire Services
- Managing Director of Parks and Recreation
- Medical Officer of Health
- Middlesex-London Emergency Medical Services 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
- Ambulance Communications Centre
- St. John Ambulance
- Canadian Red Cross
- The Salvation Army
- Amateur Radio Emergency Service (ARES) London
- Commander, Canadian Forces, Army Reserve, 31 Canadian Brigade Group
- Commander, Canadian Forces, Navy Reserve, HMCS Prevost
- Chief – Office of the Fire Marshal and Emergency Management
- Office of the Fire Marshal Emergency Management Community Officer – St. Clair Sector
- CN & CP – Police
- Ontario Provincial Police - Western Region Headquarters
- RCMP - O Division and London Detachment
- London International Airport
- London Community Foundation
- London InterCommunity Health Centre
- Local Health Integration Network

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



## Appendix “A”

Bill No.  
2020

By-law No. A.-7657( )-

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

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

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

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

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

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

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

1. Schedule “A”, being the City of London Emergency Response Plan, to by-law No. A.-7657-4 is hereby repealed and replaced with the attached new Schedule “A”.
2. By-law No. A.-7657(b)-2 is hereby repealed.
3. This by-law comes into force and effect on December 8, 2020

PASSED in Open Council on December 8, 2020

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – , 2020  
Second Reading – , 2020  
Third Reading – , 2020

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 1, 2020</b>
<b>FROM:</b>	<b>KEVIN DICKINS ACTING MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME</b>
<b>SUBJECT:</b>	<b>2019 ONTARIO WORKS PARTICIPANT AND SERVICE DELIVERY PROFILE</b>

**RECOMMENDATION**

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the following report on the 2019 Ontario Works Participant and Service Delivery Profile **BE RECEIVED** for information purposes.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- 2018 Ontario Works Participant and Service Delivery Profile (CPSC May 28, 2019)
- 2016 Participant Profile Report-City of London Social Services/Ontario Works Program Delivery (CPSC July 18, 2017)
- Purchase of Service Agreements-Ontario Works Employment Assistance Services (CPSC December 10, 2018)
- Ontario Works Employment Innovations Bridges Out of Poverty & Circles Evaluation #2 (CPSC November 13, 2008)

**STRATEGIC PLAN LINKAGES 2019-2023**

**Strengthening Our Community**

- Londoners have access to the supports they need to be successful.
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.
- Decrease the number of London residents experiencing poverty
- Increase the number who feel welcomed and included.

**Growing Our Economy**

- Increase access employers have to the talent they require
- London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

**Leading in Public Service**

- Londoners experience exceptional and valued customer service.
- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

**BACKGROUND**

City of London Social Services administers the Ontario Works program on behalf of the Province as a Consolidated Municipal Service Manager (CMSM). Ontario Works is an employment assistance and financial support program focused on helping individuals and families gain and maintain sustainable employment through training, education, skill development and individualized supports. Aligning with the Ministry of Children, Community and Social Services (MCCSS) priority to achieve improved employment outcomes for Ontario Works participants, City of London Social Services applies a local perspective when seeking ways to increase sustainable employment and assist clients in achieving financial independence. Ultimately, Social Services has the responsibility to provide service and supports that respond to the needs of Ontario Works participants residing in the London community in partnership with both internal and external stakeholders.

City of London Social Services remains committed to prioritizing provincial Social Assistance Reform plans, and continues to value a strong working partnership with MCCSS. Amongst fiscal

and legislative changes experienced in 2019, City of London Social Services continued to focus on employment innovation and service excellence. The following 2019 MCCSS Service Plan priorities capture areas of focus that were reflective of both provincial mandates and local service delivery approach:

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### **Improving Employment Outcomes**

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- Site specific understanding of caseload demographics and trends to assist with aligning employment supports and community partners with community needs, as well as potential barriers to sustainable employment.
- Capitalize on community expertise and existing relationships with local employers to achieve employment outcomes through the service delivery framework.
- Particular attention placed on addressing time on assistance, supports for persons with disabilities and employment for ODSP recipients.
- Training curriculum that includes an intentional focus and clear expectations regarding use of Provincial reports, making appropriate employment referrals, and addressing multi-barrier long term clients.

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### **Leveraging Local Economic Development**

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- A strong systems approach designed to address the needs of Londoners in order to achieve positive Ontario Works employment outcomes, lowered caseloads and to support a vibrant economy.
- Continues to work with economic development partners such as London Economic Development Corporation (LEDC) to further connections between employers and job seekers as well as identify and address skills gaps.
- Seek opportunities through Social Assistance Modernization and integration efforts to streamline access to employment information and incorporate existing community platforms, channels and networks.

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### **Develop & Maintain Local Service Partnerships**

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- Continually seek opportunities to streamline and coordinate services through partnerships.
- Purchase of Service providers offer specialized services specific to social assistance recipients and specific to London labour market needs.
- Purchase of Service providers utilize a common assessment process and provide flexibility and innovation in programming to key demographics such as Youth, Newcomers and persons with disabilities.
- Expand training partnerships and opportunities as part of professional development and onboarding strategies

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### **Strengthen Program Accountability**

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- Focused efforts regarding eligibility determination processing time.
- Collective responsibility to ensure that employment targets are achieved.
- Ensure implemented initiatives and strategies are monitored and evaluated.
- Dedicated resources and leads for key areas of performance monitoring and measurement.
- Seek effective and efficient ways of delivering service incorporating stakeholder feedback, key performance indicators, local context, LEAN approaches, use of technology, modernization strategies and collaboration with community.

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Aligning with leading in public service, specifically under the strategy of reporting on corporate performance, the attached report is intended to provide an overview of 2019 Social Services participant demographic information and highlight key aspects of service delivery approach as well as performance indicators. The delay in reporting on 2019 Ontario Works participant and service delivery figures is due to COVID related service disruptions experienced in early 2020.

Information contained in this report is inclusive of six Social Services offices that provided client service in 2019. Data and information provided in the report is extracted from Ministry of Children, Community & Social Assistance (MCCSS) Performance Reports, the Social Assistance Management System (SAMS), Social Services Client Management System (CMS) and City of London Financial Business Supports monitoring reports. Any data referenced from MCCSS or SAMS (aside from total caseload numbers) is reflective of the City of London CMSM, which

includes Middlesex County who held a caseload in 2019 averaging 367 benefit units. Attached as "Schedule 1" City of London Ontario Works Participant & Service Delivery Profile.

<b>FINANCIAL IMPACT</b>
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**2019 Caseload and Expenditures**

		2019 Budget	2019 Actual	2019 Surplus/(Deficit)
Average Monthly Caseload		11,900	11,170	730
Total Expenditures	Gross <sup>1</sup>	\$115,953,600	\$105,974,035	\$9,979,565
	Net (0%)	\$0	\$0	\$0
Average Case Cost	Gross <sup>1</sup>	\$812	\$791	\$21
	Net (0%)	\$0	\$0	\$0

<sup>1</sup> Note: Net share reduced to 0%, which reflects the ninth year of the Provincial upload of OW benefit costs. Expenditures and Average Case cost exclude Discretionary Benefits, Repayments and Reimbursements, and Transition Child Benefit.

<b>CONCLUSION</b>
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MCCSS Social Assistance Reform efforts will continue to be monitored. Client demographic information along with local service delivery data will help inform future models and approaches as policy, and system framework changes are downloaded. Throughout 2019, City of London Social Services remained committed to executing MCCSS mandates while providing localized service delivery to ensure the most vulnerable received supports required.

<b>PREPARED BY:</b>	<b>SUBMITTED BY:</b>
<b>AMANDA CIRCELLI MANAGER, EVALUATION &amp; SYSTEMS PLANNING</b>	<b>SHIRLEY GLOVER ACTING MANAGER, EMPLOYMENT &amp; INCOME SUPPORTS</b>
<b>RECOMMENDED BY:</b>	
<b>KEVIN DICKINS ACTING MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES &amp; DEARNESS HOME</b>	

- Cc. Elaine Sauve, Program Supervisor, Ministry of Community and Social Services  
 Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, City of London  
 Kyle Murray, Director, Financial Planning & Business Support, City of London

## Ontario Works Participant & Service Delivery Profile

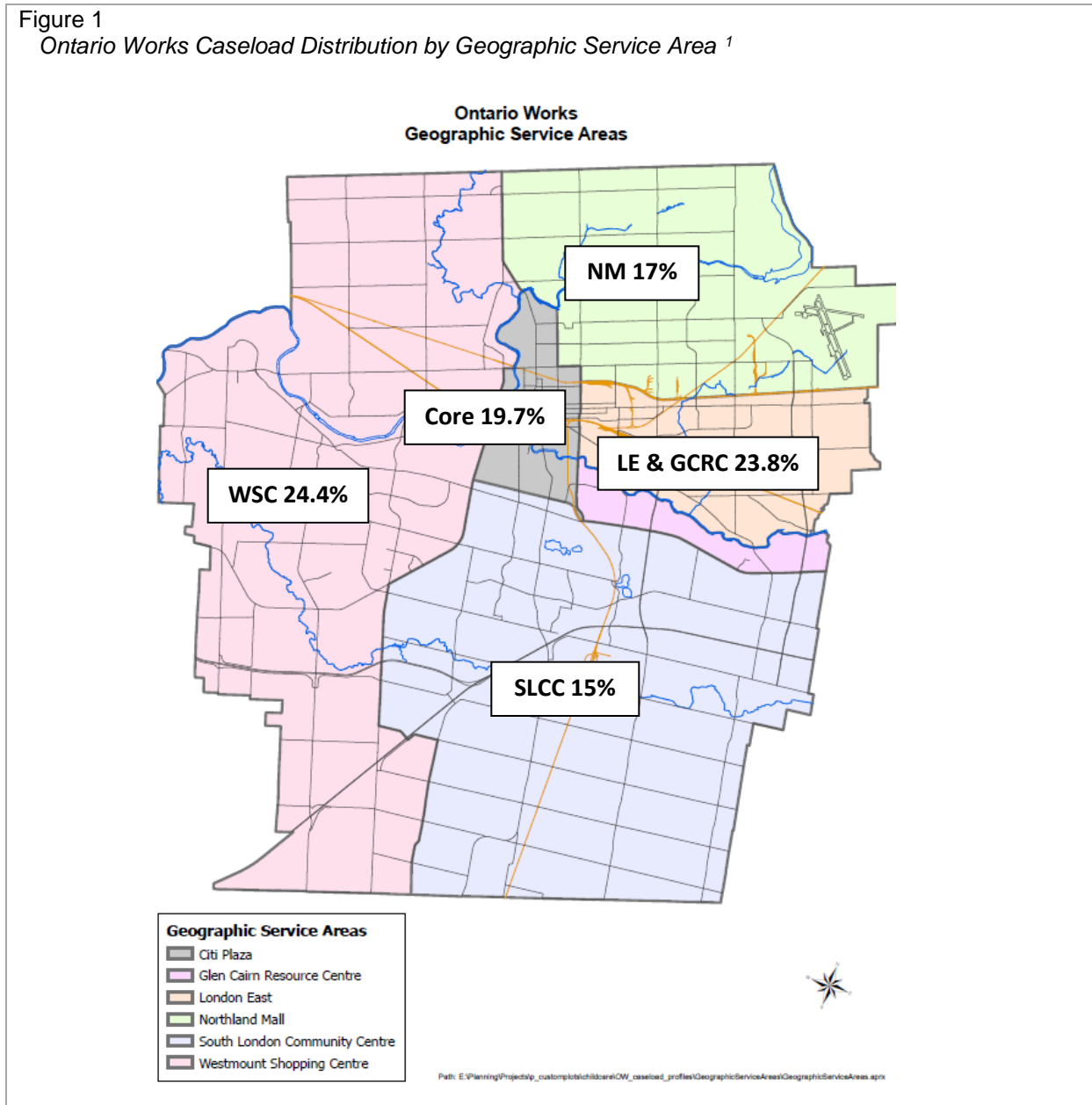
City of London Social Services delivers the Ontario Works program through a decentralized service delivery model. Five community based offices and one satellite office are situated across the city providing access to employment services and financial supports. Service delivery design and resourcing decisions are informed by data, local context and community needs. Continual evaluation and review ensures service delivery planning, design and implementation best support the City of London’s most vulnerable, as well as effectively equip frontline staff delivering the services. Working within a community based service delivery model also affords the opportunity to notice unique trends across the city such as caseload composition and benefit unit size, and the ability to connect with local community partners and work collaboratively to provide supports. The following factors and considerations were part of the site selection process and continue to assist in monitoring the Geographic Service Areas (GSA) boundaries that are reflected in Figure 1 below:

<ul style="list-style-type: none"> <li>• Population density of catchment area</li> <li>• Service delivery for rural areas within City of London boundaries</li> <li>• Access to public transit</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to where clients live</li> <li>• Proximity to related and existing community resources and services</li> <li>• Opportunity to co-locate with other agencies or municipal services</li> </ul>
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The service delivery model accommodates both walk-in front counter services as well as scheduled appointments with Caseworkers. Intake screening is completed via phone, an online Provincial portal or in person (as required). All main office locations are resourced with Customer Service Representatives who facilitate first point of contact for Ontario Works services. In 2019, the MyBenefits platform was launched as part of the MCCSS priority to modernize service delivery and access to supports. MyBenefits is an online service for Ontario Works and ODSP clients. It provides individuals more choice and flexibility in how they receive, manage, and report information to local OW offices, without replacing existing service channels (e.g. in office, over the phone). By using MyBenefits recipients can view payment information, including a breakdown of each payment and overpayment details, view letters, view profile information (e.g. phone number, email, household members), report address and phone number changes as well as reporting earned income and shelter expenses. New features and improvements will be added in 2020 and into 2021 as part of expanding electronic document management (EDM) capabilities.

Collaboration with external partners continued to be a key priority in 2019 in order to actively participate in addressing community specific needs. Careful planning and strategic partnerships help ensure the City of London Social Services remains responsive to the client demographic trends and local opportunities for success. Figure 1 below, illustrates the Geographic Service Areas (GSAs) for each Social Services office, as well as the associated percentage of total caseload for 2019. Geographic Service Areas vary considerably in size, however percentage of total Ontario Works caseload remains proportional to required local service demands and location capacity; both of which determine parameters for staffing allocations and partnership opportunities.

Figure 1  
Ontario Works Caseload Distribution by Geographic Service Area <sup>1</sup>



Over the course of 2019, 6,915 intake appointments were conducted in order to complete Ontario Works applications. Compared to 2018, this reflects a 2.6% decrease in completed intake appointments, which aligns with an overall 2.4% decrease in caseload size throughout 2019 (Table 2 below). Of note, percentage of applications processed within four days was averaged at 76% for 2019, 6% above the target identified in the 2019-2023 Strategic Plan. This metric is part of the strategy to streamline customer intake and follow-up across the corporation, which aims to improve responsiveness and ensure eligible clients receive benefits in a timely manner.

When completing any type of appointment, interpreter services may be required to best support clients in completing an application or updating file information. Table 1 below illustrates the top five languages requiring interpreter services from 2015-2019. Additionally, City of London Social Services maintained compliance with the provincial French Language Services Directives by providing bilingual services through the customer service representative and Caseworker roles (1 bilingual complement for each position).

Table 1: Top Five Requested Interpreter Languages

2015	2016	2017	2018	2019
Arabic	Arabic	Arabic	Arabic	Arabic
Spanish	Nepal	Spanish	Spanish	Spanish
Nepal	Spanish	Nepal	Nepal	Nepal
Vietnamese	Vietnamese	French	Kurdish	Kurdish
Persian	Persian	Assyrian	Assyrian	Urdu

Caseload

<sup>1</sup> City of London Planning –Smart City Office 2020

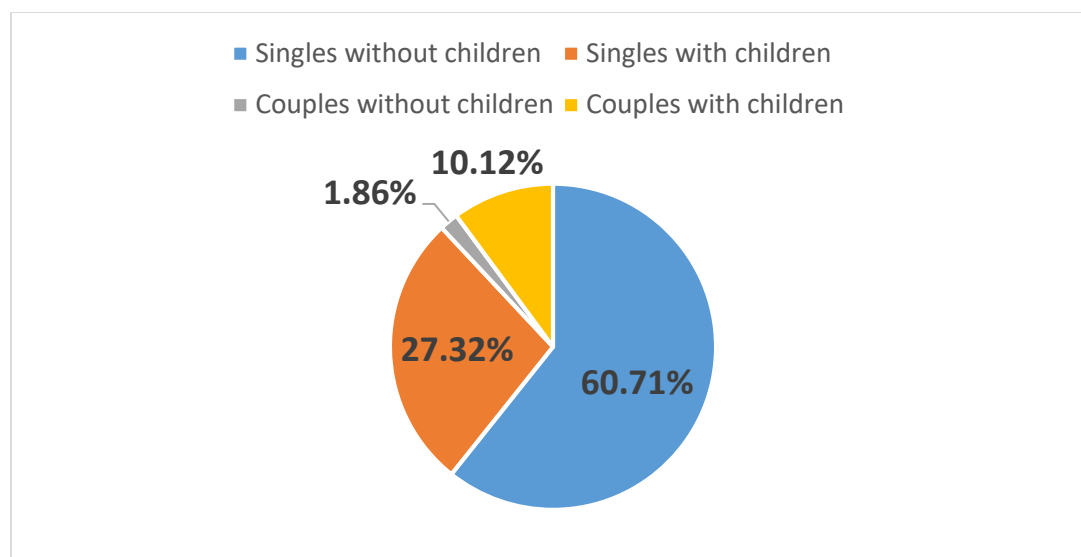
The City of London's Ontario Works year over year average caseload size has not changed significantly from 2015 -2019 as seen in Table 2.

Table 2: Average Caseload by Year

2015	2016	2017	2018	2019
11,528	11,885	11,952	11,699	11,418

Figure 2 below provides an overall summary of benefit unit types when combining all Social Services locations. The 2019 caseload composition continued to reflect a greater proportion of singles on the City of London's caseload.

Figure 2  
Overall Caseload Composition<sup>2</sup>



Looking more specifically at the caseload composition, Table 3 below provides an overview of benefit unit types as percentages by location in order to illustrate case composition within each GSA. Understanding case composition is an important service delivery consideration, as it may impact team structure, areas of focus and resource allocation, as well as what community partnerships are established to best support clients.

Table 3<sup>3</sup>  
Caseload Composition Percentages by Location

Core	Office Percentage	Northland Mall	Office Percentage
Couple	2.5%	Couple	2.5%
Couple with Dependents	4.9%	Couple with Dependents	11.2%
Single	75.8%	Single	56.2%
Sole Support	16.8%	Sole Support	30.1%
<b>London East *</b>		<b>South London Community Centre</b>	
Couple	1.9%	Couple	1.8%
Couple with Dependents	5.9%	Couple with Dependents	18%
Single	59.4%	Single	47.5%
Sole Support	32.8%	Sole Support	32.7%
<b>Westmount Shopping Centre</b>		*Glen Cairn Resource Centre location is included in London East benefit unit type data as it is a satellite location for the London East office	
Couple	3.5%		
Couple with Dependents	19.5%		
Single	52.4%		
Sole Support	24.6%		

Variation in benefit unit composition (Table 3) and size (Figure 3) across all Social Services locations supports the need for a community based service delivery approach in order to tailor

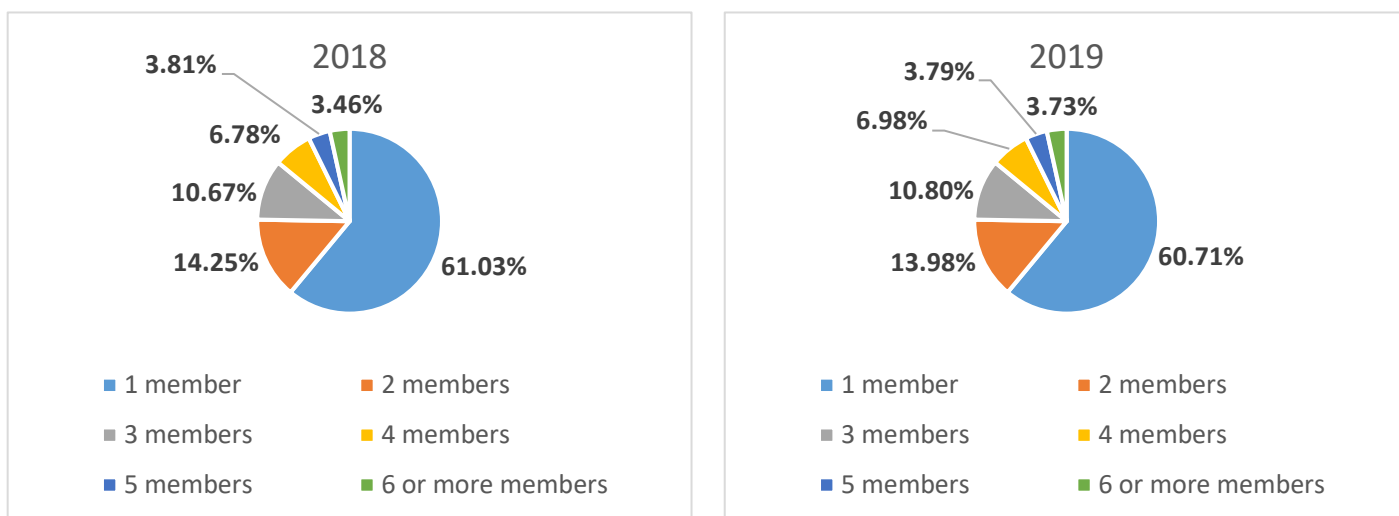
<sup>2</sup> Ministry of Children, Community & Social Services (MCCSS) Performance Report December 2019

<sup>3</sup> MCCSS CRS 100 Integrated Case Summary Report December 2019

supports and services as required. Looking at benefit unit size and caseload composition in particular, the following considerations are important to note:

- The number of benefit units with children of any kind in 2017 represented 34.03% of the OW caseload, increasing to 36.9% in 2018 and 37.44% in 2019.
- Family benefit units of 5 or more people have increased by 2.93% between 2017 and 2019.
- The percentage growth of benefit units of 4 or more (4.21%) has outpaced the percentage increase of family cases in general (2.85%) between 2017-2019, meaning with the addition of new families to the caseload, the family sizes are becoming larger.
- All five GSAs experienced increases in sole support benefit units in 2019 and all but one location experience caseload composition increases for couples with dependents.

Figure 3  
Benefit Unit Size by Caseload Percentage Summary<sup>4</sup>



### Time on Assistance

The Provincial vision for the Ontario Works program is “to achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.” Delivery partners are expected to base programming and supports on Provincial priorities and develop service delivery models that address local need and context. Part of understanding the local context is understanding what barriers to employment exist in order to develop appropriate strategies and approaches that factor in labour market trends as well as the community supports that are available. For many clients, significant barriers exist along the employment continuum and may, impact the ability to acquire skills and training, successfully gain employment or sustain and maintain employment. Length of time on assistance is one of many indicators utilized to determine how best to support clients facing multiple and complex barriers to employment. Figure 4 below provides a summary of time on assistance by percentage of the yearly average caseload from 2015-2019. Also provided in Table 4 below, is a summary of the average time on assistance by years from 2015-2019, which illustrates the overall percentage of caseload on assistance for greater than 12 and 24 months.

Figure 4  
Time on Assistance by Percentage of Caseload<sup>5</sup>

<sup>4</sup> MCCSS Performance Report December 2019 & Caseload at a Glance Report 2019

<sup>5</sup> MCCSS Caseload at a Glance Report 2015-2019



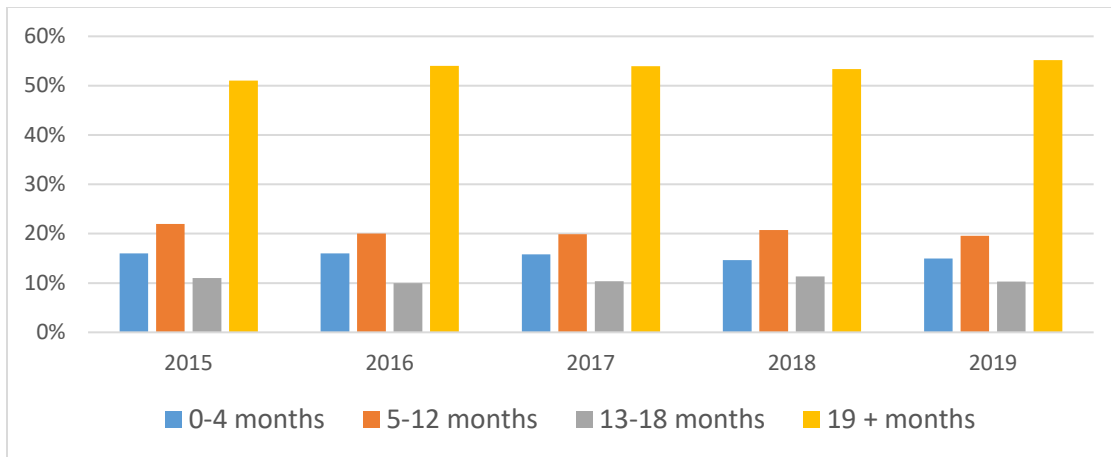


Table 4  
Length of Time Assistance<sup>6</sup>

	2015	2016	2017	2018	2019
More than 12 months (% of caseload)	62%	64%	64.3%	64.7%	65.5%
More than 24 months (% of caseload)	43%	45%	45.2%	44.8%	46.6%
Average time on Assistance (years)	2.6	2.88	2.88	3.02	3.13

As evident in Figure 4 above, a number of clients have been on assistance for greater than 19 months with little fluctuation or decrease since 2015. In 2019, the 0-4 months on assistance remained similar to 2018 figures at 14.95% of the total caseload. Throughout 2019, maximizing opportunities for rapid re-entry into the workforce and ensuring clients received early interventions and supports within the first year of participating in the Ontario Works program, were key priorities. Overall between 2015-2019, average time on assistance (Table 4) has increased by just over 6 months.

In an effort to address the increasing number of clients on Ontario Works for beyond 24 months, the Intensive Case Management (ICM) Team worked with an average of 382 caseloads to support and assist participants to remove the obstacles effecting life stabilization. The focus of the ICM team in 2019 was to respond to length of time on assistance beginning with clients who have remained on assistance for a significant amount of time (4 continuous years or greater). Much of the support provided by the ICM team worked to address factors contributing to time on assistance utilizing the following strategies:

- Wrap around supports for clients who have been medically deferred including assistance in moving toward ODSP supports.
- Intensive supports for clients who have been on assistance longer than 4 continuous years and struggle with motivation, self-efficacy and personal challenges including mental health and wellness.

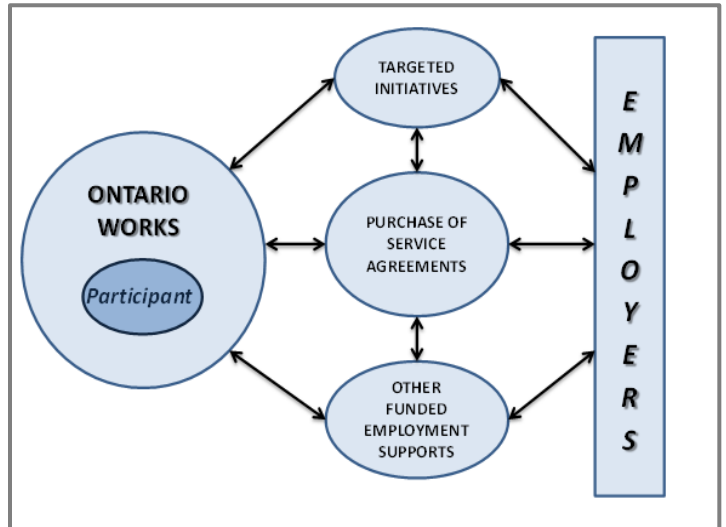
## Employment Supports & Outcomes

The City of London Social Services uses an integrated case management approach in the delivery of employment services as illustrated in the framework below (Figure 5). This approach uses a combination of internal and external individualized services and supports, and leverages these supports with services funded by other Ministries and Departments (including the Ministry of Training, Colleges and Universities, and Service Canada) and contracts for specified employment assistance services with local service providers to achieve employment outcomes.

<sup>6</sup> MCCSS Caseload at a Glance Report 2015-2019

Figure 5  
City of London Social Services Delivery Framework

During 2019, City of London Social Services worked in partnership with over 20 community agencies who specifically provide Ontario Works clients with employment and training services. Of the 20 agencies, 9 have contractual agreements with the City of London to provide specific employment and related supports (Purchase of Service-POS) providers. Throughout 2019, 12,178 referrals were made to external service providers, an increase of 8.9% over the previous year. Of the 12,178 referrals that were made, the following include but are not limited to:



- 1,670 clients were referred to employment placement supports including 148 client who were looking for self-employment supports.
- 798 clients were referred to specific skills training and development programs thereby increasing employability through updated skills, abilities and certifications that directly relate to local labour market needs.

Education and literacy are critical elements for gaining entry to the workforce as well as maintaining sustainable employment. Table 5 below, outlines level of education comparisons as a percentage of all adults on the City of London Ontario Works caseload. The figures associated with grade 1-8 and post-secondary education levels have remained steady since 2015. Grade 12-13 level completion increased by 3%, which accounts for the decrease in grade 9-11 level of education over the same time period.

Table 5: Level of Education Completed for Adult Caseload <sup>7</sup>

Level of Education	2015	2016	2017	2018	2019
Grade 1-8	6 %	6 %	7 %	7 %	7 %
Grade 9-11	38 %	37 %	35 %	34 %	33 %
Grade 12-13	32 %	34 %	34 %	35 %	35 %
Post-Secondary	24 %	23 %	24 %	24 %	24 %

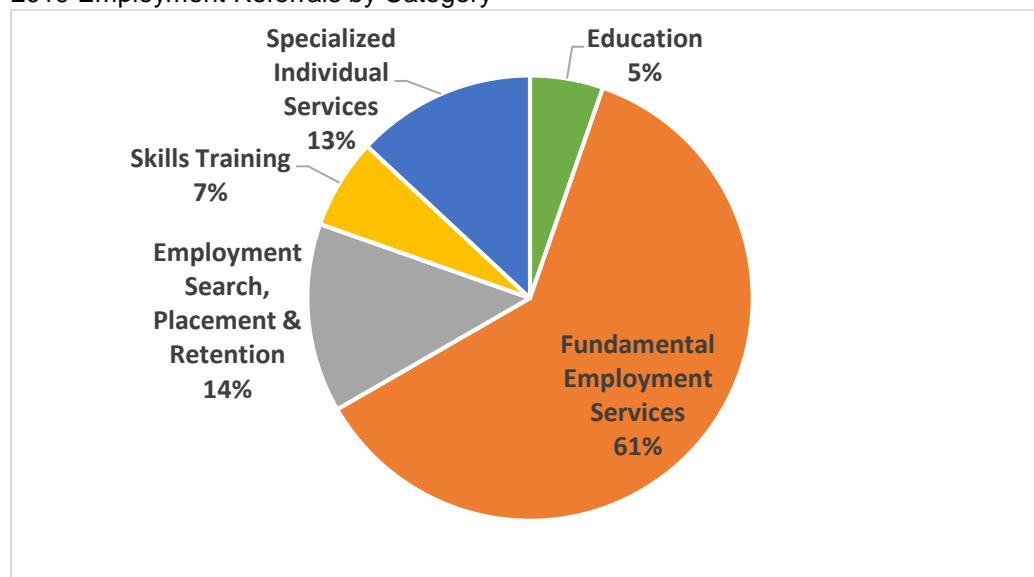
A number of approaches have been taken to address the gap for participants in Ontario Works in successfully completing a secondary school program. Over the course of 2019, 647 referrals were made to education programs (Literacy, GED, ACE and high school credit). Agencies that provided these supports included Centre for Life Long Learning, College Boreal, Fanshawe College, G.A. Wheable, Hutton House and NoKee Kwe. Additionally, in order to support young parents (age 18-25) who have not yet completed Grade 12 education, 55 internal referrals to the Learning, Earning and Parenting (LEAP) program were made. LEAP helps young parents develop an action plan tailored to individual needs and goals with a focus of growing parenting skills, and developing employability and life skills. In 2019, an average of 140 participants were enrolled in the LEAP program and 41 participants graduated with a Grade 12 or equivalency.

In terms of overall employment referrals, Figure 6 below provides a summary of 2019 external agency referrals by category. Fundamental employment services accounted for greatest percentage of overall referrals (61%), which included services from Goodwill, Hutton House, Leads, March of Dimes, Pathways, WIL Employment Connections and Youth Opportunities Unlimited. All of the skills training referrals were made to the London Skills Training Centre and specialized individual service providers included ATN (learning disability assessment), Daya Counselling Centre, Family Services Thames Valley, Goodwill, Literacy Link South Central and March of Dimes.

Figure 6

<sup>7</sup> MCCSS Performance Report December 2019

2019 Employment Referrals by Category<sup>8</sup>



Under the City of London’s strategic area of focus to grow the economy, two employment specific metrics are identified as outlined in Table 6 below. Both metrics developed to support increased client participation in employment activities, exceeded target set for 2019.

Table 6  
Strategic Plan Employment Metrics<sup>9</sup>

Strategy	Metric	2019 Actual	2019 Target
Strategy Increase Ontario Works client participation within employment activities.	Metric % of Ontario Works cases terminated as a result of participants exiting to employment (HSSDH)	28.37%	20%
	% of eligible clients that have an active outcome plan (HSSDH)	91.5%	80%

In addition to the employment related metrics identified in the Strategic Plan, the following are performance averages for 2019 that were monitored on a quarterly basis<sup>10</sup>:

- Average monthly employment earnings per case: \$871.48
- Percentage of caseload with employment earnings: 14.17%
- Percentage of caseload exiting to employment: 1.53%

Bridges Out of Poverty / Circles

London’s Bridges Out of Poverty/Circles initiative is a key contributor to the City of London’s response to poverty. Foundational to the Circles initiative is the importance of relationships and sense of community accountability. In 2019, 71 individuals and families living in poverty formed natural connections with one another and Allies as well as Coaches who, provided encouragement, support, and guidance through the program. 250 volunteers were active in Circles as Allies, Meal Providers, Child Minders or other volunteer roles. Participants (Leaders) with support from Allies, have been able to achieve a variety of successes, which include but are not limited to:

- Participants are finding work, and returning to college to pursue careers
- Leaders who are early in their Circles journey are rediscovering that they deserve happiness, getting motivated, and planning the steps needed to accomplish their goals
- Children are enjoying a weekly meal routine with their Circles family
- Young people are celebrating high school graduation

Figure 7 below provides a summary of participant outcomes through the Circles initiative. Most notably, 47.6% of participants have gained sustainable employment as well as 14.3% employed and receiving Ontario Works top up to assist with supporting long term financial stability and the

<sup>8</sup> Social Service EA Referral Summary Report 2019

<sup>9</sup> 2019-2023 Strategic Plan for the City of London: 2019 Performance Report Appendix A

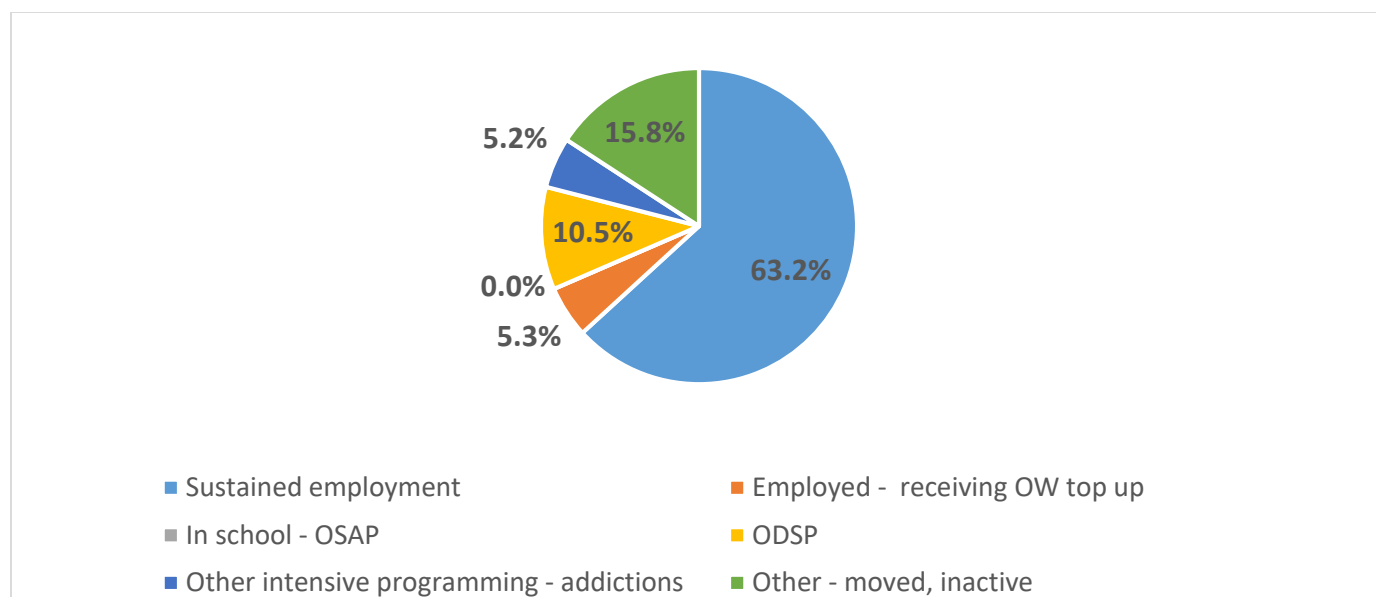
<sup>10</sup> MCCSS Performance Report December 2019

goal of exiting Ontario Works. Yearly outcomes have been consistent with results from other Circles programs across Ontario, which indicates that Circles participants significantly increase their earnings through work and increase their earning potential by returning to school to secure more stable, long-term employment and remain off of Ontario Works.

In 2019, 19 individuals left Circles with the following results, as noted by percentage in Figure 7 below.

- Sustained employment
- Employed-receiving OW top up
- ODSP
- Intensive programming-addictions
- Other-moved, inactive

Figure 7  
2019 Circles Initiative Participant Outcomes<sup>11</sup>




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## Conclusion

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Throughout 2019, City of London Social Services continued to prioritize customer service as well as monitoring service delivery demographics and trends in order to provide supports that are inclusive of the local perspective. A decentralized service delivery approach aims to provide community based access to services in a responsive manner, as well as leverage community specific supports to assist with improving employment outcomes. Site specific understanding of caseload demographics furthers the understanding of potential barriers for clients that prevent or hinder life stabilization and sustainable employment. Length of time on assistance is one of many indicators utilized to determine how best to support clients facing multiple and complex barriers in everyday life.

In 2019, family and sole support caseloads continued to increase as well as the size of families receiving Ontario Works supports. It continues to be important to work with both internal and external stakeholders on how best to support families in the London community to achieve financial independence and have basic needs met in sustainable way.

Program accountability at both the provincial and local levels remained a priority in 2019, including focus on eligibility determination, customer service responsiveness and employment outcomes. Intentionally aligning provincial and local accountabilities ensures that community perspective, client experience and local data are part of provincial service planning and future policy development.

<sup>11</sup> City of London Circles Evaluation 2019

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 1, 2020</b>
<b>FROM:</b>	<b>GEORGE KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT &amp; COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL</b>  <b>and</b>  <b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>EXTENSION OF DELEGATED AUTHORITY IN BYLAWS RELATED TO BUSINESS REOPENINGS &amp; SUPPORTIVE ACTIONS</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Development & Compliance Services and Chief Building Official and the Managing Director, Environmental and Engineering Services and City Engineer, the following actions be taken with respect to business reopenings & supportive actions:

- a) the report dated December 1, 2020 entitled “Extension of Delegated Authority in By-laws related to Business Reopenings & Supportive Actions”, BE RECEIVED; and,
  
- b) the Managing Directors and designates BE DELEGATED authority in regulations related to business reopening supportive actions including business application and permit processing procedures until April 14, 2021 in the following By-laws: Business Licence By-law, Streets By-law, Traffic and Parking By-law, Sign By-law, Parks and Recreation By-law, Sound By-law, Building By-law and Council Policy By-law.

<b>BACKGROUND</b>
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At its meeting held on June 16, 2020 the Municipal Council passed the following resolution:

“WHEREAS the Province of Ontario on June 8, 2020 announced the next phase of opening businesses, previously ordered closed during COVID-19 pandemic response;  
AND WHEREAS the Province of Ontario on June 8 announced an amendment

to Regulation 719 under the Liquor Licence Act to support liquor sales licensees in temporarily extending their patios;

AND WHEREAS the municipality wishes to assist London businesses to achieve compliance with temporary regulations and requirements in a timely manner, with a focus on the principles of public safety and risk-based flexibility;

AND WHEREAS the Civic Administration has established a Back to Business Action Team and intake portal to receive and respond to requests from businesses;

AND WHEREAS the Civic Administration By-law permits the delegation of authority, therefore, the following actions be taken:

a) the City Manager and all Managing Directors and designates BE

DELEGATED the authority to amend the regulations related to reopening supportive actions including business application and permit processing procedures until December 31, 2020 in the following By-laws: Business Licence By-law, Streets By-law, Traffic and Parking By-law, Sign By-law, Parks and Recreation By-law, Sound By-law, Building By-law and Council Policy By-law;

b) the Civic Administration BE DIRECTED to proactively raise challenges to the reopening of businesses in London to other levels of government where specific changes to regulatory and/or operational mechanisms are required in order for the City to respond quickly to the needs of local businesses; and,

c) the Civic Administration BE DIRECTED to report back to the appropriate Standing Committee at an appropriate time to identify any impacts or changes made under this delegation;

it being noted that the above delegations and amendments shall apply only until December 31, 2020 or until as otherwise directed by Council;

it also being noted that the associated delegated authorities will assist with prompt reviews and approvals for business reopening items such as temporary restaurant patios, curbside pick-ups, vending stands and other applicable business practices;

it also be further noted the fees and charges associated with business applications, permits and encroachments can be considered with other financial matters at the June 23, 2020 meeting of the Strategic Priorities and Policy Committee.”

The purpose of this report is to extend the above identified delegation of authority past the previously identified date of December 31, 2020 based on continued evolving business needs during the ongoing pandemic.

## DISCUSSION

With regard to part a) in the June resolution noted above, the Back to Business Action Team has been able to quickly and efficiently support almost 200 inquiries and requests made through the [b2b@london.ca](mailto:b2b@london.ca) email portal. Examples of the use of this delegated authority are private property patio approvals in coordination with provincial legislation, the extension of patios approvals past October, quick implementation of business loading zones, providing temporary curbside customer parking locations, and making portions of municipal parking lots available for outdoor retail sales events. A summary of this activity is attached as Appendix “A” to this report.

With regard to part b) of the June resolution noted above, the Civic Administration is in contact with the Alcohol and Gaming Commission of Ontario. An amendment made to Regulation 719 under the *Liquor Licence Act* on June 8, 2020 permitted liquor sales licensees to temporarily increase the size of their patios or add a new patio. Administration is inquiring if the AGCO intends to extend the amendment past the current January 1, 2021 deadline.

It is noted from information gathered to date from the [b2b@london.ca](mailto:b2b@london.ca) email portal, 11 patio operators are intending to operate their service to the current December 31, 2020 expiry date and six expressed interest in being able to operate past that date if permission from the province is provided. Furthermore, at the time of writing this report, it was not clear whether or if any further Orders from the Province of Ontario regarding managing the coronavirus will have impacts on businesses and the use of public space. The B2B team will continue to monitor provincial restrictions and adapt supports wherever possible.

## CONCLUSION

The uncertainty associated with the COVID-19 pandemic continues. The ability for the Civic Administration to be responsive to the rapidly adapting needs of businesses remains. The above-noted delegations of by-law responsibility have been an important tool for the Civic Administration to be nimble and flexible in its response to businesses based on new and changing directions from the Province. This observation applies predominantly to consequences related to patio operations, but also to drop/off and delivery locations, municipal parking locations and costs, and sign placement. New requests continue to be received. The B2B team will be responsive to London Community Recovery Network ideas.

It is recommended the delegations of responsibility made earlier in 2020 in the bylaws cited above be extended past the current expiry date of December 31, 2020 so

Administration can remain as responsive as possible adapting to uncertain impacts that may result from Provincial direction. Extending the expiry date to April 14, 2021 coincides with the date in a typical year when permits for patios and other permissions resume and winter control operations subside.

<b>PREPARED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>O. KATOLYK, MLEO (C) CHIEF MUNICIPAL LAW ENFORCEMENT OFFICER</b>	<b>DOUG MACRAE, P.ENG., MPA DIRECTOR, ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>GEORGE KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>

c: Back 2 Business Team



**APPENDIX "A"**

**Back 2 Business Monitoring Report  
Cumulative Totals From June 8 start to October 31, 2020**

<b>Patio Approvals</b>	<b>31-Oct-20</b>
On Private Property	77
On City Property	17
<b>Total Patio Expansion Approvals</b>	<b>94</b>
Average processing time for patio (new and expansion) approvals is less than two days; fees are waived	
<b>B2B Email Activity</b>	<b>31-Oct-20</b>
<b>Total B2B Emails Received and Actioned</b>	<b>194</b>
<b>B2B Website Visits</b>	<b>31-Oct-20</b>
<b>Total B2B Website Visits</b>	<b>2,060</b>
<b>Temporary Right-of-Way Adaptations</b>	<b>31-Oct-20</b>
Temporary Lane Conversions for Social Distancing	5
Temporary New Pickup/Loading Zones	5
Temporary New Free Parking Locations	3
<b>Total ROW Adaptations</b>	<b>13</b>
<b>2h Free Parking [B2B20 Promo via HONK] -</b>	<b>31-Oct-20</b>
Onstreet Transactions	16,137
Municipal Lot Transactions	5,727
<b>Total Transactions</b>	<b>21,864</b>
<b>Core Area Construction Dollars - Program Launched August 1, 2020</b>	<b>31-Oct-20</b>
OEV - Distributed \$19,630 Redeemed	\$12,790
Downtown - Distributed \$31,000 Redeemed	\$7,990
<b>Total Distributed \$51,000</b>	
<b>Total Redeemed</b>	<b>\$20,780</b>

RESUBMITTED

From: Daniel Mailer

Sent: Monday, October 26, 2020 10:38 AM

To: Bunn, Jerri-Joanne

Subject: [EXTERNAL] FW: request for delegation status for November 3rd meeting by Dan Mailer

Hi Jerri

Once again, here are my materials with my now revised request for standing to speak at a future CAPS committee meeting which I understand is scheduled for December 1, 2020.

I do not plan to attend on Nov 3rd but will await the decision of the committee re request for standing for Dec 1st

Thanks very much

Daniel R. Mailer

# **Presentation in Support of Amending The City of London Noise/Sound Bylaw to prohibit the use of outdoor high frequency sound emitting devices within City limits**

## **Background Facts**

1. Sound frequency is measured in Hertz (hz).
2. The human ear can hear sounds in the frequency range of 20 hz to 20,000 hz. The ability to hear high frequency sounds declines as we age. Human speech is typically in the frequency range of 250 to 8,000 hz.
3. Home Depot, Lowe's and Amazon and other retailers are now selling "pest repellent" devices for outdoor use (to repel cats, dogs, skunks, birds etc.). These devices typically emit high frequency sounds in the range of 13, 500 hz to as high as 25,000 hz at a loud decibel level (as high as 110 decibels) with a minimum distance range of 70 feet from the device to 70 feet side by side.
4. A device that emits a sound at 110 decibels is considered "unhealthy", "very loud" and "dangerous" for human exposure over 30 minutes. 110 decibels is the equivalent of a loud car horn or a rock concert. 120 decibels is equivalent to an intruder alarm or jet plane taking off.
5. Sounds of less than 75 db even after lengthy exposure are unlikely to cause hearing loss, however, extended or repeated exposure to sounds above 85 db can cause hearing loss.
6. Loud sounds in the high frequency range, even those that the human ear cannot "detect", can cause damage to the human ear.
7. Studies have shown that loud high frequency sounds that can and cannot be heard can cause health issues including everything from anxiety, nausea, headaches and hearing loss.
8. It is also worth noting, that devices generating a fundamental high frequency sound often also generate harmonic frequencies called subharmonics, at  $\frac{1}{2}$  the frequency of the fundamental high frequency sound (for example: a device generating a frequency at 16,000 HZ can also generate a harmonic frequency of 8,000 HZ well within the normal hearing range. As another example a high frequency sound can also resonate with a window creating a subharmonic sound audible by the human ear.)

## **Examination of a Typical High Frequency Sound (Ultrasound)**

### **Emitting Device- The Aspectek “Yard Sentinel™ - Strobe”**

9. The Aspectek Yard Sentinel™ is a typical pest repelling device for outdoor use. It is just one of many similar devices on the market today. It retails for approximately \$40.00. The purpose of referring to this particular device is not to center it out but to simply illustrate how many of these devices function.

### **Audible Sound**

10. The Aspectek device is capable of emitting an audible sound similar to a shrieking eagle. The volume level of this sound can be controlled or turned off and can be set to continuous sound or triggered by a motion sensor. The same applies for the strobe light on the unit.

### **High frequency (ultrasonic) Sound**

11. According to the operating manual, of the Aspectek device it also emits a high frequency (ultrasonic) sound in the range of 15,000 hz to 25,000 hz (frequency range adjustable).
12. The operating manual for the device indicates that whenever this device is plugged in and turned on, the device continually emits a “high pressure” ultrasonic signal that according to the manual is only slightly audible to humans(see page 20 of the manual).
13. There is a warning printed on the back of the device relating to the high frequency adjustment knob which reads: “Caution - These sounds may disturb people” (see diagram in manual on page 18)
14. When questioned by email, a representative of the distributor of the device admitted that young children or young adults may be able to hear the high frequency sound (and thereby be disturbed by it when the device is on). See email of October 13, 2020 from service at Aspectek to Daniel Mailer .

### **General Thoughts - Health Hazards**

15. It is submitted that ultrasound emitting devices pose potential annoyance, disturbance and health hazards for people, especially young people and young adults. There is the potential that this device could cause health difficulties for every age group including those who cannot hear the high frequency sounds but still receive the high pressure sound in their ears. If these devices are as loud as 110db of continuous sound, they could potentially damage hearing.
16. These devices represent unnecessary noise pollution in our neighbourhoods and with respect, their use should be banned inside the City limits.
17. Arguably the ultrasound from these types of devices represent a sound that could be considered cruel treatment of animals, ~~peo~~ and wildlife.

18. Finally, one must be mindful of the possibility of use of these devices for nefarious purposes. They say that fences make good neighbours but these devices could be used by operators to harass and intimidate neighbours and their pets beyond property boundaries.

## **Request**

I am asking the City of London to amend the Noise/Sound bylaw to prohibit the outdoor use of pest deterrent high frequency sound emitting devices within City limits since exposure to these kinds of noise/sounds pollute our sound environment, can be and are annoying, disturbing, damaging and likely pose a genuine health risk to the general public.

## **Submission**

It is submitted that there is no place for these types of devices in the residential setting and the City of London would do a disservice to its citizens to continue to allow their use. As well these devices are arguably cruel treatment of animals and wildlife. There is also a growing concern in science regarding the adverse health consequences of exposure to ultrasound to humans, and although the science is new and developing and not yet settled, the City should err on the side of caution and ban these devices.

In the alternative, it is suggested that City Bylaw Officers be instructed to order the discontinued use of these devices whenever a complaint is received from the public about the use of a particular device. The onus should not be on those complaining but rather on those using and possibly abusing the devices.

Submitted by: Daniel R. Mailer  
Lawyer (1983 - LLB University of Ottawa)  
Electronic Technician (1976-Fanshawe College)

### Attachments:

- email from Aspectek to Daniel Mailer of October 13, 2020;
- Aspectek product manual for Yard Sentinel™ Strobe dated June 2014;

### Further References:

- Article published in UK Daily Mail - “Ultrasound in public places could be triggering sickness, headaches and pain.” ; (available online) and
- see 2nd article from The Journal of the Acoustical Society of America, Vol 144 No #4; “Effects of very high frequency sounds and ultrasound on humans.”(available online)

## Daniel Mailer

---

**From:** Daniel Mailer [REDACTED]  
**Sent:** October-13-20 6:05 PM  
**To:** Daniel Mailer  
**Subject:** Fwd: Question re high frequency sound from Yard Sentinel Strobe

Begin forwarded message:

**From:** [Aspectek.com](mailto:service@aspectek.com) <service@aspectek.com>  
**Subject:** Re: Question re high frequency sound from Yard Sentinel Strobe  
**Date:** October 13, 2020 at 4:07:47 PM EDT  
**To:** Daniel Mailer <[REDACTED]>

Hello Daniel,

Thank you for contacting us.  
Small kids or younger adults may hear the ultrasonic alarm when the frequency is set to low (counterclockwise). Please adjust the frequency dial in this case.  
Overall this product is safe to use near people.

If you have any other questions, feel free to let me know.

Best regards  
Customer Service  
Aspectek

How would you rate my reply?

Great Okay Not Good



On Mon, Oct 12, 2020 at 7:36:53 PDT, Daniel Mailer [REDACTED] wrote:  
Hello

I have a question about the Yard Sentinel Strobe.  
The manual indicates that humans can't hear the ultrasonic high frequency sound but on the back of the unit it indicates "caution, these sounds may disturb people".

Can you please clarify this as I don't want to cause a problem with my neighbours. Thanks

Dan

Dear Member of the Community and Protective Services Committee,

I just learned of the presentation by Daniel Mailer regarding the impacts of high frequency deterrents and I endorse the recommendation to prohibit outdoor high frequency devices to deter wildlife and rodent species.

Many years ago the City of London adopted a humane wildlife policy and its application would be appropriate in the case of high frequency deterrents. It is a 'do no harm' approach to human/wildlife conflicts and specifically species referred to as 'nuisance' species.

The technology causes species to disperse because it likely causes them harm and moves the 'problem' to other areas. There is ample scientific research on the negative impacts of high frequency deterrents on wildlife.

The City of London is a River City and along with the luxury of having a beautiful river run through it, is the wildlife that depend on that river. There are other methods including peaceful co-existence to resolve human/wildlife conflicts. This includes non lethal and 'do no harm approach' in all conflicts including conflicts with rodents.

Property standards is likely the key issues that influence rodent populations including commercial properties such as food markets and restaurants. Prohibiting high frequency deterrents is bringing us closer to fulfilling the principles embraced in London's Humane Wildlife Policy. It is important to note that prohibiting high frequency deterrents is not an endorsement of lethal control but rather a step forward to 'a do no harm' approach and peaceful co-existence.

They should also be prohibited because individuals may be exposed and harmed without their knowledge.

I hope you take this issue seriously as the harmful effects of noise on human health is a emerging but fast evolving science that quantifies what many individuals already know through years of constant exposure to unwanted noise pollution.

Sincerely

AnnaMaria Valastro

**DEFERRED MATTERS**

**COMMUNITY AND PROTECTIVE SERVICES COMMITTEE**

as of November 5, 2020

<b>File No.</b>	<b>Subject</b>	<b>Request Date</b>	<b>Requested/Expected Reply Date</b>	<b>Person Responsible</b>	<b>Status</b>
1.	<p><b><u>Salvation Army Commissioning</u></b>                      That the communication dated February 26, 2018, from B. Miller, with respect to a request to install a bronze plaque in Victoria Park to acknowledge and thank the Salvation Army for over 130 years of service in the City of London, BE REFERRED to the Civic Administration for consideration and a report back to the Community and Protective Services Committee as to what options are currently in place to facilitate the recognition or a new type of recognition.</p>	March 20, 2018	Q2 2021	S. Stafford	
2.	<p><b><u>Mayor's Meeting With the Accessibility Advisory Committee – Update</u></b>                      That the following actions be taken with respect to the correspondence from Mayor M. Brown regarding his meeting on June 28, 2018 with members of the Accessibility Advisory Committee:                      b) the remainder of the above-noted correspondence BE REFERRED to the Civic Administration in order to report back to the Community and Protective Services Committee as soon as possible related to the request(s), including, but not limited to, potential timelines and resource implications.</p>	August 14, 2018	TBD	S. Datars Bere C. Saunders G. Kotsifas J. Fleming S. Stafford M. Hayward B. Card M. Daley K. Scherr B. Coxhead A.L. Barbon	
3.	<p><b><u>Municipal Implementation of Legalized Cannabis - Cannabis Licence Act, 2018</u></b>                      That, on the recommendation of the Director of Community and Economic Innovation, with the concurrence of the City Manager, the following actions be taken with respect to the municipal implementation of legalized cannabis:</p>	December 10, 2018	Q1/Q2 2021	G. Kotsifas	



File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	d) the Civic Administration BE DIRECTED to continue monitor impacts associated with recreational cannabis and report back to the Community and Protective Services Committee no later than April 2020				
4.	<p><b><u>Proposed Accessible Vehicle for Hire Incentive Program – Update</u></b></p> <p>That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official the following actions be taken with respect to the staff report dated September 10, 2019 related to an update on a proposed accessible vehicle for hire incentive program:</p> <p>b) the Civic Administration BE DIRECTED to hold a public participation meeting at a future meeting of the Community and Protective Services Committee with respect to amending the Vehicle for Hire By-law to make the necessary changes to implement an incentive program for accessible vehicles for hire.</p>	September 10, 2019	TBD	G. Kotsifas O. Katolyk	
5.	<p><b><u>Special Events Policies and Procedure Manual</u></b></p> <p>That the following actions be taken with respect to the “Special Events Policies and Procedure Manual”:</p> <p>a) the communication dated September 6, 2019 from Councillor A. Kayabaga, with respect to the “Special Events Policies and Procedures Manual” BE RECEIVED; and,</p> <p>b) the Civic Administration BE DIRECTED to review the City’s “Special Events Policies and Procedures Manual” and report back on possible amendment to the Manual to address the following matters:</p> <p>i) the disruption caused by special events being held in the evenings prior to a work and/or school day;</p> <p>ii) the application of the same rules/restrictions that are in place for Victoria Park to Harris Park; and,</p>	September 10, 2019	February 2021	S. Stafford	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	iii) increased fines and penalties for special events that contravene the Manual.				
6.	<p><b><u>Proposed Core Area Action Plan</u></b> That, on the recommendation of the Managing Director, Planning and City Planner, and the City Manager, the following actions be taken with respect to the proposed Core Area Action Plan:</p> <p>e) the Civic Administration BE DIRECTED to report back to the Community and Protective Services Committee with respect to clarification as to proposed wording that would be included on any "Kindness Meters";</p>	November 12, 2019	Q4, 2021	G. Barrett	<p>Implementation delayed due to COVID-19 impacts. New target date: Q4 2021</p> <p>PEC Report July 14, 2020 <a href="https://pub-london.escrimetings.com/filestream.ashx?DocumentId=73475">https://pub-london.escrimetings.com/filestream.ashx?DocumentId=73475</a></p>
7.	<p><b><u>Tow Truck Operator Licence – Business Licence By-Law L.131-16</u></b> That the proposed by-law, as appended to the staff report dated December 3, 2019, with respect to the addition of a new category, definition, and fees to the Business Licence By-law BE REFERRED back to the Civic Administration for further consultation with stakeholders and the London Police Services Board and a report back to the Community and Protective Services Committee no later than Q2 of 2020; it being noted that the <u>attached</u> presentation from N. Musicco, Specialist I, Municipal Policy, was received with respect to this matter;</p>	December 3, 2019	Q4, 2020/Q1 2021	G. Kotsifas O. Katolyk N. Musicco	
8.	<p><b><u>Swimming Pool Fence By-law - Proposed Amendments</u></b> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to the staff report dated February 19, 2020 related to proposed amendments to the Swimming Pool Fence By-law:</p> <p>a) the Civic Administration BE DIRECTED to prepare amendments to the Swimming Pool Fence By-law to modernize the regulations and enhance public safety and hold a public participation meeting at a future</p>	February 19, 2020	Q1 2021	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	meeting of the Community and Protective Services Committee; and, b) the above-noted staff report BE RECEIVED.				
9.	<b><u>Vacant Buildings By-law</u></b> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to the staff report dated February 19, 2020 related to the Vacant Buildings By-law: a) the Civic Administration BE DIRECTED to prepare amendments to the Vacant Buildings By-law to implement a registry of vacant buildings with associated fees and a proactive enforcement protocol and hold a public participation meeting at a future meeting of the Community and Protective Services Committee; and, b) the above-noted staff report BE RECEIVED.	February 19, 2020	Q1, Q2 2021	G. Kotsifas O. Katolyk	
10.	<b><u>Property Standards By-law - Proposed Amendments</u></b> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to the staff report dated February 19, 2020 related to proposed amendments to the Property Standards By-law: a) the Civic Administration BE DIRECTED to prepare amendments to the Property Standards By-law to modernize the regulations and enhance heritage related matters and hold a public participation meeting at a future meeting of the Community and Protective Services Committee; and, b) the above-noted staff report BE RECEIVED.	February 19, 2020	Q4 2020	G. Kotsifas O. Katolyk	
11.	<b><u>Suppressing Crime Through Business Licensing Regulations - Theft of Gasoline and Scrap Metal</u></b> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken	February 19, 2020	Q1 2021	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	<p>with respect to the staff report dated February 19, 2020 related to suppressing crime through business licensing regulations for the theft of gasoline and scrap metal:</p> <p>a) the Civic Administration BE DIRECTED to continue to consult with the affected Licensees and prepare amendments to the Business Licensing By-law to address the issues of gasoline theft and hold a public participation meeting at a future meeting of the Community and Protective Services Committee;</p> <p>b) the Civic Administration BE DIRECTED to continue to consult with the affected Licensees and prepare amendments to the Business Licensing By-law to address the issues of scrap metal theft and hold a public participation meeting at a future meeting of the Community and Protective Services Committee;</p> <p>c) the above-noted staff report BE RECEIVED;</p> <p>d) the Mayor BE REQUESTED to encourage the provincial government to review the request from the Ontario Association of Chiefs of Police, within the above-noted staff report, to implement a province-wide regulation related to pre-payment technology to counter gas theft in Ontario; and,</p> <p>e) the request for delegation, as appended to the agenda, from C. Gelin, Specialized Recycling Inc., BE REFERRED to the future public participation meeting with respect to this matter;</p> <p>it being noted that communications from J. Stewart, Canadian Independent Petroleum Marketers Association and C. Gelin, Specialized Recycling Inc., as appended to the Added Agenda, with respect to this matter, were received.</p>				
12.	<p><b><u>Short-Term Accommodations - Proposed Regulations</u></b></p> <p>That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to the staff report dated February 19, 2020 related to short-term accommodations:</p>	February 19, 2020	Q1 2021	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	<p>a) the Civic Administration BE DIRECTED to amend all necessary by-laws to address short-term accommodations and hold a public participation meeting at a future meeting of the Community and Protective Services Committee;</p> <p>b) the Civic Administration BE DIRECTED to continue consulting with short-term accommodation platforms on the further collection of Municipal Accommodation Tax; and,</p> <p>c) the above-noted staff report BE RECEIVED; it being noted that a communication from G. Webster, as appended to the Added Agenda, as well as the attached presentation from N. Musicco, Specialist I, Municipal Policy, with respect to this matter, were received.</p>				
13.	<p><b><u>New Licensing and Licensing Renewal Requirements</u></b></p> <p>That the following actions be taken with respect to the payment of new licensing and licensing renewal requirements:</p> <p>a) the Civic Administration BE DIRECTED to defer payment of the required licence fee for new applications for Food Premises business licences under the Business Licensing By-law L.-131-15, as amended, for three months from the date of the issuance of the licence;</p> <p>b) the Civic Administration BE DIRECTED to defer payment of the required licensing renewal fee for Cab Drivers, Cab Owners, Accessible Cab Owners, Accessible Cab Drivers and Limousine Owners under the Vehicle for Hire By-law L.-130-71, as amended, for three months from the date of the expiry of the current licence;</p> <p>c) the Civic Administration BE DIRECTED to report back on other actions that could be taken to reduce the burden on other businesses that have been impacted by COVID-19;</p>	March 31, 2020	Q4 2020/Q1 2021	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	<p>it being noted that these actions are being taken to ease the financial impacts on those businesses and services that have been deemed to be essential and non-essential services by the Federal and Provincial Governments; and,</p> <p>d) subject to the approval of a) and b) above, the City Clerk BE DIRECTED to bring forward the required amendments to the Business Licensing By-law L.-131-15, as amended and the Vehicle for Hire By-law L.-130-71, as amended, to implement the above-noted changes.</p>				
14.	<p><b><u>Holy Roller Tank Memorial - Councillor S. Lewis</u></b>  That the following actions be taken with respect to the communication dated May 8, 2020 from Lt. Col. A. Finney, 1st Hussars and the communication from Councillor S. Lewis, appended to the agenda, with respect to the restoration of the Holy Roller tank memorial in Victoria Park:</p> <p>a) the concurrence of Municipal Council BE COMMUNICATED to the Commanding Officer of the 1st Hussars to permit a major preservation of the Holy Roller memorial;</p> <p>b) the Civic Administration BE AUTHORIZED to investigate all necessary steps to work with the 1st Hussars Calvary Fund to allow private donations to be received for the cost of this project;</p> <p>c) the Civic Administration BE REQUESTED to report back at a future meeting of the Community and Protective Services Committee with a recommendation for other partnership measures that could be undertaken by the City of London, itself, toward this restoration effort in recognition of the historical significance of this municipally owned asset; and,</p> <p>d) the above-noted communications, with respect to this matter, BE RECEIVED (2020-R01)</p>	May 26, 2020	TBD	S. Stafford	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
15.	<p><b><u>Joan's Place New Addition Campaign - Request for Council Endorsement</u></b></p> <p>That the Mayor BE REQUESTED to advocate the capital campaign of the Youth Opportunities Unlimited Joan's Place New Addition to the Provincial and Federal governments; it being noted that the communication from S. Cordes, Youth Opportunities Unlimited, dated June 23, 2020, with respect to this matter, was received.</p>	July 15, 2020	TBD	Mayor A. Thompson	
16.	<p><b><u>Residential Video Surveillance By-law</u></b></p> <p>That the communication, dated July 2020, from D. Johnstone, with respect to a by-law to protect individuals being video recorded in their own private residential backyards BE REFERRED to the Civic Administration for review and a report back at a future meeting of the Community and Protective Services Committee with a delegation from D. Johnstone at that time.</p>	July 15, 2020	Q1 2021	G. Kotsifas O. Katolyk	
17.	<p><b><u>Graphic, Unsolicited Flyer Deliveries to Residential Properties</u></b></p> <p>That the following actions be taken with respect to graphic, unsolicited flyer deliveries to residential properties:</p> <p>a) the Civic Administration BE DIRECTED to investigate options to address community concerns around graphic, unsolicited flyer deliveries to residential properties and report back to a future meeting of the Community and Protective Services Committee, outlining information and options including, but not limited to:</p> <p>i) steps taken by other municipalities with respect to this matter; and,</p> <p>ii) potential amendments to the existing municipal nuisance by-law or introduction of a new by-law with respect to this matter;</p> <p>b) the communication, dated November 1, 2020, from Councillor van Holst, with respect to this matter, BE REFERRED to the Civic Administration for consideration;</p>	November 3, 2020	Q3 2021	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	c) the delegation request by M. McCann, London Against Abortion, BE REFERRED to a future public participation meeting with respect to this matter; it being noted that a communication from M. McCann, dated October 30, 2020, with respect to this matter, was received;				



<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 1, 2020</b>
<b>FROM:</b>	<b>KEVIN DICKINS ACTING MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME</b>
<b>SUBJECT</b>	<b>CITY OF LONDON 2020-2021 WINTER RESPONSE PROGRAM FOR UNSHELTERED INDIVIDUALS</b>

**RECOMMENDATION**

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, that the following actions **BE TAKEN** with respect to The City of London 2020-2021 Winter Response Program for unsheltered individuals to:

- (a) **ENDORSE** and **APPROVE** this proposed report dated December 01, 2020, “City of London 2020-2021 Winter Response Program for Unsheltered Individuals”; and
- (b) that Civic Administration **BE DIRECTED** to undertake all administrative acts which are necessary in relation to this report;

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- Municipal Council Approval Of The Housing Stability Plan 2019 to 2024 as Required Under The Housing Services Act, 2011 (CPSC: December 3, 2019)
- Core Area Action Plan (SPPC: October 28, 2019)
- Homeless Prevention and Housing Plan 2010 – 2024 (CHLC: November 18, 2013)
- Homeless Prevention System for London Three Year Implementation Plan (CPSC: April 22, 2013)

**PURPOSE**

The purpose of this report is to recommend approval for the implementation of an urgent winter response for individuals experiencing unsheltered homelessness in order to provide lifesaving temporary measures.

**BACKGROUND**

Housing Stability for All: The Housing Stability Action Plan for the City of London (2019) London’s Homeless Prevention and Housing Plan, Housing Stability for All: The Housing Stability Action Plan for the City of London (2019), is the approved guiding document for homeless prevention and housing in the City of London, and was developed in consultation with Londoners.

Providing the right level of support at the right time to decrease the use of emergency services and creating an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness are strategic areas of focus within the 2019 – 2024 Housing Stability Action Plan. London needs to increase system capacity and availability of services across sectors to meet the housing stability needs of

individuals and families in crisis, including housing individuals and families experiencing unsheltered homelessness.

### Core Area Action Plan

Establishing more daytime Resting Spaces and implementing a breakfast program are actions identified in the Core Area Action Plan. London needs to increase the number of spaces available during the winter months for individuals to rest and meet their basic needs such as food, water, change of clothing and bathrooms. Warm spaces are needed for individuals who sleep unsheltered to access breakfast essentials of daily living including food, drink, and connectivity.

### Winter Response Program:

As a result of COVID-19, existing programs and services are limited in their ability to expand capacity during the winter months.

Given the condensed timelines to draft a winter response solution, a number of existing spaces were considered. This included a number of empty buildings in the downtown, old east village and Hamilton Road corridor. These buildings ultimately did not meet the immediate needs of the response due to a variety of reasons. Including, capital upgrade requirements, location and space operating challenges.

Beyond the current available 200 shelter spaces, 122 hotel rooms and 15 resting spaces, the winter response is proposing 60 additional overnight spaces with the ability to expand as staffing supports permit. An increase of up to 40 resting spaces through an alternate approvals process as well as adding an extra 10 hotel rooms will support existing outreach teams who continue to support those individuals that choose not to engage or access the proposed winter response.

This response is intended to support the unsheltered and marginalized individuals of London over the winter months. The response aims to meet individuals' basic needs, ensure life saving measures are in place, increase connectivity and to provide a solution to assist our most vulnerable Londoners to get out of the cold. Significant background planning has taken place over several weeks both internally across all service areas of the Corporation and as well with several community organizations that serve vulnerable individuals.

To address the COVID-related health regulations, the Homeless prevention team have been in close contact with the Middlesex-London Health Unit (MLHU) to work to address any concerns related to COVID-19.

MLHU has approved the current plans presented to date and have provided civic administration with resources to maintain COVID-19 provincial and local guidelines, and has advised the plan as discussed meets current expectations. MLHU has also assisted civic administration in preparing an Outbreak Plan for both the day spaces and the 24/7 spaces.

Both the day spaces and the 24/7 spaces will follow existing community policies and procedures that have previously been established and are currently in use, in the event a participant should have a positive COVID screening.

The homeless prevention team has consulted with the City's Risk Management department related to liability, risk and insurance. Feedback included recommendations related to the use of current contracting protocols and processes for other homeless prevention funding agreements that promote safety, indemnification provisions and compliance.

### Day Space

Day Spaces are focused on providing a warm space for individuals to get out of the cold, access basic needs and build a sense of community in a socially distanced environment. Locations will be staffed by community social services staff and volunteers. City of

London staff will be onsite during operating hours. Each site can accommodate up to thirty (30) individuals at a time. There will be two Day Space locations:

- Hamilton Road Seniors Centre (525 Hamilton Road)
- Dundas Field House (177-179 Dundas Street).

Day Space locations are owned or leased by the City of London.

#### Day Space with Overnight Resting Spaces

Overnight Resting Spaces are low barrier spaces for individuals who are sleeping unsheltered to rest, access basic needs and supports. Two locations will operate Day Space and Overnight Resting Spaces. Locations will be staffed by community social services staff and volunteers. City of London staff will be onsite during operating hours. Each site can accommodate up to thirty (30) individuals at a time during the day and overnight. There will be two combination Day Space and Overnight Resting Spaces:

- T-Block (652 Elizabeth Street)
- Privately owned surface level parking lot in the Core Area

Combination Day Space with Overnight Resting Spaces will be provided through the use of heated temporary structures enclosed by construction fencing. The structures will be purchased by the City of London and therefore can be reused for different initiatives as needed. Services provided to the participants will include access to washrooms, showers and laundry services.

Increased access to washrooms, showers and laundry facilities have been identified as a need during COVID-19. The Winter Response will benefit from increased access to these services in the community.

<b>PROCUREMENT</b>
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Procurement for the Winter Response will be supported through section - 14.2 of the Procurement of Goods and Services Policy. The urgent nature of the procurement is a result of the reduction of capacity in emergency shelters and homeless serving programs related to ongoing COVID-19 restrictions. Implementation will take place rapidly in December 2020 and through to the end of April 2021.

Given these circumstances, there is a threat to:

1. Public Health
2. The maintenance of essential City Services; and,
3. The welfare and protection of persons, property, or the environment; and the event or occurrence necessitates the immediate need for good or services to mitigate the emergency and time does not permit for a competitive procurement process.

The Winter Response will continue to leverage existing purchase agreements with service providers, seek volunteers, and benefit from donations coordinated by community organizations.

Civic Administration, upon approval of this plan will move quickly to finalize any and all agreements or procurements in order to support the vulnerable in an expedited manner.

<b>FINANCIAL IMPACT</b>
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The anticipated costs of the winter response program are outlined in the table below.

Item	2020 Costs	2021 Costs
Building	\$0	\$10,000
Staffing	\$102,225	\$715,550
Food & Beverages	\$25,675	\$179,800
One-time Capital	\$815,000	\$0
Cleaning	\$800	\$16,000
Operational	\$15,675	\$109,650
Additional Security	\$5,000	\$45,000
Administration	\$8,250	\$57,750
Contingency	\$0	\$200,000
<b>TOTAL:</b>	<b>\$972, 625</b>	<b>1,333,750</b>

Funding is available in the Homeless Prevention 2020 approved operating budget to support the costs incurred up to and including December 31, 2020.

As part of the 2020 Mid-Year Operating Budget Monitoring Report presented to the Strategic Priorities and Policy Committee on September 22, 2020, Council endorsed the following recommendation:

*"[...] c) notwithstanding the Council approved Surplus/Deficit Policy, the Civic Administration BE AUTHORIZED to allocate the year-end Property Tax Supported Budget surplus as follows:*

- i) \$5 million to the Economic Development Reserve Fund to support social & economic recovery measures;*
- ii) the balance to the Operating Budget Contingency Reserve as a funding source to offset anticipated financial impacts of COVID-19 on the City's 2021 Budget;"*

In the event that the costs of supporting the winter response in 2021 exceed available approved 2021 operating budgets, Civic Administration intends to utilize a portion of the 2020 property tax supported surplus contributed to the Operating Budget Contingency Reserve (in accordance with the recommendation above) to fund the costs incurred in January to April 2021.

<b>PREPARED BY:</b>	<b>SUBMITTED BY:</b>
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