

Agenda Including Addeds

Community and Protective Services Committee

The 12th Meeting of the Community and Protective Services Committee

November 1, 2022

4:00 PM

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

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

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

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

Members

Councillors M. Cassidy (Chair), M. Salih, J. Helmer, M. Hamou, S. Hillier, Mayor E. Holder

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

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Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee
From: Scott Mathers, Deputy City Manager, Planning and Economic Development
Subject: Update on the Roadmap to 3,000 Affordable Units
Date: November 1, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the update on the Roadmap to 3,000 Affordable Units report **BE RECEIVED** for information.

Executive Summary

In November 2021, Council endorsed the Roadmap to 3,000 Affordable Units Plan (“Roadmap”) which sets the framework for creating 3,000 new affordable housing units by 2026. At that time, Council also approved \$78 million of capital funding to advance the Plan, with additional operating budget funding to be considered in the 2023 Budget Update and 2024-2027 Multi-Year Budget. Since that time, staff have been actively engaged in a number of different streams, including the formalization of the Housing Enterprise Action Team (HEAT) which includes subject matter experts from across the corporation to help guide the process.

Since inception of the Roadmap, the City has:

- Constructed or contributed to the construction of **172** affordable housing units and secured an additional **259** affordable housing units through bonus zoning.
- Started or guided construction of **614** affordable housing units.
- Engaged in the project scoping and planning process for **1,107** affordable housing units.
- Future opportunities for **848** units are being assessed and explored.

In addition, City-staff are doing a deep dive on other components of the Roadmap plan in order to establish necessary administrative activities to align approved funding to specific Roadmap actions. These actions will also be measured against the four Strategic Areas of Focus in the Housing Stability Action Plan (HSAP). A detailed report on the intended actions is planned for Q2 of 2023.

Analysis

1.0 Background Information

1.1 Background

Council directed Civic Administration to develop a strategy that would prioritize the creation of 3,000 new affordable housing units and accelerate the timeline to achieve this goal from 10-years to 5-years by 2026.

In response, Civic Administration engaged SHS Consulting (SHS) to consult with City staff and other stakeholders to jointly prepare the Roadmap. The Roadmap is recognized as a living document that will evolve to reflect the program requirements, the construction environment, market conditions and guide staff as they optimize policies for emergent opportunities.

Work to implement the Roadmap is advancing within a phased approach to allow Civic Administration the ability to assess each proposed initiative and align any necessary

programs and resources or develop the associated requirements for service delivery and management.

The Call to Action section of the Roadmap acknowledges the initial implementation plan as a starting point and further notes that:

- The tactics and efforts would be monitored to ensure progress; and,
- The plans would evolve to best align the tools, investments, and approach to achieve its goals and targets.

Other business activities may be required to continue acquiring, assembling and activating new affordable housing developments. Opportunities exist to “stack” various government programs with municipal funding in order to advance viable projects and achieve the associated Roadmap targets.

1.2 Previous Reports Related to this Matter

The following reports provide direct and relevant background related to this report:

- [Housing Development Corporation, London \(HDC\) – 2021 Annual General Meeting of the Shareholder – Presentation and Update](#) (SPPC: June 22, 2022)
- [Housing Stability for All Plan 2021 Update](#) (CPSC: May 31, 2022)
- [Proposed Implementation of the “Roadmap to 3000 Affordable Units” \(Roadmap\) Action Plan](#) (CPSC: November 23, 2021)

2.0 Discussion and Considerations

2.1 Progress Update

Staff are making good progress to advance the action plan within the phased approach outlined in the Roadmap report. Progress in each phase is summarized to include:

Phase One (complete)

- Municipal Housing Development (MHD) and the Housing Enterprise Action Team (HEAT) have been formalized to support staff work and monitor progress to achieve the targets.
- MHD and HEAT have reviewed the policies, programs, and investments aligned to support the plan.

Phase Two (in progress)

- MHD and HEAT have initiated activities within existing authorities.
- Policy amendments will be proposed where needed to ensure the continued progress to achieve the targets of the Roadmap.

Phase Three (in progress)

Strategies and measures in this phase are intended to:

- Advance sustainable affordable housing development beyond the 5-year plan.
- Review municipal policies (e.g. Development Charge By-law), advocacy with other orders of government, and creating partnerships across sectors and services.

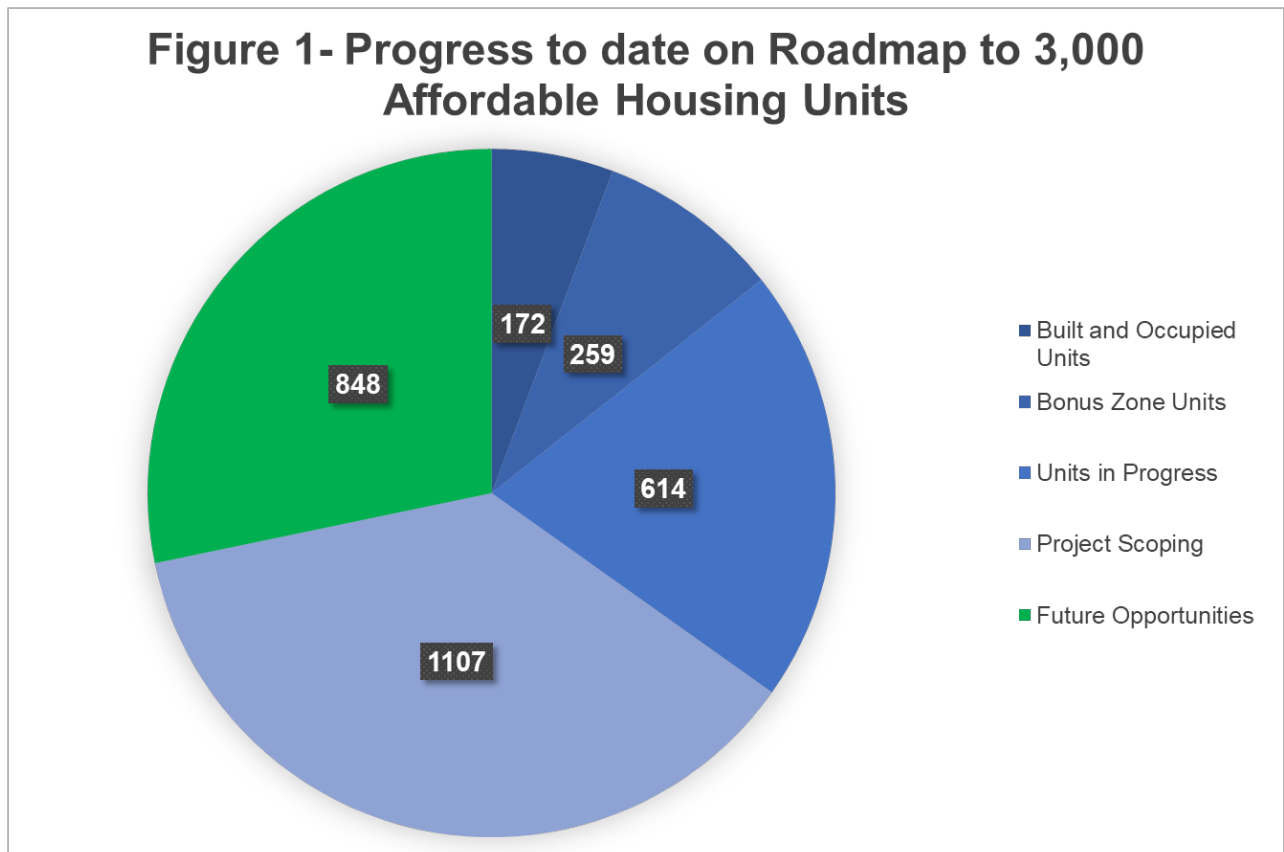
2.2 Roadmap Implementation Plan - Year One Accomplishments

The number of new affordable housing units constructed and aligned to the targeted outcomes of the Roadmap include a mix of the proposed programs within the plan:

Roadmap Programs		Total Target Units	Units Complete	Units in Progress	Units in Planning
1	Secondary Suites	300	0	1	14
2	Affordable Rental	1,400	111	549	200
3	Affordable Ownership	150	0	20	14
4	City – RHI Projects	200	61	44	42
5	Other – Transitional	50	0	0	0
6	LMCH Intensifications	50	0	0	167*
7	Donations of Land/Property/Capital	50	0	0	170
8	Inclusionary Zoning (aligned to Bonus Zone Approvals)	300	259	0	0
9	Rent Supplements	500	0	0	500
5-Year Program Target Units		3,000	431	614	1,107
Total Outcomes To Date					

* LMCH's proposed ZBA to provide for the future phased regeneration of the Southdale Family Townhouse site.

Please note: MHD is currently working on standardizing reporting and tracking of this information within corporate systems, with a plan to incorporate into the Annual Development Report published by Planning and Development.



2.3 Next Steps to Advance the Roadmap

Over the next 6 – 8 months, staff will continue to advance typical bricks and mortar projects, while working through necessary organizational, process and funding details to improve the overall level of service. A report back on progress of these matters is anticipated for Q2 of 2023.

Back of House and Organizational Structure

Staff in MHD and Housing Stability Services are currently undertaking a deep dive review of all affected processes post 2021 re-org. Customer facing processes as well as alignment between the two areas are being mapped and assessed to ensure the highest level of service can be provided to clients. This review will ensure that all units created

and funded through the 3000-unit roadmap will be matched and filled by individuals on the City's social housing and By-Name List waitlists. This requirement will be included in contribution agreements with developers and all units will be filled through the council approved tenant placement agreement.

Development Charge Background Study and Corporate Asset Management Plan

Although not explicitly identified in the Roadmap, staff are engaged in work aligned with both the update to the 2025 Development Charge (DC) Background Study and the incorporation of 122 Baseline Road and the soon to be completed 403 Thompson Road development into the City's asset register. These are two examples of initiatives that can add value to the affordable housing portfolio and align with other Corporate systems. Other municipalities around Ontario have included affordable housing as a recoverable service in their DC Background Studies and Corporate Asset Plans. Although the policies are still under review in London for the 2025 DC Update, this presents an opportunity to create a long-term funding source for affordable housing.

Future Opportunities: Housing Enterprise Action Team (HEAT) Support

A number of initiatives are being assessed and discussed through the regular HEAT meetings to develop future opportunities for affordable housing:

- Exploring opportunities to collaborate with other mid-size cities to restore bonusing or a similar "tool" for the specific purpose of affordable housing.
- The identification of non-traditional City-owned lands for intensification including affordable housing;
- Surplus School Acquisition;
- Procurement policy, standard form of agreements, etc.;
- Roadmap project records and budgetary pressures.

The HEAT table will continue to have specific discussion on options for advancing the remaining 848 affordable housing units identified within the plan. Immediate options could include surplus school sites, municipal purpose lands or partnerships with 3rd parties. Staff will engage in detailed discussions to continue to advance Council's vision for the provision of affordable housing.

Conclusion

Additional reports, resources, and measures related to the implementation of the Roadmap will be provided to Council through existing HSAP and other reporting. Updates on strategic initiatives, policy changes and impacts to existing and future budgets will be highlighted in Q2 2023.

The need to encourage and attract investment by all sectors to create more sustainable affordable housing remains unchanged. These investments are essential to advancing a safe, sustainable, and desirable community.

Prepared by: Kimberly Wood, M.A.A.T.O., C. Tech.
Development Lead, Municipal Housing Development

Reviewed by: Brian Turcotte, BES (PIng)
Manager (Acting), Municipal Housing Development

Recommended by: Matt Feldberg MPA, CET
Director (Acting), Municipal Housing Development

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

Report to Community and Protection Services Committee

To: Chair and Members
Community and Protective Services Committee
From: Jacqueline Davison, Deputy City Manager, Enterprise
Supports
Subject: 2022 Annual Emergency Management Program Update
Date: November 8, 2022

Recommendation

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

- (a) The attached by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on November 8th, 2022 to:
 - i) Amend By-law A.7657(d)-367 by repealing and replacing Schedule “A” of the by-law with the new City of London Emergency Response Plan as set out in Schedule “A”;
- (b) The balance of this report, including an update of the Emergency Management Program BE RECEIVED for information.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- December 12, 2017 “Emergency Management Program Update”
- December 10, 2018 “Emergency Management Program Update”
- December 3, 2019 “Emergency Management Program Update”
- December 1, 2020 “Emergency Management Program Update”
- November 14, 2021 “Emergency Management Program Update”

2.0 Discussion and Consideration

The Emergency Management and Civil Protection Act (“EMCPA”) requires municipalities to have an Emergency Management Program and provisions to prevent and manage an emergency within our community. This report is submitted to seek Council approval to repeal the existing Schedule “A” of Bylaw A.-7657(d)-367 and replace it with a revised City of London Emergency Response Plan as required under the EMCPA. 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. A status update on the Emergency Management Program is also provided

PROGRAM UPDATE

COMPLIANCE

The Chief of Emergency Management Ontario confirmed the City of London was compliant with the EMCPA for 2021 on March 31, 2022. By the Office of the Fire Marshal and Emergency Management.

LONDON EMERGENCY RESPONSE PLAN

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

For 2022, amendments to the London Emergency Response Plan include the following:

- Changes in titles to reflect current organizational structure.
- Emergency Management Ontario reporting to the Treasury Board Secretariat formally the Solicitor General, effective June 24, 2022.
- Changes in Activation Levels of the Emergency Operations Centre to Provincial best practices.
- References to terminology related to the Incident Management System.

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

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

COVID-19 PANDEMIC

On March 11, 2020 the World Health Organization declared COVID-19 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 City of London and the Mayor declared a local state of emergency on March 20, 2020. Over the course of the past years numerous steps have been taken both locally and across the province in the management of COVID-19.

Since the declaration of a local state of emergency, the Municipal Emergency Control Group (EOC Policy Group) has been meeting monthly. On May 25, 2022 after consultation with the Policy Group the Mayor terminated the declared state of emergency.

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 effectively managed the impacts of this virus in keeping our community safe.

EMERGENCY RESPONSE

In addition to the COVID-19 response, the Emergency Operations Centre was activated on several occasions in response to incidents within the community. These include:

- St. Patrick's Day Unsanctioned Party – 17 March 2022.
- Our London Family Community wide events – 5, 6 June 2022.
- Rogers Canada wide internet outage – 8 July 2022.
- Western University Homecoming, Unsanctioned Street Party – 24 September 2022.

EMERGENCY PUBLIC NOTIFICATION SYSTEM

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

Alert London was activated on May 4th, 2022, during our annual emergency notification test conducted during Emergency Preparedness Week. During the notification, 95,999 contacts attempts were sent out in the first five minutes. In addition, Alert London was activated on July 20th, 2022 to notify residents and City staff of a tornado watch in London and area. Approximately 95,958 contacts attempts were sent out in the first five minutes to residents.

BUSINESS CONTINUITY

Emergency Management and Security Services assist service areas in maintaining and updating their business continuity plans. These plans were used to support the corporation's response and ensure vital services are maintained during emergency situations. Service areas at the City of London have plans that assist in decision making related to prioritization of services

TRAINING AND COURSES

The Community Emergency Management Program Committee (CEMPC), Policy Group and EOC will conduct an annual exercise on November 24th, 2022. The London Emergency Response Plan will be tested during a mock City-wide flood, as a tabletop exercise with Policy Group in person meetings, and Level 1 EOC activation. The CEMPC also conducts an annual Incident Commanders training events in the spring, during a multi agency tabletop mock exercise.

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

EMERGENCY PREPAREDNESS WEEK

During Emergency Preparedness Week a media and public education program was implemented, including a social media campaign. Citizen Academy Program presentation, and a safety officer course. A virtual severe weather presentation was conducted by Environment and Climate Change Canada to our public, partner agencies and staff.

PUBLIC AWARENESS AND EDUCATION

Emergency Management staff continue to work with interested organizations to provide outreach on emergency preparedness and London's Emergency Management As part of our prevention, mitigation, preparedness and response program, Emergency Management staff provide workshops, presentations, media and social media messaging, and training to both internal and external stakeholders. In July 2022 a new Public Safety Educator position was added to the Emergency Management team, as part of this program.

PARTNERSHIPS

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

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

Conclusion

The Emergency Management Program continues to strive toward making London among the best prepared communities in Canada. 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.

Prepared by: Henry Klausnitzer, Manager, Emergency Management

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

Recommended by: Jacqueline Davison, Deputy City Manager, Enterprise Supports

Appendix “A”

Bill No.
2022

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

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

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

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

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

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

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

1. Schedule “A”, being the City of London Emergency Response Plan, to by-law No. A.-7657-4 is hereby repealed and replaced with the attached new Schedule “A”.
2. By-Law No. A.- 7657(d)-367 is hereby repealed.
3. This by-law shall come into force and effect on the day that it is passed.

PASSED in Open Council on November 8, 2022

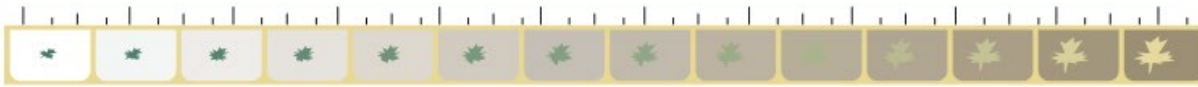
Ed Holder
Mayor

Michael Schulthess
City Clerk

First Reading – November 8, 2022
Second Reading – November 8, 2022
Third Reading – November 8, 2022

City of London

Emergency Response Plan



November 2022

www.london.ca/emergency



CITY OF LONDON EMERGENCY RESPONSE PLAN

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1.0 INTRODUCTION

1.1 DEFINITION OF AN EMERGENCY

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

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

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

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

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

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

1.2 AIM

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

1.3 AUTHORITY

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

- Issued under authority by City of London By-law
- Emergency Management Ontario; 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:

- 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.

1.5.2 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;
- EOC - Enhanced Activation; and
- Incident Management used at the site.

1.5.3 LEVEL THREE

Criteria:

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

1.6 EXERCISING THE PLAN

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

- Annual testing in accordance with the Emergency Management and Civil Protection Act regulations; 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 Emergency Management and Security Services. It will be reviewed annually by members of the Community Emergency Management Program Committee. Normal administrative changes will be updated as part of the annual review. Changes that directly impact on the viability of the plan shall be brought to the attention of the City Manager and/or the Senior Leadership Team.

1.8 ANNEXES

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

2.0 DECLARATION / TERMINATION OF AN EMERGENCY

2.1 DECLARATION OF AN EMERGENCY

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

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

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

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

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

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

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

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

2.3 TERMINATION OF AN EMERGENCY

A community emergency may be terminated at any time by:

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

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

- Ontario Emergency Management, Treasury Board Secretariat;

- Members of City Council;
- County Officials, as appropriate;
- Members of the Media;
- Public;
- Neighbouring community officials, as required;
- Local Members of Provincial Parliament; 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 Deputy City Manager, Environment and Infrastructure (or designate) will be responsible to coordinate this phase of the emergency with support and advice from other agencies as required. Where a spill of hazardous material is involved, the responsibility of the consignor or owner of the material will be considered.

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

Communications

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

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

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

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

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

The EOC consists of several rooms:

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

- 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 by the responsible agency. Copies should also be filed with the Community Emergency Management Coordinator.

4.0 EOC POLICY GROUP

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

4.1 EOC POLICY GROUP MEMBERSHIP

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

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

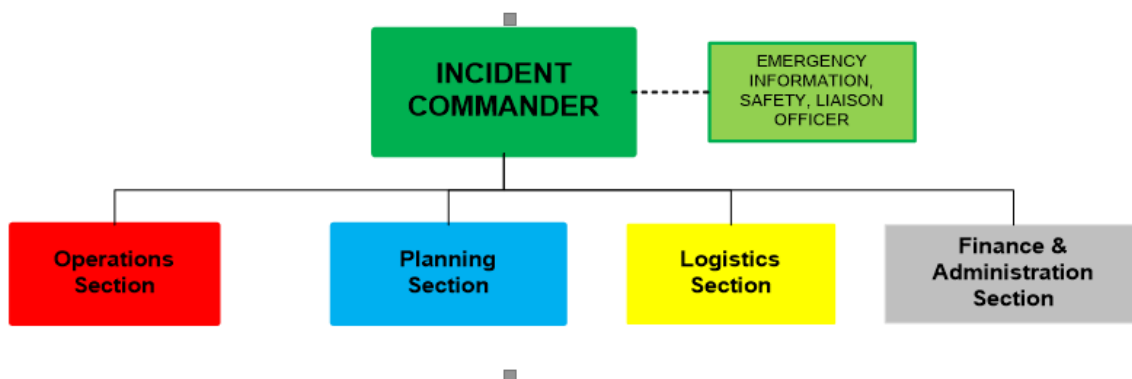
- Director, People Services;
- Deputy City Manager, Planning and Economic Development;
- Deputy City Manager, Finance Supports;
- Deputy City Manager, Enterprise Supports;
- Deputy City Manager, Legal Services;
- Director, Information Technology Services;

- Regional Coroner;
- The Thames Valley District School Board;
- The London District Catholic School Board;
- The Incident Industrial Representative;
- The Ministry of the Environment;
- The Upper Thames River Conservation Authority;
- CN / CP
- Emergency Management Ontario Representative (Field Officer);
- Ontario Provincial Police Representative;
- Department of National Defense, Canadian Armed Forces Regional Liaison Officer;
- Liaison staff from Provincial and Federal Ministries; 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);
Environment and Infrastructure (E&I);
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), Environment and Infrastructure (E&I), London Hydro and London Transit personnel. They will make every effort to ensure there is an efficient means of communication in place, both to and from the Incident Commander between emergency service groups.

A clear communications link must be established between the Incident Commander and the EOC. This is done using LCOM1 or LIMS 1, the 800 Mhz. common channels. This 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 Environment & Infrastructure (E&I) Supervisor (when applicable) on site will agree who should act as the initial Incident Commander (IC) depending on the nature of the emergency and will advise the Fire Chief and/or Chief of Police, Paramedic Chief respectively.

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

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

- Implement the Incident Management System
- Direct, control and coordinate the on-site emergency response effort of the Emergency Response Agencies, in accordance with direction from the Senior Officers;
- Maintain contact with the leader of each agency and inform on progress on each;
- Assess the situation, establish an aim and determine the incident action plan;
- In conjunction with Police, Fire, EMS, E&I and other key agencies, establish site layout and an Incident Command Post, including a staging area for additional staff resources for the control and coordination of emergency site operations;
- Establish Emergency Site communications capabilities;
- Establish which agencies/personnel are allowed access past the outer and inner perimeters and advise on-site police;
- In coordination with the Director of Strategic Communications and Government Relations establish an Assistant Emergency Information Officer - Site Media Spokesperson. Request public information support, as required;
- Request the activation of Alert London – mass notification system;
- Request the activation of the EOC and EOC Policy Group for additional support to the site;
- Maintain continuous contact with EOC Director and Operations Section Chief and or Branch Operations to report the operations status at the emergency site and advise of any assistance or other resources required;
- Take such necessary actions to minimize the effects of the emergency;
- When recovery operations are nearing completion, monitor and advise the EOC about agencies preparing to depart the site;
- Maintain a log of all major decisions, instructions, IMS forms and actions taken; 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 Emergency Management Ontario (IMS 2.0 Guidance), based on the National Incident Command System (NIMS 2017) and NFPA 1600.

IMS Principles:

Communication;
Coordination;
Collaboration; and
Flexibility.

IMS Characteristics:

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

IMS consists of five key functions:

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

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

4.6 EOC IMS ORGANIZATIONAL STRUCTURE

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

An Emergency Operations Centre (EOC) is a pre-designated facility, set up off site, to provide this support. The EOC provides policy direction and support to the site, 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 City may establish a EOC Policy Group (formally the Community Control Group), comprised of the head of the organization (e.g. Mayor, City Manager, Deputy City Manager, Directors, Chiefs, etc.) and other senior executive officers, in order to provide the EOC Director with policy direction.

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

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

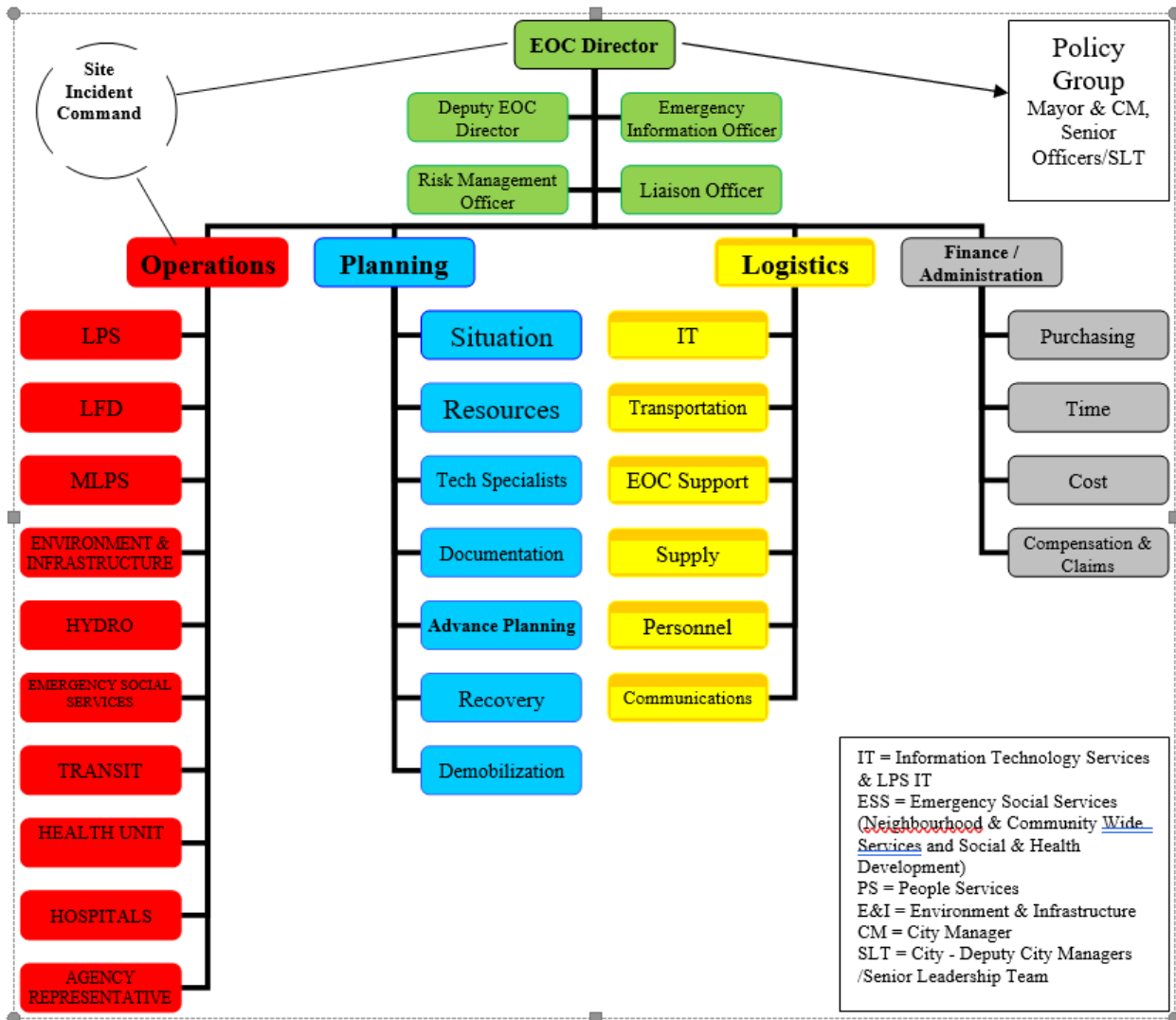
Operations: Responsible for coordinating all jurisdictional operations in support of the emergency response through the Incident Report and implementation of the EOC Action Plan.

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

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

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

EOC IMS ORGANIZATIONAL CHART



More information on IMS in the EOC in chapter 8

5.0 RESPONSIBILITIES OF THE EOC POLICY GROUP MEMBERS

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

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

- Maintaining a log outlining issues, decisions made and actions taken for submission to the City Manager within one week of the termination of the emergency;
- Requesting activation of the London Alert – emergency mass notification system;
- Participating in the operational debriefing following the emergency; 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(s) or designate is responsible for the following:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Act as the Emergency Operations Centre Director; assign the Command Staff and General Staff Chiefs in the EOC. Activate the Operations, Planning, Logistics and Finance / Administration Sections;
- Chairing Policy Group meetings, determining the meeting cycle and agenda during emergencies or other meeting;
- Act as Chief Advisor to the Mayor on policies and procedures as appropriate;
- Ensuring a master event log is made recording all important decisions and actions taken by the EOC and EOC Policy Group;
- Approving, in conjunction with the Mayor, major announcements and media releases prepared by Communications; 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 Deputy City Manager of Neighbourhood and Community-Wide Services of such actions;
- Arranging for the maintenance of order in any emergency reception centre, morgue and other facilities established by the EOC;
- Notifying the coroner of fatalities;
- Ensure the protection of life and property and the provision of law and order;

- Securing the emergency site to protect evidence so that subsequent investigation by other agencies is not hindered, for example an aircraft crash site; 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 London Fire Department:

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

5.6 DEPUTY CITY MANAGER OF ENVIRONMENT AND INFRASTRUCTURE

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

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

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

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

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

- Member of the EOC Policy Group;
- Emergency Social Services lead;
- Activating the EOC Policy Group notification system, when applicable;
- Ensuring the well-being of residents who have been evacuated from their homes by arranging emergency lodging, clothing, food, registration, inquiries and other personal services;
- Activation of the Emergency Social Services Plan;
- Coordinating the opening and operation of temporary and/or long-term reception/evacuation centres and ensuring adequate staffing;
- If assigned by the EOC Director, activate the Emergency Social Services Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Liaising with the EOC with respect to the designated reception/evacuation centres that can be opened on short notice;
- Liaising with the Medical Officer of Health on areas of mutual concern regarding operations in reception centres;
- Liaising with the Ministry of Children, Community and Social Services;
- Liaising with volunteer organizations (non-government organizations) in 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, Public Health Branch;
- Establishing an ongoing communications link with the senior health official at the scene of the emergency;
- Liaising with senior EMS representatives, hospital officials, relevant health care organizations (i.e. Southwest Local Health Integration Network, the Ministry of Health and relevant government agencies);

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

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

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

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

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

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

- Ensuring the public is advised of the Public Inquiry Centre phone number(s) through public service media announcements;
- Monitoring news coverage and social media and correcting any erroneous information;
- Maintaining copies of media releases pertaining to the emergency; 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, 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, PEOPLE SERVICES

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

- If assigned by the EOC Director, act as the Risk Management Officer in the EOC
- Assisting with providing necessary staff to help with emergency operations by matching employees' skills with required job (prior to an emergency). Obtaining, recording and maintaining an inventory of employee skills and limitations related to emergency operations, to be verified through the EOC Policy Group and support staff;
- Coordination of staff information hotline and internal Corporation of the City of London communications in conjunction with Emergency Management;
- Ensuring safe workplace practices are followed and that appropriate safeguards are in place to protect staff and volunteers. Advising the EOC Policy Group on matters concerning Occupational Health and Safety legislation;
- 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 DEPUTY CITY MANAGER, PLANNING AND ECONOMIC DEVELOPMENT

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

- Where possible, inspect buildings for visual assessment of damage and advise if any dangerous or unsafe conditions exist; If necessary, retain or request the owner to retain the services of a professionally qualified engineer to determine the structural adequacies of the structure;
- Obtaining advice from the Chief Building Official on the structural safety of any buildings affected by the emergency and take action as required under the Building Code Act;

- Arranging with London Police for building evacuation where appropriate;
- Providing advice on the structural safety of any buildings affected by the emergency in liaison with the Chief Building Official and arranging with London Police for building evacuation where appropriate;
- Coordinating action for the recovery and restoration of services as outlined in the London Emergency Response Plan, including the inspection of homes and buildings for safe re-occupation where required;
- Providing technology services personnel to assist with geomatics, mapping needs of the EOC and EOC Policy Group;
- Providing advice on Bylaw, licensing and compliance to the EOC Director;
- Issue orders as necessary for remedial actions to be undertaken; and
- Proceed with any actions as necessary to “make safe” any building or structure.

6.3 DEPUTY CITY MANAGER, FINANCE SUPPORTS

The Deputy City Manager, Finance Supports responsibilities includes:

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

6.4 DEPUTY CITY MANAGER, LEGAL SERVICES

The Deputy City Manager, Legal Services responsibilities includes:

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

6.5 DEPUTY CITY MANAGER, ENTERPRISE SUPPORTS

The Deputy City Manager, Enterprise Supports responsibilities includes:

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

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

6.6 DIRECTOR, INFORMATION TECHNOLOGY SERVICES

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

- Providing information technology services personnel to assist with telecommunications, computer, LAN and GIS needs of the EOC and EOC Policy Group;
- Assisting the EOC Director, if assigned by the EOC Director, assign a IT unit leader in the Logistics Section and emergency city mapping; and
- Provide co-ordination with London Police IT services in the EOC.

6.7 REGIONAL CORONER

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

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

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

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

- Provide the EOC with information with respect to the Boards action to ensure the safety and well-being of their students;
- Providing school facilities (as appropriate and available) for use as public information and/or reception centres as required;

- Provide staffing to coordinate the maintenance, use, and operation of the facilities being used as public convergence/assembly and/or reception centres; and
- Act as liaison between the Boards of Education to keep them informed of EOC Policy Group decisions that will impact the Boards activity.

6.9 EMERGENCY MANAGEMENT ONTARIO

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

6.10 INCIDENT INDUSTRIAL REPRESENTATIVE

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

6.11 DND – REGIONAL LIASION OFFICER

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

6.12 ADDITIONAL E.O.C. ADVISORS

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

External

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

7.0 OTHER AGENCIES AND ORGANIZATIONS

7.1 LONDON CENTRAL AMBULANCE COMMUNICATIONS CENTRE

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

7.2 ST. JOHN AMBULANCE

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

7.3 THE SALVATION ARMY

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

7.5 AMATEUR RADIO EMERGENCY SERVICE

The Amateur Radio Emergency Service (A.R.E.S.) is the volunteer group which coordinates amateur radio in the London-Middlesex area. They are prepared to establish and maintain emergency radio communications for any purpose required, including assisting Red Cross with registration and inquiry services at reception centres, communications between London hospitals, to supplement municipal communications resources, and to establish a Shadow Network of backup communication paths. Radio operators can deploy mobile and portable radios throughout the area to supplement existing radio networks. An A.R.E.S. control station can be activated at the EOC in a major emergency at the request of the CEMC. Other stations are available at the 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 Treasury Board Secretariat; and Emergency Management Ontario - Provincial Emergency Operations Centre. The financial burden for Federal resource assistance requests made directly from the municipality is born by the Municipality.

7.7 BELL CANADA

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

7.8 ENBRIDGE GAS

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

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

Response Goals

The following response goals are applied to all emergency situations:

- Provide for the health and safety of all responders;
- Save lives;
- Reduce suffering;
- Protect public health;
- Protect government/critical infrastructure;
- Protect property;
- Protect the environment;
- Reduce economic and social losses; 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 and Government Relations, and CE Division)

Risk Management/Legal Officer (City Senior Leadership Team)

Liaison Officer (City Senior Leadership Team)

EOC Director:

- Overall authority and responsibility for the activities of the EOC;
- Ensures organizational effectiveness;
- Provides leadership to the EOC Management team;
- Sets out priorities and objectives for each operational period and ensures they are carried out;
- Liaises with the Policy Group; 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;
- Provides advice and assistance on matters related to occupational health and safety regulations for the response and for the EOC personnel;
- Identifies liability and loss exposures to personnel and property and for City;
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City during the emergency; 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, assist guest agencies in the EOC; 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 and Hospitals)

Environment and Infrastructure (Engineering) Branch

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

Other

Operations Chief:

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event;
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively;
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly;
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections;
- Maintains a communication link between Incident Commander at the site and the EOC, for the purpose of coordinating the overall response, resource requests and event status information;
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports;
- Conducts periodic Operations briefing for the EOC Director and EOC Management Team as required or requested;
- Approves special resource requests and/or obtains the EOC Directors approval of critical and extra ordinary resources; 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
- Deputy City Manager of Environment & Infrastructure
- Deputy City Manager of Neighbourhood and Community-Wide Services and or Social and Health Development
- Medical Officer of Health
- Middlesex-London 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
- London Central Ambulance Communications Centre
- St. John Ambulance
- Canadian Red Cross
- The Salvation Army
- Amateur Radio Emergency Service (ARES) London
- Commander, Canadian Forces, Army Reserve, 31 Canadian Brigade Group
- Commander, Canadian Forces, Navy Reserve, HMCS Prevost
- Office of the Fire Marshal
- Emergency Management Ontario 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

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee
From: Kelly Scherr, Deputy City Manager, Environment and Infrastructure
Anna Lisa Barbon, Deputy City Manager, Finance Supports
Subject: Former River Road Golf Course – Plans for Ownership and Municipal Use
Date: November 1, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure and the Deputy City Manager, Finance Supports, on the advice of the Director, Parks and Forestry and the Director, Realty Services, this report **BE RECEIVED**.

Executive Summary

The purpose of this report is to summarize the status of due diligence activities and next steps with respect to the former River Road Golf Course Properties in accordance with the Sale and other Disposition of Land Policy. Approximately 20 acres of land will be explored for potential development. The remaining approximately 114 acres of the property will be retained for municipal park purposes given the site conditions and municipal need for additional lands identified to support the extension of the Thames Valley Parkway and the development of a future District Park in east London.

Linkage to the Corporate Strategic Plan

The following report supports the Strategic Plan through the strategic focus area of Building a Sustainable City – London’s infrastructure is built, maintained, and operating to meet the long-term needs of our community. Retaining the River Road property for a District level park will enhance public access to the Thames Valley Corridor, provide recreational opportunities and create valuable links to expand the Thames Valley Parkway connections.

The disposition of a portion of the River Road Golf Course aligns with the City’s Strategic Plan and Growing London’s Economy through the disposition of surplus City owned land and Leading in Public Service by increased efficiency and effectiveness of service delivery and maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

SPPC – February 16, 2021 – City of London Service Review: Potential Closure of River Road Golf Course

1.2 Background Information

At its February 23, 2021 meeting, Municipal Council resolved the following:

That, on the recommendation of the Managing Director, Parks and Recreation and the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken:

- a) the Civic Administration BE DIRECTED to cease golf operations at the municipally operated River Road Golf Course, effective immediately, to mitigate budget pressures on the municipal golf system;
- b) the Civic Administration BE DIRECTED to initiate the disposition of property process in compliance with the Municipal Council's Sale and Other Disposition of Land Policy; and,
- c) notwithstanding the Municipal Council's Sale of Major Assets Policy, the proceeds from any partial or full disposition of River Road Golf Course lands BE ALLOCATED to the municipal golf reserve fund;

Further to this direction, Civic Administration ceased golf operations at the River Road site and commenced due diligence activities in accordance with the Sale and Other Disposition of Land Policy including property inquiry liaison with internal service areas, boards, commissions and the UTRCA.

2.0 Discussion and Considerations

2.1 Property Overview

The salient property details are provided below:

<u>Municipal Address</u>	2115 River Road
<u>Existing Improvements</u>	Parking lot, Maintenance Garage, and former 18 Hole Golf Course
<u>Zoning</u>	Open Space 1, Open Space 2, Open Space 4 (OS1, OS2, OS4)
<u>London Plan</u>	Green Space
<u>UTRCA</u>	Flood Plan Regulation Controls
<u>Services</u>	Water & Sanitary
<u>Location</u>	Directly abutting the north side of the Thames River on the south side of River Road.
<u>Total Area</u>	~134 Acres (subject to final survey)
<u>Developable Potential Area</u>	Est. +/- 20 Acres (subject to feasibility assessment)

Description of Subject Property

The subject site is located on the south side of River Road immediately north of the Thames River. This was formerly a municipal golf course, established in 1992, which was closed by Council decision in 2021. The property is improved with an 18-hole golf course, maintenance garage, irrigation system, and surface parking. After a fire, the clubhouse was demolished in the interest of public safety and to comply with a make-safe order. The property is encumbered with several access roads servicing the former SE3 landfill property, along with a municipal 1200mm municipal sanitary trunk sewer. The total land area is approximately 134 acres. The surrounding uses include the Thames River to the south, rural residential homes to the east, a former landfill site north of River Road, and a former landfill site (SE3) to the west. The parcel has generally flat table lands near River Road and the topography drops and is rolling as it approaches the Thames River. A Property Overview Map is attached in Appendix A.

2.2 Property Conditions

Heritage/Archeological Potential

The property is not listed or designated pursuant to the Ontario Heritage Act, however it has been identified to have archaeological potential. The archaeological potential would need to be addressed prior to the development or alteration of the property.

Initial Ecological Assessment

A majority of the parcel, except for the portion of tablelands near River Road, are regulated by Upper Thames River Conservation Authority (UTRCA). As identified in the City's London Plan under the Natural Heritage Map (Map 5), the parcel holds significant valley lands, several unevaluated wetlands, one (1) large unevaluated wetland, two (2) unevaluated vegetation patches, and a significant woodland along the southwest portion of the property near Hemlock Park. In addition, there is potential for several Species at Risk (SAR) to be present at this location.

Requirement for a Subject Land Status Report

The subject lands are currently zoned Open Space 1 (OS1), Open Space 2 (OS2) and Open Space 4 (OS4) and identified in the London Plan as Green Space. As part of a land disposition, it may be desirable to complete a Subject Lands Status Report (SLSR) to help delineate the ecological features of the property as noted above, identify any SAR species, and ultimately determine the potential developable portion of land. At present, the developable area is estimated to be approximately 20 acres.

Environmental Condition of the Property

The property is adjacent to two former landfill sites that date to the 1960's. Former landfill site SE3 is located immediately adjacent to the west boundary of the property. There are perimeter leachate system outlets to the sanitary sewer system at the property.

The other, older, former landfill is located to the north side of River Road. There is no perimeter leachate system and the groundwater drainage runs south through the park lands. It is unknown whether there is or has historically been groundwater leachate present below the golf course lands.

Further environmental investigations are likely necessary, subject to the future plans for the lands.

2.3 Rationale for Retaining the Subject Lands

Civic Administration commenced due diligence activities at the former River Road golf course property in accordance with the Sale and Other Disposition of Land Policy including property inquiry liaison with internal service areas, boards, commissions and the UTRCA. As a result of the various site conditions discussed in the previous section identified through due diligence activities, only about 20 acres of the former golf course site are expected to be suitable for development. The use of the balance of the land needs to be considered in the context of its significant natural features, including floodplain, valleys, wetlands, vegetated areas and woodlands. The conditions of the property have changed since the initial Council direction and the option to consider the sale of the property as a golf course is no longer viable.

In the context of the site conditions and in keeping with the Thames Valley Corridor Plan and the London Plan, the southerly portion of the former golf course lands could accommodate a new riverfront District Park. Currently, larger established parks are primarily located in central, north and west areas of the city, which feature parks like Springbank, Greenway, Thames, Harris and Gibbons. These lands could also connect

and combine adjacent open space lands with those north of River Road (i.e. River Road Park) into a larger and more functional space, permitting the potential for more recreational options in the future.

In addition, some of the valley lands can accommodate the Thames Valley Parkway's (TVP) eastward extension along the river corridor. Ultimately, the TVP will extend to and under Veterans' Memorial Parkway (VMP) and to areas east of the City. A route on the north side of the Thames River through the former River Road golf course property is expected to involve fewer environmental and property acquisition requirements than the high-level options that have been considered to the south of the river. Therefore, retaining the existing land to support the TVP extension would be far more cost effective and avoid additional land acquisition and associated processes on the other side of the river.

In addition to the future park and pathway uses, portions of the lands may be developable, mainly along River Road where development can be appropriately set back from top-of-bank, natural features, stream corridors, recreation corridors and the former landfill. The highest and best use of the potentially developable lands has yet to be determined, but there may be added value in exploring a portion of the re-developable lands for future light industrial uses. The estimated developable area can help maximize land values while still providing opportunity for future park and pathway uses.

The existing asphalt parking lot will be retained for parks purposes to support access to the TVP and the valley parklands. All golf-related assets from the lands, such as irrigation systems, will be recovered for use at the two municipal golf properties where practical.

2.4 Next Steps of the Process

All future uses of the site – paths, parks and development – will require appropriate planning and studies, with recommendations brought to Council in accordance with Council policies and applicable Provincial legislation. The park and pathway planning work for the 114 acre site being retained for municipal use can be funded from existing budgets in 2023. Similarly, the land use feasibility studies planned for the 20 acres that has development potential can occur next year with existing resources. Both of these efforts will help inform future budget submissions for Council's consideration. Development of the future district park will be done consistent with the needs identified in the Parks and Recreation Master Plan.

It should be noted that to proceed with the sale of the approximate 20 acres of the developable lands, the lands will need to be declared surplus through a public declaration of Council. Civic Administration recommends that further studies be completed prior to declaring a portion of the property surplus.

3.0 Financial Impact/Considerations

3.1 Costs Associated with the Portion Retained for Municipal Purposes

The retention of the 114 acres of the site for pathway and parkland purposes will mitigate the need to purchase alternate lands for parkland purposes in this area of the city in the future, which would otherwise be funded through the Parkland or Urban Forestry Renewal Reserve Funds.

Parks and Forestry has identified sources of funding within the 10-year Capital Budget forecast that could, at least in part, support the development of a park and pathway extensions at this location. Funds are available in existing budgets in 2023 to proceed with planning work to better define future capital funding needs.

Funding for future ongoing operating costs will be pursued through the City's assessment growth and budget processes at the appropriate time.

3.2 Financial Implications Associated with Potential Development

Civic Administration is continuing to complete further due diligence studies as well as a land use feasibility study to identify what land use/redevelopment possibilities are possible for the approximately 20 acres of developable lands. Costs to complete the due diligence studies will be funded through existing approved operating budgets.

4.0 Key Issues and Considerations

4.1 Summary Analysis, Recommendations and Next Steps

Civic Administration completed several studies while completing proper due diligence further to the direction from Council to initiate the disposition of property process in compliance with the Municipal Council's Sale and Other Disposition of Land Policy. Considering the results of the study findings to date as well as the parkland needs that have been identified to support the extension of the TVP and the development of a future District Park in east London, 114 acres of the River Road property will be retained for municipal parkland.

Civic Administration will undertake further studies and consideration for highest and best uses, if feasible, for the potential development lands of approximately 20 acres. Once studies are completed, recommendations will be brought forward for Council consideration through a future report, noting this work will take some time to complete.

Conclusion

Approximately 114 acres of the former River Road Golf Course will be retained for the likely future transition into a District Park and extension of the TVP, benefitting from its location along the Thames Valley Corridor. Preliminary planning work for these lands will start in 2023.

In addition, Civic Administration will continue working on the required studies to help guide Council with appropriate options for any development or sale of a portion of the lands for a higher and better use, with an expected report back to Council in 2023 as well.

A Property Overview Map is attached as Appendix A.

An Estimated Developable Portion of Lands Map is attached as Appendix B.

A Conceptual Thames Valley Pathway (TVP) Map is attached as Appendix C.

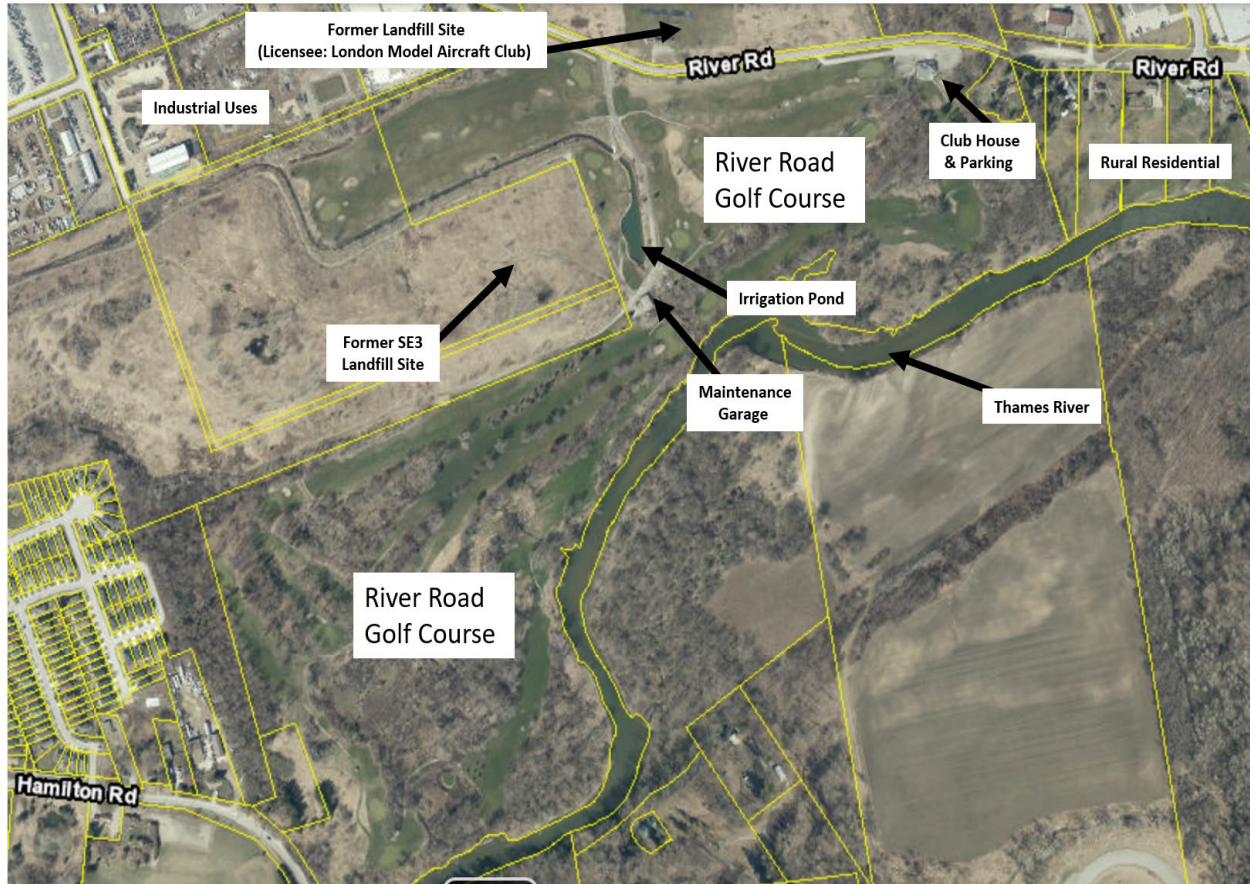
Submitted by: **Scott Stafford, Director, Parks and Forestry**

Submitted by: **Bill Warner, AACI, Papp, Director, Realty Services**

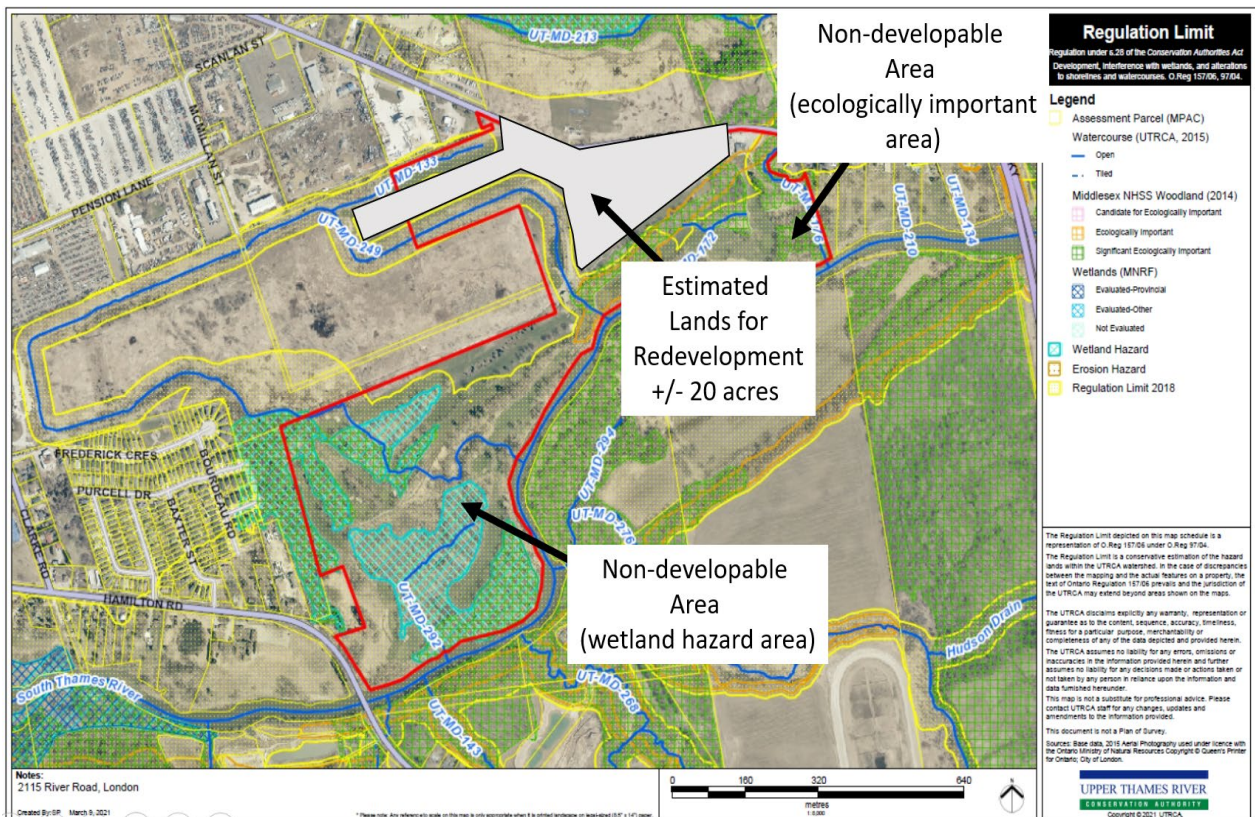
Recommended by: **Kelly Scherr, P.Eng., MBA, FEC, Deputy City Manager, Environment and Infrastructure**

Recommended by: **Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports**

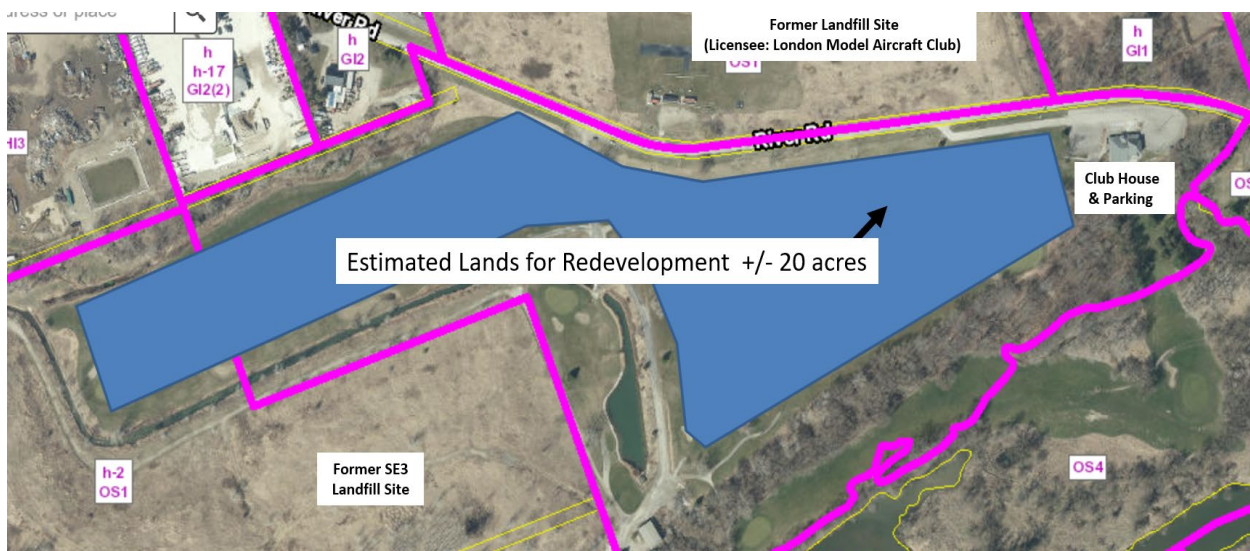
Appendix A – A Property Overview Map



Appendix B – Estimated Developable Portion of Lands

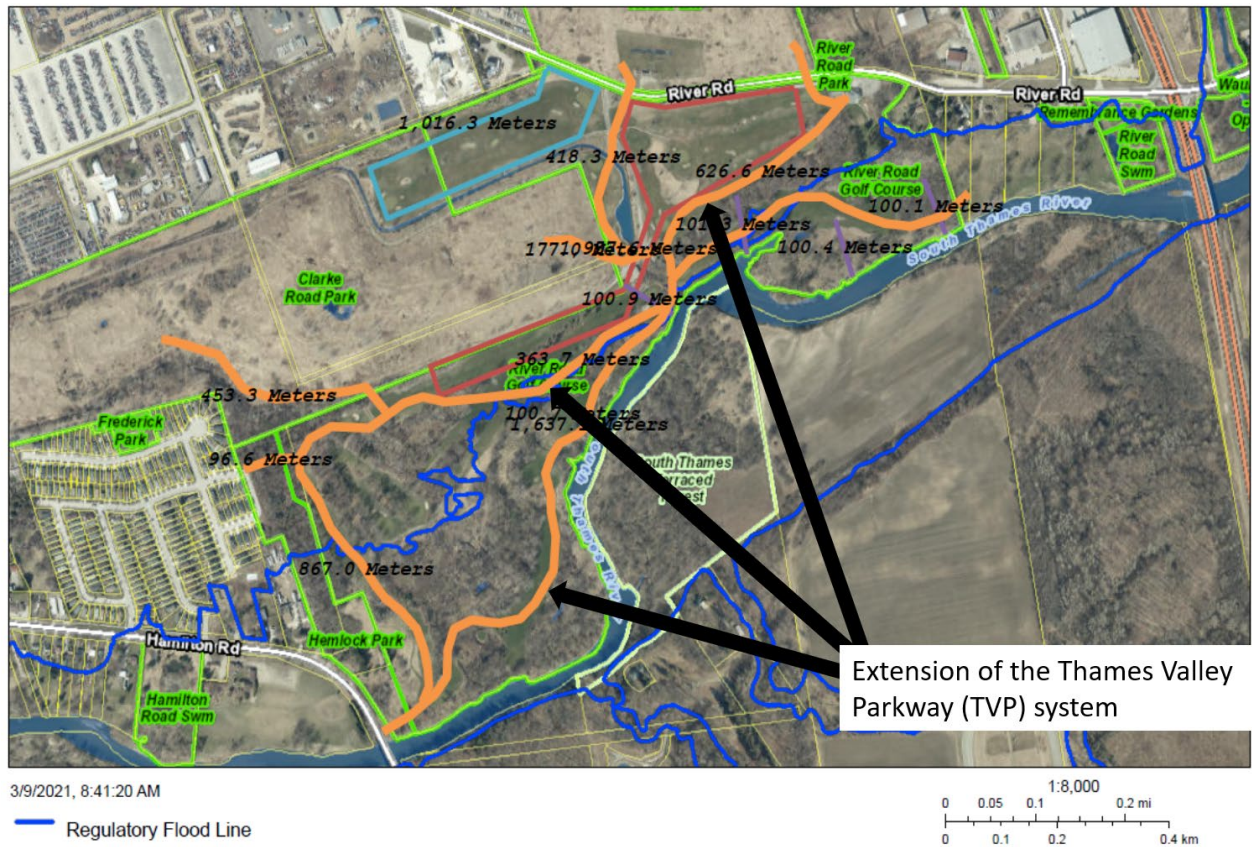


Note: Estimated lands for redevelopment are subject to further feasibility and planning assessment.



For illustration purposes

Appendix C – Conceptual Thames Valley Pathway (TVP) Map



Conceptual Plan provided by Parks Planning
Various pathway & connection routes shown as part of the eastward extension of the TVP system

Dear Chair and members of the CPSC,

In future reports regarding the use of River Road golf course I am interested in also receiving information on:

- a) The required upgrades to River Road.
- b) Leachate from the landfill site into the irrigation pond.
- c) The potential to resume golf operations.

Many thanks,

Michael van Holst

Madam Chairperson/Committee Members

My name is Stuart Watson. I have been a member of the City of London golf courses for over 20 years and played the River Road golf course on a regular basis.

On February 23, 2021, Council directed the Civic Administration to:

- cease golf operations at River Road immediately
- initiate disposition of River Road
- allocate the proceeds from partial or full disposition of River Road
to the municipal golf reserve fund

The Report you are considering today is a summary of the Civic Administration's progress in addressing these directives.

The closure of River Road has made it difficult for City of London Golf Members

and the General Public to book tee times at Thames Valley and Fanshawe golf

courses. This has resulted in lost revenues from potential green fees, cart rentals and a reduction in memberships for these remaining municipal golf courses.

In February 2021, when the Civic Administration assumed responsibility for River

Road it was a mature 18 hole golf course with a quality, fully operational irrigation system and an attractive Clubhouse. This 134 acre property would have had a market value of millions of dollars.

Today, the River Road greens and fairways are beyond recovery, the irrigation system is severely damaged (beyond repair?) because required winterization was not done and the Clubhouse was recently destroyed by fire.

As a result of the lack of due diligence by the Civic Administration, millions of potential revenue for the municipal golf reserve fund have been lost. This could have a negative effect on the future of Fanshawe and Thames Valley Golf courses.

As a municipal golfer and a London taxpayer my question is :

Why was this result allowed to happen??

Stuart Watson

for the added agenda packet, tues. Nov.1 2022

I confess I paid little attention to Municipal Affairs until the vote to close River Road hit my hot button !

With the help of a knowledgeable friend, I learned a great deal about the history and management of the network under the PUC and more recently Parks & Recreation.

Having been a Muni golfer for 45 years, I was aware of the increasing difficulties with accessing T-Times on the network and with the deterioration of playing conditions, but the closure of River Road brought it all to a head.

The closure of River Road based on a \$26,858 Deficit and the coincidental revealing of the depleted Golf Reserve Fund was a shock given the 96 year history of profitability and the self-funding principle of "Golf pays for Golf".

As a retired senior citizen, I started to dig-in to the operation of the system i.e., what was the capacity of the system and what would be the impact on the golf community of 25% less playing time. I discovered there was little in terms of utilization versus capacity with a singular focus on rounds played as the primary indicator of the health of the system regardless of operational problems like the 2017-2019 Toluene Spill and clean up. There was no metrics relative to unsatisfied requests for T-Times as capacity became a bigger constraint and the assumption by Parks & Recreation was that private area golf could accommodate those disenfranchised by the closure and network downsizing. .

My analysis eventually took me to the 2018 KPMG Report that documented the deficit with the allegation that a reduction in rounds played was the key contributor and an indicator of the decline in golf's popularity. The KPMG Report was the key influencing factor on Council's decision to close River Road even though it overlooked the impact of the Toluene Spill, disregarded the 25% Redirection of Golf's Gross Margins to Aquatic Services and ignored the ballooning Operating Costs at 3.7 times the change in Revenues. Other than the allegation of golf's decline there was no analysis of other factors, no explanation of the Operating Costs and totally overlooked the predicted 80,000 population growth by 2039.

How Municipal Golf went from "Boom" (generating surpluses of \$950,000) to "Bust" was never explained and the lack of published reporting made tracking of changes impossible. Requests for a review of the management system prior to 2018 was denied and management was described as excellent while Municipal Golf was being "declared" bankrupt !

The Municipal Golf Community was never consulted and Parks & Recreation convinced Council to vote for closure while allocating \$Millions in tax subsidies to every recreational activity/facility in their empire that never attain a "Net-Neutral" status

while discriminating against London's recreational golfers in a system that has never received a subsidy....ever !

Andy McGuigan

Greenspace not a poker chip

There's so much wrong with this proposal for River Road that it's easy to get sidetracked. But let's focus on the most basic thing that's wrong here the thing from which the other minor wrongs flow. It lies in this, greenspace is not a poker chip that you trade for something else, it's not something you owe for something else, something used to pay for something else, it's greenspace, not a commodity and it stays put. It's precious, in limited supply and if you've got it, you're allowed to keep it.

So River Road is apparently, a 134 acre greenspace that used to be a golf course and now we are faced with the problem of what to do with it and the basic proposal here is that River Road will be transformed into a park with a bunch of pathways. Fair enough. But not all, 20 acres will be reserved for development. Why? Because if and when, that 20 acres gets sold, the proceeds will go to fix something up at Fanshawe and Thames Valley. A year or so ago it was parking lots and AC units that were going to get fixed, who knows what it will be when these chips are called in So there it is, greenspace is turned into pavement and the money from the greenspace goes to fix pavement somewhere else.

But here's the thing, River Road, and I guess the people in Ward 1 who have River Road don't owe money from the River Road greenspace to Fanshawe or Thames Valley or anywhere else. The greenspace is there's and they get to keep it, all of it.

My goodness, if there's somebody who deserves some pay back here, it's the people of Ward 1. Their golf course was destroyed, essentially by terrible planning, even worse than this, but we're not going to start pointing fingers at who might owe them. Instead let's talk about what to do with River Road, that's well, fair. How about this. We put a call out for some proposals that aren't crazy and the folks from Ward 1, get some special veto on picks.

You have my consent to post my letter to the public record

Angus Johnson

DEFERRED MATTERS

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

as of October 21, 2022

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
1.	<p><u>Special Events Policies and Procedure Manual</u> 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> <p>iii) increased fines and penalties for special events that contravene the Manual.</p>	September 10, 2019	Q1 2023	C. Smith J.P. McGonigle	
2.	<p><u>London Community Recovery Network - Ideas for Action by Municipal Council</u> That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the Acting Managing Director, Housing, Social Services and Dearness Home, and the Managing Director, Parks and Recreation, the following actions be taken with respect to the staff report dated February 9, 2021 related to the London Community Recovery Network and ideas for action by Municipal Council:</p>	February 9, 2021	TBD	C. Smith K. Dickins S. Stafford	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	<p>ii) the implementation plan for item #2.3 Downtown Recovery – free transit to the downtown, as it relates to transit initiatives to the downtown, BE REFERRED back to the Civic Administration to continue working with the London Transit Commission on this matter, with a report back to a future meeting of the Community and Protective Services Committee (CPSC) when additional details are available; and,</p> <p>iii) implementation plan for item #2.3 Downtown Recovery – free transit to the downtown, as it relates to parking initiatives in the downtown BE REFERRED back to the Civic Administration with a report back to a future meeting of the CPSC when additional details are available;</p>				
3.	<p><u>Recognizing the Impact of Hosting the COVID-19 Assessment Centres at Oakridge Arena and Carling Heights Optimist Community Centre</u></p> <p>That the following actions be taken with respect to the communication, dated July 6, 2021, from Councillors S. Lehman and J. Helmer and Mayor E. Holder, related to Recognizing the Impact of Hosting COVID-19 Assessment Centres at Oakridge Arena and Carling Heights Optimist Community Centre:</p> <p>a) the Civic Administration BE DIRECTED to consult residents, especially those close to the COVID-19 assessment centres, about priorities for new recreational amenities or upgrades to existing recreational amenities in the general area; and,</p> <p>b) the Civic Administration BE DIRECTED to explore potential provincial and federal funding opportunities for recreational infrastructure and to report back with recommended new or upgraded recreational amenities in the general area of both testing centres, along with a recommended source of financing;</p>	July 27, 2021	TBD	C. Smith	
4.	<p><u>Fire Master Plan Action Plan</u></p> <p>That, on the recommendation of the Fire Chief and with concurrence from the Deputy City Manager, Neighbourhood and Community-Wide Services, the</p>	June 21, 2022	TBD	Fire Chief C. Smith	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	<p>following actions be taken with respect to the staff report, dated June 21, 2022, related to the Fire Master Plan Action Plan:</p> <p>b) the Civic Administration BE DIRECTED to take the necessary actions to update the existing Establishing and Regulating By-law and report back at a future meeting of the Community and Protective Services Committee; and,</p>				
5.	<p><u>Signage Containing Graphic Images of Alleged Aborted Fetuses</u></p> <p>The Civic Administration BE DIRECTED to report back to a future meeting of the Community and Protective Services Committee with respect to potential changes that could be made to the Sign By-law related to the prohibition of the display of graphic images in public</p>	July 26, 2022	TBD	S. Mathers	
6.	<p><u>Water for Dogs at the Pottersburg Dog Park</u></p> <p>That the following actions be taken with respect to the installation of a water supply for dogs at the Pottersburg Dog Park:</p> <p>a) the Civic Administration BE DIRECTED to report back, in advance of the 2024-2027 multi year budget process, with respect to extending water services to parks, including dog parks in the City of London; and,</p>	July 26, 2022	TBD	K. Scherr	
7.	<p><u>Adult Live Entertainment Parlour - 2010 Dundas Street - Deletion of Location</u></p> <p>That the following actions be taken with respect to the staff report, dated October 4, 2022, with respect to the Adult Live Entertainment Parlour located at 2010 Dundas Street – Deletion of Location:</p> <p>a) the Civic Administration BE DIRECTED to provide the Community and Protective Services Committee with future status update reports with respect to licence applications for adult entertainment parlour locations;</p>	October 4, 2022	TBD	S. Mathers	