

COMMITTEE AGENDA



TO **Operations, Transit & Emergency Services Committee**

DATE November 6, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 10:00 a.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – September 10, 2013 Open Meeting Minutes

PRESENTATIONS (Items with no accompanying report)

- a) Guelph Transit Update - Phil Meagher, Acting General Manager, Transit Services

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Operations, Transit & Emergency Services Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
OTES-2013.28 Emergency Response Plan and Emergency Management Program	Shawn Armstrong, General Manager of Emergency Services/Fire Chief		✓
OTES-2013.29 Establishing Elementary School Speed Zones			

Resolution to adopt the balance of the Operations, Transit & Emergency Services Committee Consent Agenda.

ITEMS EXTRACTED FROM THE CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

-
- 1) delegations (may include presentations)
 - 2) staff presentations only
 - 3) all others.

STAFF UPDATES & ANNOUNCEMENTS

ADJOURNMENT

NEXT MEETING – December 9, 2013



**Minutes of the Operations, Transit and Emergency Services Committee
Held in the Council Chambers, Guelph City Hall on
Tuesday, September 10, 2013 at 5:00 p.m.**

Attendance

Members: Chair Findlay, Mayor Farbridge, Councillors Bell, Furfaro and Van Hellemond

Councillors: Councillor Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer; Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services; Mr. P. Meagher, Acting General Manager Community Connectivity & Transit; Mr. S. Armstrong, General Manager/Fire Chief Emergency Services; Mr. S. Dewar, EMS Chief, Guelph Wellington Emergency Medical Care; Mr. R. Keller, General Manager Public Works; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Council Committee Coordinator

Call to Order (5:00 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Bell
Seconded by Councillor Van Hellemond

That the open meeting minutes of the Operations, Transit & Emergency Services Committee held on July 9, 2013 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)

VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted from the Consent Agenda to be dealt with separately:

- | | |
|---------------------|--|
| OTES-2013.24 | Land Ambulance Response Time Improvement |
| OTES-2013.25 | Public Works Yard Expansion - Update |
| OTES-2013.26 | Sidewalk & Sign Inspection |
| OTES-2013.27 | Traffic Investigations Work Plan - Update |

The Executive Director of Operations, Transit & Emergency Services introduced Mr. Phil Meagher, Acting General Manager of Community Connectivity and Transit.

Extracted Consent Items

OTES-2013.24 Land Ambulance Response Time Improvement

Mr. Dewar, EMS Chief, and Fire Chief Armstrong provided an overview of the report and outlined the benefits and proposed approach of implementing a phased-in approach to improve response times. Discussion ensued regarding the financing of this initiative to be considered through budget deliberations.

2. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

THAT the report OTES091323 Land Ambulance Response Time Improvement dated September 10, 2013 be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

OTES-2013.25 Public Works Yard Expansion - Update

Discussion ensued regarding public involvement and next steps.

3. Moved by Councillor Bell
Seconded by Mayor Farbridge

1. THAT the Operations, Transit & Emergency Services Committee Report OTES091326 Public Works Yard Expansion - Update be received.
2. **THAT the Operations, Transit & Emergency Services Committee refer back to staff to consider alternate plans to address growth concerns surrounding the Public Works property to include the possibility of a comprehensive needs assessment study for the entire Public Works Department yard and its dependencies.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

OTES-2013.26 Sidewalk & Sign Inspection

The Committee deliberated on the extent and type of markings which are resulting from this program, and the necessity for funding of timely repairs.

Main Motion

4. Moved by Mayor Farbridge
Seconded by Councillor Furfaro

That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.

First Amendment

5. Moved by Mayor Farbridge
Seconded by Councillor Furfaro

That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

Second Amendment

6. Moved by Mayor Farbridge
Seconded by Councillor Bell

- 1. That sidewalk discontinuity per kilometer be included as a key performance indicator in the Public Works Annual Report.**
- 2. That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.**
- 3. That Council request the Province of Ontario establish an infrastructure funding program for sidewalk maintenance to support the goals of the legislation and assist municipalities close the gap on sidewalk infrastructure repairs.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

7. Moved by Mayor Farbridge
Seconded by Councillor Bell

1. That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.
- 2. That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.**
- 3. That sidewalk discontinuity per kilometer is included as a key performance indicator in the Public Works Annual Report.**
- 4. That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.**

- 5. That Council requests the Province of Ontario to establish an infrastructure funding program for sidewalk maintenance to support the goals of the legislation and assist municipalities close the gap on sidewalk infrastructure repairs.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

OTES-2013.27 Traffic Investigations Work Plan - Update

The timelines and staffing required to move forward on the work plan and the desire to take some action prior to 2015 were discussed.

Main Motion

8. Moved by Councillor Furfaro
Seconded by Mayor Farbridge

THAT the Operations, Transit & Emergency Services Committee Report OTES091325 Traffic Investigations Work Plan - Update be received.

First Amendment

9. Moved by Councillor Furfaro
Seconded by Mayor Farbridge

- 1. That staff immediately address Council's outstanding resolution to reduce the speed limit in all school zones to 40 km/hr.**
- 2. That the financial implications of this motion be addressed through the 2014 budget.**
- 3. That staff review available data around the new school zone speed limit in the second quarter of 2014 to determine level of public compliance.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

10. Moved by Councillor Furfaro
Seconded by Mayor Farbridge

1. That the Operations, Transit & Emergency Services committee report OTES091325 Traffic Investigations Work Plan - Update be received.
- 2. That staff immediately address Council's outstanding resolution to reduce the speed limit in all school zones to 40 km/hr.**

- 3. That the financial implications of this motion be addressed through the 2014 budget.**
- 4. That staff review available data around the new school zone speed limit in the second quarter of 2014 to determine level of public compliance.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro and Van Hellemond (5)
VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

Mr. McCaughan, Executive Director of Operations, Transit & Emergency Services, advised of the reopening of the Farmer's Market on Saturday, September 14th and commended staff on their work in keeping the project on schedule and within budget.

Mr. McCaughan acknowledged public works staff and emergency medical staff for their management of the recent storm activities in the City.

Adjournment (6:28 p.m.)

11. Moved by Councillor Furfaro
Seconded by Mayor Farbridge

That the meeting be adjourned.

CARRIED

Deputy Clerk

Operations, Transit and Emergency Services

Guelph Transit Update

November, 2013



Phil Meagher

Acting Manager Community Connectivity and Transit

- 30+ yrs of Senior Transit Management Experience
- Team Builder
- Change Management Experience
- Trouble Shooter



Major Issues Facing Guelph Transit

- Staff
- Fleet
- Community Relations
- Operations



Major Issues - Staff

- Disengaged as a team
- Lack of supervisor training
- No sense of Empowerment
- Staff complement



Major Issues - Fleet

- Reliability
- Communication



Major Issues – Community Relations

- Dropped runs and reliability of service
- Delivery of excellent customer service
- Schedule Adherence



Strategies to improve - Staffing

- Attendance Support Program
- Workforce rationalization
- Driver Customer Service Training



Strategies to improve - Fleet

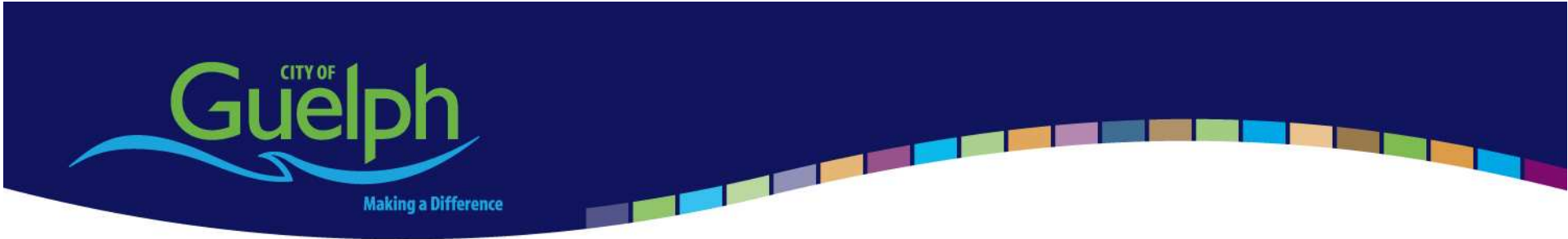
- Right size fleet through rationalization
- Implementation of Fleet Utilization Program



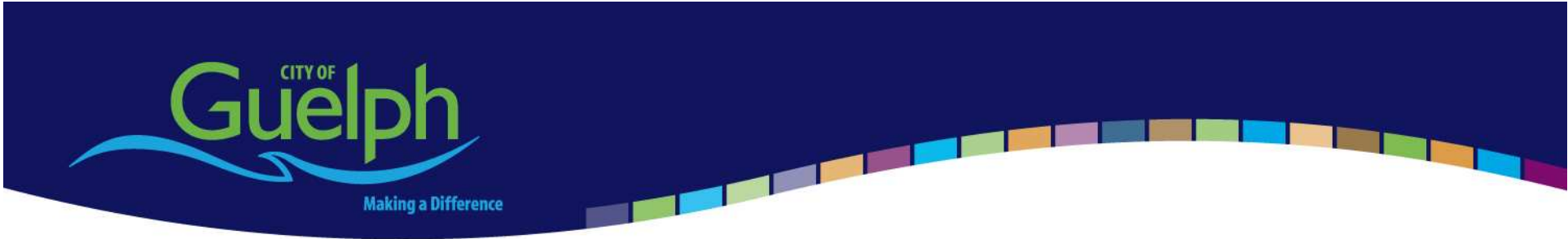
Strategies to improve – Service

- Proactive oversight of system performance
- Supervisory Training on Core Competency
- Driver training on excellent customer service
- Introduction of CAD/AVL
- Introduction of proper CSRS





Questions



Thank You

**OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE
CONSENT AGENDA**

November 6, 2013

Members of the Operations, Transit & Emergency Services Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Operations, Transit & Emergency Services Committee Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

REPORT	DIRECTION
<p>OTES-2013.28 EMERGENCY RESPONSE PLAN AND EMERGENCY MANAGEMENT PROGRAM</p> <p>1. THAT the Operations, Transit & Emergency Services Report # OTES111331 <u>Emergency Response Plan and Emergency Management Program</u> dated November 6th, 2013 be received.</p> <p>2. THAT Council approve the bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program.</p>	Approve
<p>OTES-2013.29 ESTABLISHING ELEMENTARY SCHOOL SPEED ZONES</p> <p>1. THAT the Operations, Transit & Emergency Services Report #OTES111332 <u>Establishing Elementary School Speed Zones</u>, dated November 6th, 2013 be received.</p> <p>2. THAT the alternative approach to establishing reduced speed zones adjacent to elementary schools as set out in Operations, Transit & Emergency Services Report OTES #OTES111332 <u>Establishing Elementary School Speed Zones</u>, dated November 6th, 2013 be recommended for Council's consideration when it deliberates upon the 2014 Operating Budget.</p>	Receive

attach.

Emergency Operation Control Group & the Incident Management System



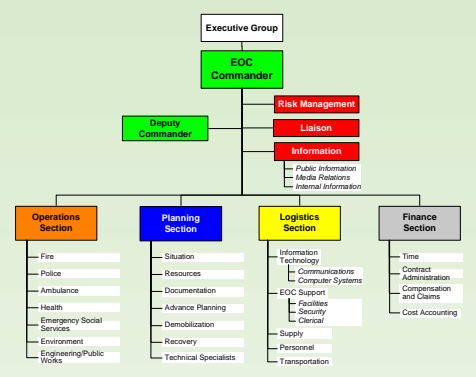
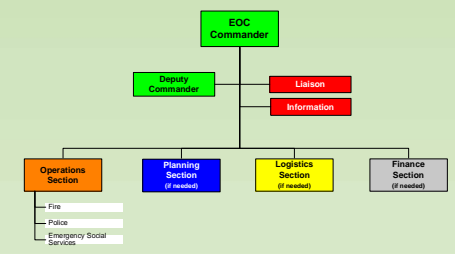
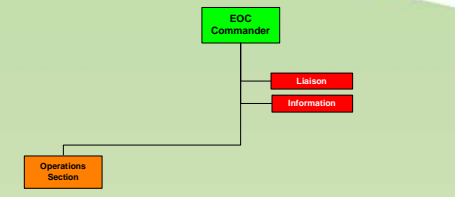
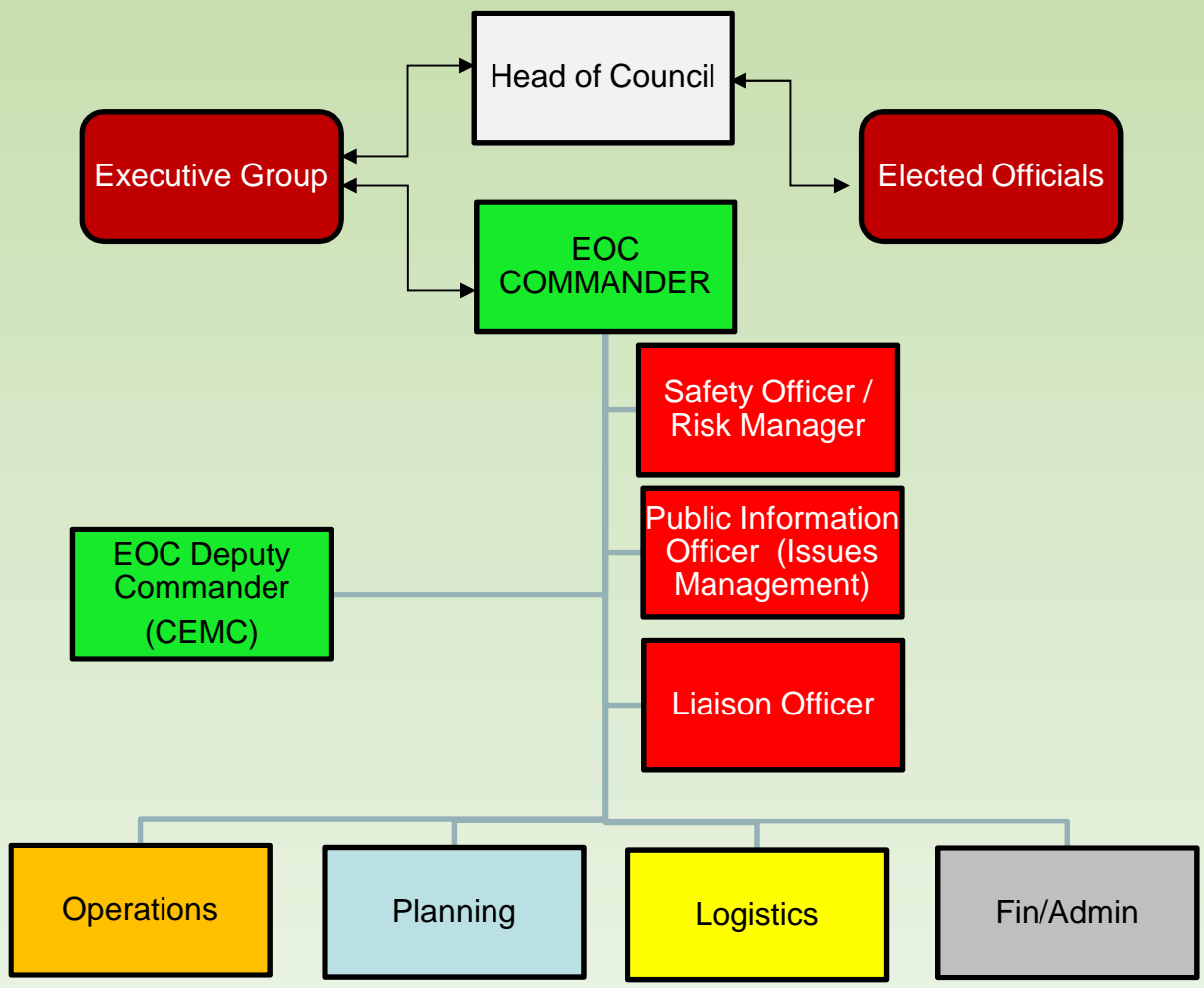
Emergency Operations Control Group

- Responsible for effective leadership and management of serious emergencies in the City of Guelph.
- Large group – a challenge to fully mobilize and continue other necessary functions.
- CSP initiative to ensure EOCG effective & sustainable.
- Project looked at comparator communities, industry best practices and literature review.
- The Incident Management System recommended.

Incident Management System



- Standardized approach to incident management.
- Proper span of control.
- Flexibility / scalability to use as much or as little as is required.
- Common organization structure within Emergency Management community.
- Recognized standard in North America, best practice in much of the world.



Training / next steps

- EOCG training December 2012
- One week of training June 17-21, 2013 for EOCG, alternates, support personnel.
- Included two ½ day practical exercises.
- Yearly training and exercise required by emergency management program & legislation.
- Changes with ITS to EOC set-up / call-out procedure 'in the works'.

STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Emergency Services

DATE November 6, 2013

SUBJECT Emergency Response Plan and Emergency Management Program

REPORT NUMBER OTES111331

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council approval of a bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program.

KEY FINDINGS

As part of a Corporate Strategic Plan initiative, the functions of the Emergency Operations Control Group have been reviewed in order to ensure it is effective and sustainable. Findings of the review determined that use of the Incident Management System, based on standards recognized throughout North America, would provide both effectiveness and sustainability.

The change to IMS requires an update of the City of Guelph Emergency Response Plan. When the Plan is changed it is a requirement of the Emergency Management and Civil Protection Act that it be adopted by bylaw.

FINANCIAL IMPLICATIONS

There are no financial implications.

ACTION REQUIRED

Adoption of the 2013 Emergency Response Plan and Emergency Management Program.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report # OTES111331 Emergency Response Plan and Emergency Management Program dated November 6th, 2013 be received.

STAFF REPORT



2. THAT Council approve the bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program.

BACKGROUND

The City of Guelph Emergency Response Plan exists to make provision for extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the City of Guelph when faced with an emergency.

The Emergency Plan enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9.

The City of Guelph Emergency Management Program exists to provide for necessary training, public education and specialized facilities in support of Emergency Management activities and in accordance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.

The Emergency Response Plan and Emergency Management Program are reviewed on a yearly basis.

In response to the Corporate Strategic Plan, Emergency Services undertook a review of the functions of the Emergency Operations Control Group (EOCG) to ensure optimal effectiveness and efficiency.

REPORT

In 2012 Emergency Services undertook a project to review the EOCG for both effectiveness and sustainability. Included was a review of comparator communities and industry best practices. The project determined that implementing the use of an Incident Management System (IMS) would allow the EOCG to be more effective and efficient.

The IMS is a standardized approach to emergency management that utilizes a common organizational structure to encompass personnel, facilities, equipment, procedures, and communications. IMS recognizes that every emergency has similar management functions that must be carried out. These management functions must occur regardless of the size of the emergency, the number of personnel affected, or the resources available. IMS is the methodology utilized to manage the emergency response. IMS is utilized as a best practice in many areas of the world, and is based in recognized standards in North America. IMS is flexible in its approach, able to scale up or down in the size and scope of support offered to the emergency site according to the needs of the site.

STAFF REPORT



IMS has been recommended for use by Emergency Management Ontario, and ensures that municipalities and regions are utilizing the same approach to dealing with emergency situations, and utilizing common terminology during the management of emergencies.

IMS essentially consists of 5 functions:

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

IMS will address the effectiveness of the EOCG and due to its scalability will also address sustainability. IMS will also allow Guelph to interoperate more effectively with other municipalities and levels of government who have or are moving toward use of the system.

In order to incorporate IMS into the Emergency Response Plan it is necessary to update the plan. When the plan is changed there is a regulatory requirement that a municipal bylaw be passed adopting the new plan. Attached to this report is the recommended bylaw amendment, Emergency Response Plan and Emergency Management Program.

CORPORATE STRATEGIC PLAN

1.3 - Build robust systems, structures and frameworks aligned to strategy.

DEPARTMENTAL CONSULTATION

CAO & Executive Team through project reporting / approvals and training in December 2012 and June 2013.

COMMUNICATIONS

During the week of June 17th – 21st, 2013 EOCG members, alternates and support personnel were trained in IMS disciplines and provided with an exercise allowing a practical interpretation of their training.

Upon passage of the bylaw, the Emergency Response Plan will be provided to Emergency Management Ontario. Further it will be placed on Guelph.ca where it will be available for reading and download. It will also be made available in all Guelph Library branches.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

STAFF REPORT



ATTACHMENTS

ATT-1 Bylaw with attached Emergency Response Plan and Emergency Management Program

Report Author: Harry Dunning
Manager of Administration & Emergency Preparedness
Emergency Services

Recommended By
Shawn Armstrong
General Manager of Emergency
Services / Fire Chief
519-822-1260 Ext. 2125
shawn.armstrong@guelph.ca

Approved By
Derek J. McCaughan
Executive Director of Operations,
Transit, and Emergency Services
519-822-1260 Ext. 2018
derek.mccaughan@guelph.ca

**ATTACHMENT-1
THE CORPORATION OF THE CITY OF GUELPH**

By-law Number (2013)-XXXXX

A by-law to to adopt an Emergency Management Program and an Emergency Response Plan for the protection of public safety, health, the environment, critical infrastructure and property.

WHEREAS the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E-9, requires the development and implementation of an emergency management program by the council of a municipality which must consist of:

- an emergency plan;
- training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- public awareness on risks to public safety and on public preparedness for emergencies; and
- any other element required by the standards for emergency management programs established by the Province of Ontario.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. The Emergency Management Program attached hereto as Schedule “A” to this by-law, is hereby adopted.
2. The City of Guelph Emergency Response Plan attached hereto as Schedule “B” to this by-law, is hereby adopted.

Passed this XX day of XX 2013.

Karen Farbridge, Mayor

Blair Labelle, City Clerk

Schedule “A” to By-law (2013)-XXXXX

City of Guelph

Emergency Management Program

Emergency Management Program

The City of Guelph Emergency Management Program shall be established annually, and in order to meet the essential level of emergency preparedness established by the Province of Ontario, shall consist of:

1. Designation of a community emergency management coordinator.
2. Formation of a community emergency management program committee.
3. Publication of an approved community emergency response plan.
4. Development of an appropriate community emergency operations centre
5. Identification of critical infrastructure.
6. Conduct annual training for the emergency operations control group and emergency operations centre staff.
7. Conduct of an annual exercise to evaluate the community emergency response plan.
8. Identification of individuals to act as community emergency information staff.
9. Development and implementation of a community emergency management public education program.
10. Conduct an annual review of the community emergency management program.
11. Conduct hazard identification and risk assessment.

Schedule “B” to By-law (2013)-XXXXXX

City of Guelph

Emergency Response Plan



CITY OF GUELPH

EMERGENCY RESPONSE PLAN

2013

Updated

August, 2013

Glossary of Terms

CAO -	Chief Administrative Officer
CEMC -	Community Emergency Management Coordinator
CEMPC -	Community Emergency Management Program Committee
EMCPA -	Emergency Management and Civil Protection Act RSO 1990
EMO -	Emergency Management Ontario
EMS -	Emergency Medical Services
EOC -	Emergency Operations Centre
EOCG -	Emergency Operations Control Group
ERP -	Emergency Response Plan
GFD -	Guelph Fire Department
GPS -	Guelph Police Service
GRCA -	Grand River Conservation Authority
GWEMS -	Guelph Wellington Emergency Medical Services
HIRA -	Hazard Index and Risk Assessment
ICS -	Incident Command System
IMS -	Incident Management System
MCSCS -	Ministry of Community Safety and Correctional Services
MOH -	Medical Officer of Health
MP -	Member of Parliament
MPP -	Member of Provincial Parliament
ODRAP -	Ontario Disaster Relief Assistance Program
PEOC -	Provincial Emergency Operation Centre
PIO -	Public Information Officer
POO -	Province of Ontario
WSIA -	Workplace Safety and Insurance Act

Executive Director CSS – Executive Director Community and Social Services

Executive Director CHR – Executive Director Corporate and Human Resources

Executive Director FES – Executive Director Finance and Enterprise Services

Executive Director OTES – Executive Director of Operations, Transit, and
Emergency Services

Executive Director PBEE – Executive Director of Planning, Building, Engineering
and Environment

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CITY OF GUELPH EMERGENCY RESPONSE PLAN

PART 1: INTRODUCTION

Emergencies are defined as situations or the threat of impending situations abnormally affecting the lives and property of our society, which by their nature require a coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by the agencies as normal day-to-day procedures.

Such emergencies could include floods, tornadoes, wind storms, blizzards, ice storms, explosions, aircraft or rail crashes, toxic or flammable gas escapes, building collapses, uncontrollable fires, or any threat of the foregoing in which immediate remedial action will be required by the City of Guelph. The most likely community risks to the City of Guelph are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

The population of Guelph is approximately 120,000 residents (138,000 when University students are included).

In order to protect residents, businesses and visitors, the City of Guelph requires a coordinated emergency response by a number of agencies under the direction of the Emergency Operations Control Group. These are arrangements and procedures distinct from the normal, day-to-day operations carried out by emergency response agencies.

The City of Guelph Community Emergency Management Program Committee developed this emergency response plan. Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Guelph important emergency response information related to:

- Arrangements, services and equipment; and
- Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Guelph Emergency Response Plan may be viewed at City Hall and the Library Branches. A copy of the plan and other important emergency management information may be viewed and copied at www.guelph.ca.

PART 2: AIM

The aim of this plan is to make provision for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the City of Guelph when faced with an emergency.

It enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act.

Familiarity and Responsibilities

All members of Council, the Executive Team, members of the Emergency Operations Control Group (and alternates), and designated personnel must be familiar with this Emergency response Plan. These persons must be prepared to act, exercising due diligence, in the best interests of the community, carrying out their duties and responsibilities described in this plan.

These responsibilities include:

1. Policy and Strategic Direction
2. Site Support and Consequence Management
3. Information Collection, Evaluation and Distribution
4. Coordination of Response Agencies, and Municipal Resources
5. Resource Management
6. Internal and External Communications

Community Hazard Risk Analysis

Emergency Management Ontario, through Ontario Regulation 380/04, requires that each community conduct an assessment of risks faced in the community. The prescribed standard tool for evaluating these risks in the community is known as a HIRA – Hazard Identification and Risk Assessment.

The assessment is done by the Community Emergency Management Program Committee, and is reviewed annually. The risk assessment is based in the practical history of the community. This is done through a community scan to determine what hazards exist in the community. Once identified and measured in a historical perspective, the likelihood of an incident and the consequences of it occurring in the community are evaluated.

It is possible to have a potential incident that is unlikely to occur, with severe consequences. It is also possible to have an incident that is very likely to occur, with minimal consequences.

There are many types of emergencies which the City of Guelph is prepared to deal with. The HIRA for the City of Guelph indicates that the most likely are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

This Emergency Response Plan forms the framework to respond to the identified risks for the community, and also allows the flexibility to respond to any hazardous situation that may occur from time to time. The Emergency Response Plan can be tailored to match the incident through use of appropriate subject matter expertise. This framework also provides political oversight and accountability through the involvement of the Head of Council.

PART 3: AUTHORITY

The Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c. E-9 is the legal authority for this emergency response plan in Ontario.

The EMCPA states that the:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

As enabled by the Emergency Management and Civil Protection Act this emergency response plan and its' elements are:

- Issued under the authority of the City of Guelph By-Law(2013) #***** and
- Filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services.
- Sets out the procedures for notification of the Emergency Operations Control Group
- Assigns responsibilities to municipal employees and identified persons as required

Definition of an Emergency

The EMCPA 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”.

In plain language, an emergency situation affects the safety or health of the public at large, the environment, property, critical infrastructure or economic stability of the community. When an emergency occurs, the initial and prime responsibility for the provision of immediate emergency response rests with the local municipality. Every emergency is a local emergency, and the response is lead locally. The Emergency Response Plan is required to facilitate orderly and effective coordinated responses to emergency situations.

The Emergency Operations Control Group (EOCG) and the municipal Emergency Operations Centre (EOC) are at the disposal of the municipality during an emergency. The EOC is a properly equipped facility that provides space to facilitate municipal response to extraordinary circumstances. The Emergency Operations Centre (EOC)

can be activated for any emergency for the purposes of coordinating any phase of an emergency: monitoring an incident at an early stage, supporting response and recovery efforts at an incident site, and for the purpose of maintaining services to the community.

Action Taken Prior to a Declaration of Emergency

When an emergency exists but has not yet been declared to exist by the Head of Council, City of Guelph employees must take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the citizens and visitors to the City of Guelph.

The actions taken must be done in good faith, exercising due diligence in their responsibilities, and be consistent with the standard response goals established in this Emergency Response Plan:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 4: EMERGENCY NOTIFICATION PROCEDURES

Upon receipt of a warning of a real or potential emergency, a member of the Emergency Operations Control Group or alternate will immediately contact the City of Guelph Police Duty Supervisor to request that the notification system be activated and the required members of the EOCG or Incident Management System (IMS) team convene at the Primary EOC, the Alternate EOC, or any other place they are required.

Upon receipt of the warning, the Guelph Police Duty Supervisor will notify all members of the Emergency Operations Control Group (EOCG) through the approved contact methods, and provide a synopsis of the emergency situation, and request that the required members convene or remain available to monitor the situation as required.

Upon being notified of the need to convene, it is the responsibility of all EOCG officials to notify their staff and affiliated volunteer organizations who may be required for response or support of the ongoing operations, and recovery efforts.

Where a threat of an impending emergency exists, the EOCG will be notified and placed on standby and requested to enhance their situational awareness through monitoring of the impending emergency situation.

A Declared Community Emergency Exists

The Head of Council is responsible for declaring an emergency. This decision is usually made in consultation with other members of the EOCG.

Upon declaring an emergency, the Head of Council will ensure notification of:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services and the Province of Ontario through the Provincial Emergency Operations Centre
- City Council
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement exists and had been invoked to provide assistance to the City of Guelph

A community emergency may be terminated at any time by:

- The Head of Council or the Council.

When terminating an emergency, the Head of Council will ensure notification of:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services
- City Council members
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement had been invoked
- The Province of Ontario and Emergency Management Ontario through the Provincial Emergency Operations Centre

Requests for Assistance from the Province or another Municipality

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority at the local level.

Mutual aid /mutual assistance agreements are in place with neighbouring municipalities, and at the request of the EOC Commander, requests can be made for resources or support from those municipalities as needed (utilizing the agreed upon methodology). This can occur at any time, before, during or after an emergency situation should the resources be needed by the City of Guelph.

A request for assistance from the Province of Ontario, or for resources of the Government of Canada, will be made through Emergency Management Ontario and the Provincial Emergency Operations Centre. This contact will be ongoing, and made through the Liaison Officer at the request of the EOC Commander.

All requests for other municipal, provincial or federal resources have a potential financial impact to the City of Guelph. The primary deciding factor for the request of these resources will be found in the guiding principles of the standard response goals:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 5: EMERGENCY OPERATIONS CONTROL GROUP

Background

In 2012 and prior, the Emergency Operations Control Group followed the “Arnprior Model” of emergency management. As an entire group, they reviewed the circumstances associated to an emergency situation, provided advice on the declaration of emergency to the head of council, and engaged in consensus based decisions to provide support to the site of the emergency. This model worked well to stimulate discussion, evaluate options, and make consensus based decisions. Among the responsibilities of the control group in this model, was to ensure continued municipal services to the area of the community unaffected by the emergency.

In January 2009, Emergency Management Ontario first published the Incident Management System doctrine for Ontario in the IMS for Ontario (2009). The vision of this doctrine was that Ontario have a standardized Incident Management System that would provide functional interoperability at all levels of government. The goal of the Incident Management System is to provide an efficient, flexible, and consistent process and structure that can be scaled up or down in size as needed to manage incidents. This IMS doctrine should be used by all levels of government, emergency response organizations, communities, ministries, non-government organizations (NGOs), and the private sector.

Within Ontario, the emergency management environment is comprised of a diverse mix of emergency management organizations, many of which have implemented or are implementing an incident management system (IMS), invariably based on the Incident Command System (ICS) that was developed within the fire service. Using ICS, they function exceptionally well carrying out their own mandate.

No individual service or organization has the ability to conduct all aspects of incident management. Therefore, the need to coordinate response efforts when working jointly is generally recognized. Nevertheless, there has been a variance of approaches within Ontario, a lack of standardized tools to manage incidents, and hence no single province-wide system to ensure effective coordination.

This doctrine does not involve regulated implementation, nor does it compel an organization to change its response system. Yet, lessons from past incidents continue to indicate the ever-pressing need for all organizations to be integrated into a standardized incident management system (IMS). IMS is recommended for managing all incidents. Wide-scale stakeholder implementation of the IMS in Ontario is the desired outcome.

To achieve a standardized IMS that cuts across organizational boundaries may necessarily involve cultural shifts, over time, among some incident management practitioners. This IMS doctrine builds on the strength of current systems by retaining the ICS component and structure. There is wide buy-in for this approach, and coupled with training, province-wide implementation is envisaged over time.

Source: IMS for Ontario, 2009

Current Status

The members of the EOCG no longer operate utilizing the “Arnprior model”, but now will have assigned tasks and responsibilities dependent on their roles and expertise. The EOCG retains its responsibility for all aspects of Emergency Management in Guelph as assigned to it in legislation and regulation. The EOCG members will be assigned to roles and responsibilities suited to their unique background and expertise while dealing with emergency circumstances.

All members of the EOCG play their part, contributing to the successful prevention, preparation, mitigation, response and recovery phases of dealing with an emergency or incident. EOCG members will be deployed into the IMS model, utilizing their knowledge skills and abilities to populate it.

Leadership and guidance is provided through the EOC Commander. This is normally the CAO, but may be delegated to a subject matter expert (SME) from the Executive Group.

The EOCG members now fill the responsibilities of populating the 5 functional sections: Command, Operations, Planning, Logistics, and Administration and Finance as required. The flexibility in the IMS deployment model allows for as many sections or as few sections to be deployed as are needed to support operations. The following page has an example of how EOCG members may be deployed as a Control Group in response to an emergency situation.

In the sections following, the responsibilities of all members of the EOCG are laid out. Each member of the EOCG retains operational input over their individual agencies, in addition to their overall EOCG responsibilities to operate as a control group in support of emergencies within the City or when required to support mutual assistance agreements with other municipalities.

EOC STAFFING MODEL (deployed as needed, in coordinated stages)

HEAD OF COUNCIL Mayor or Alternate

EXECUTIVE GROUP/EOCG

Mayor or Alternate	
CAO or Alternate	Medical Officer of Health
Executive Director CSS	Chief of Police
Executive Director CHR	General Manager Emergency Services
Executive Director FES	Wellington County Administrator of Social Services
Executive Director OTES	
Executive Director PBEE	Chief Operating Officer Guelph Hydro

EOC COMMANDER	CAO*and/or designate
Deputy Commander	CEMC or alternate
Issues Management/ PIO	Manager of Corporate Communications
Risk Management / Safety	Legal representative / Health and Safety manager or coordinator
Liaison Officer	Assigned Duty Officer of the day

OPERATIONS CHIEF	(situational)
Operations:	Police Chief or alternate *
	Fire Chief or alternate *
	EMS Chief or alternate
	General Manager Public Works or alternate
	COO Guelph Hydro*or alternate
	Transit GM or alternate
	Administrator of Wellington Social Services* or alternate
	Medical Officer or Health* or alternate
	General Manager of Water Services or alternate
	General Manager of Wastewater Services or alternate
	General Manager of Engineering Services or alternate
	SME's as required

PLANNING CHIEF	(situational)
Planning:	Police support members
	Fire support members
	EMS support members
	Transit GM
	Waste water support

Water support
Human resources support
SME's as required

LOGISTICS CHIEF

Logistics:

Manager of Procurement or alternate
FES staff
SME's as required

FIN/ADMIN CHIEF

Executive Director of Finance and Enterprise
Services * or alternate
SME's as required

*indicates an EOCG member in a deployed role

Emergency Operations Control Group Members

The emergency response will be directed and controlled by the Emergency Operations Control Group (EOCG) – a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The EOCG consists of the following officials:

- ❖ Mayor, or alternate
- ❖ Chief Administrative Officer, or alternate
- ❖ Executive Director of Community & Social Services, or alternate
- ❖ Executive Director of Finance and Enterprise Services or alternate
- ❖ Executive Director of Corporate and Human Resources or alternate
- ❖ Executive Director of Planning, Building, Engineering & Environmental Services or alternate
- ❖ Executive Director of Operations, Transit, and Emergency Services or alternate
- ❖ Medical Officer of Health or alternate
- ❖ Chief of Police or alternate
- ❖ General Manager of Emergency Services or alternate
- ❖ Chief Operating Officer of Guelph Hydro or alternate
- ❖ Administrator of Wellington County Social Services, or alternate

- ❖ Additional personnel called or added to the EOCG **may** include:
 - ❖ Emergency Management Ontario Representative
 - ❖ Grand River Conservation Authority Representative
 - ❖ Liaison staff from provincial ministries
 - ❖ Community Emergency Management Coordinator, or alternate
 - ❖ Red Cross Representative
 - ❖ School Board Officials
 - ❖ Hospital Officials
 - ❖ Any other officials, experts or representatives from the public or private sector as deemed necessary by the EOCG

The Emergency Operations Control Group will normally utilize the Incident Management System, with members filling or delegating the roles of:

- ❖ Command
- ❖ Operations
- ❖ Planning
- ❖ Logistics
- ❖ Administration and Finance

The EOCG may function with a limited number of persons filling only the roles that are required, depending upon the nature of the emergency. While the EOCG may not require the presence of all the people listed as members, all members must be notified of the activation of the EOCG, so that they may monitor the developing situation and responses.

Emergency Operations Centre

Upon notification required members of the EOCG will report to the primary Emergency Operations Centre (EOC) unless notified of a change of venue to the alternate EOC. In the event the alternate EOC cannot be used, the EOCG will be advised to attend another appropriate location.

Operating Cycle

Members of the EOCG will gather at regular intervals to inform each other of actions taken and problems encountered. The CAO will normally fill the role of EOC Commander. In some instances, the CAO will facilitate this role by delegating to an Executive Group member who is a subject matter expert. The EOC Commander will establish the frequency of meetings of the IMS Section Chiefs. Meetings will normally consist of situational awareness updates for current operations, and planning for ongoing and future operations. The Chiefs of the Operations, Planning, Logistics and Finance sections will normally attend these operating cycle meetings.

Emergency Operations Control Group Responsibilities

The members of the Emergency Operations Control Group (EOCG) are likely to be responsible for the following overarching actions or decisions:

1. Providing Policy and Strategic Direction
2. Site Support and Consequence Management
3. Information Collection, Evaluation, and Distribution
4. Coordination of Agencies and/or Departments
5. Resource Management
6. Internal and External Communications

Additionally, through the IMS system as appropriate, Emergency Operations Control Group members are responsible for the following:

- ❖ Providing support as required to Site Incident Command
- ❖ Confirming the Site Incident Commander (Operations Chief)
- ❖ Utilizing the Incident Management System appropriately
- ❖ Ensuring that systems and services are maintained in the City areas not affected by the ongoing emergency operations

- ❖ Provide support to secure the emergency /incident site to establish crowd control, facilitate emergency operations access / egress, and prevent injuries / casualties
- ❖ Ensure the earliest possible response and overall control of emergency operations
- ❖ Supporting immediate actions to eliminate sources of potential danger within the affected area
- ❖ Ensuring coordinated acquisition and distribution of emergency resources, supplies and equipment
- ❖ Establishing an Emergency Operations Centre and any other necessary emergency operations control facilities, reception / evacuation centres, etc.
- ❖ Arranging Pre-Hospital Care and transport of casualties to hospitals and / or designated sites outside the designated site area
- ❖ Providing timely, factual, and official information to the emergency operations officials, media, public, and individuals information
- ❖ Evacuating any building that poses a threat to public safety
- ❖ Providing for a total or partial controlled evacuation of the City, as required
- ❖ Providing emergency food, lodging, clothing, and essential social services and assistance to persons affected by the incident and to emergency services personnel involved in the incident responses as required
- ❖ Arranging for assistance from private, voluntary, non-profit and government and non-governmental organizations and agencies as appropriate
- ❖ Commencement of coordinated recovery activities
- ❖ Authorization of expenditures
- ❖ Restoration of essential services.
- ❖ Ensuring all employed persons (and volunteers as deemed appropriate as per section 71 of the WSIA) shall be covered for the duration of the declared emergency under the Workplace Safety and Insurance Act, so long as it is declared by the head of council. (In the event of the foregoing, the City of Guelph shall require registration of the volunteer(s) to record that they are, in fact, volunteering on behalf of the City of Guelph, during the declared emergency).
- ❖ Ensuring that contingency planning activities take place in response to community risks identified through the Hazard Index and Risk Assessment tools.
- ❖ Acting as a member of the Executive Group or other role in the IMS structure at the EOC.

Deployment model

In this deployment of the EOC, consistent with the established international practices of the Incident Management System, only the sections of the EOC required will be activated. Primarily, this will be the Command and Operations sections. The initial decision on the activation level is made by the EOCG member or alternate authorizing the EOC deployment.

Planning, Logistics, Finance, PIO, Risk Management / Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Command or Operations sections.

Stage 1 response = Head of Council, EOC Command and Operations Section

Stage 2 response = Head of Council, EOC Command, Operations Section and all other required sections staffed

Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will be made to all members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing response category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the EOC will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required. See the stage 1 diagram contained at Annex D.

Stage 2 & 3 Response

Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from

the Executive Group to assist with the ongoing guidance and leadership for the control group. See the Stage 2 & 3 diagram contained at Annex D.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Response Goals

The following are established goals of this Emergency Management Program:

1. The Health and Safety of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect the public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce the economic and social losses in the community

Reporting Relationships

The following reporting relationships and area responsibilities have been established in this plan.

EOC Commander



The EOC Commander is responsible for the overall functioning of the EOC, ensuring that adequate and knowledgeable members are given the responsibility of section chiefs: Operations, Planning, Logistics, Administration and Finance.

The EOC Commander briefs members of the Executive Group, and consults with them for guidance as required. The EOC Commander confirms the appointments of section chiefs, and approves Incident Action Plans

The EOC Commander establishes operating cycles, and approves all current Incident Action Plans. The EOC Commander maintains situational awareness, and directs all efforts in a manner consistent with the Response Goals.

The EOC Commander appoints members to act as the Deputy Commander, Risk / Safety Officer, the Liaison Officer, and the Public Information Officer.

The EOC Commander is responsible for the effectiveness of the overall operations of the Emergency Operations Centre.

Deputy Commander

The role of deputy commander of the EOC will normally be filled by the CEMC or alternate who will act in an advisory capacity to the EOC Commander and the EOCG. May be required to assume the duties of the EOC Commander in their absence. Ensures efficient internal information / communication processes. Facilitates resolution of internal staffing / personnel challenges.

Risk / Safety Officer



The Risk/Safety Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Risk/Safety Officer monitors and assesses current operations to be an advocate for worker safety. The Risk/Safety Officer also provides the EOC Commander with recommendations about risks and liabilities to the City of Guelph. The Risk/Safety Officer in the EOC maintains contact with the Risk/Safety Officer at the site (if activated).

Liaison Officer

The Liaison Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Liaison Officer is responsible for establishing and maintaining communication with the Provincial Emergency Operations Centre and any other EOC's of other municipalities as required. The Liaison Officer seeks out and invites to the EOC any other agencies or subject matter experts required by the EOC.

Public Information Officer (Issues Management)

The Public Information Officer (PIO) (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not

activated, the EOC Commander assumes these responsibilities. The PIO is the primary conduit of information to the general public from the EOC. The PIO establishes and maintains information flow to the media and public, ensures that information releases are provided promptly, and establishes a media centre as required. The PIO also monitors news media and other sources to ensure correct information is being conveyed through media and other means. The PIO will also provide background materials for media if required.

Operations Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs to maintain situational awareness of ongoing efforts to mitigate and respond to the emergency. The Operations Chief is confirmed by the EOC Commander.

The Operations Section Chief maintains direct contact with the Site Commander and coordinates the support response to assist the site. The Operations Section will liaise closely with the Planning Section (when activated) to assist in planning for future operational periods and Incident Action Plans for future use. The Operations Section Chief has a close working relationship with the Planning Section Chief, and ensures that the Planning Section maintains situational awareness of the current operational status.

Operations Section Members

Members of the Operations Section report to the Operations Section Chief, and they are responsible for the execution of the current Incident Action Plan.

Planning Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Planning Section Chief is confirmed by the EOC Commander. The Planning Section Chief has a close working relationship with the Operations Section Chief to allow for the identification of future needs, and develops options for future operational periods in consultation with the members of the planning section.

Planning Section Members

The Planning section members report to the Planning Section Chief, and produce Incident Action Plans (IAP) for future operational periods. Planning Section members monitor the current situational status; develop Incident Action Plans for future operational periods that include options for those future operational periods.

Logistics Section Chief

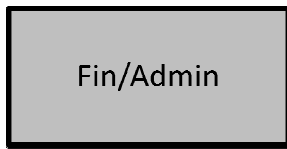


Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Logistic Section Chief is confirmed by the EOC Commander. The Logistics Sections Chief coordinates all requests for resources.

Logistics Section Members

The Logistics Section members report to the Logistics Section Chief, and are responsible for logistic functions for current and future operational periods.

Finance and Administration Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Finance and Administrative section will maintain financial records of employee time and materials used to support the site operations.

Finance and Administration Section Members

The Finance and Administration Section members report to the Finance and Administration Section Chief, and are responsible for all financial and administrative duties as assigned for previous, current and future operational periods.

Executive Group Members



All members of the Emergency Operations Control Group are members of the Executive Group. The Executive Group makeup is determined by the response required to the emergency. Normally, Emergency Operations Control Group members not deployed into the IMS system in Command, Operations, Planning, Logistics or Finance and Administration will have duties in the Executive Group. Members of the Executive Group can be named as the EOC Commander or other functional positions. Members of the Executive Group are available to provide policy advice and guidance to the EOC Commander when extraordinary measures are taken by the EOCG.

Annex A to the Emergency Response Plan

Incident Management System (IMS)

The Incident Management System (IMS) is a standardized approach to emergency management that utilizes a common organizational structure to encompass personnel, facilities, equipment, procedures, and communications. IMS recognizes that every emergency has similar management functions that must be carried out. These management functions must occur regardless of the size of the emergency, the number of personnel affected, or the resources available. IMS is the methodology utilized to manage the emergency response. IMS is utilized as a best practice in many areas of the world, and is based in recognized standards in North America. IMS is flexible in its approach, able to scale up or down in the size and scope of support offered to the emergency site according to the needs of the site. IMS has been recommended for use by Emergency Management Ontario, and ensures that municipalities and regions are utilizing the same approach to dealing with emergency situations, and utilizing common terminology during the management of emergencies.

IMS essentially consists of 5 functions:

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

In a widespread or sweeping emergency that affects the entire community, all response efforts may be directed from the Emergency Operations Center (EOC), and these responses would include both tactical and strategic responses. In this instance, the EOC Commander may also fill the role as the Incident Commander.

Annex B is a chart showing the overall structure of Guelph's IMS response. The nature of IMS allows for the activation of only the portions of the structure that are required. All emergency response/support will have an EOC Commander and Operations section.

Deployment model

In this deployment of the EOCG, consistent with the established international practices of the Incident Management System, only the sections of the EOCG that are required will be activated. Primarily, this will be the Commander and Operations sections. Planning, Logistics, Finance, PIO, Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Commander or Operations sections.

Stage 1 response = Mayor, EOC Commander, and Operations Section

Stage 2 response = Mayor, EOC Commander, Operations Section and all other required sections staffed

Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will normally be made to all EOCG members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing responses category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the Control Group will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required.

Stage 2 & 3 Response

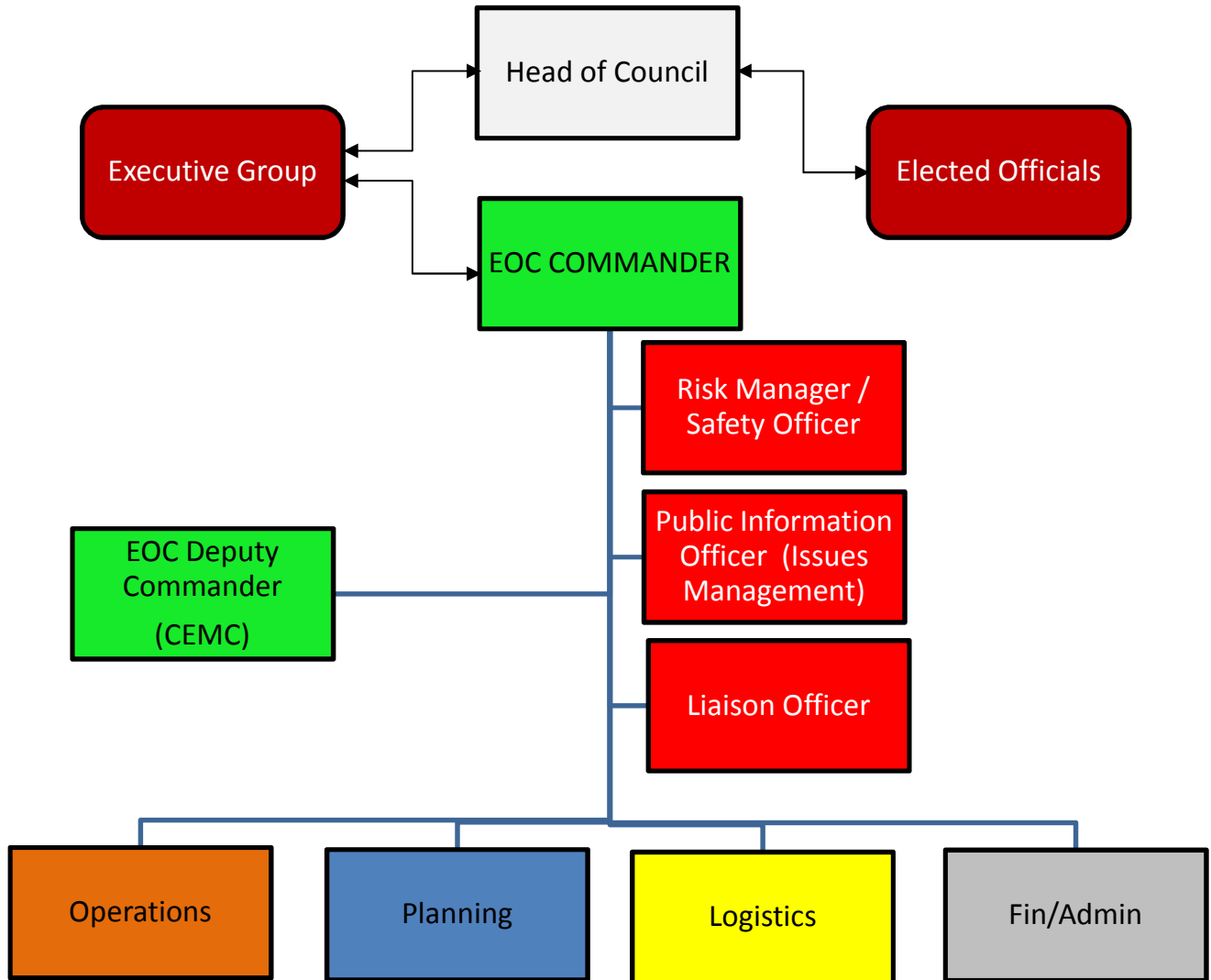
Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from the Executive Group to assist with the ongoing guidance and leadership for the control group.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Reporting Relationships in the Incident Management System structure



Annex C to the Emergency Response Plan

Operations/Operating cycle

During an activation of the Emergency Operations Centre, operations will be conducted in an operating cycle. The tempo of operations and the frequency of the operating cycle will be determined by the EOC Commander or alternate.

In general, the tempo of operations established will require the EOC Commander and the Section Chief's to schedule regular briefing/update meetings to maintain situational awareness across the areas of responsibility, and review priorities and support levels being provided by the EOC to the Site.

In a community wide emergency, when the EOC may take the overall lead during the emergency, these operating cycle meetings will determine both strategic and tactical priorities as the incident progresses.

The operating cycle has the following main areas that are to be addressed:

1. Planning – the time required to assess the situation and develop the incident action plan for the next operational period.
2. Action – the time necessary to implement the plan, evaluate the results and support the emergency response activities.
3. Reporting – the Operations Cycle meeting where the Section Chief's and EOC Commander report on and review the current status of the emergency, assess the results and validity of the current operational plan including any new strategies required, and the confirmation of existing priorities, and identification of any emerging priorities.

At the conclusion of the operating cycle meeting that has reviewed the current status, and the incident action plan for the following operational period, the planning section will begin to plan for future support of the operations section.

Appendix D to the Emergency Plan

EOC Activation Levels 1-3

LEVEL 1 ACTIVATION:

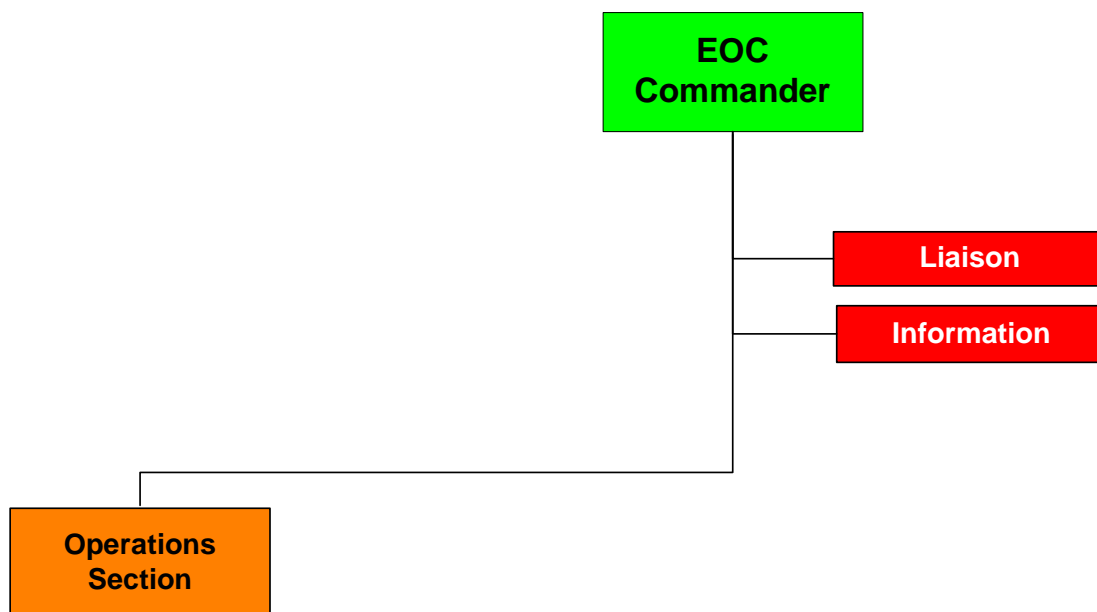


Figure 1: Level 1 Activation of the EOC. Conducting routine operations and monitoring.

LEVEL 2 ACTIVATION:

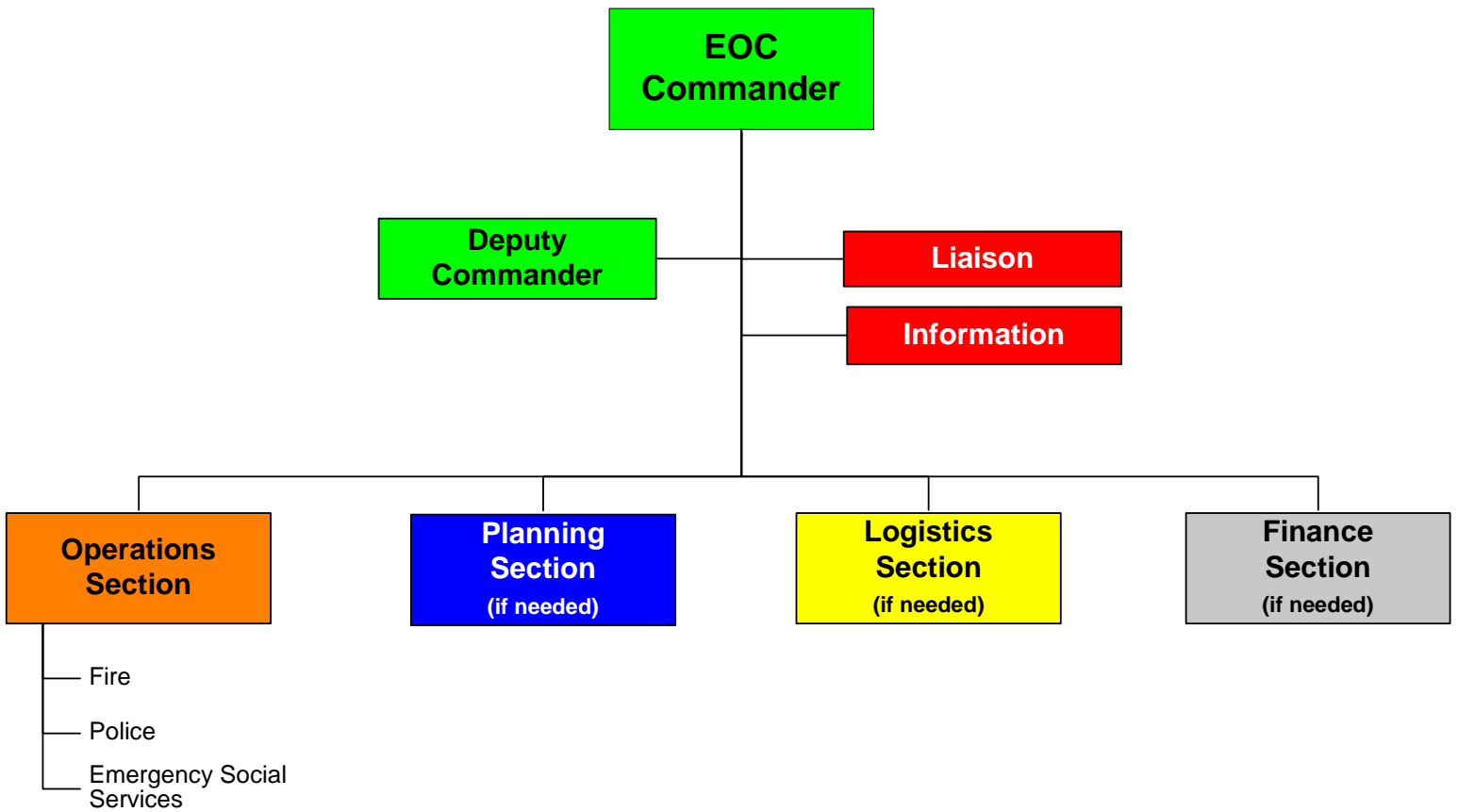


Figure 2: Level 2 Activation of the EOC. Enhanced operations and monitoring.

LEVEL 3 ACTIVATION

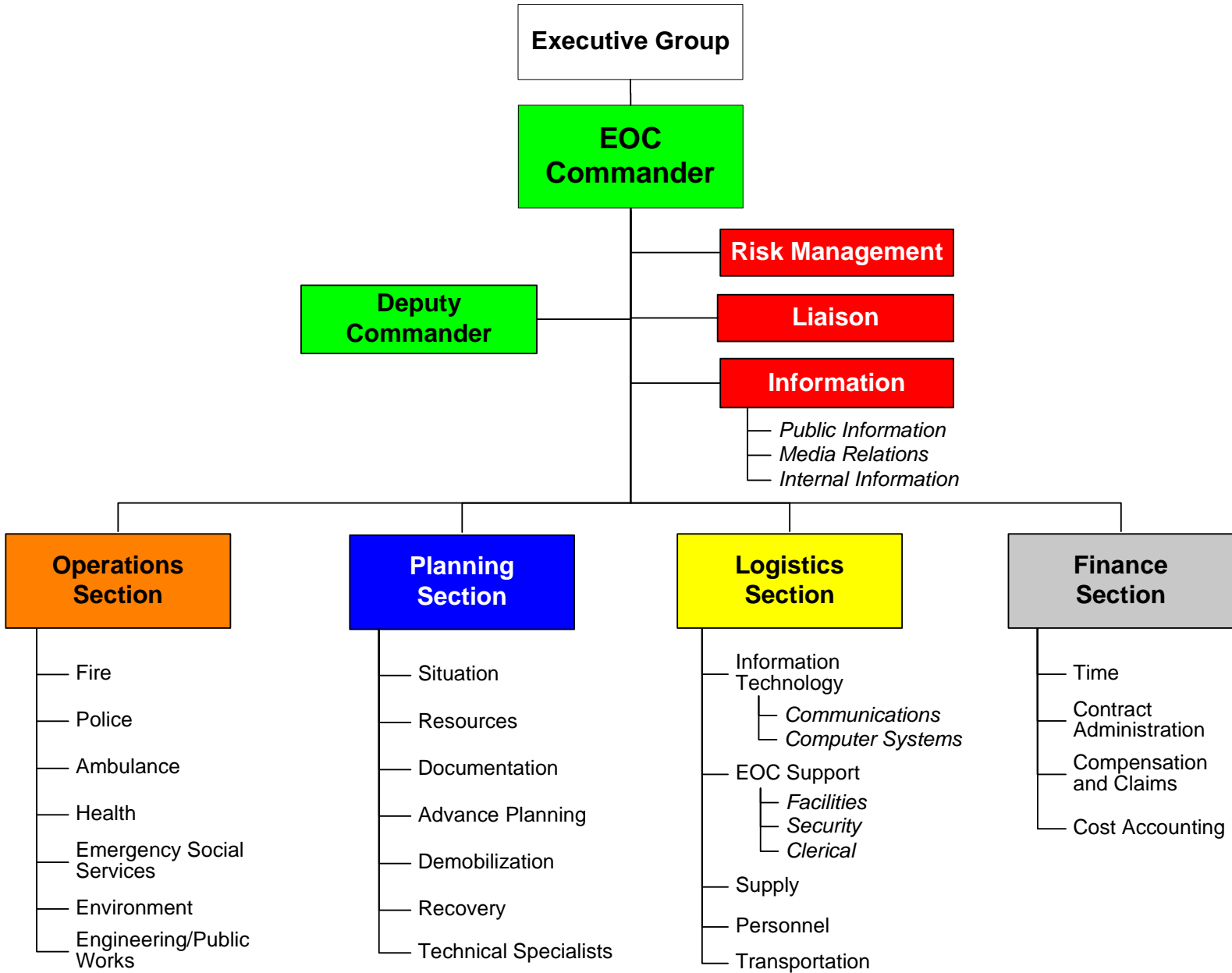


Figure 3: Level 3 Activation of the EOC: Full activation of all areas when sustained ongoing operations are likely to occur.

STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE November 6th, 2013

SUBJECT Establishing Elementary School Speed Zones

REPORT NUMBER OTES111332

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To propose an alternative approach to establishing Elementary School Speed Zones.

KEY FINDINGS

The financial impact of fulfilling Council's resolution to implement reduced speed zones in front of elementary schools is significant, beyond the ability to accommodate in the current budget cycle;

Reduced speed limits (in effect at all hours of each day) on arterial-classed roadways in front of elementary schools may not receive the level of voluntary compliance desired.

Motorists utilizing collector/local roadways likely live within the local neighbourhood and are more likely to comply with a reduced speed limit adjacent to elementary schools.

Schools, particularly on collector/local roadways, are more often used by a neighbourhood outside of school hours, year round. This supports implementing a reduced speed limit that is in effect at all times.

Achieving Council's objective of reducing speed limits in front of elementary schools can be achieved in a more affordable manner through implementing reduced speed zones using a different approach.

STAFF REPORT

FINANCIAL IMPLICATIONS

Fulfilling Council's direction is estimated at approximately \$766,000.

The 2014 Operating Budget that will be recommended by staff on November 5th contains only \$70,000 for this initiative.

In discussion with the Guelph Police Service, they will continue to employ a priority based enforcement strategy when responding to requests to enforce these new speed zones. However, as an outcome of the creation of these zones, the public may expect a greater degree of police presence than can be provided with current resources. This may lead to future requests for additional police resources, including the need for increased speed enforcement equipment.

The proposed alternative contained in this report can be implemented for approximately \$210,000.

ACTION REQUIRED

Recommend to Council an alternate means of establishing elementary school speed zones.

Action by Council will be required to augment recommended funding for this initiative when the 2014 Operating Budget is considered.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be received;
2. AND THAT the alternative approach to establishing reduced speed zones adjacent to elementary schools as set out in Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be recommended for Council's consideration when it deliberates upon the 2014 Operating Budget.

STAFF REPORT



BACKGROUND

At the Council meeting of September 30, 2013, the following resolution was approved:

THAT 30km/h speed zones be established in front of elementary schools located on all two lane roadways;

AND that 40km/h speed zones be established in front of elementary schools located on all four lane roadways;

AND THAT all school speed zones be in effect only when children are walking to and from schools;

AND THAT funding to create school speed zones be considered during the 2014 Operating Budget deliberations.

Staff have prepared the necessary budget documentation and have determined to satisfy this resolution will require a capital investment of approximately \$786,700. Given established priorities and economic environment, staff are of the opinion this amount is beyond what can be accommodated in the current budget cycle. This report proposes a different approach to address Council's objective to reduce speed limits on roadways adjacent to elementary schools, at a reduced cost.

REPORT

The driving cost associated with implementing Council's direction to establish reduced speed limits adjacent to elementary schools is the aspect of **time of day** (TOD) speed zones. The technology associated with this type of device is significant and is estimated at approximately \$15,000 per school location. To address the cost associated with this initiative and to develop possible alternatives that could reduce costs, staff gave consideration to the rationale behind the need to have time of day zones in front of all elementary schools.

Reduced speed limit zones adjacent to schools are common in a number of Ontario municipalities. Further, it is also common on major roadways to have these reduced zones only in effect during hours when children are walking to and from schools. Not only does this acknowledge the primary function of the roadway (to move traffic) but it also reinforces to motorists the rationale for the need to reduce speed (safety of children). This consistency of messaging is important if it is expected motorists will voluntarily comply with a reduced speed zone.

STAFF REPORT

Alternatively, collector or local classed roadways serve a different purpose. They are internal to local neighbourhoods and serve to gather and channel traffic from the neighbourhood to our arterial street system. It could be argued many motorists using these roadways have a vested interest in creating a safer environment for children walking to and from school. For this reason, staff have fewer concerns regarding the creation of a reduced speed limit zone that would be *in effect at all times*.

Given the financial implications of this initiative, staff offer the following scenarios as alternatives to Council's existing resolution for the consideration of Committee:

- 1)** to have reduced speed limits ***in effect at all times*** in front of all elementary schools, *regardless of roadway classification*. Cost \$70,000.

Implications:

- Meets original resolution of Committee
- May lead to other challenges because need to reduce speed at all hours of the day and throughout the year isn't readily apparent to motorists.
- Compliance on arterial roadways may become an issue.
- may experience push back from motorists who believe the reduced speed limit at all hours of the day is arbitrary in nature.

- 2)** to establish reduced speed zones **operating on TOD basis** adjacent to elementary schools *located on arterial roadways only* AND to establish reduced speed zones, **in effect at all times**, adjacent to elementary schools *located on all other roadways*. Cost \$210,000.

Implications:

- \$140,000 additional funding will need to be added to the staff recommended funding level of \$70,000 during budget deliberations.
- Constituents having children using those schools located on arterial roadways may be concerned the roadway has reduced speed only when their children are walking to and from school, not when they may go to the school grounds to play.

- 3)** to have reduced speed limits **in effect at all times** in front of all elementary schools *on only collector/local classed roadways*. (No action to establish reduced speed zones in front of schools located on arterial roadways.) Cost \$60,000.

STAFF REPORT

Implications:

- Meets funding levels recommended in the 2014 Operating Budget.
- May have negative reaction from constituents whose children attend schools located on arterial roadways.

4) to undertake a comprehensive communication strategy to influence motorists to obey current speed limits. (take no action to reduce speed limits) Cost \$20,000.

Implications:

- Assumes compliance with the current 50Km/h speed limit would be acceptable.
- Effectiveness of such initiative is unproven.
- Represents a long term strategy to influence speed patterns beyond just school areas

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After careful consideration of the technical and community issues associated with this initiative, staff recommend option #2 for Council's consideration.

CORPORATE STRATEGIC PLAN

3.1 Build a well designed, safe, inclusive, appealing and sustainable City.

DEPARTMENTAL CONSULTATION

The Executive Team was consulted on the budgetary aspects of this report. The CAO's office was involved in the development of the alternative proposed.

FINANCIAL

Fulfilling Council's direction is estimated at approximately \$766,000. The 2014 Operating Budget that will be recommended by staff on November 5th contains only \$70,000 for this initiative.

In discussion with the Guelph Police Service, they will continue to employ a priority based enforcement strategy when responding to requests to enforce these new speed zones. However, as an outcome of the creation of these zones, the public may expect a greater degree of police presence than can be provided with current resources. This may lead to future requests for additional police resources, including the need for increased speed enforcement equipment.

STAFF REPORT



The proposed alternative contained in this report can be implemented for approximately \$210,000.

Action by Council will be required to augment recommended funding for this initiative when the 2014 Operating Budget is considered.

COMMUNICATIONS

The Chair of OTES has been requested to advise Council at their meeting on November 5th, 2013 wherein the 2014 Operating Budget will be presented that this matter is being considered by the Committee on this date.

Report authored and recommended by:

A handwritten signature in black ink, appearing to read "Derek J. McCaughan".

Recommended By:

Derek J. McCaughan
Executive Director
Operations, Transit & Emergency Services
519 822-1260 ext. 2018
derek.mccaughan@guelph.ca