

COMMITTEE AGENDA



TO **Public Services Committee**

DATE **February 5, 2015 – rescheduled from February 2, 2015**

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME **2:00 p.m.**

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES - Community and Social Services Committee
July 9, 2014 open meeting minutes

APPOINTMENT OF THE VICE-CHAIR

CLOSED MEETING

THAT the Public Service Committee now hold a meeting that is closed to the public with respect to:

PS-C-2015.1 **CLOSED – GUELPH STORM LICENSE AGREEMENT**
(*Municipal Act, 2001, S. 239 (2) (f) advice that is subject to
solicitor-client privilege, including communications necessary
for that purpose*)

RISE AND REPORT

OPEN MEETING

PRESENTATIONS (Items with no accompanying report)

a) None

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 Public Services Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
PS-2015.1 Emergency Response Plan and Emergency Management Program			
PS-2015.2 Revised Tourism Advisory Committee Terms of Reference			
PS-2015.3 Guelph Transit Projects			

Resolution to adopt the balance of the Public 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 AND ANNOUNCEMENTS

ADJOURN

NEXT MEETING: March 2, 2015

**Minutes of the Community and Social Services Committee
Held in the Council Chambers, Guelph City Hall on
Wednesday July 9, 2014 at 5:00 p.m.**

Attendance

Members: Chair Dennis
Mayor Farbridge
Councillors Laidlaw

Councillor Van Hellemond
Councillor Wettstein

Councillors: Councillor Bell
Councillor Hofland

Staff: Mr. D. Thomson, Executive Director, Community & Social Services
Ms. B. Powell, General Manager, Community Engagement & Social Services
Ms. T. Adkin, Manager, Guelph Museums
Mr. P. Avgoustis, Manager, Business Service
Ms. T. Agnello, Deputy Clerk
Ms. J. Sweeney, Council Committee Coordinator

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

Chair Dennis called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Van Hellemond
Seconded by Councillor Laidlaw

That the open meeting minutes of the Community and Social Services Committee held on June 11, 2014 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Laidlaw, Van Hellemond and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted:

CSS-2014.19	Guelph Museums – Dissolution of Locomotive 6167 Restoration Committee
CSS-2014.20	Guelph Museums – McCrae House Redevelopment
CSS-2104.21	2013 Community and Social Services Annual Report

Balance of Consent Items

2. Moved by Councillor Laidlaw
Seconded by Councillor Wettstein

That the balance of the Community and Social Services Committee July 9, 2014 Consent Agenda, as identified below, be adopted:

CSS-2014.18 Public Art Policy Revisions

1. That the July 9, 2014 report entitled "Public Art Policy Revisions" be received for information.
2. That Council approve the revisions to the Public Art Policy.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Laidlaw, Van Hellemond and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

Extracted Consent Items

CSS-2014.21 2013 Community and Social Services Annual Report

Mr. Derrick Thomson, Executive Director Community & Social Services presented the Community & Social Services 2013 Annual Report and highlighted their activities, challenges and the key performance indicators.

3. Moved by Councillor Laidlaw
Seconded by Mayor Farbridge

1. That the July 9, 2014 report entitled "2013 Community and Social Services Annual Report" be received for information.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Laidlaw, Van Hellemond and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

CSS-2014.19 Guelph Museums – Dissolution of Locomotive 6167 Restoration Committee

Ms. Tammy Adkin, Manager, Guelph Museums provided an overview of the attached report. She advised that the Committee's mandate is nearing completion and that Locomotive 6167 will be turned over to Guelph Museums August 2, 2014.

4. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

1. That the July 9, 2014 report entitled "Guelph Museums – Dissolution of Locomotive 6167 Committee" be received for information.

2. That Council dissolves the Locomotive 6167 Committee.
3. That Locomotive 6167 Committee members, past and present, be formally thanked for their service.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Laidlaw, Van Hellemond and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

CSS-2014.20 Guelph Museums – McCrae House Redevelopment

Ms. Tammy Adkin, Manager, Guelph Museums advised that in commemoration of the 100th anniversary of the poem In Flanders Fields written by John McCrae, significant commemoration activities are being planned and the exhibitions and public spaces at McCrae House are being redeveloped.

5. Moved by Councillor Laidlaw
Seconded by Mayor Farbridge

1. That the July 9, 2014 report entitled "Guelph Museums – McCrae House Redevelopment", be received for information.
2. That Council approves the expenditure of up to \$159,000 in the existing McCrae House Development Reserve Fund, in addition to the previously approved \$30,000, as well as any additional funds raised through foundation and government grants, in order to design, fabricate and install new exhibits and enhance public spaces at McCrae House.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Dennis, Laidlaw, Van Hellemond and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

There were no staff announcements or updates.

Adjournment (5:50 p.m.)

6. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

CARRIED

Deputy Clerk

**PUBLIC SERVICES COMMITTEE
CONSENT AGENDA**

February 2, 2015

Members of the Public 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 Public Services Consent Agenda will be approved in one resolution.

Reports from Administrative Staff

REPORT	DIRECTION
PS-2015.1 Emergency Response Plan 1. That the Public Services Report # PS-15-02 "Emergency Response Plan and Emergency Management Program" dated February 2, 2015, be received; and 2. That the bylaw adopting the 2015 Emergency Response Plan and Emergency Management Program be approved.	Approve
PS-2015.2 Revised Tourism Advisory Committee Terms of Reference 1. That the Public Services Report # PS-15-04 "Revised Tourism Advisory Committee Terms of Reference" dated February 2, 2015, be received; and 2. That the revised terms of reference for the Tourism Advisory Committee, be approved.	Approve
PS-2015.3 Guelph Transit Projects That the Public Services Report # PS-15-07 "Guelph Transit Projects" dated February 2, 2015, be received.	Receive

attach.

STAFF REPORT



TO Public Services Committee

SERVICE AREA Emergency Services

DATE February 2, 2015

SUBJECT Emergency Response Plan and Emergency Management Program

REPORT NUMBER PS-15-02

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council approval of a bylaw adopting the 2015 Emergency Response Plan and Emergency Management Program

KEY FINDINGS

Due to the recent corporate organizational structure changes, the functions of the Emergency Operations Control Group (EOCG) have been reviewed in order to ensure it is effective and sustainable. Findings of the review determined that changing the make-up of the EOCG to reflect the new structure would provide both effectiveness and sustainability.

The change to the make-up of the EOCG 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

N/A

ACTION REQUIRED

Adoption of the 2015 Emergency Response Plan and Emergency Management Program.

RECOMMENDATION

1. THAT the Public Services Report # PS-15-02 "Emergency Response Plan and Emergency Management Program" dated February 2, 2015 be received.
2. THAT the bylaw adopting the 2015 Emergency Response Plan and Emergency Management Program be approved.

BACKGROUND

In response to the corporate organizational structure changes, Emergency Services undertook a review of the functions of the EOCG to ensure optimal effectiveness and efficiency.

The City of Guelph Emergency Response Plan exists 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, 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.

REPORT

In late 2014 Emergency Services undertook a review of the EOCG for both effectiveness and sustainability. Changes to the plan are required to support recent corporate organizational structure changes (and to be inclusive of the three Corporate Service areas).

CORPORATE STRATEGIC PLAN

- 1.3 Organizational Excellence: Build robust systems, structures and frameworks aligned to strategy

DEPARTMENTAL CONSULTATION

CAO's Office

STAFF REPORT



COMMUNICATIONS

Upon passage of the bylaw the Emergency Response Plan will be provided to the Office of the Fire Marshal and Emergency Management (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.

ATTACHMENTS

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

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



Approved By
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General Manager and Fire Chief
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Recommended By
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THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2015)-?????

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:

- a City of Guelph emergency response 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 ??th day of ?????? 2015.

Cam Guthrie, Mayor

Stephen O'Brien, City Clerk

Schedule “A” to By-law (2015)-?????

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 (2015)-?????

City of Guelph

Emergency Response Plan



Making a Difference

CITY OF GUELPH

EMERGENCY RESPONSE PLAN

2015

Updated

December, 2014

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
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
OFMEM-	Office of the Fire Marshal and Emergency Management (Emergency Management Ontario)
PEOC -	Provincial Emergency Operation Centre
PIO -	Public Information Officer
POO -	Province of Ontario
WSIA -	Workplace Safety and Insurance Act

Deputy CAO PS – Deputy CAO Public Services

Deputy CAO CS – Deputy CAO Corporate Services

Deputy CAO ID – Deputy CAO Infrastructure, Development

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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

The Office of the Fire Marshal and Emergency Management (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(2015) #????? and
- Filed with the Office of the Fire Marshal and Emergency Management (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:

- The Office of the Fire Marshall and Emergency Management (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:

- The Office of the Fire Marshall and Emergency Management (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 The Office of the Fire Marshall and Emergency Management (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 The Office of the Fire Marshall and Emergency Management (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 “Annprior 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 or other management level.

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
Deputy CAO PS
Deputy CAO CS
Deputy CAO ID

Medical Officer of Health
Chief of Police
General Manager Emergency Services
Wellington County Administrator of Social
Services
Chief Operating Officer Guelph Hydro

EOC COMMANDER
Deputy Commander
Issues Management/ PIO
Risk Management / Safety

Liaison Officer

CAO*and/or designate
CEMC or alternate
Manager of Corporate Communications
Legal representative / Health and Safety
manager or coordinator
Assigned Duty Officer of the day

OPERATIONS CHIEF
Operations:

(situational)
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
Planning:

(situational)
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
CS staff
SME's as required

FIN/ADMIN CHIEF

Finance SME as designated
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
- ❖ Deputy CAO Public Services, or alternate
- ❖ Deputy CAO Corporate Service, or alternate
- ❖ Deputy CAO Infrastructure, Development, 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:
 - ❖ The Office of the Fire Marshall and Emergency Management (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 (or other level of management) 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

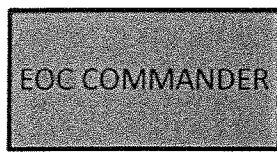
The following are established goals of this Emergency Management Program:

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 EOCCG. 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).

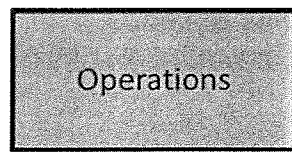
Liaison Officer

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

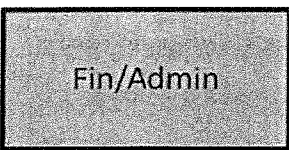


Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Logistic Section Chief is confirmed by the EOC Commander. The Logistics Sections Chief coordinates all requests for resources.

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.

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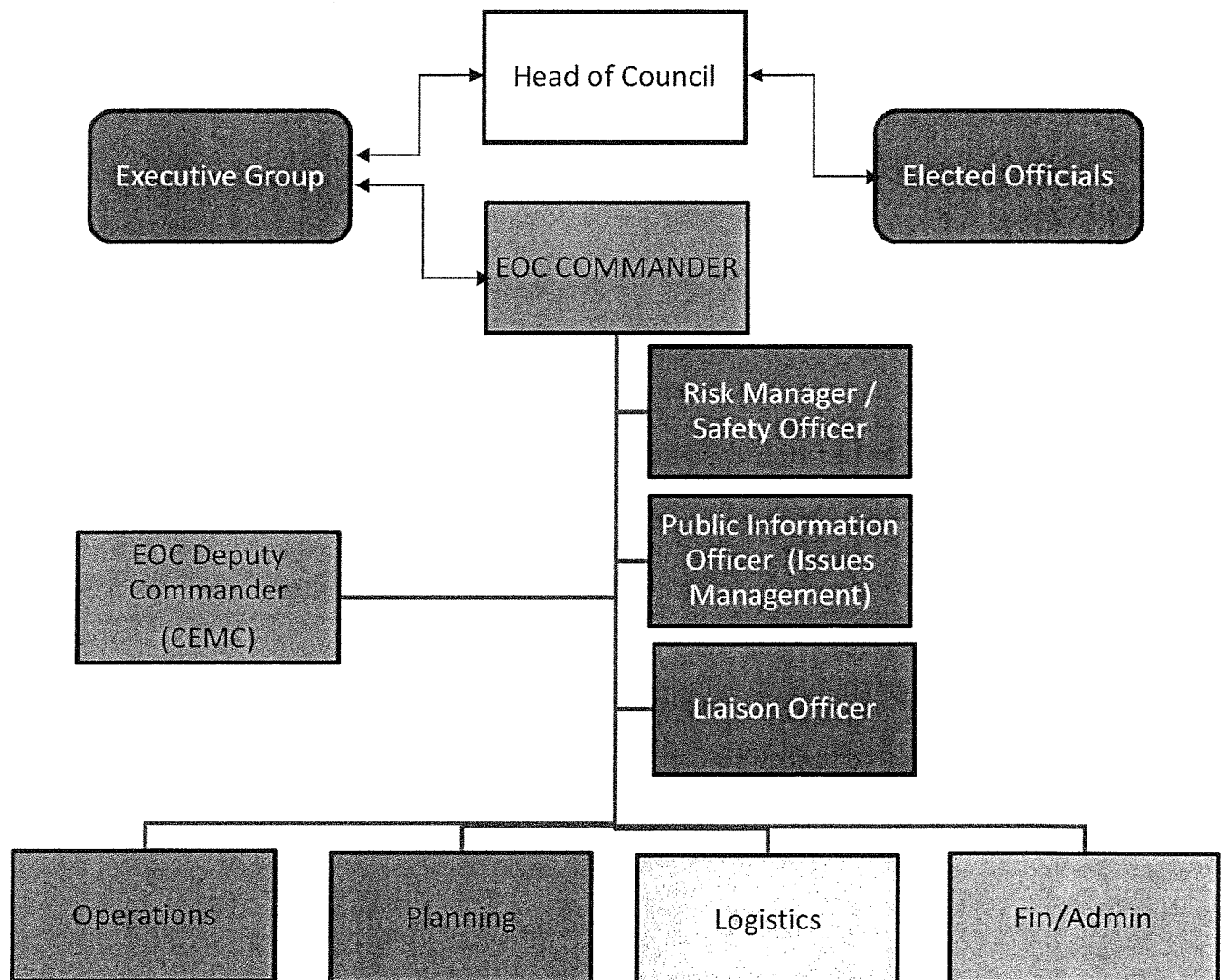
A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate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

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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.

Appendix B to the Emergency Response Plan

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:

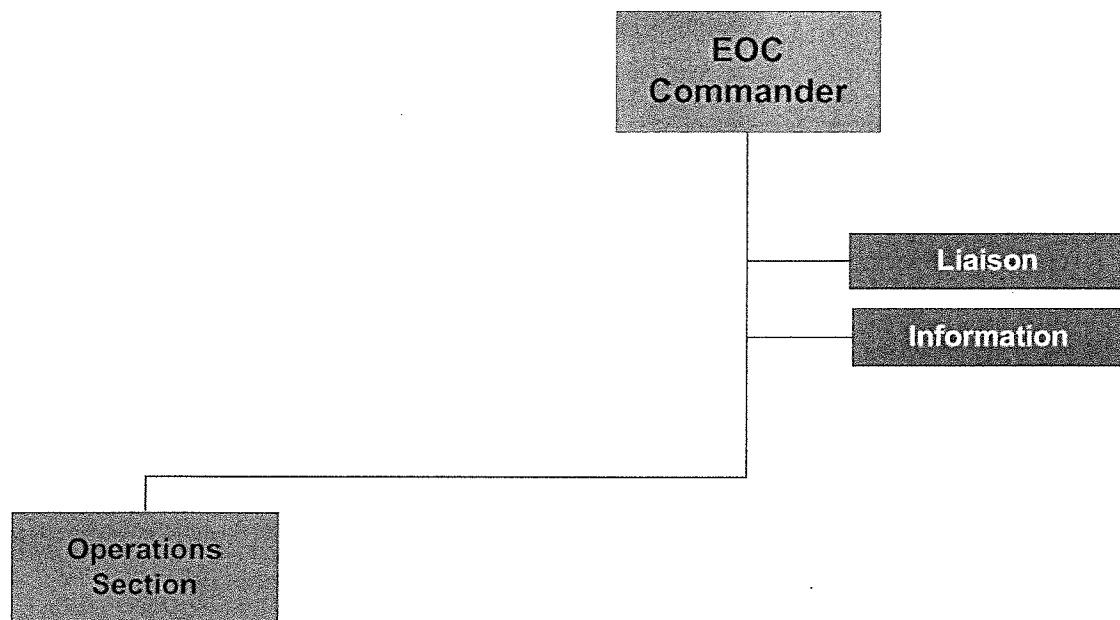


Figure 1: Level 1 Activation of the EOC. Conducting routine operations and monitoring.

LEVEL 2 ACTIVATION:

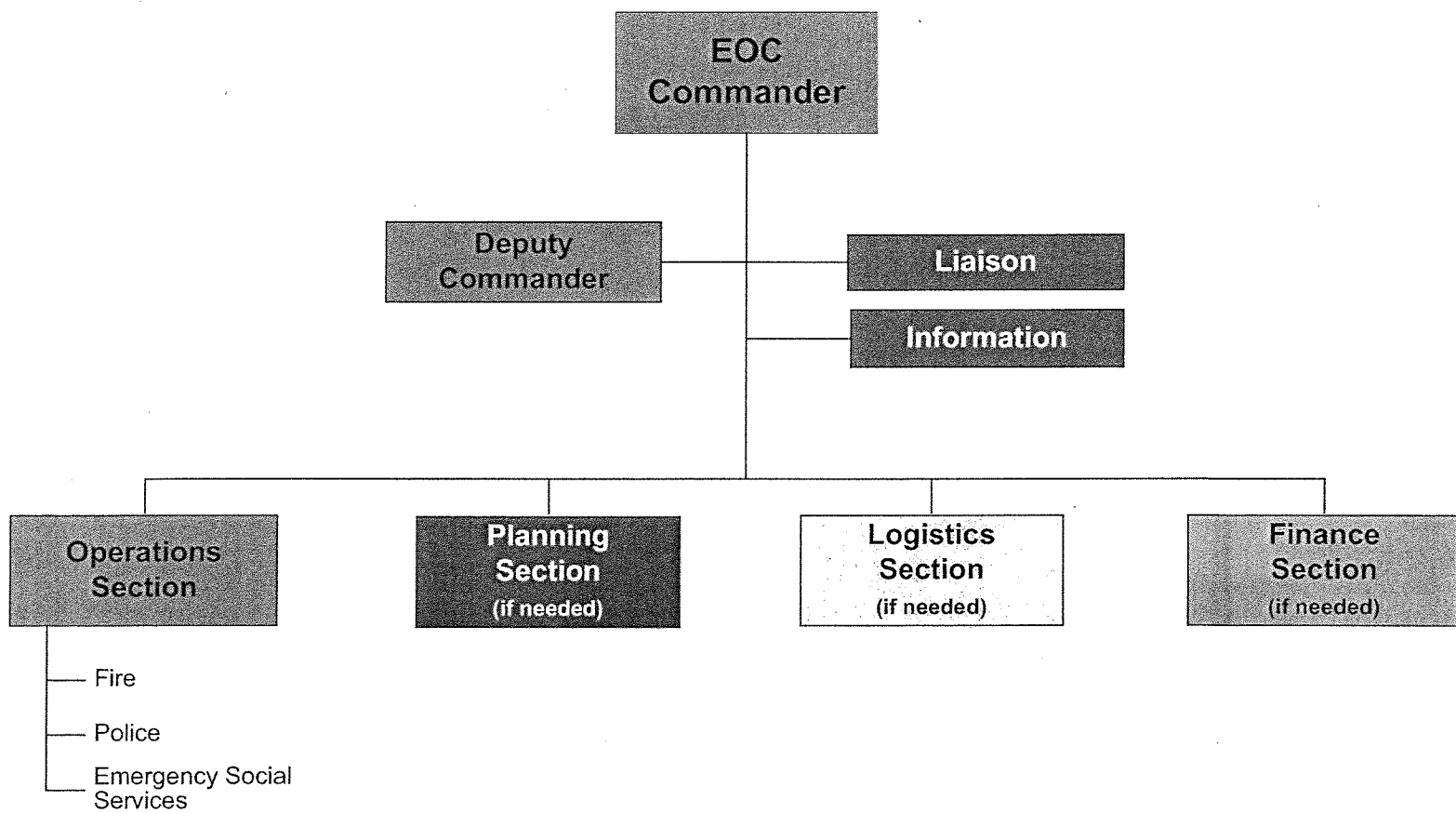


Figure 2: Level 2 Activation of the EOC. Enhanced operations and monitoring.

LEVEL 3 ACTIVATION

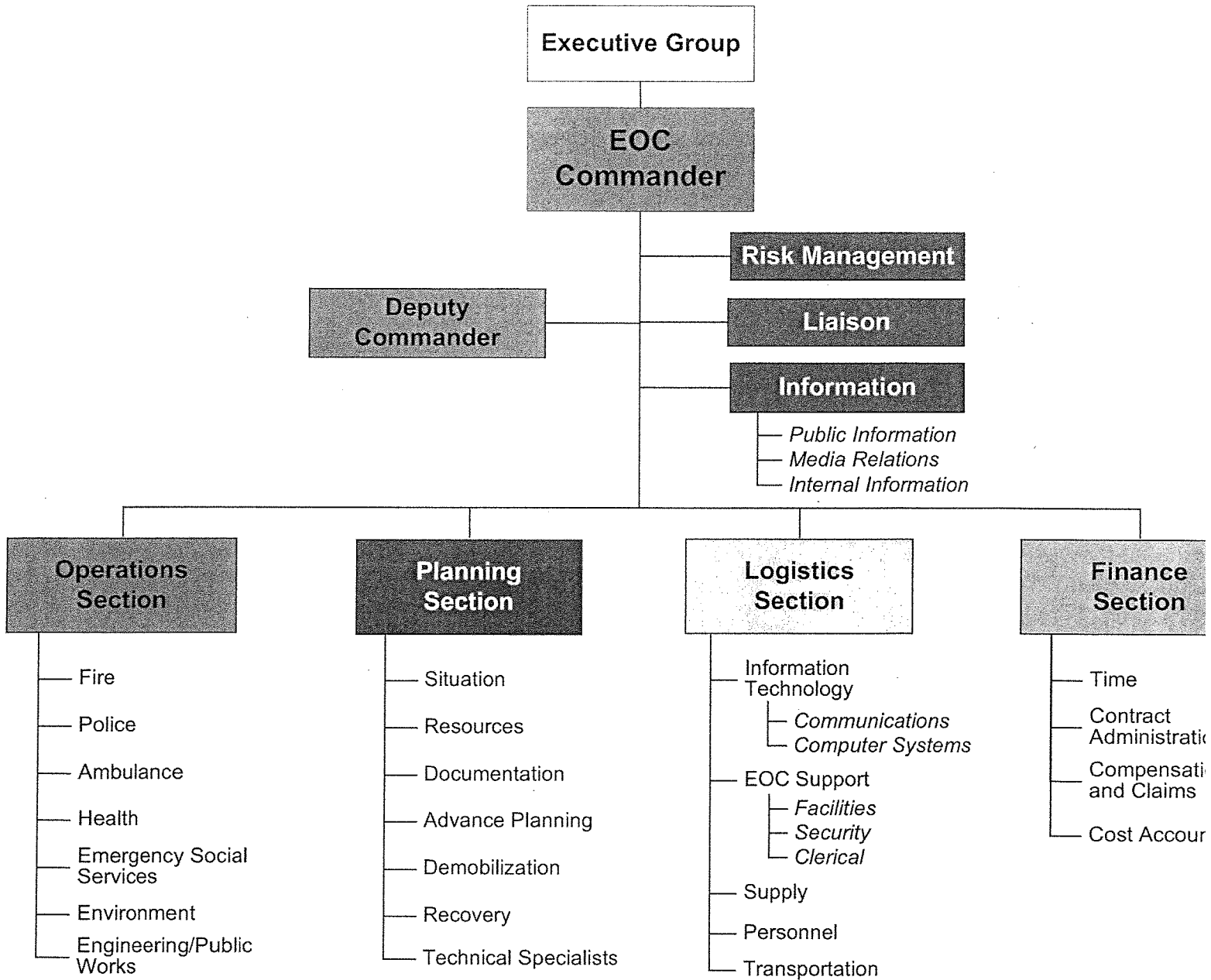


Figure 3: Level 3 Activation of the EOC: Full activation of all areas when sustained ongoing operations are likely to occur.

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Culture and Tourism

DATE February 2, 2015

SUBJECT Revised Tourism Advisory Committee Terms of Reference

REPORT NUMBER PS-15-04

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To recommend revisions to the terms of reference for the Tourism Advisory Committee.

KEY FINDINGS

The original terms of reference for the Tourism Advisory Committee are limiting and do not allow for important community organizations and/or representatives to participate in the current committee structure. Broadening the terms of reference will allow for more qualified applicants to come forward and generate a larger pool for committee selection.

FINANCIAL IMPLICATIONS

There are no financial implications.

ACTION REQUIRED

Receive the staff report and approve the revisions to the terms of reference.

RECOMMENDATION

1. THAT the Public Services Report # PS-15-04 "Revised Tourism Advisory Committee Terms of Reference" dated February 2, 2015 be received
2. THAT the revised terms of reference for the Tourism Advisory Committee be approved

STAFF REPORT

BACKGROUND

In August 2014, City Council approved the formation of a Tourism Advisory Committee. The goals and objectives for the committee are to advise on the implementation of the recommendations of the 2014 Tourism Operational Review and to provide advice and recommendations to Council and staff that support the growth and development of tourism in Guelph.

Under the original terms of reference, the first call for applicants for the Tourism Advisory Committee only received seven applications. One of the limiting factors was the requirement that applicants reside within the City of Guelph, which eliminated applications from some individuals who work for businesses based in Guelph but whose home address is not within the city. As a result, there were not enough applicants to fill the vacant positions and staff could not make recommendations to the Striking Committee for appointment.

REPORT

As per the attached revised terms of reference (ATT-1), staff recommends a committee of ten community appointees, representing each of the following tourism sectors: Accommodation, Food & Beverage, Attractions, Transportation, Arts & Culture, Festivals & Events, Sport, Retail, Conference Services. The terms of reference have also been revised to include one representative from the Downtown Guelph Business Association in an ex-officio capacity.

Additionally, the terms of reference were changed in order to allow applicants whose business or organization is based in Guelph to apply, but whose home mailing address may not be within the city. The focus of the committee is the growth and development of the tourism industry, and so the revised requirement ensures that the business interests of organizations represented on the committee are from within the city of Guelph.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

City Clerk's Office – Committee consultation

STAFF REPORT

COMMUNICATIONS

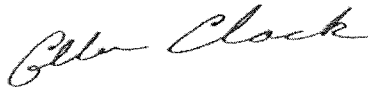
N/A

ATTACHMENTS

ATT-1 Revised Terms of Reference – Tourism Advisory Committee

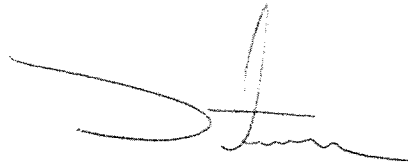
Report Author

Stacey Dunnigan
Supervisor, Tourism Services



Approved By

Colleen Clack
General Manager
Culture & Tourism
519-822-1260 ext. 2588
colleen.clack@guelph.ca



Recommended By

Derrick Thomson
Deputy CAO
Public Services
519-822-1260 ext. 2665
derrick.thomson@guelph.ca

Advisory Committee Name: Tourism Advisory Committee

Parent Standing Committee: Public Services Committee

Number of Members: Ten (10) public appointees. One (1) each from the following sectors of the Guelph tourism industry:

1. Accommodation
2. Food & Beverage
3. Attractions
4. Transportation
5. Arts & Culture
6. Festivals & Events
7. Sport
8. Retail
9. Conference Services
10. Downtown Guelph Business Association – Ex-Officio

Date of Formation: April 2015

Expiration Date: N/A

Staff Liaison Support Position: Supervisor of Tourism Services

Service Area/Department: Culture and Tourism/Public Services

Meeting Frequency: The Committee will meet a minimum of four times during the year. Additional meetings may be called to address specific project requirements.

Applicable Legislation/By-Law: N/A

Link to Corporate Strategic Plan: City Building – 3.3 Strengthen citizen and stakeholder engagement and communications.

Frequency of Reporting to Council: Annually

Mandate: The Tourism Advisory Committee will provide strategic input and advice to Council and Staff on matters pertaining to destination development and tourism service delivery in the City of Guelph, as guided by the 2014 Tourism Operation review.

Goals/Objectives:

- Advise on the implementation of the recommendations of the 2014 Tourism Operational Review;
- Provide advice and recommendations to Council and Staff on matters affecting the tourism industry.

Special Skills required for members: Committee members shall have professional and/or volunteer experience related to at least one of the following disciplines: tourism destination development and management, marketing, advertising and promotion, market research, entrepreneurship, small business, and cultural development. Committee members can reside outside the City of Guelph, but the businesses and/or organization they represent must be located in Guelph. They shall demonstrate a significant knowledge of Guelph and its tourism industry.

Budget: N/A

STAFF REPORT

TO Public Services Committee

SERVICE AREA Public Services

DATE February 2, 2015

SUBJECT Guelph Transit Projects

REPORT NUMBER PS-15-07

EXECUTIVE SUMMARY

Purpose of Report

This report is to inform Committee and Council of initiatives that are currently underway to improve transit services in the City of Guelph.

SUMMARY OF REPORT

To plan and prepare for growth, Guelph Transit is currently undertaking projects that will address more frequent service, re-organization of the routing, and transit priority measures. These projects are being undertaken to work towards increasing transit use. The projects include:

- a Transit Customer Service Survey;
- an on-board Guelph Transit passenger travel survey;
- a bus route review; and
- the Transit Priority Project (TPP).

The TPP will include community engagement through workshops, a public meeting, and sessions to gather input from Guelph Transit bus operators. Stakeholder engagements will involve input from Council, City staff, the Transit Advisory Committee, Guelph Downtown Business Association, the University of Guelph, the Guelph Chamber of Commerce, Guelph Transit passengers and the general public.

KEY FINDINGS

These initiatives are the next steps towards the implementation of the Transit Growth Strategy and improving Guelph Transit. Transit signal priority was identified during the 2010 Transit Growth Strategy as an opportunity to improve service efficiency. The Surveys will help identify travel patterns and service issues currently being experienced by our customers.

Data analysis from the two surveys will be complete by end of March 2015 and the draft Transit Priority Project report will be ready by August 2015. The summary information will be presented to committee in October 2015.

STAFF REPORT

FINANCIAL IMPLICATIONS

The Guelph Transit Customer Service Survey is budgeted at \$800 and was part of the *Recasting Guelph Transit* initiative.

The on-board transit passenger travel survey is expected to cost approximately \$20,000 and is budgeted for through the 2014 Guelph Transit operating budget.

The bus route review will be undertaken to make the best use of Guelph Transit's existing inventory of conventional buses and bus stops. There may be capital and/or operating costs associated with any proposed route changes. These costs will be identified once the route review is completed.

The total contract price for the Transit Priority Project consultant assignment is \$252,044.24 including GST and was funded through Development Charges in the 2014 budget. This will not have an impact on the 2015 Capital Budget.

The recommendations from this work will form the basis of discussion with both the federal and provincial governments in leveraging the need for transit growth and the potential for additional federal and provincial funding.

RECOMMENDATION

1. That the Public Services Report #PS-15-07 "Guelph Transit Projects" dated February 2, 2015 be received.

BACKGROUND

Building upon the *Transit Growth Strategy and Plan*, Guelph Transit is planning for growth because:

- The *Provincial Growth Plan for the Greater Golden Horseshoe* mandates that public transit will be the first priority for transportation infrastructure and major transportation investments in Guelph;
- Guelph's *Official Plan* states that:
 - The City will plan, implement and maintain a transportation system to facilitate increasing mode shares to 15 per cent for transit by 2031;
 - Public transit will be the first priority for transportation infrastructure planning;
 - In planning for the development, optimization, and/or expansion of new or existing transportation infrastructure, the City will increase the modal share of transit; and
 - The City will promote greater use of transit by providing transit priority measures to lessen delays on transit vehicles caused by traffic congestion and traffic control signals, where appropriate;
- Guelph's *Community Energy Plan* target requires the City to meet Guelph's growth in transport while reducing the transportation energy use by 25 per cent;
- Transit is needed to help shape the city, resulting in more compact, higher density development in key areas of the city, with less reliance on the car;

STAFF REPORT

- Increasing transit use and slowing the growth of traffic congestion will reduce the pressure for costly expansion of roads;
- An investment in transit is an investment in local businesses and economic prosperity;
- The City is expanding and has newly developed areas that are not yet served by transit;
- Population and employment in Guelph are projected to grow by about 45 per cent from 2006 to 2031;
- Our population is aging, with an increasing proportion of seniors, who are more likely to rely on transit;
- Transit results in improved public safety – the risk of fatality for a car passenger is 20 times higher than for a transit passenger making the same trip; and
- Transit results in a more physically-fit population. There is a strong link between the time spent driving and obesity; more time spent in the car translates to a greater chance of being obese.

Guelph Transit needs to grow to keep pace with population and employment growth, and to increase the transit modal split to 15 per cent. Such growth requires an increase from about 70 buses to more than 250 buses by 2031, along with an increase in bus drivers, fuel, maintenance and storage. To increase transit use, the City will need to:

- Invest in more frequent service. In Guelph Transit passenger surveys, the most common request has been for more frequent service;
- Re-organize and expand the routing to provide more coverage and more direct routing; and
- Implement appropriate transit priority measures.

To plan and prepare for growth, Guelph Transit is currently undertaking projects that will address more frequent service, re-organization of the routing, and transit priority measures.

REPORT

Current projects underway at Guelph Transit to work towards increasing transit use include:

- a Transit Customer Service Survey;
- an on-board Guelph Transit passenger travel survey;
- a bus route review; and
- the Transit Priority Project.

Customer service survey

In Recasting Guelph Transit, a customer service survey was identified as a project that would be undertaken to gauge the satisfaction of our passengers. The survey was designed to be very brief and provide transit staff with information regarding key areas for prioritizing service improvement. A copy of the customer service survey is attached to this report as ATT-1.

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The customer service survey will be made available online on Guelph Transit's website, guelphtransit.ca, and at various city facilities from January 15 – 30, 2015. The total cost to conduct the survey is budgeted at \$800, with promotion representing the largest portion of the expense. Results of the customer service survey will be included in the next Recasting Guelph Transit Report to Council.

On-board travel survey

Guelph Transit will be undertaking an on-board passenger travel survey on Thursday, January 15, 2015, on a date when University of Guelph students are back in regular classes after their December break. Guelph Transit will survey passengers on the conventional transit buses during the afternoon between the hours of 1:00 p.m. and 6:30 p.m.

The travel survey is designed to find out where and how many passengers are travelling on Guelph Transit, for each route and bus stop. Passengers will be asked to fill out a survey card each time they board a bus, and provide information about their bus stop and transfers. A copy of the travel survey card is attached to this report as ATT-2. Surveyors will also record the number of passengers on and off at each bus stop.

Guelph Transit carries more than 20,000 passengers each weekday. It is anticipated that the survey will provide a sample of approximately 40 percent of the Guelph Transit passenger trips that day. The survey data will be used to better plan transit service, and to allocate Guelph Transit resources where capacity is needed on transit spines and local routes.

Public notice of the on-board travel survey will be provided in advance of and on the day of the survey through posters placed on Guelph Transit buses and on the transit terminal platforms at Guelph Central Station and at the University Centre, through a posting on the Guelph Transit webpage and through newspaper advertisements.

The on-board Guelph Transit passenger travel survey is expected to cost approximately \$20,000 and has been budgeted for through the 2014 Guelph Transit operating budget.

Bus route review

Guelph Transit is undertaking a bus route review to better match available transit capacity with passenger demand, while maintaining appropriate service coverage (walking distances to residences and major destinations, distances between bus stops, hours of service, frequency of service, etc.). Routes may be re-organized to allocate Guelph Transit resources where capacity is needed on transit spines and local routes.

The route review will rely heavily on the travel survey data from January 2015, to determine and confirm key passenger origins and destinations and bus transfers. Transit planning and scheduling issues that have already been identified include:

STAFF REPORT

- Passenger overloads, resulting in buses passing by passengers waiting at bus stops;
- Challenges in keeping buses on schedule on certain routes where travel times may exceed the scheduled time;
- Passenger requests for more frequent service, for more direct service and for new service in developing areas of the city; and
- The need to better utilize existing resources to manage costs and provide an effective service.

The 2015 schedule for the route review includes:

- January: on-board travel survey of Guelph Transit passengers; analyse data
- February: design and test route alternatives; community engagement
- March/April: report on recommended route updates for Council approval
- May: 90-day review meeting with union executive
- June: 60-day review meeting with union executive
- September: implement route updates

The bus route review will be undertaken to make the best use of Guelph Transit's existing inventory of conventional buses and bus stops. There may be capital and/or operating costs associated with any proposed route changes. These costs will be identified once the route review is completed.

Transit Priority Project

Transit priority measures help buses travel more quickly and reliably. Examples include but are not limited to:

- Signal priority, to reduce the amount of time that buses sit at red lights;
- Queue-jump lanes at intersections, to let buses skip by congested traffic;
- Intersection and road improvements, to keep buses and other traffic flowing; and
- Control of on-street parking, to make sure that buses can pass and to get buses in and out of stops more quickly.

The Transit Priority Project (TPP) is being undertaken to build on the recommendations of the 2010 *Transit Growth Strategy and Plan*. The TPP will identify transit priority measures for implementation in the short, medium and long term, and develop bus rapid transit initiatives on feasible corridors in Guelph. The City has awarded the TPP consulting assignment to AECOM. The TPP will produce:

- Warrants and design standards for the implementation of alternative transit priority measures;
- The identification of specific transit priority measures to address transit operational problems;
- An implementation strategy; and
- Recommendations about the feasibility, or infeasibility, of implementing bus rapid transit along the transit spines.

The TPP will include community engagement through workshops, a public meeting, and sessions to gather input from Guelph Transit bus operators.

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Stakeholder engagements will involve Council, City staff, the Transit Advisory Committee, Guelph Downtown Business Association, the University of Guelph, the Guelph Chamber of Commerce, Guelph Transit passengers and the general public.

City staff stakeholders from Guelph Transit, Engineering Services, Public Works, Community Engagement, Corporate Communications and other departments will participate with the City project team in two staff workshops. It is anticipated that the first staff workshop will cover an introduction to bus rapid transit, a discussion of the transit priority measures applicable in Guelph, and a discussion to establish warrants and guidelines for the applicable transit priority measures. The second staff workshop will cover transit priority measure alternatives, concept plans, mitigation measures, costs, evaluation and assessment of impacts, and possible implementation timing (short, medium or long term).

It is staff's goal to have a TPP report with recommendations for Council approval by September 2015. The total contract price for the Transit Priority Project consultant assignment is \$252,044.24 including GST and was funded through Development Charges in the 2014 budget.

Summary

The results of these reviews and projects will identify the future direction for Guelph Transit in accordance with *Provincial Growth Plan for the Greater Golden Horseshoe*, the *Transit Growth Strategy and Plan* along with the *City of Guelph Official Plan*.

The recommendations from this work will form the basis of discussion with both the federal and provincial governments in leveraging the need for transit growth and the potential for additional federal and provincial funding. Potential funding programs include *Moving Ontario Forward*, the provincial 10-year plan for seamless and integrated transportation across the province, with up to \$15 billion for transit investment in the Greater Toronto and Hamilton area and nearly \$14 billion for transit, roads, bridges and other infrastructure elsewhere in the province. The federal *New Building Canada Plan* will see the Government of Canada invest over \$53 billion in infrastructure across the country over the next 10 years (2014-2024). For Ontario, this represents approximately \$11 billion in dedicated federal funding, including more than \$2.7 billion under the *New Building Canada Fund* and an estimated \$8.12 billion under the federal *Gas Tax Fund*.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business

STAFF REPORT

DEPARTMENTAL CONSULTATION

Guelph Transit
Engineering Services
Public Works
Community Engagement
Corporate Communications
Human Resources
Legal and Realty Services
Technology Innovation
Financial Services
Economic Development
Planning Services
Culture and Tourism
Parks and Recreation
Emergency Services

COMMUNICATIONS

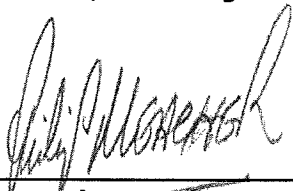
Each of the Guelph Transit projects include a community engagement component, ranging from notifications by posters and bus operator input sessions to workshops and public meetings.

ATTACHMENTS

ATT-1 Guelph Transit Customer Service Survey
ATT-2 Guelph Transit travel survey card

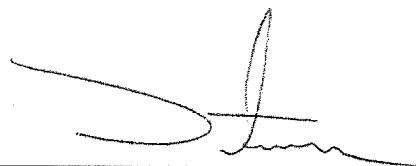
Report Author:

Nancy Button,
Supervisor, Planning & Scheduling, Guelph Transit



Approved By

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phil.meagher@guelph.ca


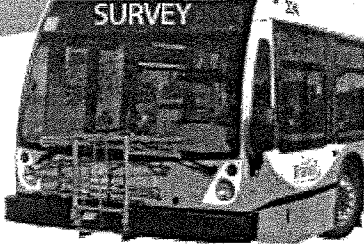


Approved By

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STAFF REPORT

ATT-1 Guelph Transit Customer Service Survey

Customer Service Survey January 15 - 30




- If you completed a travel survey on January 15, please enter the survey code that was provided. If you did not complete the survey or do not have a code, please leave this question blank. _____
- How satisfied are you with the overall service you receive from Guelph Transit? Please select one.
☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied
- How satisfied are you with the following? Please select one answer for each.

	Very satisfied	Satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Dissatisfied	Very dissatisfied	Not applicable
Bus routes								
Service frequency								
On-time service								
Making connections at main transfer points (Guelph Central Station, University Centre)								
Making connections with GO Trains								
Bus stop locations								
Cleanliness								
Safety								
Cost								
Variety of fare options								
Customer service								
Availability of information								


- Where do you get your Guelph Transit information? Please select all that apply.
☐ Website ☐ Facebook ☐ Twitter
☐ City News section in the Guelph Tribune ☐ Posters on the buses or at Guelph Central Station
☐ Word of mouth ☐ Radio ☐ Other, please specify _____
- What age group do you belong to? Please select only one.
☐ Under 18 ☐ 18-24 ☐ 25-34
☐ 35-49 ☐ 50-64 ☐ 65 and over

Alternate formats are available upon request in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005.*

Connect with Guelph Transit

Etransit@guelph.ca
Wguelphtransit.ca

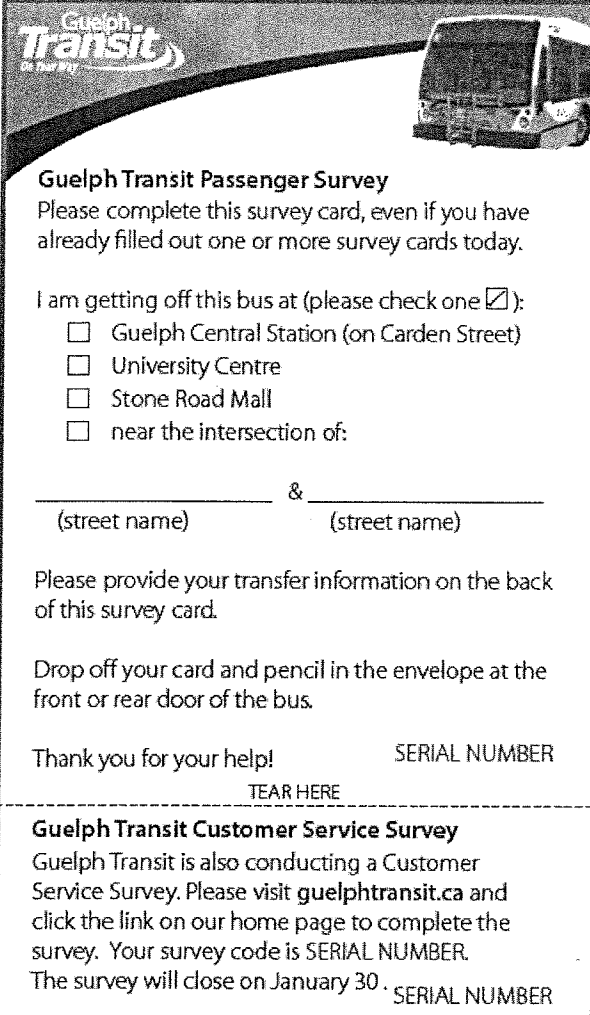


T: 519-822-1811
TTY: 519-827-2731

STAFF REPORT

ATT-2 Guelph Transit travel survey card

Front of survey card



Guelph Transit
Passenger Survey

Please complete this survey card, even if you have already filled out one or more survey cards today.

I am getting off this bus at (please check one - ☐ Guelph Central Station (on Carden Street)
- ☐ University Centre
- ☐ Stone Road Mall
- ☐ near the intersection of:
_____ & _____
(street name) (street name)

Please provide your transfer information on the back of this survey card.

Drop off your card and pencil in the envelope at the front or rear door of the bus.

Thank you for your help! SERIAL NUMBER _____

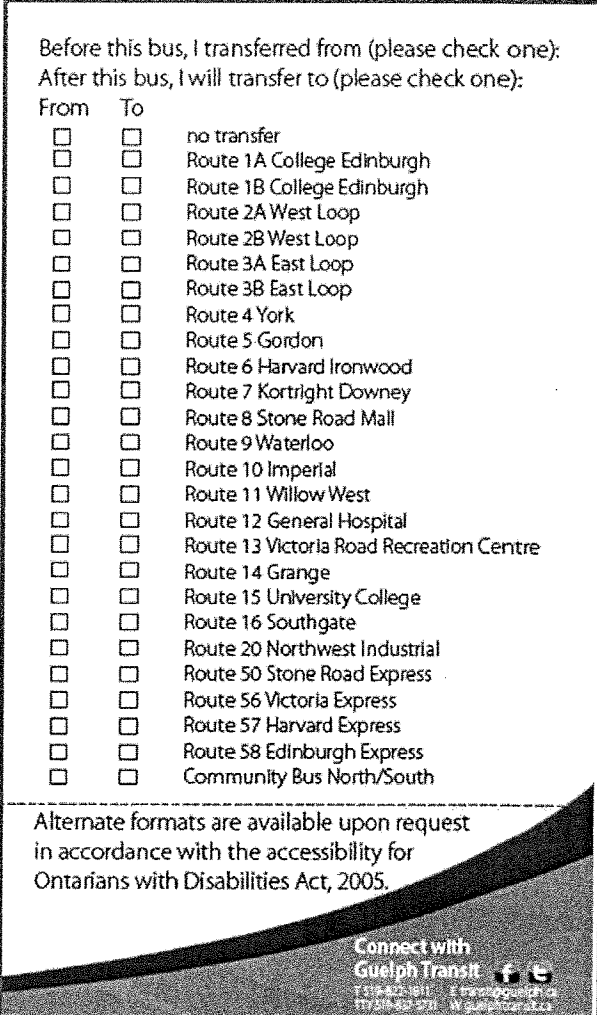
TEAR HERE

Guelph Transit Customer Service Survey

Guelph Transit is also conducting a Customer Service Survey. Please visit guelphtransit.ca and click the link on our home page to complete the survey. Your survey code is SERIAL NUMBER _____.

The survey will close on January 30. SERIAL NUMBER _____



Back of survey card



Before this bus, I transferred from (please check one):
After this bus, I will transfer to (please check one):

From	To
<input type="checkbox"/>	<input type="checkbox"/> no transfer
<input type="checkbox"/>	<input type="checkbox"/> Route 1A College Edinburgh
<input type="checkbox"/>	<input type="checkbox"/> Route 1B College Edinburgh
<input type="checkbox"/>	<input type="checkbox"/> Route 2A West Loop
<input type="checkbox"/>	<input type="checkbox"/> Route 2B West Loop
<input type="checkbox"/>	<input type="checkbox"/> Route 3A East Loop
<input type="checkbox"/>	<input type="checkbox"/> Route 3B East Loop
<input type="checkbox"/>	<input type="checkbox"/> Route 4 York
<input type="checkbox"/>	<input type="checkbox"/> Route 5 Gordon
<input type="checkbox"/>	<input type="checkbox"/> Route 6 Harvard Ironwood
<input type="checkbox"/>	<input type="checkbox"/> Route 7 Kortright Downey
<input type="checkbox"/>	<input type="checkbox"/> Route 8 Stone Road Mall
<input type="checkbox"/>	<input type="checkbox"/> Route 9 Waterloo
<input type="checkbox"/>	<input type="checkbox"/> Route 10 Imperial
<input type="checkbox"/>	<input type="checkbox"/> Route 11 Willow West
<input type="checkbox"/>	<input type="checkbox"/> Route 12 General Hospital
<input type="checkbox"/>	<input type="checkbox"/> Route 13 Victoria Road Recreation Centre
<input type="checkbox"/>	<input type="checkbox"/> Route 14 Grange
<input type="checkbox"/>	<input type="checkbox"/> Route 15 University College
<input type="checkbox"/>	<input type="checkbox"/> Route 16 Southgate
<input type="checkbox"/>	<input type="checkbox"/> Route 20 Northwest Industrial
<input type="checkbox"/>	<input type="checkbox"/> Route 50 Stone Road Express
<input type="checkbox"/>	<input type="checkbox"/> Route 56 Victoria Express
<input type="checkbox"/>	<input type="checkbox"/> Route 57 Harvard Express
<input type="checkbox"/>	<input type="checkbox"/> Route 58 Edinburgh Express
<input type="checkbox"/>	<input type="checkbox"/> Community Bus North/South

Alternate formats are available upon request in accordance with the accessibility for Ontarians with Disabilities Act, 2005.

Connect with
Guelph Transit  
T 519-821-1811 F 519-821-1811
T 519-821-1811 W guelphtransit.ca