



SECURITY AND EMERGENCY MANAGEMENT



2013 ANNUAL REPORT

**SECURITY AND EMERGENCY
MANAGEMENT**

**ANNUAL
REPORT
2013**



11,000

Hours of CBRNE Training

31

*New Are You Ready
Community Volunteers*

17,500

*Residents and
businesses received
Are You Ready
Information*

44

*Senior Managers
participated
in "Toxic Jam"
Tabletop Exercise*

433

*Responders received
Emergency Management
Training*

20,000

*Hours of USAR Task Force
Training*

35

*Security Awareness
Sessions delivered to
600 employees*

2

*International Association
of Emergency Managers
Public Education Awareness
Awards*

Table of Contents

Letter from the Chair.....	1
Letter from the Chief.....	2
Our Service.....	3
Chief's Office	4
Emergency Management Information System	4
The City of Ottawa Interoperable Mobile Communications Modernization Project.....	4
Emergency Management	5
Are You Ready Public Education & Awareness Program	6
Training and Exercise Program	7
Emergency Management Incidents	8
Emergency Management Accreditation Program.....	8
Hazard Identification and Mitigation Planning Program	9
Specialty Task Forces.....	10
Corporate Security	11
Key Accomplishments	11
Looking Ahead 2014.....	12



Are You Ready?

The best protection in any emergency
is Knowing what to do.

Êtes-vous prêts?

Votre meilleure protection en cas d'urgence
est de savoir quoi faire.

ottawa.ca

3-1-1



As the Chair of the Community and Protective Services Committee, I am pleased to receive the 2013 Security and Emergency Management Annual Report.

Council is committed to ensuring that all City Services and residents are

prepared for, and ready to respond to and recover from emergencies and events that may happen in our City. Security and Emergency Management is a key component of successfully leading the collaborative efforts of all City services. Together we are building safe and resilient communities.

Recognizing the importance of interdependencies of not just first responders but of all City services, Council is pleased to invest in the Security and Emergency Management Branch. Programs and projects managed in Security and Emergency

Management ensure continued movement toward a secure environment, the delivery of communications interoperability between emergency responders, City and external partners and the safety of our community. The subject matter expertise within the branch has been awarded and acknowledged through recognition received by their international peers.

I am proud of all of the efforts of the Security and Emergency Management team and am confident that together, through the support of Council, they will continue to successfully lead the collaborative efforts of all City services to ensure a safe and secure environment where we live, work and play.

A handwritten signature in black ink, appearing to read 'Mark Taylor'.

Mark Taylor, Chair
Community and Protective Services
Committee



The Security and Emergency Management Branch leads the City Services and residents in preparing for, responding to and recovering from major emergencies and events.

Our work is unique. We plan for and respond to events. We provide a safe and secure environment for City staff and assets through the delivery of security services. We prepare because we cannot always predict when an incident or situation may occur in either Corporate Security or Emergency Management.

2013 was an eventful year - a year that included several incidents that were successfully managed.

- Corporate Security transformed the way they do business and shaped their vision and mandate for the future.
- In recognition of demonstrated leadership in the area of promoting and implementing crime prevention and community safety strategies, one of our Security Advisors received the City Employee Award for Crime Prevention.
- The *Are You Ready* Program received two International Association of Emergency Management Awards – Local Public Awareness Award and Global Public Awareness Award.

- The Office of Emergency Management was granted conditional accreditation through the Emergency Management Accreditation Program. The City of Ottawa Emergency Management Program is the first program, outside of the United States, to receive this internationally recognized designation.
- The Office of Emergency Management coordinated the 19 City services' response to ten major City situations.

There is exciting work on the horizon. The City of Ottawa Interoperable Mobile Communications Modernization Project selected its preferred proponent (Bell/Cassidian) and now plans for system implementation. The transition to a new vendor hosted Emergency Management Information System solution has commenced. Corporate Security is reviewing access control with consideration for a new platform and the Office of Emergency Management continues to pursue full Emergency Management Program accreditation.

I am proud to represent Emergency and Protective Services in my role as Chief, Security and Emergency Management and am confident that the year ahead will bring more success.

A handwritten signature in black ink, appearing to read 'P. Poirier', written in a cursive style.

Pierre Poirier, Chief
Security and Emergency Management

Our Service



The Security and Emergency Management Branch is responsible for ensuring a secure environment where we live, work and play, and leads the City Services and residents in preparing for, responding to and recovering from major emergencies and events.

The Security and Emergency Management Branch is comprised of two units – the Office of Emergency Management and the Corporate Security Unit. In addition, the branch is responsible for managing the Corporate Radio System which includes maintenance of radio infrastructure and the administration of over 5,500 radios used by City Departments including Public Works, Fire, Paramedics, Police, Transit and By-Law Services as well as several external partners including the Royal Canadian Mounted Police, Canadian Air Transportation Security Authority and the Canadian Border Services Agency.

The Security and Emergency Management Branch is also responsible for contracting the 9-1-1 service with the Ottawa Police and for negotiating the provision of the 9-1-1 Service with Bell Canada. The Ottawa Police Service is responsible for reporting on 9-1-1 services annually.



EMERGENCY MANAGEMENT INFORMATION SYSTEM

An Emergency Management Information System (EMIS) manages information during an emergency and provides a notification service to Senior Management and Service Duty Officers. The current system was purchased in 2008. The software assists the Office of Emergency Management and City services in managing both planned events and emergency situations.

The current EMIS system will be declared end-of-life at the end of 2013. A review of municipal best practice was undertaken and thereafter, a Request for Information was distributed to determine what software solutions were available on the market. Subsequently, a Request for Proposal was issued for a vendor hosted software. Two companies met

mandatory requirements and CAE was selected as the preferred proponent.



THE CITY OF OTTAWA INTEROPERABLE MOBILE COMMUNICATIONS MODERNIZATION PROJECT

The City of Ottawa currently operates the Enhanced Digital Access Communication System (EDACS) radio system. The EDACS system has approximately 5,500 users, with over 90 percent utilized by the City and less than 10 percent for Federal or other agencies.

The existing corporate radio system will be declared end-of-life in July 2015. New and emerging technologies have been evaluated and the City has chosen to migrate to the Project 25 (P25) Radio System industry standard. Project 25 (P25 or APCO-25) is a suite of standards for digital radio communications for use by federal, state/province and local public safety agencies in North America that provide a common technical platform to permit interoperable radio communication amongst users.

The three key priorities of the Project are:

1. To have a new radio system in operation prior to July 2015;
2. To improve radio coverage. The current EDACS has a deficiency in terms of radio signal

- reception in several areas of the City which could pose operational risk to first responders.
3. To improve service interoperability. Post 9/11 (September 11, 2001) communications interoperability has become an operational imperative for first responders and a public service expectation.

Following the Request for Information and Request for Proposal, a managed system (contractor owned/contractor operated) was deemed the most appropriate business model approach for procurement of a new radio system. Bell/Cassidian was selected as the preferred proponent.

The City of Ottawa Interoperable Mobile Communications Modernization Project commences the roll out of the new radio system in late 2014, with full implementation by July 2015.

Emergency Management



Led by Deputy Chief Jim Montgomery, the Office of Emergency Management is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program. Nineteen City Services work in collaboration, supporting and contributing towards the program's deliverables and success. The City of Ottawa's Emergency Management Program is guided by the following statements:



Vision

Promotes a safe, well-prepared community with the capacity to cope with hazards and disasters through regional, provincial, and community-based processes.

Mission

Enhances public safety through leadership and collaboration with all levels of government, communities, stakeholders, and individuals to support prevention, mitigation, preparedness, response and recovery functions in the City.



ARE YOU READY PUBLIC EDUCATION & AWARENESS PROGRAM

Launched in 2005, the City of Ottawa's *Are You Ready* Program is targeted towards residents and businesses, providing them with the necessary information on how to prepare for an emergency or disaster. Program success is based on community involvement using a grassroots approach to messaging and training. The *Are You Ready* Program includes a volunteer engagement program deployed within the community to provide emergency preparedness training and information to residents on behalf of the City. The program achieved the following in 2013:

- Information was provided to more than 17,500 residents and businesses through a combination of *Are You Ready* training, presentations, community events, displays, e-newsletters and targeted outreach.

- 31 community volunteers were trained which increased the City's capacity to serve residents in multiple languages.
- New outreach methods were implemented including the installation of five *Are You Ready* road signs on high traffic routes and two social media campaigns with City partners promoting "Back to school safety" and "Holiday safety".
- Continued education through the *We Are Ready* program through New Employee and New Manager Orientation sessions, *In the Loop* and a volunteer recognition event held during Emergency Preparedness Week.
- Received the International Association of Emergency Managers Award for Public Education and Awareness in both the Canada and Global categories.



Emergency Management



TRAINING AND EXERCISE PROGRAM

The Emergency Management Training and Exercise Program provides key decision makers, emergency response personnel, and critical external partners with the requisite training on their roles and responsibilities in responding to and managing emergencies. Key accomplishments achieved in 2013 are as follows:

- Provided in-class training to 433 responders from the City services and six external stakeholders: Bonnechere Valley Township, Salvation Army, Ottawa-Carleton Catholic School Board, French Catholic School Board, Emergency Management Ontario, Emergency Medical Services (Cornwall).
- Annually, municipalities are required to exercise their Emergency Operations Centre Control Group (EOCCG), consisting of Senior Managers, for a minimum of four hours. In May 2013, two tabletop exercises were conducted with a mix of both primary and alternate EOCCG members. A total of 44 members participated. The exercise scenario focused on a hazardous material spill at the intersection of Nicholas Street and Laurier Avenue in Ottawa's downtown core. This location was selected for the scenario as it would be significantly impacted by construction activity occurring as

a result of the Ottawa Light Rail Transit project. Service Duty Officers in the Emergency Operations Centre (EOC) were simultaneously stood up for exercise play. The Emergency Operations Centre was in operation for two days. The exercise objectives were focused on increasing participant understanding of the City's Concept of Operations, and integrating Incident Management System principles for both the EOCCG and EOC members. This exercise was the first time that both decision centres were activated to support the same scenario.





EMERGENCY MANAGEMENT INCIDENTS

In 2013 the Office of Emergency Management coordinated the City services' response to ten significant events:

- Suspicious Package Tom Brown Arena - February 19, 2013
- Winter Storm – February 27, 2013
- Electrical Vault Explosion - May 08, 2013
- Diesel Spill on Transitway - May 14, 2013
- Braeside Earthquake - May 17, 2013
- Canada Day - July 1, 2013
- Carlsbad Springs Boil Water Advisory - July 23, 2013
- OC Transpo and VIA Train Collision - September 18, 2013
- Watermain Break/Sinkhole St Joseph Blvd - October 7, 2013
- Gas Main Leak at Highway 417 - November 11, 2013

EMERGENCY MANAGEMENT ACCREDITATION PROGRAM

The Emergency Management Accreditation Program (EMAP) is an internationally recognized program of 64 performance standards, comprising 104 elements. The vision of EMAP is to promote safer communities through measurable standards of excellence for emergency management programs.

In April 2013, the City of Ottawa underwent an EMAP Peer Review Assessment. The assessment noted that the City was compliant in 73 of the 104 elements: an excellent result for a first time peer review. As a result, the City qualified for conditional accreditation. Using the assessment findings, the Emergency Management Program Working Group (EMPWG) implemented a rigorous mitigation strategy based on a project management structure, identified project leads and developed work plans

to address and meet the 31 outstanding elements. In October 2013, the City of Ottawa's Emergency Management Program was granted conditional accreditation and advised to complete all work items associated with the remaining 31 elements to achieve full accreditation. The City of Ottawa Emergency Management Program is the first program in Canada to receive a conditional accreditation designation.



Emergency Management



HAZARD IDENTIFICATION AND MITIGATION PLANNING PROGRAM

The City of Ottawa is required under the Ontario Emergency Management and Civil Protection Act (2009) to identify the various natural, technological and human-caused hazards that potentially threaten public safety and to assess the level of risk and consequence by performing a Hazard Identification and Risk Assessment (HIRA). The HIRA process also provides a mechanism to identify Hazard Mitigation opportunities that outline actions that would assist in minimizing the effects of hazards that cannot be prevented.

In 2013, the Office of Emergency Management created the framework for the Hazard Identification and Mitigation Program and subsequently developed a Hazard Mitigation Plan – the first of its kind for a Canadian municipality. The Hazard Mitigation Plan outlines both current and future Hazard Mitigation Actions to be undertaken by the City to increase community resilience.

The Office of Emergency Management has been recognized as having Hazard Mitigation subject matter expertise and is regularly consulted by the Federal government on issues of local, provincial and national importance. Examples include:

- Participating in the development of Transport Canada's Protective Direction 32 on the rail transportation of dangerous goods with the Federation of Canadian Municipalities (FCM).
- Providing comment to support FCMs discussions with Public Safety Canada's development and

implementation of a National Disaster Mitigation Plan.

- Facilitating discussions with TransCanada regarding Emergency Response Planning and Equipment for the Energy East crude oil pipeline project passing through Ottawa.

The City's first Vulnerability Analysis was conducted in 2003. Within the City's All-Hazards approach to emergency management, an appreciation for the most likely or probable emergencies are considered a best practice. Since 2003, the Office of Emergency Management has performed an annual review of the Vulnerability Analysis to ensure its relevance to the priorities which the City places to reduce the effects of an emergency. A comprehensive review was undertaken in 2011 and the results were communicated externally in 2013. This review identified the following as the City of Ottawa's top vulnerabilities:

- Earthquake
- Critical Infrastructure Failure
- Summer Storm
- Hazardous Material
- Winter Storm
- Terrorism/Public Safety
- Public Health

A new City Vulnerability Analysis will be undertaken in 2014/2015.



SPECIALTY TASK FORCES

The Office of Emergency Management is responsible for the development, coordination and administrative management of two Specialty Task Forces: the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Force and the Urban Search and Rescue (USAR) Task Force.

Chemical, biological, radiological, nuclear and explosive (CBRNE) events refer to the uncontrolled release of chemicals, biological agents or radioactive contamination into the environment or explosions that cause widespread damage. CBRNE events can be caused by accidents or by terrorist acts. In 2013, the CBRNE Task Force Response Plan was revised and approved by the Emergency Management Program (EMP) Steering Committee. The CBRNE Task Force participants including Police, Fire and Paramedics, conducted approximately 11,000 hours of CBRNE related training and exercises. In addition to training, the CBRNE Task Force responded to 88 requests for service.

Urban Search and Rescue (USAR) is the general term for a group of specialized rescue skills supplemented by search, medical and structural assessment resources combined in a mobile, highly integrated team. USAR Task Forces can conduct physical search and rescue in collapsed buildings, provide emergency medical care to trapped victims, assess and control utilities and hazardous materials, utilize search and rescue dogs to find survivors of the collapse and evaluate and stabilize damage structures. In a disaster situation, the goal of a

search and rescue operation is to rescue the greatest number of people in the shortest amount of time, while minimizing the risk to the rescuers.

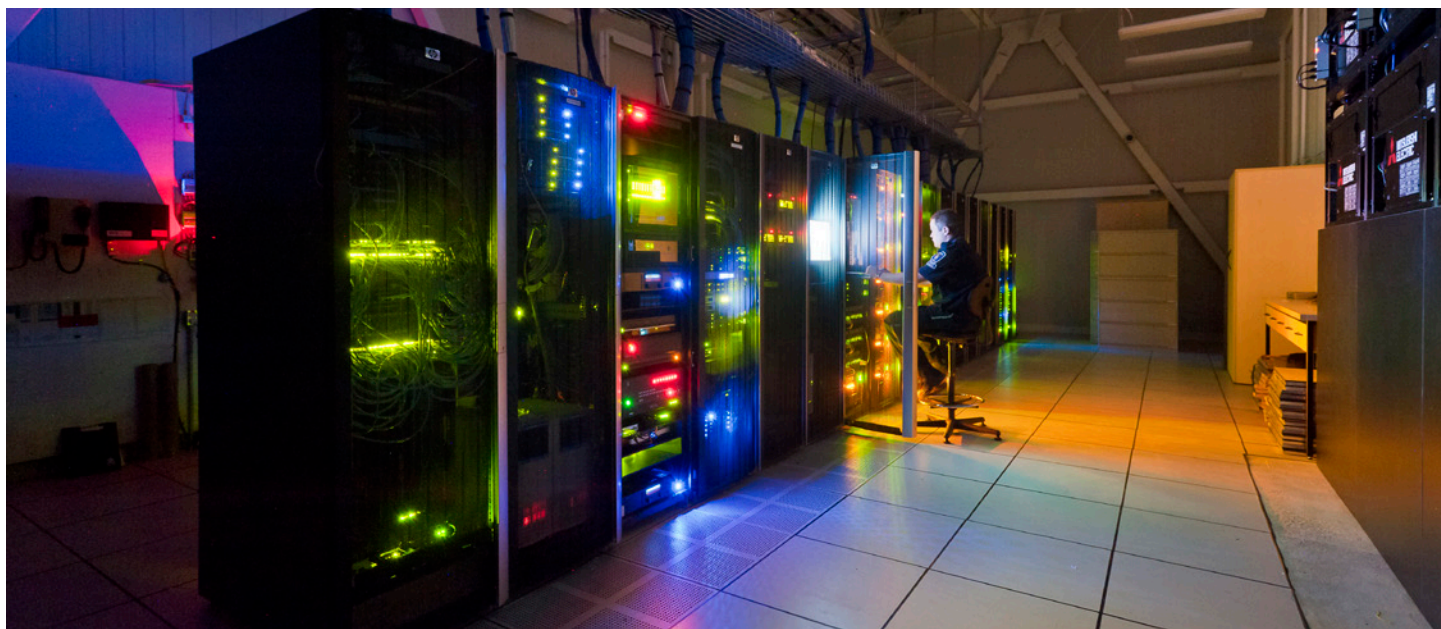
In 2013, The USAR Task Force invested in upgrading the user gear and equipment, and enrolled 13 new personnel with specific expertise in logistics, medical, and rescue capability.

Recognizing the importance of this specialty task force, the Emergency Management Program Steering Committee reaffirmed its commitment to a “medium” USAR team. This medium USAR commitment requires the human resource complement to increase from 54 to 104 members over the next three years. This year, the USAR Task Force conducted approximately 20,000 hours of training and formal courses.

A medium team requires additional skills, knowledge and operational training level requirements above basic urban search and rescue, basic life support, hazardous materials and an understanding of the Incident Management System. The Ottawa medium USAR team incorporates a Safety Officer, specialists in environmental assessment, operational training on technical rescue, a rescue specialist for specialized equipment and paramedic care for critical patients.

The medium designation will commit the USAR Task Force to increase their operational capacity from 24 continuous hours to 48 continuous hours of self sufficient operation.

Corporate Security



The Corporate Security Unit is led by Program Manager, Shannon Kenney. In 2013, Corporate Security evaluated its current service delivery to clients and began a re-branding process. The Unit is committed to building a strong and solid foundation with well-trained and educated staff that focuses proactively on assisting clients with their individual security needs.

Corporate Security provides a safe and secure environment for City of Ottawa staff and assets through the delivery of the following security services:

- Alarm Monitoring and Response
- Incident Management and Investigations
- Security System Design and Installation
- Event Security Planning
- Photo Identification

KEY ACCOMPLISHMENTS

In 2013, Corporate Security created a new work plan, targeting service improvements and process standardization. The team successfully implemented a Request Management Ticketing System for service requests (Marval) that has streamlined the input and follow up on client requests for service. In addition, Corporate

Security has developed a standardized process for managing electronic security projects and for leading and managing investigations.

Recognizing the value in collaboration and seeking industry best practices, the City of Ottawa's Corporate Security Team has led the creation of a Municipal Security Best Practices Working Group which includes membership from municipalities across Ontario.

Corporate Security delivered 35 Security Awareness Sessions to 600 employees over the course of the year. Security Advisor Stuart Benson received a Crime Prevention award for his security awareness work on the implementation of a security and safety program at all 33 Ottawa Public Library branches.



Looking Ahead 2014



In 2014, the Security and Emergency Management Branch will continue to develop and improve its security and emergency management programs. Some of the key initiatives for 2014 include:

- Attaining full accreditation in the Emergency Management Accreditation Program.
- Reviewing and updating the City's Hazard Identification and Risk Assessment.
- Creating and applying a new framework for managing security access control to City facilities.
- Developing a lifecycle plan for security equipment and assets.
- Transitioning to a new vendor hosted Emergency Management Information System.
- Implementing and transitioning from the Enhanced Digital Access Communication System to the new Corporate Radio System.
- Finalizing and signing the 9-1-1 service contract with the Ottawa Police Service.

