

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
17 October 2019 / 17 octobre 2019**

**and Council
et au Conseil
23 October 2019 / 23 octobre 2019**

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**Submitted by
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2019-EPS-GEN-0013

SUBJECT: Security and Emergency Management Service 2018 Annual Report

**OBJET: Direction de la Sécurité et de la Gestion d'urgence rapport annuelle
2018**

REPORT RECOMMENDATION

**That the Community and Protective Services Committee recommend Council
receive this report for information.**

RECOMMANDATION DU RAPPORT

Que le comité des services communautaires et de protection recommande au Conseil de recevoir le rapport aux fins d'information

EXECUTIVE SUMMARY

The Security and Emergency Management Service (SEM) reports annually on the service's operations and other key accomplishments. SEM is responsible for providing a safe and secure environment for residents and visitors to the City of Ottawa through Corporate Security and the Office of Emergency Management (OEM).

Corporate Security

Corporate Security is committed to providing a safe and secure environment for City of Ottawa employees and assets through the delivery of security services.

In 2018 Corporate Security responded to over 31,000 requests for service. The most numerous requests were for photo identification services, alarm monitoring and response, incident management and operational requests.

Security Advisors delivered 14 Security Awareness education sessions to City staff, provided security advice, planning and services at 21 events, completed 9 Security audits at City facilities and parks and completed over 150 Security projects. In addition, the CCTV renewal project was completed, during which over 700 cameras were replaced. Significant physical security improvements were implemented on Marion Dewar Plaza to protect individuals by restricting unauthorized vehicle access and providing a safe and secure environment for festivals participants.

Corporate Security conducted a comparative analysis of its security services with 10 peer municipalities across Canada. In addition, the City Auditor General reviewed the Corporate Security Branch. The results of the comparative analysis and the Auditor General's recommendations will inform the Corporate Security workplan A Corporate Security Framework and Work Plan will be tabled at CPS Committee in early 2020. .

Office of Emergency Management

The Office of Emergency Management (OEM) is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program (EMP). OEM responded to 73 situations at various levels of escalation that were either planned or unplanned. OEM was responsible for maintaining situational awareness and for the coordination of the City's response and recovery, as required, for

these situations. Most notably, the September 21, 2018, Tornados and Windstorm involved a coordinated response and the mobilization of the Emergency Operations Centre for 6 weeks.

In addition, 20 'Are You Ready' presentations were provided in the community to 346 participants. In 2018, the City's Training and Exercise Program conducted a total of 27 emergency management courses to 472 participants.

SEM had many accomplishments over the past year. The service continues to provide a safe and secure environment for City of Ottawa residents, visitors and employees.

BACKGROUND

The Security and Emergency Management Service (SEM) reports annually to the Community and Protective Services Committee on the service's operations and key accomplishments.

SEM is a service within the Emergency and Protective Services department (EPS) and is responsible for providing a safe and secure environment for residents, visitors and employees. SEM leads services across the City in managing a comprehensive Emergency Management Program, in which the City endeavours to prevent, mitigate, prepare, respond, and recover from emergencies and events. SEM also provides a safe and secure environment for City staff and assets through the delivery of security services.

SEM is comprised of two branches – Corporate Security and the Office of Emergency Management. SEM is also responsible for the Corporate Radio Program and contracting the 9-1-1 service with the Ottawa Police Services Board. For more information on the 9-1-1 service please refer to the [2017 9-1-1 Annual Report \(ACS2018-EPS-GEN-0005\)](#).

DISCUSSION

The Security and Emergency Management Service Annual Report highlights key accomplishments from 2018.

Corporate Security

Corporate Security is committed to providing a safe and secure environment for City of Ottawa employees and assets through the delivery of security services. These services include:

- Incident Management and Investigations
- Electronic Security System Design and Installation
- Event Security Planning and Delivery
- Facility Threat, Risk, and Security audits
- Security Awareness Education sessions
- Administration of the Integrated Security Management System which includes Intrusion Systems, Access Control and Closed-Circuit Television (CCTV) Systems
- Photo Identification services
- Alarm Monitoring and Response provided by the Security Operations Centre

In 2018, Corporate Security responded to over 31,000 service requests with upwards of 14,000 related to Photo Identification services. Over 8,500 alarms were received by the Security Operations Centre and over 2000 mobile alarm responses and/or security patrols were performed.

Reported security incidents rose in 2018 from 2017 with over 1700 Incident Reports received from employees. Corporate Security noted a particular increase in the number of demonstrations occurring at City facilities notably at City Hall and the adjacent Human Rights monument. Personal incidents such as harassment, assault, threats of violence and drug and alcohol use on city property also rose in 2018.

Table 1: Incident Request

Incident Type	2017	2018
Drug and Alcohol		
Consumption	21	42
Possession	4	7
Suspected sale of an illegal substance	3	1
Under the influence	15	43
Total Number of Incidents	43	93
Personal		
Assault	50	52
Harassment	40	74
Resulting in death	1	0
Sexual assault	19	6
Threat of violence	55	61
Total Number of Incidents	165	193

Throughout 2018 Security Advisors delivered fourteen Security Awareness Education sessions to City staff. Security Advisors provided planning support and services at twenty-one events, completed nine Security Audits at City facilities and parks and completed over one hundred and fifty security projects including the Arts Court redevelopment.

Photo ID services creates over 5000 identification/access cards and completes over 9000 access modifications annually. As part of the 2019 Budget, SEM requested two additional FTEs to administer Photo ID Services to improve access card security. Additionally, Corporate Security is in the process of developing a Corporate Photo Identification Policy which identifies roles and responsibilities surrounding the use of photo ID/ Access cards at City facilities.

Program Development and Security Enhancements at City Hall

In 2018, Corporate Security conducted a comparative analysis of its security services with 10 peer municipalities across Canada. This analysis highlighted that Ottawa provides security services on par with peer municipalities. However, Ottawa has less staff, a smaller budget, and fewer corporate security related policies.

The Auditor General completed an audit of Corporate Security and their report was tabled at Audit Committee on April 8, 2019.

The audit highlighted that the City meets expectations in relation to security risk management processes, and that assets are protected through the utilization and implementation of appropriate physical security measures. Areas of risk were identified in the audit, such as a lack of overall program and policy development, proactive security planning and a need to provide more comprehensive reporting to the Community and Protective Services Committee and Council on security related activities.

With consideration to best practice for internal security operations, the Auditor General stated that in house staffing is preferred over contracted third-party services to staff the Security Operations, Photo ID services and Security Guard Services.

Corporate Security is creating a Framework and Work Plan to address improvement areas identified by the Auditor General. The results of the comparative analysis and the Auditor General's recommendations will inform the framework and workplan.

Recently, the use of vehicles as weapons have been an effective low-cost tool for terrorists. In 2018, Corporate Security completed significant physical security

improvements to Marion Dewar Plaza to mitigate the potential for vehicular incidents. Crash rated bollards and landscape improvements were made to the Marion Dewar Plaza perimeter to restrict unauthorized vehicle access. The result is improved safety and security for individuals and festival participants.

Corporate Security continues to evaluate internal and external security provisions at City Hall both physical and procedural. Further security enhancements for City Hall will be recommended in the Corporate Security Framework and Work Plan which will be tabled at CPS Committee in Q1 2020.

Closed Circuit Television (CCTV) Renewal

The use of Closed-Circuit Television (CCTV) systems for monitoring and recording events is a key component of physical security. CCTV systems are used to acquire situational awareness and verify alarms received by the Security Operations Centre. CCTV is also an excellent tool for post-incident analysis.

In 2015, Corporate Security received capital funding (\$1.4M over four years) to address lifecycle issues and renew existing CCTV systems at city facilities. In 2018, Corporate Security concluded its renewal activities. Corporate Security completed full-system renewals at over 50 City facilities including City Hall; over 700 cameras and recording devices were installed and/or life-cycled during this project.

Office of Emergency Management

The Office of Emergency Management (OEM) is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program (EMP). In accordance with the *Ontario Emergency Management and Civil Protection Act, 2009* (EMCPA), this program includes a Municipal Emergency Plan, a training and exercise program, a public education and awareness program and a requirement for a Hazard Identification and Risk Assessment. In addition to meeting the requirements of the EMCPA, the City's EMP maintains full accreditation with the Emergency Management Accreditation Program.

Corporately, City services work in collaboration to support and contribute toward the EMP's deliverables and successes. The EMP incorporates external partners and stakeholders including the Canadian Red Cross, The Salvation Army, the Hospital Emergency Preparedness Committee of Ottawa and the United Way. Overall, the EMP's mandate is to provide a safe, well prepared community with the capacity to

manage disasters through coordinated provincial, regional and community-based processes.

Emergency Management Situations

In 2018, OEM responded to various planned and unplanned situations as listed in the table below.

Table 2: 2018 Number of Situations

A situation may escalate from Normal Operations to Situational Awareness to Enhanced Operations, and then to Activated Operations. Note, the progression is not required to be successive wherein a significant event may be first noted at the Enhanced or even the Activated Operations level.

Level of Escalation	Number of Situations	Notes
Situational Awareness	67	<p>Situational Awareness involves informing services, departments, partners and stakeholders to be cognizant of evolving situations and to understand how the situation may impact their normal operations.</p> <p>During Situational Awareness, staff are in a heightened state of readiness in regard to an evolving situation, and may participate in teleconferences and pre-planning activities.</p> <p>Action: OEM provided messaging to departments, partners and stakeholders.</p>
Enhanced Operations	6	<p>Enhanced Operations involves is situation, outside of normal operations. The situation is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.</p> <p>During Enhanced Operations, staff are fully engaged in a situation, and may be physically present in the City's Emergency Operations Centre.</p> <p>Situations during which the City escalated to Enhanced Operations, resulted in Duty Officers (within all City departments) being notified and engaged.</p> <p>Action: The Emergency Operations Centre may be mobilized.</p>
Activated Operations	0	<p>Activated Operations involves a situation that requires the engagement of Senior Management and</p>

		notification of the Emergency Operations Centre Operations Group and Emergency Operations Centre Control Group for decision making and strategic support. During Activated Operations, staff are fully engaged in a situation, and may be physically present in the City's Emergency Operations Centre.
Total	73	

In 2018, the OEM coordinated the City's response to the following situations:

- Feb 16 to May 15, Spring Freshet (Situational Awareness on Feb 16 to Enhanced Operations on May 2 to May 15)
- April 16 to 18, Freezing Rain
- June 28 to July 2, Canada Day Celebrations
- September 21 to November 2, Windstorm and Tornados
- November 11, Remembrance Day
- December 12, Fire at 251 Donald Street

In addition to responding to these incidents, the City was in Situational Awareness for 81 days, Enhanced Operations for 38 days and in Activated Operations for 0 days. While in Situational Awareness, staff are in a heightened state of readiness in regard to an evolving situation and may participate in teleconferences and event pre-planning activities. While in Enhanced and Activated Operations, staff are fully engaged in a situation, and may be physically present in the City's Emergency Operations Centre.

2018 Spring Freshet Taskforce

As a result of the 2017 flood, the City of Ottawa established a 2018 Flood Mitigation Taskforce comprised of several City departments and key external partners such as the local Conservation Authorities and the Ontario Ministry of Natural Resources and Forestry. The taskforce is led by OEM, with a mandate to improve the city preparedness and response to flood situations.

The OEM, Public Works and Environmental Services hosted a technical briefing in March 2018, to update the media and members of Council of the City's flood preparedness efforts. After this briefing, the OEM hosted a series of Public Information Sessions for residents. In addition to flood preparedness messaging, the OEM noted unique concerns and challenges of individual communities. The public information

sessions aided in identifying opportunities for flood mitigation improvements such as improved flood forecasting; the development of educational material on preparedness and protecting property; investigating new equipment; and improving operational and tactical procedures during the response and recovery phases of a flood. Several partners, including Ottawa Public Health, Public Works and Environmental Services, the Salvation Army, Red Cross, and Ottawa Volunteer Search and Rescue, had information booths at the meetings. Further, the City has received funding (\$240K) from Public Safety Canada to develop a flood risk profile through the National Disaster Mitigation Program. The profile assessed flood risk and performance information for sanitary sewers, storm sewers and streets, where available; establish proxies for areas where detailed sanitary, storm, and rainfall-induced street flooding risk information is not available and update Riverine flood mapping as a conservative indicator of potential risk.

A review of the 2017 flood response identified an opportunity to improve service delivery in communications with Councillors and the coordination of volunteers. As such, staff implemented a Council Liaison Officer representative to provide timely information to Councillors during future significant situations. Staff have also revised and improved the volunteer management program to be more flexible and responsive to the needs of impacted communities.

2018 Tornado Response

Early on September 21, 2018, weather forecasts indicated the potential for severe storms in the Ottawa region. Around noon, a tornado warning was issued. Late afternoon, Environment Canada confirmed a total of six tornados had touched down in the Ottawa valley, impacting Calabogie, Dunrobin, Nepean, Gatineau and western Quebec. The tornado affecting the Dunrobin area was an EF-3, whereas the tornado affecting the Arlington Woods / Craig Henry and Greenboro neighbourhoods was an EF-2.

The impact of the tornadoes left considerable damage by leveling several homes, tearing off roofs, lifting cars and uprooting trees, resulting in several non-fatal injuries and a significant social and economic impact for thousands of Ottawa residents and businesses.

Immediately, the City entered Enhanced Operations to respond to the evolving situation. The damage caused by the tornado and windstorm resulted in catastrophic damage to an Ottawa Hydro transformer station near Merivale Road. A total of 171,000 customers across the City were impacted by the power outages.

Emergency Reception and Lodging Centres were established at West Carleton Secondary School, Canterbury Recreation Complex and Goulbourn Recreation Complex. Approximately 3,000 wellness visits were conducted in impacted tornado and power outages areas.

On September 25, 2018, Emergency Reception and Lodging Centres were transitioned to Community Support Centres and were established at West Carleton Secondary School, Nepean Sportsplex and Greenboro Community Centre.

On September 26, 2018, volunteer and debris management command sites were established in Dunrobin, Arlington Woods / Craig Henry and Greenboro to support impacted residents. Non-Governmental Organizations assisted displaced residents, helped volunteer coordination efforts, and provided hands-on support to debris removal and management.

On September 28 and 29, 2018, three Public Information Sessions for impacted residents were held in Gloucester-Southgate and River wards; Knoxdale-Merivale ward; and West Carleton-March ward. The City de-escalated to Situational Awareness Operations on October 15, 2018.

The City was mobilized in Enhanced Operations for a total of 25 days. The Ministry of Municipal Housing and Affairs activated their Disaster Recovery Assistance for Ontarians Program (DRAO). DRAO is a program helps residents recover costs for clean-up, repair or replacement of essential property and basic emergency recovery expenses.

The Council Liaison Officer (CLO) was an effective method to support the timely exchange of accurate and consistent information to members of Council. Further, the CLO was a best practice learned and applied from the 2017 Spring Freshet.

The tornado and windstorm recovery phase for the OEM continued into 2019.

Public Education and Awareness Program 'Are You Ready'

The City of Ottawa's Are You Ready? Program provides residents and businesses information on how to prepare for an emergency or disaster.

A total of 20 Are You Ready? Presentations, displays, television and radio interviews were delivered in the community with 346 participants.

Training and Exercise Program

Every municipality is required to conduct training programs and exercises to ensure the readiness of the municipality to manage and respond to emergencies. The City's Training and Exercise Program meets the legislative requirement under the EMCPA.

In 2018, a total of 472 participants received in-class training on their specific roles and responsibilities during an emergency. The table below provides additional information.

Table 3: 2018 Training and Exercise Courses

Name of Course	Courses Offered	Number of Participants
Ottawa Introduction to Emergency Management	5	106
Duty Officer Training	5	50
Introduction to Incident Management Systems IMS 100	Online	99
Basic Incident Management System IMS 200	5	117
Emergency Operations Centre Control Group	6	23
Emergency Management Scribe	6	77
Total	27	472

External agencies that participated in training include: The Salvation Army; Canadian Red Cross; Hospital Emergency Preparedness Committee of Ottawa, Infrastructure Canada, United Way; University of Ottawa, and neighbouring municipalities.

Documentation of a situation is an important OEM duty. During the 2017 Spring Freshet, the requirement for trained Scribes was identified as an area for improvement. As a result, the OEM retained the services of Calian to assist with developing an Emergency Management Scribe training course. The course was piloted in June 2018. The Emergency Management Scribe training course was successful, and scribes supported the Emergency Operations Centre for planned and unplanned situations in 2018.

Annually, municipalities are required under the EMCPA to exercise their Emergency Operations Centre Control Group (senior leadership) for a minimum of four hours. On December 7, 2018, a total of 21 Emergency Operations Centre Control Group members and alternates participated in a discussion-based exercise to evaluate and validate the processes by which the members receive situational updates, conduct corporate impact and consequence assessments, identify and prioritize the continuity of operations and determine appropriate communications with internal and external stakeholders. The scenario involved the impacts and consequences around a situation at the Light Rail Transit Lyon Station.

Corporate Radio Program

SEM is responsible for operating and managing the City's Corporate Radio System. The Service's responsibility includes the maintenance of current radio infrastructure and the administration of approximately 6,000 radios used by City departments and external partners (e.g. Canadian Border Services Agency, Ottawa International Airport Authority, and Canadian Air Transportation Safety Authority).

The City's existing radio system, Enhanced Digital Access Communications System (EDACS), was declared end-of-life in June 2013. Following a competitive procurement process, the City selected Bell Mobility Inc. as the preferred proponent of a contractor owned/contractor operated agreement, referred to as the Interoperable Mobile Communications Managed Services (IMCMS). As part of this project, the City will transition from the current EDACS radio system to the new IMCMS radio system.

The transition to the new system began in January 2015. By the end of 2018, there almost 4500 network users including Transportation Services (OC Transpo and the Rail Construction Program), Bylaw and Regulatory Services, Public Works and Environmental Services on the new IMCMS radio system. Ottawa Fire Services migrated mid-year to the new IMCMS in 2018 and the Ottawa Police Service is scheduled to migrate in 2019.

Conclusion

SEM had many accomplishments over the past year. The Service continues to provide a safe and secure environment for City of Ottawa residents, visitors and employees. SEM leads City services in managing a comprehensive Emergency Management Plan and continues to provide a safe and secure environment for City staff and assets.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

There was no public consultation required as part of this information report.

ADVISORY COMMITTEE(S) COMMENTS

There are no comments from any Advisory Committee associated with this report.

LEGAL IMPLICATIONS

There are no legal impediments to receiving the information in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial impacts associated with this information report.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this information report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this information report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

Security and Emergency Management Branch services fits into the Healthy and Caring Communities Term of Council Priorities, as this branch contributes to residents, visitors and city staff in building a “healthy, safe, secure

DISPOSITION

Security and Emergency Management will action any direction received as part of consideration of this report.