

3. **Security and Emergency Management 2019 and 2020 Annual Report**  
**Rapport annuel 2019 et 2020 de la Direction de la sécurité et de la  
gestion des mesures d'urgence**

**COMMITTEE RECOMMENDATION**

**That Council receive this report for information.**

**RECOMMANDATION DU COMITÉ**

**Que le Conseil prenne connaissance du présent rapport.**

**DOCUMENTATION/DOCUMENTATION**

1. Beth Gooding, Director Public Safety Service, dated October 12, 2021 (ACS-2021-EPS-SEM-0001).

Beth Gooding, directrice, Service de sécurité publique, daté le 12 octobre 2021 (ACS-2021-EPS-SEM-0001 )

2. Extract of Draft Minutes, Community and Protective Services Committee, dated October 27, 2021.

Extrait de l'ébauche du procès-verbal, Comité des services communautaires et de protection, le 27 octobre 2021.

Direction to Staff:

1. That staff review the corporate security approaches for washroom facilities in parks to ensure they are safe and opened longer for general park users.
2. Staff review, consult and engage with councillors to develop a coordinate approach for warm summer days as it relates to deployment of respite, cooling centre, and other resources (including public information).

Directives au personnel

- 1- Que le personnel examine les méthodes de sécurité municipale pour les toilettes dans les parcs, afin de s'assurer qu'elles sont sécuritaires et ouvertes plus longtemps pour les utilisateurs généraux des parcs.
- 2- Que le personnel consulte les membres du Conseil et travaille en collaboration avec eux en vue d'examiner et d'élaborer une méthode coordonnée pour le déploiement, lors des journées chaudes d'été, des centres de répit et de rafraîchissement et d'autres ressources (y compris l'information au public).

**COMMUNITY AND PROTECTIVE  
SERVICES COMMITTEE  
REPORT 22  
OCTOBER 27, 2021**

**32 COMITÉ DES SERVICES  
COMMUNAUTAIRES ET DE  
PROTECTION RAPPORT 22  
LE 27 OCTOBRE 2021**

**SUBJECT: Security and Emergency Management 2019 and 2020 Annual Report**

**File Number ACS-2021-EPS-SEM-0001**

**Report to Community and Protective Services Committee on 21 October 2021**

**and Council 27 October 2021**

**Submitted on October 12, 2021 by Beth Gooding, Director Public Safety Service**

**Contact Person: Paula Mitilineos, Specialist, Business Support Services**

**613-580-2424, ext 29380, [Paula.Mitilineos@ottawa.ca](mailto:Paula.Mitilineos@ottawa.ca)**

**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE**

**OBJET : Rapport annuel 2019 et 2020 de la Direction de la sécurité et de la  
gestion des mesures d'urgence**

**Dossier : ACS-2021-EPS-SEM-0001**

**Rapport au Comité des services communautaires et de protection**

**le 21 octobre 2021**

**et au Conseil le 27 octobre 2021**

**Soumis le 12 octobre, 2021 par Beth Gooding, directrice, Service de sécurité  
publique**

**Personne ressource : Paula Mitilineos, spécialiste, Services de soutien aux  
activités**

**613-580-2424, poste 29380, [Paula.Mitilineos@ottawa.ca](mailto:Paula.Mitilineos@ottawa.ca)**

**Quartier : CITY WIDE / À L'ÉCHELLE DE LA VILLE**

#### **REPORT RECOMMENDATION(S)**

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

## **RECOMMANDATION(S) DU RAPPORT**

Que le Comité des services communautaires et de protection recommande au Conseil de prendre connaissance de ce rapport.

## **EXECUTIVE SUMMARY**

Security and Emergency Management is responsible for providing a safe and secure environment for City employees, residents, and visitors. It is comprised of the following functions:

- Office of Emergency Management
- Corporate Security
- Corporate Radio program
- Systems Coordination Support (specific to Security and Emergency Management systems)

This report presents an overview of Security and Emergency Management's achievements in 2019 and 2020, including performance metrics. It also highlights Security and Emergency Management's activities related to the City's COVID-19 response, along with upcoming service priorities.

## **RÉSUMÉ**

Sécurité et Gestion des mesures d'urgence a pour mandat d'assurer un environnement sûr et sécuritaire au personnel de la Ville, aux résidents et aux visiteurs. En font partie les entités suivantes :

- Bureau de gestion des mesures d'urgence;
- Sécurité municipale;
- Système de radiocommunication municipal;
- Coordination de support relative aux systèmes (pour les systèmes de Sécurité et Gestion des mesures d'urgence).

Le présent rapport donne un aperçu des réalisations de Sécurité et Gestion des mesures d'urgence en 2019 et 2020, accompagnées de mesures du rendement. Il décrit aussi ses activités s'inscrivant dans la réponse de la Ville face à la pandémie de COVID-19 ainsi que les prochaines priorités en matière de service.

## **BACKGROUND**

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

Security and Emergency Management is a service within the Emergency and Protective Services Department and is responsible for protecting City employees and assets, as well as ensuring continuity of City services during regular operations, large scale planned events and emergency responses. Security and Emergency Management is comprised of four functions – the Office of Emergency Management, Corporate Security, Corporate Radio program and Systems Coordination Support. Security and Emergency Management is also responsible for 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 2019 and 2020 9-1-1 Annual Report ACS-2021-EPS-SEM-0002.

Due to the COVID-19 response last year, the 2019 Security and Emergency Management report was deferred. This report will cover two years of activities. Security and Emergency Management underwent a re-branding in March 2021 and is now called the Public Safety Service. For the purposes of this report, however, the service area will continue to be referred to as Security and Emergency Management throughout.

## **DISCUSSION**

### **2020 COVID-19 Response Operations**

On January 23, 2020, the City entered into Situational Awareness Operations for the purpose of monitoring the viral outbreak now known as COVID-19. The City of Ottawa escalated to Activated Operations on March 11, 2020 and on March 25, 2020, a State of Emergency was declared.

Security and Emergency Management led the coordination of the City's Emergency

Operations Centre since March 2020. The Emergency Operations Centre was staffed seven days a week by City employees from across City departments, who contributed their knowledge and expertise to support a range of activities aimed at assisting those impacted by the pandemic.

The role of the Emergency Operations Centre consisted of overall incident management of the pandemic response. The Emergency Operations Centre established a formalized incident management structure and was accountable for consequence management, ensuring continuity of operations (city-wide) and supporting the City's program/issue-specific command centres. The Emergency Operations Centre held multiple daily briefings to ensure pandemic objectives were met. Some of the activities included, but are not limited to the following:

- Conducted a COVID-19 tabletop exercise on March 10, 2020, in collaboration with Ottawa Public Health, to practice coordination and communication activities among City of Ottawa departments and external partners during a COVID-19 scenario. The tabletop exercise also focused on direct and indirect impacts of the situation, City and departmental plans and procedures, continuity of operations, core critical services, human resources, labour relations and occupational health and safety.
- Coordinated with Decision Centres, Departmental Command Centres and the Duty Officer Network that were mobilized for COVID-19 Response:
  - Ottawa Public Health Command Centre (OPH CC) – mobilized January 19, 2020
  - Emergency Operations Centre Control Group (EOC CG) – mobilized February 05, 2020
  - Joint Information Centre (JIC) – mobilized March 5, 2020
  - Emergency Operations Centre Operations Group (EOC Ops) – mobilized March 6, 2020
  - Clinical Care Coordination Centre (C4) – mobilized March 6, 2020
  - Recreation, Cultural and Facility Services Command Centre – mobilized

March 12, 2020

- Public Works and Environmental Services Command Centre – mobilized March 12, 2020
  - Community and Social Services Command Centre – mobilized March 13, 2020
  - Paramedic Command Centre (0800-1600hrs) – March 13, 2020
  - By-law and Regulatory Services al Command Centre (Mon-Fri 0800-1600hrs) – mobilized March 13, 2020
  - Finance Services Command Centre – mobilized March 16, 2020
  - Police Command Centre – mobilized March 17, 2020
- Supported the Emergency Information Officer to provide external information to the public on the situation.
  - Coordinated logistics for the procurement, supply and support of personal protective equipment (PPE).
  - Participated in the Clinical Care Coordinating Committee (C4), which includes the region’s hospitals and the Ottawa Paramedic Service to open the first COVID-19 Assessment Centre at Brewer Park Arena that was managed by the Ottawa Hospital and CHEO. In addition, the Emergency Operations Centre supported supplementary assessment centre locations across the City.
  - Utilized the Councillor Liaison function led by staff from the City Manager’s Office to ensure situational awareness with elected officials and to support a coordinated method for elected officials to ask questions to support their residents.
  - Coordinated with the Provincial Emergency Operations Centre, Provincial Ministry of Health Emergency Operations Centre, and the federal Government Operations Centre.
  - Worked with Human Resources Services and departments during the COVID-19

response to ensure the mental well-being of City staff.

- Developed a COVID-19 Donated Material Management Unit. The unit was established in response to an outpouring of offers of support from residents and the business community to assist with COVID-19 response efforts. Priority items included N95 masks, protective gloves, face shields, protective glasses and goggles, hand sanitizer, cleaning wipes, and gowns. In addition, to support the unit, a Donations Management Guide was created.
- Supported the Emergency Operations Centre Task Forces (Human Needs, Workforce, Community Economic Confidence and Gathering and Events Task Force) that included conduits for vulnerable needs, respite centres, access to portable washrooms during closures, redeployment of staff to support COVID-19 operations, supports to local businesses and information for recovery and communications on closures impacting gathering and events. Later in 2020, the Task Force names were updated to Service, People, Finance and Economic.
- Supported park closures at the end of March 2020 in collaboration with Public Works and Environmental Services, Public Information and Media Relations, Ottawa Public Health, By-Law and Regulatory Services, Ottawa Police Service, and the Recreation, Cultural and Facilities Services department. This involved creating and posting more than 4,000 signs at over 800 parks across the City between March 8 and April 2, 2020. Phase one of these installations included play structures, fully enclosed off-leash dog parks, playgrounds and gazebos. Phase two sign installations targeted park entrances via multi-use pathways, parking lot entrances, entrances to complex community parks, artificial turf fields and community gardens.
- Conducted a tabletop exercise with Emergency Operations Centre Control Group Members on September 16, 2020 to prepare for a resurgence of people with confirmed positive COVID-19. The simulated complex scenario was used to: practice public health measures; validate information analysis and dissemination; identify COVID-19 Human Resources processes and strategies; and identify plans to ensure resource (human and material) capacity for a coordinated response.



- Began planning for vaccine administration in fall 2020, in coordination with Ottawa Public Health.

Overall, the City's emergency response operations adapted quickly to new and changing information, as well as to the physical restrictions imposed by the COVID-19 pandemic. The Emergency Operations Centre largely operated virtually, staff presence on-site was minimized, and training and other activities were modified (where possible) for a virtual audience. Staff from across the City, along with Ottawa Public Health and external partners have worked together and, despite unprecedented challenges, continued to deliver exceptional service excellence.

As per the City's Municipal Emergency Plan, an After-Action Review will be conducted to assess what worked well and what could be improved, related to the Emergency Operations Centre's "activated operations" for the City's COVID-19 response. This will ensure that the City continues to be prepared for future responses.

### **Office of Emergency Management**

The Office of Emergency Management is responsible for the implementation, maintenance and coordination of the City of Ottawa's Emergency Management Program. In accordance with the *Ontario Emergency Management and Civil Protection Act, 2009*, the Emergency Management Program includes:

- A Hazard Identification and Risk Assessment
- A Municipal Emergency Plan
- A training and exercise program
- A public education and awareness program

Corporately, the Office of Emergency Management works with all City services, who support and contribute toward the Emergency Management Program's deliverables and successes. The Emergency Management Program also incorporates external partners and stakeholders including the Canadian Red Cross, the Salvation Army, Sauvetage Bénévole Outaouais – Ottawa Volunteer Search and Rescue, the Hospital Emergency Preparedness Committee of Ottawa, and the United Way. Overall, the Emergency Management Program's mandate is to provide a strong framework through which to

support the City’s ability to prevent, mitigate, prepare, respond and recover from emergency situations.

**Emergency Management Accreditation Program Consecutive Accreditation**

While the City maintains full compliance with the *Ontario Emergency Management and Civil Protection Act, 2009*, the Emergency Management Program has gone above and beyond to retain its voluntary certification under the Emergency Management Accreditation Program, which is an independent non-profit organization that seeks to foster excellence and accountability in emergency management programs by establishing credible standards applied in a peer review assessment and accreditation process.

The City of Ottawa’s Emergency Management Program successfully received its first accreditation in 2014, making it the first program outside of the United States to receive this internationally recognized designation. The accreditation is valid for a period of five years. In 2019, the City successfully achieved consecutive accreditation, and remains the only organization in Canada to receive this designation.

**Emergency Management Situations**

In 2019 and 2020, the Office of Emergency Management responded to various planned and unplanned situations listed in Table 1 below. 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).

**Table 1: 2019 and 2020 Number of Situations**

<b>Level of Escalation</b>	<b>Situations in 2019</b>	<b>Situations in 2020</b>	<b>Notes</b>

Level of Escalation	Situations in 2019	Situations in 2020	Notes
Situational Awareness	33	47	<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, in-person meetings, and pre-planning activities.</p> <p>Action: The Office of Emergency Management provided messaging to departments, partners and stakeholders.</p>
Enhanced Operations	7	6	<p>Enhanced Operations involves a 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), and potentially external stakeholders, being notified and engaged.</p>

<b>Level of Escalation</b>	<b>Situations in 2019</b>	<b>Situations in 2020</b>	<b>Notes</b>
			Action: The Emergency Operations Centre may be mobilized.
Activated Operations	1	1	Activated Operations involves a situation that requires the engagement of Senior Management and mobilization of the Emergency Operations Centre Control Group and Operations 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.
State of Emergency	1	1	A State of Emergency is considered when the City has entered into Activated Operations level.
<b>Total</b>	<b>42</b>	<b>55</b>	

In 2019 and 2020, the Office of Emergency Management coordinated the City's response to the following major situations:

- January 11, 2019 – Westboro Bus Collision
- April 4 to June 19, 2019 – Spring Freshet / Spring Flooding
- June 2 to 3, 2019 – Tornado (Orleans)
- July 1, 2019 – Canada Day Celebrations
- September 14 and 16, and October 7, 2019 – Light Rail Transit Launch
- January 23, 2020, to present – COVID-19 global pandemic

- March 12 to May 13, 2020 – Spring Freshet
- May 26 to July 28, 2020 – Extreme Heat

In addition to responding to these incidents, in 2019, the City was in Situational Awareness for 70 days, Enhanced Operations for 19 days and Activated Operations for one day. In 2020, the City was in Situational Awareness for 125 days, Enhanced Operations for 82 days, and Activated Operations for 14 days. The City was in a declared State of Emergency for the 2019 Spring Flooding from April 25, 2019, to June 11, 2019, and for COVID-19 from March 25, 2020, to August 19, 2021 (the City currently remains in Enhanced Operations for COVID-19).

### **2019 Spring Flooding**

On April 4, 2019, the City entered into Situational Awareness Operations regarding the 2019 Spring Freshet. As water levels continued to rise on the rivers, the response level escalated accordingly, engaging all City departments, as well as external stakeholders. On April 18, 2019, the City escalated into Enhanced Operations, and on April 25, 2019, the City declared a State of Emergency, which enabled the deployment of members of the Canadian Armed Forces to assist with the response effort. The State of Emergency was terminated on June 12, 2019, and the City returned to Normal Operations on June 17, 2019.

City services, together with external stakeholders, approximately 15,000 volunteers and the Canadian Armed Forces deployed 1.5 million sandbags to mitigate flooding on residential properties. The sandbagging efforts were also deployed around the Britannia Water Treatment Plant. Incident Command Posts and Community Support Centres were established in Fitzroy Harbour, Constance Bay, Britannia and Cumberland to oversee the response and recovery operations in those communities.

### **2020 Spring Freshet**

On March 12, 2020, a Spring Freshet Emergency Operations Centre was mobilized, separate from the Emergency Operations Centre for COVID-19 operations, to begin reviewing and monitoring the city's river conditions. Throughout the Spring Freshet operations, sand and sandbags were deployed in communities most at risk of potential flooding. Planning around potential response and recovery operations took into account

COVID-19 pandemic restrictions. The Rideau River monitoring ended on April 16, 2020; the Ottawa River monitoring ended on May 8, 2020; and the Ottawa Region weather monitoring ended on May 19, 2020. The Spring Freshet Emergency Operations Centre was demobilized on May 19, 2020.

### **Hazard Identification and Risk Assessment**

In Q3 2019, the Office of Emergency Management began Phase one of the Hazard Assessment, Mitigation and Prevention Program, which was to conduct a Hazard Identification and Risk Assessment. A Hazard Identification and Risk Assessment Working Group, consisting of subject matter experts from all City services, as well as external stakeholders, such as, utilities, universities, school boards, the Insurance Bureau of Canada, the Ottawa Airport Authority, and non-governmental organizations, identified a list of hazards that could impact Ottawa, and assessed the probability and consequence of each of those hazards. The outcome of Phase one was a ranked list of unmitigated hazards.

The Hazard Assessment, Mitigation and Prevention is a four-phase process which provides an understanding of the hazards, consequences and mitigation efforts for the City, based upon likelihood and consequences. Phase two of the Hazard Assessment, Mitigation and Prevention, which identifies existing hazard mitigation, was scheduled to start in Q1 of 2020; Phase three, which is the hazard consequence analysis, in Q2 of 2020; and Phase four, which culminates in a vulnerability analysis, in Q1 of 2021. However, since Q1 2020, the Office of Emergency Management has been supporting COVID-19 operations, as well as other situations that have occurred and this has delayed Hazard Assessment, Mitigation and Prevention work.

The Office of Emergency Management will be resuming the Hazard Assessment, Mitigation and Prevention in 2021, starting with a new Phase one, and continuing to complete Phase four by Q2 2022.

### **Public Education and Awareness Program ‘Are You Ready?’**

The City of Ottawa’s “Are You Ready?” program provides residents and businesses with information on how to prepare for an emergency or disaster. Residents can visit [Ottawa.ca](http://Ottawa.ca) to learn more about how to plan ahead for the first 72 hours of an emergency or contact the Office of Emergency Management for more information. Emergencies

can happen anywhere or anytime. Ottawa has faced a number of hazards including floods, power outages and tornadoes. Understanding these risks is important and can help residents to better plan and prepare. This includes having an emergency preparedness kit at home with enough supplies to meet the needs of the entire household for at least three days.

In 2019, a total of 24 “Are You Ready?” presentations, displays, television and radio interviews were delivered in the community. In 2020, the number was five.

### **Training and Exercise Program**

Every municipality in Ontario is required to conduct training and exercises to ensure the readiness of the municipality to manage and respond to emergencies.

In 2019 and 2020, a total of 529 and 383 participants (respectively) received in-class or virtual training on their specific roles and responsibilities in an emergency. In 2020, due to pandemic restrictions, some of the emergency management training courses were delivered virtually.

Table 2 below provides additional information on the name and breakdown of courses offered along with the number of participants in attendance at each.

**Table 2: 2019 and 2020 Training and Exercise Courses**

<b>Name of Course</b>	<b>Courses in 2019</b>	<b>Courses in 2020</b>	<b>Participants in 2019</b>	<b>Participants in 2020</b>
Ottawa Introduction to Emergency Management	5	6	113	111
Duty Officer Training	5	5	56	47
Emergency Operations Centre Control Group	5	12	21	20
Basic Emergency Management EM 200	2	0	52	0

Introduction to Incident Management Systems IMS 100	Online	Online	109	50
Basic Incident Management System IMS 200	5	5	97	98
Intermediate Incident Management System IMS 300	2	1	43	25
Emergency Management Scribe	7	5	38	32
<b>Total</b>	<b>31</b>	<b>35</b>	<b>529</b>	<b>383</b>

External agencies that participated in training include: The Salvation Army; Canadian Red Cross; Sauvetage Bénévole Outaouais – Ottawa Volunteer Search and Rescue; Hospital Emergency Preparedness Committee of Ottawa; Ottawa Community Housing; National Research Council; Public Safety Canada; Ottawa Airport Authority and neighbouring municipalities.

Annually, Ontario municipalities are required under the *Ontario Emergency Management and Civil Protection Act, 2009*, to exercise their Emergency Operations Centre Control Group (senior leadership) for a minimum of four hours. In 2019, the City successfully applied for a request to substitute the annual exercise requirement with the declared emergency response to the 2019 Spring Flooding.

The City’s exercise requirement for 2020 was met on September 16, 2020, when the Emergency Operations Centre Control Group participated in a discussion-based exercise to prepare for a resurgence of people with confirmed COVID-19. The exercise objectives were to:

- Validate the processes for implementing public health measures
- Validate the processes to identify an information strategy
- Identify COVID-19 Human Resources processes and strategies



- Identify plans to ensure resource (human and material) capacity for a coordinated response

### **Corporate Security Program**

Corporate Security is committed to providing a safe and secure environment for all persons at City facilities through the delivery of security services. These services include:

- 24/7 Corporate Security Operations Centre
- Security Guard Services at City Administrative facilities
- Physical security system design and installation (Access Control, Intrusion Alarm, CCTV)
- Incident management and investigation services
- Photo Identification services
- Security related education/ training to staff (including the Protective Measures Program)
- Event security planning and coordination of onsite security personnel for special events at City facilities
- Security audits at City facilities

Corporate Security responded to over 30,000 service requests in 2019 with upwards of 13,000 related to Photo Identification services. Staff in the Photo Identification Centre created over 6,300 identification/access cards and performed thousands of access modifications. Due to COVID-19 pandemic-related public health restrictions throughout 2020, many City personnel were working from home. During 2020 however, Corporate Security still responded to over 25,000 service requests with 12,000 related to Photo Identification services - including over 4,800 new identification/access cards created in the first half of 2020 to support Ottawa Public Health's urgent staffing needs.

Over 8,400 alarms were received by the Security Operations Centre in 2019 and approximately 1,000 mobile alarm responses and/or security patrols were performed.

Due to COVID-19 related building closures and overall public health restrictions, the overall number of alarms received in 2020 dropped to 6,500 with approximately 500 mobile alarm responses and/or security patrols performed. This number, however, does not include the use of mobile patrollers deployed to facilitate general community safety in residential areas near city respite centres with high-acuity clientele.

Pre-pandemic, the number of security-related incidents continued to increase with Corporate Security receiving over 2,000 reports in 2019, up from 1,700 in 2018. High-risk incident types were also noted to have increased, overall.

In 2019, the top incident types included 444 reports of causing a disturbance, 277 responses to incidents of theft (city property 76, personal property 201), 194 responses to personal incidents (e.g., assault, harassment, threat of violence etc.), 185 responses to incidents of drugs and alcohol on City property, 179 responses to suspicious activity, 145 responses to vandalism of City property/vehicles, and 27 demonstrations/protests taking place at City facilities.

Pandemic restrictions in 2020 had an impact on the number of reported security incidents with over 900 reports received. In 2020, the top incident types included 178 reports of causing a disturbance, 72 responses to incidents of theft, 102 responses to personal incidents (e.g., assault, harassment threat of violence etc.), 74 responses to incidents of drugs and alcohol on City property, 87 responses to suspicious activity, 83 responses for vandalism of City property/vehicles, and 13 demonstrations/protests taking place at City facilities.

Table 3 below shows a detailed breakdown of the type of reported security incidents received by Corporate Security in 2019 and 2020.

**Table 3: 2019 and 2020 Incident Requests**

<b>Incident Type</b>	<b>2019</b>	<b>2020</b>
Break and Enter	20	22
Causing a Disturbance	444	178
Demonstration/Protest	27	13
Drug and Alcohol on City Property	185	74
Fraud and Waste	4	4

Other Non-Security <sup>1</sup>	482	212
Personal Incidents	194	102
Suspicious Activity	179	87
Theft	277	72
Trespassing	60	63
Vandalism	145	83
<b>Total Number of Incidents</b>	<b>2017</b>	<b>910</b>

### **Education and Awareness**

Throughout 2019, security advisors delivered 15 Security Awareness Education sessions to City staff, and four in 2020. Security advisors provided planning support and services at 21 events in 2019 and 17 in 2020. They also completed eight Security Audits at City facilities and parks in 2019 and 18 in 2020. There were 131 security projects completed in 2019 and 223 in 2020 (project activities included the installation of new security devices and/or the lifecycle replacement of existing systems). The slowdown of activities at City facilities in 2020 due to COVID-19 building closures, allowed security advisors the opportunity to conduct a record number of Security Audits and projects during that time.

The Protective Measures Program originally developed in 2017 was further enhanced in July 2019 with additional content including mandatory eLearning modules with testing components for all City staff. These enhancements further ensure that all staff are ready and understand their individual responsibilities during a safety or security incident affecting a city facility.

### **Program Development and Audit Update**

Corporate Security continues to make program enhancements particularly relating to the recommendations stemming from the April 8, 2019 Audit of Corporate Security. The Ottawa Auditor General's recommendations included items related to policy development and reporting practices, procedures for Photo Identification card management, risk-based planning, false alarm reduction, security guidelines for Council meetings, fostering security awareness at the City, Protective Measures Program

---

<sup>1</sup> Other non-security includes reports received but not directly related to security incidents (i.e., workplace accidents, first aid, lost property, claims incidents etc.)

implementation and staff orientation and awareness. The outsourcing of high-risk security functions was also identified as an area of potential improvement.

Throughout 2019 and 2020, Corporate Security made significant improvements and closed out 10 out of 17 recommendations stemming from the Ottawa Auditor General's report. The seven outstanding recommendations are delayed due to operational pressures related to COVID-19, and because they are partly dependent on the City's Future of Work Strategy to address pandemic impacts on physical workspaces. Corporate Security will need to create a new Corporate Security policy and update its Service Review in a manner that reflects the City's new operating environment before seeking approval from Council. Both the policy and the Service Review report have been deferred to 2023.

As part of its Ottawa Auditor General's follow-up work, Corporate Security has made a significant reduction in the number of false alarms by revisiting system programming standards and working collaboratively with clients in City facilities to address accidental alarms. Corporate Security implemented a weekly automated report to Facility Operations area managers that highlights all false alarms where a mobile responder was dispatched to a City facility for situational awareness and follow-up. The number of false alarms for the period of January 1 to October 31 for 2017 (original data set), 2018, 2019 and 2020 are as follows:

- January 1 – October 31, 2017 = 1421
- January 1 – October 31, 2018 = 915
- January 1 – October 31, 2019 = 744
- January 1 – October 31, 2020 = 209

With consideration to best practice for security programs, the Ottawa Auditor General stated that in-house staffing is preferred over the use of contracted third-party services to staff high-risk areas such as the Security Operations Centre, Photo Identification Centre and Security Guard Services, particularly at City Hall.

As part of the 2019 Budget, Security and Emergency Management requested two additional FTEs to administer Photo Identification services to improve

identification/access card security. The Corporate Security branch successfully transitioned this service area in house. In 2020, Corporate Security also introduced an online Service Request Portal which includes automated workflow procedures to increase accountability and control surrounding approval processes related to requests for access to secure work areas and Photo Identification card issuance. This portal is also a one-stop-shop to access all Corporate Security services which allows branch staff to respond and action service requests more efficiently.

In 2019, two Request for Proposals were issued related to Security Guard services at City facilities. The Request for Proposals include detailed requirements for both the service provider and the personnel assigned to improve the overall quality of service and public impression. A broader analysis related to the development of an in-house Security Guard program including staffing of the Security Operations Centre and at some City facilities will be included as part of the Service Review report deferred to 2023.

### **Corporate Security COVID-19 Support**

Corporate Security was instrumental in the efforts to support the COVID-19 pandemic response. Staff assisted with new requests for photo identification to support Ottawa Public Health staffing needs and extensive support was provided by Corporate Security to the Human Needs Task Force. Security advisors provided assistance with planning and readiness activities to ensure staff safety at City-run respite centres, and physical distancing shelters. An exceptional volume of security guard services were regularly coordinated for multiple locations throughout the pandemic.

Beginning in 2020, Corporate Security staff were actively involved with the Vaccine Task Force as they prepared for the unprecedented City-wide vaccination efforts, by providing security expertise to help ensure the mass immunization and pop-up clinics were ready and safe. Additionally, staff in Corporate Security took a lead role in readying the City's vaccine storage and distribution facilities to ensure they were prepared to receive and safely store vaccines at all times. Planning for the use of security guards in support of the upcoming 2021 mass vaccination efforts began in 2020.

## **Corporate Radio System**

Security and Emergency Management is responsible for managing and operating the City's Corporate Radio system. The service's responsibility includes managing the contract between Bell Mobility Radio and the City of Ottawa, as well as the administration of approximately 6,200 radios used by Ottawa Police Service, City departments, and external partners (e.g., Canadian Border Services Agency, Ottawa International Airport Authority, and Canadian Air Transportation Safety Authority).

The City's legacy radio system, Enhanced Digital Access Communications System, was declared end-of-life in June 2013. In 2015, 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. As of 2020, the Corporate Radio System branch has successfully decommissioned the Enhanced Digital Access Communications System network and transitioned users to the new Interoperable Mobile Communications Managed Services network.

The Corporate Radio System program continues to ensure that the City has a reliable, public safety-grade radio service available for first responders and other City users. Over the last two years, it has seen significant and steady growth in new projects. The Corporate Radio Logger project update was completed in 2020, which are devices used to record and archive daily 9-1-1 calls and radio transactions to ensure that the Ottawa Police Service, Ottawa Fire Services and Transportation Services have a reliable record of calls and radio transmissions. Additionally, the program continues to address new corporate radio requirements for the Light Rail Transit Stage 2 extension, which will extend the network capacity for regular communications in stations and tunnels. A governance structure for the City's Corporate Radio system is currently being developed to enhance user support, and to foster enhanced stakeholder collaboration.

## **Conclusion**

Security and Emergency Management continues to provide a safe and secure environment for City of Ottawa residents and visitors. The COVID-19 pandemic required that Security and Emergency Management re-prioritize some of its activities; however, key deliverables were met in 2019 and 2020, and the Service will continue to deliver on

its commitments.

### **FINANCIAL IMPLICATIONS**

There are no financial implications connected to this report for information purposes.

### **LEGAL IMPLICATIONS**

There are no legal impediments to receiving this report for information.

### **COMMENTS BY THE WARD COUNCILLOR(S)**

This is a City-wide report.

### **CONSULTATION**

There were no consultations required as part of this information report.

### **ACCESSIBILITY IMPACTS**

Security and Emergency Management supports corporate and departmental initiatives that enhance service to older adults and people with disabilities through the City of Ottawa Municipal Accessibility Plan (COMAP). The service provides service for people with disabilities in line with the obligations of the Accessibility for Ontarians with Disabilities Act, 2005 and the Integrated Accessibility Standards Regulation, 191/11.

### **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications associated with this information report.

### **CLIMATE IMPLICATIONS**

The Office of Emergency Management is working with the City's Climate Change and Resiliency team to contribute to the development of a Climate Resiliency Strategy.

### **INDIGENOUS GENDER AND EQUITY IMPLICATIONS**

Security and Emergency Management supports the Corporate Diversity and Inclusion Plan and the Strategic Objective of a representative workforce and inclusive workplace through participation in departmental collective priorities.

### **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this information report.

### **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

### **TECHNOLOGY IMPLICATIONS**

There are no technology implications associated with this report.

### **TERM OF COUNCIL PRIORITIES**

The Security and Emergency Management service fits into the Thriving Communities Term of Council Priority, as this branch promotes the safety and physical well-being of City residents and visitors.

### **DISPOSITION**

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