

Agenda Including Addeds

Corporate Services Committee

5th Meeting of the Corporate Services Committee

February 20, 2018, 12:30 PM

Council Chambers

Second Floor, London City Hall

Members

Councillors J. Helmer (Chair), J. Morgan, P. Hubert, M. van Holst, J. Zaifman, Mayor M. Brown

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A matter pertaining to instructions and directions to officers and employees of the Corporation pertaining to a proposed acquisition of land; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; reports or advice or recommendations of officers and employees of the Corporation pertaining to a proposed acquisition of land; commercial and financial information supplied in confidence pertaining to the proposed acquisition the disclosure of which could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of the Corporation, result in similar information no longer being supplied to the Corporation where it is in the public interest that similar information continue to be so supplied, and result in undue loss or gain to any person, group, committee or financial institution or agency; commercial, information relating to the proposed acquisition that belongs to the Corporation that has monetary value or potential monetary value; information concerning the proposed acquisition whose disclosure could reasonably be expected to prejudice the economic interests of the Corporation or its competitive position; information concerning the proposed acquisition whose disclosure could reasonably be expected to be injurious to the financial interests of the Corporation; and instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the Corporation concerning the proposed acquisition.

- 6.2 C2/5/CSC

A matter pertaining to reports, advice and recommendations of officers

and employees of the Corporation concerning labour relations and employee negotiations in regards to the Corporation's associations and unions, and litigation or potential litigation affecting the municipality, and advice which is subject to solicitor client privilege, including communications necessary for that purpose; and a matter pertaining to advice that is subject to solicitor-client privilege; including communications necessary for that purpose, and for the purpose of providing instructions and directions to officers and employees of the Corporation.

7. Adjournment

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 20, 2018
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT:	2018 MUNICIPAL ELECTION UPDATE

RECOMMENDATION

That, on the recommendation of the City Clerk, the report dated February 20, 2018 and entitled “2018 Municipal Election Update” providing a summary of changes to the *Municipal Elections Act, 1996* and an update with respect to election technology required for the Municipal Election, BE RECEIVED for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Council – May 1, 2017 – Ranked Ballot Community Engagement Results Update
- Corporate Services Committee – April 22, 2017 – Ranked Ballot Community Engagement Results
- Corporate Services Committee – January 24, 2017 – Ranked Ballot Election Model
- Corporate Services Committee – July 19, 2016 – Amendments to the Municipal Elections Act
- Corporate Services Committee – October 20, 2015 – Ranked Balloting Process
- Corporate Services Committee – July 21, 2015 – Province of Ontario Consultation – Municipal Elections Act
- Corporate Services Committee – June 15, 2015 – Submission: Ranked Ballots for Municipal Elections in Ontario
- Corporate Services Committee – June 15, 2015 – Submission: Province of Ontario – Legislation Review Municipal Elections Act, Municipal Conflict of Interest Act and Municipal Act.

BACKGROUND

The Province of Ontario has made a number of changes to the *Municipal Elections Act, 1996* through the Municipal Elections Modernization Act, 2016. Although the Civic Administration has submitted previous reports on some of the changes, the attached Appendix “A” provides a comprehensive summary of the legislative changes.

Further, the City of London’s Strategic Plan (*Leading in Public Service* – open, accountable, and responsive government) directs the Civic Administration to “explore opportunities for electoral reform” by moving to a ranked ballot voting system. The Municipal Council, at its meeting held on May 1, 2017, resolved to implement ranked choice voting for the 2018 Municipal Election. This report provides information related to the implementation of ranked ballots.

DISCUSSION

Purpose

As noted above, the purpose of this report is to provide a comprehensive summary of the changes undertaken by the Province of Ontario to the *Municipal Elections Act, 1996 (MEA)*. In addition, this report will provide an update with respect to the vote tabulating system and election software that will be used in the 2018 Municipal and School Board Elections.

Legislative Provisions – Procurement Process

Section 12(1) of the MEA states:

“A clerk who is responsible for conducting an election may provide for any matter or procedure that,

- (a) is not otherwise provided for in an Act or regulation; and
- (b) in the clerk’s opinion is necessary or desirable for conducting the election.”

Schedule “B” of the City of London’s Procurement of Goods and Services Policy states that the following goods and/or service are not subject to the Policy:

“5. Election materials - The City Clerk has the authority to purchase goods, services and equipment considered necessary or advisable to carry out the requirements of the Municipal Elections Act, R.S.O. 1996. The City Clerk shall wherever possible be guided by the provisions of this Policy.”

Despite the provisions stated above, the City Clerk’s Office did undertake an open and public Request for Qualifications (RFQual) 17-10 on July 4, 2017, seeking a service provider for a Fully Managed Election Solution (Turnkey): Provision, Support, and Services. The RFQual sought interested qualified consultants to provide for a fully managed (hardware/software) turnkey election management solution which would include ranked ballot vote tabulation capabilities, election management software, touchscreen devices during Advance Voting, in-poll tabulation for Voting Day and associated support for the 2018 Municipal Election, including the potential for the renewal of a contract for any by-elections and the 2022 and 2026 Municipal Elections.

Upon closing of the RFQual, there were no interested vendors. It was at this time the Civic Administration sought informal demonstrations of hardware and software capabilities from vendors that have partnered with the City of London in the past. This action was necessary to meet the aggressive timelines to ready the City for the 2018 election. One of those vendors provided a demonstration on ranked ballot capabilities and vote tabulators. As a result, at the end of this process, Dominion Voting Systems was awarded the contract to provide Vote Tabulation System and Election Software for the Municipal and School Board Elections in 2018, with the option for the City to extend the contract for services for any by-elections and the 2022 and 2026 elections. To reduce costs, a 20% discount was negotiated with Dominion for a multi-election agreement that includes both the 2018 and 2022 Municipal and School Board Elections.

Contract Information

A contract for hardware rental, software licence and services with Dominion Voting Systems was executed on December 15, 2017. The contract includes the following:

- Vote Tabulators – 225 units
- Accessible Voting Ballot Marker Device – 12 units (Advance Vote)
- Ballots
- Election Products: Ballot Boxes, Secrecy Folders, Marking Pens, Security Seals
- Election Management Software System
- Ranked Ballot Module Licence
- Mobile Printing Module (Advance Vote)
- Professional Services and Support

The total cost for the above-noted services for the 2018 Municipal Election is \$489,776. As in previous elections, the cost is based on the rental of the software, hardware and technological support.

Ranked Ballot Cost Implications

During public consultation in early 2017, the Civic Administration was required to estimate the costs of implementing a ranked ballot election. The estimate can be found below:

Estimate of Total Ranked Balloting Costs			
Consultation	\$	150,000	
Tabulators	\$	-	
Paper Ballots	\$	42,500	*
Vendor Cost	\$	10,000	**
Staff Resources	\$	70,000	
Poll Worker	\$	50,000	
Total	\$	322,500	

* Cost is based on ranking a maximum of three candidates, legal sized ballot, printed double-sided. If the number of candidates or rankings increase, the number of ballots will increase and so will the cost.

** Not including the algorithm development and testing in results software.

Attached to this report as Appendix “B” is a comparison of election expenses between the 2014 and 2018 contracts. It is noted that these contracts are with two different vendors and quantities of material has increased significantly in 2018 in order to accommodate an increase in the number of polls, requiring the provision of an increased number of vote tabulators, additional ballots and ballot supplies, as well as an increase in technology support.

With respect to this contract and costs relating specifically to ranked balloting, in 2017, the Civic Administration estimated the vendor costs would increase by \$10,000 to obtain a system with a ranked ballot algorithm and capabilities. In order to allow the system to generate and tabulate ranked ballots, a Ranked Ballot Module Licence has been secured through the contract with Dominion Voting at an additional cost of \$12,000. In terms of a graphic results display on the City’s website, previously this service was provided at a rate of \$250. The results display module is currently not available for ranked ballot elections and therefore is not included in the 2018 contract. This display will be created by the Civic Administration at minimal cost.

The Civic Administration, during public consultation, estimated the costs of ballot printing to increase by an additional \$42,500, for a total cost of \$130,118 in 2018. Currently, the contract is based on single-sided 8.5” by 14” ballots, using a standard template. The cost for 425,000 printed ballots is \$111,250. Included in this cost is a print on demand module of \$5,000 to allow for the printing of a ballot on demand during the Advance Vote. This is not a cost related to ranked balloting, but rather an enhancement to our processes to provide for efficiencies. It should be noted that ballot quantities would have increased moderately to accommodate population growth between 2014 and 2018¹ regardless of the type of election being conducted (ranked ballot or first-past-the-post). Therefore, the ranked ballot cost component of this contract is \$41,400 (\$12,000 for the ranked ballot licence, \$12,500 for additional ballots, and an additional \$16,900 for an extra thirteen (13) vote tabulators). The other costs in our estimate (consultation, staff resources, and poll workers) are not related to this contract, but will be reflected in the overall election budget.

In 2014, the contracted costs for vote tabulators and software agreement was \$243,762. This cost has increased in 2018 to \$489,776. This increase is attributed to an increase in the number of vote tabulators from 130 to 225 to accommodate more voting locations on Voting Day and vote tabulators deployed to retirement communities or nursing home. The increase is also attributed to the provision of more ballots, ranked ballot licensing, preparation of a mock ballot election for testing purposes, automating ballot printing services at Advance Vote, as well as increased on-site support from the vendor during the Advance Vote and Voting Day. Third-party consulting and auditing services are not finalized however costs are anticipated to fall within the original estimate.

PREPARED BY:	PREPARED BY:
JEANNIE RAYCROFT ELECTIONS AND SPECIAL PROJECTS INTERN	SARAH CORMAN MANAGER, LICENSING & ELECTIONS
RECOMMENDED BY:	
CATHY SAUNDERS, CITY CLERK	

¹ In 2014, the Municipal Property Assessment Corporation (MPAC) reported 259,133 eligible electors. As of January 24, 2018, MPAC is reporting 300,051 eligible electors in the City of London.

APPENDIX “A”
Summary of Municipal Elections Act Changes

Item	New Legislation (April 2018)	Previous Legislation	MEA Section
Nominations	<p>May 1 – fourth Friday in July: 13 weeks</p> <p>The nomination for a candidacy for an office on a municipal council must be accompanied with written endorsements from 25 eligible electors.</p> <p>Individuals who wish to endorse a candidate must complete a declaration stating their eligibility to vote.</p> <p>*This does not apply to school board trustee candidates.*</p>	<p>January 1 – second Friday in September: 37 weeks</p> <p>No endorsement required.</p>	31, 33
Nominations Fee	<p>A candidate's nomination fee will be refunded if the candidate files the relevant financial statements on time.</p> <p>There is no change to the nomination fee required. The fee for a candidate for mayor is \$200 for mayor and \$100 for councillor.</p>	<p>Nomination fee refunded if candidate withdrew by the deadline or provided to candidates who received a certain percentage of the votes cast.</p>	34
Campaign Advertising	<p>Any campaign advertisement will be required to identify the name of the candidate and the name, business address and telephone number of the individual who deals with the broadcaster or publisher under the direction of the candidate. The broadcaster or publisher of campaign advertisement must retain records for four years.</p> <p>Landlords and condominium corporations are no longer able to prohibit tenants from displaying campaign signs in their own unit.</p> <p>Candidates now have the right to access residential properties for campaign purposes between 9 a.m. and 9 p.m.</p>	None	88.1, 88.2, 88.3, 88.4, 88.5
Third Party Advertising	<p>New rules have been added to regulate third party advertising, including contribution and spending limits.</p> <p>Third party advertising is a message in any medium that supports or opposes a candidate or a “yes” or “no” answer for a question on the ballot.</p> <p>Individuals, corporations and unions can register as third party advertisers and can also make contributions to third party advertisers. Third party advertisers are required to register with the municipality where advertisements will be undertaken.</p> <p>Most campaign finance rules that apply to candidates also apply to third party advertisers.</p>	None	88.4, 88.5, 88.6, 88.7, 88.12, 88.13, 88.14, 88.15, 88.21, 88.26, 88.27, 88.28, 88.29, 88.30
Contribution Limits	<p>There is now a limit on how much a candidate or a candidate’s spouse can contribute to their own campaign. The formula to calculate the limit is:</p> <ul style="list-style-type: none"> • for head of council candidates: \$7,500 plus 20 cents per elector to a maximum of <u>\$25,000</u>; • for other council offices: \$5,000 plus 20 cents per elector to a maximum of <u>\$25,000</u>. <p>If a candidate has inventory, such as signs, from a previous municipal campaign, the current market value of the inventory is considered to be a contribution.</p> <p>Contribution limits do not apply to school board trustee candidates.</p>	No limit prescribed	88.9.1, 88.15, 88.16, 88.17, 88.18, 88.19
Campaign Expenses	<p>Spending limit for parties and expressions of appreciation after Voting Day is now 10% of the general spending limit.</p>	No spending limit for expressions of appreciation and parties after Voting Day	88.19, 88.20(9)

Item	New Legislation (April 2018)	Previous Legislation	MEA Section
Campaign Finance	<p>The Clerk shall make public a report setting out the list of all candidates in an election indicating whether each candidate submitted financial statements in accordance with the legislation.</p> <p>Candidates who do not accept any contributions of money or incur any expenses will no longer be required to open a campaign bank account.</p>	<p>No requirement for the Clerk to identify candidates who filed or did not file.</p> <p>All candidates required to open a campaign bank account.</p>	88.22, 88.23
Donations from Corporations and Unions	<p>Contributions from corporations and trade unions to candidates in Ontario are prohibited.</p>	<p>Permitted up to \$750 to one candidate or \$5,000 to two or more candidates for office on the same council or local board.</p>	88.8
Individual Donations	<p>Contributions of \$1,200 to any one candidate and a maximum of \$5,000 to two or more candidates for office on the same council or local board is permitted.</p> <p>Anonymous and cash contributions are now capped at \$25.</p>	<p>\$750 to any one candidate and a maximum of \$5,000 to two or more candidates for office on the same council or local board.</p> <p>\$10 cap of anonymous and cash contributions.</p>	88.8, 88.9
Late Filing Fee	<p>Should a candidate or advertiser not file the relevant financial documents on time, they may pay a \$500 late filing fee, which would then grant an additional 30 day period to file the financial statement(s).</p>	<p>Extensions only available through application to the courts.</p>	88.23(9), 88.27(6)
Clerk's Authority	<p>Clerks have been given the authority to determine the dates and times for advance voting, as well as reduced voting hours for certain institutions.</p> <p>Clerks have greater flexibility in determining how certain election documents may be submitted and how notices are sent out.</p>	<p>Municipal Council required to pass a by-law to provide for advance vote dates, reduced hours, and conditions.</p> <p>Requirement to send notices by registered mail.</p>	various 43, 46, 88.25(11)
Voters' List	<p>The Clerk has the authority to remove a person's name from the Voters' List if the Clerk is satisfied that the person has died (without an application to change the Voters' List).</p> <p>Applications to add, delete or change a person's own information on the Voters' List may be completed in any format or manner the Clerk specifies.</p>	<p>Applications to add, delete or change a person's own information on the Voters' List had to be done in person or in writing.</p>	24, 25
Use of Corporate Resources	<p>Municipalities and school boards must set out policies on the use of municipal and school board resources by incumbents during an election year.</p>	<p>Not required.</p>	88.18
Accessibility	<p>The Clerk is required to prepare a plan regarding the identification, removal and prevention of barriers that affect electors and candidates with disabilities and shall make the plan available to the public before Voting Day.</p> <p>After Voting Day, the Clerk is required to prepare a report regarding the identification, removal and prevention of barriers that affect electors and candidates with disabilities and shall make the report available to the public.</p>	<p>Clerk required to submit a report to council about the identification, removal and prevention of barriers that affect electors and candidates with disabilities after Voting Day.</p>	12.1
Compliance Audit Committee - Contributors	<p>The Clerk is required to submit a report to the Compliance Audit Committee identifying any contributor to a campaign or any contributor to a third party advertiser that the contribution appears to have exceeded any contribution limit.</p> <p>Within 30 days of receiving the Clerk's report, the Compliance Audit Committee must decide whether to commence legal proceedings against a contributor.</p>	<p>No requirement to prepare or submit a report to Compliance Audit Committee.</p>	88.34, 88.36

**APPENDIX “B”
Election Cost Comparison 2018**

Type of Expense	2014 Election Expense	2018 Election Expense	Comments
Vote Tabulators	\$110,200 145 units Cost of \$760 per unit	\$292,500 225 units Cost of \$1,300 per unit	In addition to inflationary costs, this expense includes an additional vote tabulators. In 2014, there were 136 regular Voting Places on Voting Day. In 2018, we have increased this to 166 Voting Places to both accommodate population growth and potential longer voting times with the introduction of ranked choice voting. Special Voting Locations (retirement communities, nursing homes, etc.) will now have vote tabulators to streamline the results compilation at the close of polls on Voting Day. This resulted in an additional 33 vote tabulators required in the contract. The City of London will host an Advance Vote the week of October 6 th 2018, requiring 11 vote tabulators for each Voting Place. The remaining 15 vote tabulators are required for training (10) and redundancy (5).
Accessible Voting Machines for Advance Polls	\$6,100	\$15,620	This cost includes an additional two (2) Voter Assist Terminals for redundancy. This price increase is also due to inflationary costs and cost differences between the different vendors.
Ballot Printing and Design	\$75,510 375,000 ballots *other costs relate to layout and coding	\$111,250 425,000 ballots	Increase in the number of ballots by 50,000 due to the increase in population and the increase in the number of Voting Places. Additional ballots are also required to accommodate a more fulsome logic and accuracy testing of ranked choice ballots. This cost includes the new Print On Demand Mobile Ballot Printing Module for 2018 at a cost of \$5,000. This feature will allow the City to print a ballot on demand during the Advance Vote and will streamline labour requirements for preparation and execution.
Election Software	\$1,425	\$13,500	Includes hardware and software required to compile and tabulate results.
Additional Software Modules/Licenses	Not Applicable	\$12,000	This cost is related to the Ranked Ballot Module License to permit the system to generate and tabulate ranked ballots.
Web Results Display	\$250	Not Available	This will be undertaken by the Civic Administration.
Election Supplies	\$35,077	\$49,150	This includes ballot boxes, secrecy folders, marking pens, security seals, paper rolls for vote tabulators, shipping and handling, and storage devices. This cost is due to inflationary increases, vote tabulator quantity increase and to ensure adequate supply quantities are available at more Voting Places.
Project Management On Site Support, and Testing	\$11,200	\$102,010	This cost increase is a result of vendor change from 2014 to 2018 and the increase in scope with respect to the election project. We are requiring more support from the vendor for project planning, project execution, coding, system configuration, and pre-ship testing. The specialized nature of election software and hardware requires vendor technological support. This cost includes on-site support services from the vendor on Advance Voting Days, Voting Day, etc.
Training	\$2,400	\$4,065	This cost includes the additional training required for the Civic Administration on the tabulation software, vote tabulator hardware and Print On Demand.

Type of Expense	2014 Election Expense	2018 Election Expense	Comments
Mock Election Services	\$1,600	\$12,125	Increase is attributed to preparation of a ranked ballot mock election with all equipment, supplies and support representative(s).
Total	\$243,762	\$612,220	Total with no discount applied.
Total with Multi - Election Discount	--	\$489,776	Vendor has included a 20% multi-election discount for 2018 and 2022.

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 20, 2018
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT:	2018 MUNICIPAL ELECTION COMPLIANCE AUDIT COMMITTEE

RECOMMENDATION

That, on the recommendation of the City Clerk, with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the Deputy City Clerk, the following actions be taken with respect to the 2018 Municipal Election Compliance Audit Committee:

- a) the attached proposed by-law (Appendix "A") BE INTRODUCED at the Municipal Council meeting to be held on March 6, 2018 to establish a Municipal Compliance Audit Committee for the 2018 Municipal Election in accordance with section 88.37 of the *Municipal Elections Act, 1996*, as amended;
- b) the attached proposed by-law (Appendix "C") BE INTRODUCED at the Municipal Council meeting to be held on March 6, 2018 to approve the appointments to the Municipal Election Compliance Audit Committee for the 2018 Municipal Election in accordance with section 88.37 of the *Municipal Elections Act, 1996*, as amended; and,
- c) the Elections Reserve BE APPROVED as the source of funding for the annual operating costs related to the Municipal Compliance Audit Committee for the 2018 Municipal Election.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Item #16 – Board of Control – March 24, 2010
- Item #18 – Board of Control – June 9, 2010
- Item #6 – Corporate Services Committee – February 4, 2014

BACKGROUND

Section 88.37 of *Municipal Elections Act, 1996 (MEA)*, pertaining to compliance audit applications, requires all municipalities and local boards to establish compliance audit committees. Excerpt from the *MEA* are attached as Appendix "B" to this report.

The following summarizes the requirements as set out in section 88.37 of the *MEA*:

- mandatory appointment by all municipalities;
- minimum of three, maximum of seven members;
- the committee shall not include members of Council or local board, employees or officers of the municipality or local board, any persons who are candidates in the election for which the committee is established; or any persons who are registered third parties in the municipality in the election for which the committee is established;
- appointed by October 1st of election year;
- serves a term concurrent with the term of office of the Council that takes office following the next regular election; and,
- Clerk has specific responsibility for the committee.

The powers and obligations of a compliance audit committee are as follows:

- consider a compliance audit application received from an elector that a candidate or a registered third party has contravened provisions of the *MEA* relating to election campaign finances and determine whether it should be granted or rejected;
- if the application is granted, the committee shall appoint an auditor to conduct a compliance audit;
- receive the auditor's report;
- consider the auditor's report and if the report concludes that the candidate or registered third party appears to have contravened a provision of the *MEA* relating to election campaign finances, the committee may commence legal proceedings against the candidate or third party for the apparent contravention; and,
- consider the report(s) of the clerk identifying each contributor to a candidate for office on a council or a registered third party who appears to have contravened any of the contribution limits under section 88.9 or 88.13 of the *MEA* and decide whether to commence a legal proceeding against a contributor for an apparent contravention.

The Process

Candidates

All candidates are required to file provincially-prescribed financial statements with the clerk, detailing their campaign financing activities. An eligible elector who believes, on reasonable grounds, that a candidate has contravened the *MEA*, relating to campaign finances, may apply for a compliance audit of the candidate's election campaign finances. The application must be made in writing to the clerk, include the reasons for the elector's belief that the candidate has contravened the *MEA*, and must be made within 90 days after the latest of:

- (a) the filing date under section 88.30 of the *MEA*;
- (b) the date the candidate filed a financial statement, if the statement was filed within 30 days after the applicable filing date under section 88.30 of the *MEA*;
- (c) the candidate's supplementary filing date, if any, under section 88.30 of the *MEA*; or
- (d) the date on which the candidate's extension, if any, under subsection 88.23(6) of the *MEA* expires.

Compliance Audit – Registered Third Party Advertisements

All registered third parties are required to file provincially-prescribed financial statements with the clerk, detailing their campaign financing activities. An eligible elector who believes, on reasonable grounds, that a registered third party who is registered in relation to the election in the municipality has contravened the *MEA*, relating to campaign finances, may apply for a compliance audit of the registered third party in relation to third party advertisements. The application must be made in writing to the clerk, include the reasons for the elector's belief that the registered third party has contravened the *MEA*, and must be made within 90 days after the latest of:

- (a) the filing date under section 88.30 of the *MEA*;
- (b) the date the registered third party filed a financial statement, if the statement was filed within 30 days after the applicable filing date under section 88.30 of the *MEA*;
- (c) the supplementary filing date, if any, for the registered third party under section 88.30 of the *MEA*; or
- (d) the date on which the registered third party's extension, if any, under subsection 88.27(3) of the *MEA* expires.

Candidate – Contributions

The clerk shall review the contributions reported on the financial statements submitted by a candidate under section 88.25 to determine whether any contributor appears to have exceeded any of the contribution limits under section 88.9 of the *MEA* and submit a report to the compliance audit committee identifying any contributor who appears to have contravened any of the contribution limits under section 88.9 of the *MEA*.

Within 30 days after receiving a report, the compliance audit committee shall consider it and decide whether to commence a legal proceeding against a contributor for an apparent contravention.

Third Party Advertisements – Contributions

The clerk shall review the contributions reported on the financial statements submitted by a registered third party under section 88.29 to determine whether any contributor appears to have exceeded any of the contribution limits under section 88.9 of the *MEA* and submit a report to the compliance audit committee identifying any contributor who appears to have contravened any of the contribution limits under section 88.13 of the *MEA*.

Within 30 days after receiving a report, the compliance audit committee shall consider it and decide whether to commence a legal proceeding against a contributor for an apparent contravention.

The Committee

The proposed terms of reference, attached as Schedule 1 to Appendix “A”, provide for a 2018 Municipal Election Compliance Audit Committee composed of three (3) members.

It is important that the 2018 Municipal Election Compliance Audit Committee members possess an in-depth knowledge of the campaign finance rules of the *MEA* so that they can make independent decisions on the merits of the applications. As the Committee will operate as a quasi-judicial committee, prior experience on a committee, task force or tribunal would be an asset. A Committee composed of professionals such as auditors, accountants, lawyers, academics and other individuals having a familiarity with municipal election campaign financing rules is recommended.

To avoid possible conflicts of interest, any member appointed to the 2018 Municipal Election Compliance Audit Committee must declare that they will not prepare the financial statements of any candidate running for office on Municipal Council for the term for which the Committee is established. Therefore, any member appointed to the Committee would have to agree to this in writing, prior to the appointment being made. Failure to adhere to this requirement shall result in the individual being removed from the Committee.

Appointments to the Committee

Municipal Council, at its meeting of February 11, 2014 appointed Tim Cobban, Andrew Wright and Christene Scrimgeour to the Municipal Elections Compliance Audit Committee established for the 2014 Municipal Election. The Civic Administration is recommending that Mr. Wright and Ms. Scrimgeour be appointed to the Municipal Elections Compliance Audit Committee (MECAC) being established for the 2018 Municipal Election. Dr. Cobban is not seeking reappointment. The Civic Administration is recommending that Dan Ross be appointed as the third member of the MECAC being established for the 2018 Municipal Election.

All three applicants meet the membership criteria identified in the terms of reference for the MECAC, which are as follows:

“The Committee will be composed of three (3) members, with membership drawn from the following stakeholder groups:

- (a) accounting and audit – accountants or auditors with experience in preparing or auditing the financial statements of municipal candidates;*

- (b) *academic – college or university professors with expertise in political science or local government administration;*
- (c) *legal profession with experience in municipal law, municipal election law or administrative law;*
- (d) *professionals who in the course of their duties are required to adhere to codes or standards of their profession which may be enforced by disciplinary tribunals; and*
- (e) *other individuals with knowledge of the campaign financing rules of the Municipal Elections Act, 1996.*

Members of Council, employees or officers of the municipality or local board, any person who are registered third parties in the municipality in the election for which the committee is established or any persons who are candidates in the election for which the committee is established are not eligible to be appointed to the Committee, pursuant to clause 88.37(2) of the Municipal Elections Act, 1996, as amended.

Further, an individual shall be deemed ineligible to be a member of the Committee if they prepare the financial statements of any candidate running for office on Municipal Council during the term for which the Committee has been established.”

All three individuals have expressed interest in being appointed to the MECAC for the 2018 Municipal Election. The applicants have submitted a summary of their qualifications which are attached as Appendix “D” to this report, for the information of Municipal Council.

Financial Impact

The municipality is responsible for any costs resulting from the review of applications submitted to the MECAC. These costs include:

- Committee members’ honorarium, which is being recommended to be \$100.00 per member, per meeting
- auditor’s costs to perform an audit
- costs related to the Committee’s operations and activities
- legal costs related to an appeal to the Ontario Court of Justice with respect to a decision of the Committee
- legal costs to undertake legal action against the candidate for violations of the elections finance provisions of the *MEA*

Factors involved in determining MECAC costs include the number of compliance audit applications that are received, the number of meetings that are required to be held, and the complexity of the audits that need to be conducted. It is therefore difficult to pre-determine the costs that will result from the establishment of the MECAC process, as the number of applications to be submitted are unknown in advance. The Elections Reserve has been identified as the source of financing for the operational expenses of the MECAC.

Penalties

The following penalties are available to the courts upon conviction of violations under the *Municipal Elections Act, 1996*:

- Individual:
 - maximum fine of \$25,000
 - if convicted of a corrupt practice, automatic loss of seat and ineligible to run or be appointed to office
 - the Court has discretion to impose up to six months imprisonment for corrupt practice and for any other offence if the offence was committed knowingly
 - ineligible to be elected or appointed to any office until after the next general election if convicted of a corrupt practice
- Unions and Corporations:
 - maximum fine of \$50,000

Conclusion

The City Clerk recommends that the attached proposed by-law (Appendix "A") BE INTRODUCED at the Municipal Council meeting to be held on March 6, 2018 for the purpose of establishing the Municipal Election Compliance Audit Committee for the 2018 Municipal Election with the source of financing for the operational costs of the Committee being identified as the Elections Reserve.

The City Clerk also recommends that the attached proposed by-law (Appendix "C") BE INTRODUCED at the Municipal Council meeting to be held on March 6, 2018 to appoint Dan Ross, Andrew Wright and Christine Scrimgeour to the Municipal Election Compliance Audit Committee being established for the 2018 Municipal Election, in accordance with the *Municipal Elections Act, 2006*, as amended.

CONCURRED BY:	CONCURRED BY:
ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER/CHIEF FINANCIAL OFFICER	LINDA ROWE DEPUTY CITY CLERK
RECOMMENDED BY:	
CATHY SAUNDERS CITY CLERK	

APPENDIX A

Bill No.
2018

By-law No.

A by-law to establish the 2018 Municipal Election Compliance Audit Committee in accordance with Section 88.37 of the *Municipal Elections Act, 1996*, as amended.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS subsection 10(1) of the *Municipal Act, 2001*, as amended, provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS section 88.37 of the *Municipal Elections Act, 1996*, as amended, requires council to establish a compliance audit committee;

AND WHEREAS this by-law and the Terms of Reference attached hereto as Schedule 1 comply with Section 270 of the *Municipal Act, 2001*, as amended, and Council Policy By-law A.-6151-17, with respect to the manner in which the municipality will try to ensure that it is accountable to the public for its actions and the manner in which the municipality will try to ensure that its actions are transparent to the public;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The attached Terms of Reference (Schedule 1) to establish the 2018 Municipal Election Compliance Audit Committee be adopted.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 6, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First reading – March 6, 2018
Second reading – March 6, 2018
Third reading – March 6, 2018

Schedule 1

TERMS OF REFERENCE

2018 MUNICIPAL ELECTION COMPLIANCE AUDIT COMMITTEE

Name

The name of the Committee is the “2018 Municipal Election Compliance Audit Committee”.

Term of the Committee

The term of the Committee shall be from December 1, 2018 to November 15, 2022.

Meetings

The Committee will meet as needed, with meetings to be scheduled by the City Clerk or their designate when a compliance audit application is received.

Mandate

The Committee is required to act in accordance with the powers and obligations set out in the *Municipal Elections Act, 1996*, as amended (*MEA*). The Committee will be required to:

- consider a compliance audit application received from an elector that a candidate or a registered third party has contravened provisions of the *MEA* relating to election campaign finances and determine whether it should be granted or rejected;
- if the application is granted, the committee shall appoint an auditor to conduct a compliance audit;
- receive the auditor’s report;
- consider the auditor’s report and if the report concludes that the candidate or registered third party appear to have contravened a provision of the *MEA* relating to election campaign finances, the committee may commence legal proceedings against the candidate or third party for the apparent contravention; and,
- consider the report(s) of the clerk identifying each contributor to a candidate for office on a council or a registered third party who appears to have contravened any of the contribution limits under section 88.9 or 88.13 of the *MEA* and decide whether to commence a legal proceeding against a contributor for an apparent contravention.

Composition

The Committee will be composed of three (3) members, with membership drawn from the following stakeholder groups:

- a) accounting and audit – accountants or auditors with experience in preparing or auditing the financial statements of municipal candidates;
- b) academic – college or university professors with expertise in political science or local government administration;
- c) legal profession with experience in municipal law, municipal election law or administrative law;
- d) professionals who in the course of their duties are required to adhere to codes or standards of their profession which may be enforced by disciplinary tribunals; and,
- e) other individuals with knowledge of the campaign financing rules of the *Municipal Elections Act, 1996*, as amended.

Members of Council, employees or officers of the municipality or local board, any persons who are registered third parties in the municipality in the election for which the committee is established or any persons who are candidates in the election for which the Committee is established are not eligible to be appointed to the Committee, pursuant to clause 88.37(2) of the *Municipal Elections Act, 1996*, as amended.

Further, an individual shall be deemed ineligible to be a member of the Committee if they prepare the financial statements of any candidate running for office on Municipal Council during the term for which the Committee has been established.

Appointment Process

All applicants will be required to submit a summary outlining their qualifications and experience. A Nomination Committee consisting of the Managing Director, Corporate Services and Chief Financial Officer/City Treasurer, the City Clerk and the Deputy City Clerk will submit a short list of candidates to Council through the Corporate Services Committee. Any vacancies which arise after December 1, 2018 shall be nominated by the Nomination Committee to Council, through the Corporate Services Committee.

Members will be selected on the basis of the following:

- a) demonstrated knowledge and understanding of municipal election campaign financing rules and knowledge of the MEA and related regulations;
- b) proven analytical and decision-making skills;
- c) experience working on a committee, administrative tribunal, task force or similar setting;
- d) availability and willingness to attend meetings; and,
- e) excellent oral and written communication skills;

Members will be appointed by Municipal Council.

Compensation

Members shall receive an honorarium of \$100.00 per meeting, to be funded from the Election Reserve. Administrative costs for such items as printing and mailing will be absorbed within the City Clerk's Operating Budget.

Staff Support

The City Clerk shall establish administrative practices and procedures for the Committee and shall carry out any other duties required under this *Act* to implement the Committee's decisions.

Funding

Costs related to the retention of an auditor will be funded from the Election Reserve.

Costs incurred as a result of a decision of the Committee being challenged to the Superior Court of Justice shall be funded from the Election Reserve.

APPENDIX “B”

EXCERPTS FROM THE *MUNICIPAL ELECTIONS ACT, 1996, AS AMENDED*

Compliance Audit - Candidate

Application by elector

88.33 (1) An elector who is entitled to vote in an election and believes on reasonable grounds that a candidate has contravened a provision of this Act relating to election campaign finances may apply for a compliance audit of the candidate’s election campaign finances, even if the candidate has not filed a financial statement under section 88.25. 2016, c. 15, s. 63, *part*.

Application - requirements

(2) An application for a compliance audit shall be made to the clerk of the municipality or the secretary of the local board for which the candidate was nominated for office, and it shall be in writing and shall set out the reasons for the elector’s belief. 2016, c. 15, s. 63, *part*.

Application - deadline

- (3) The application must be made within 90 days after the latest of the following dates:
1. The filing date under section 88.30.
 2. The date the candidate filed a financial statement, if the statement was filed within 30 days after the applicable filing date under section 88.30.
 3. The candidate’s supplementary filing date, if any, under section 88.30.
 4. The date on which the candidate’s extension, if any, under subsection 88.23(6) expires. 2016, c. 15, s. 63, *part*.

Application – forwarding to committee

(4) Within 10 days after receiving the application, the clerk of the municipality or the secretary of the local board, as the case may be, shall forward the application to the compliance audit committee. 2016, c.15, s. 63, *part*.

Committee – meetings - notice

(5) Reasonable notice of the meetings of the committee under this section shall be given to the candidate, the applicant and the public. 2017, c. 20, sch. 10, s. 1, *part*.

Committee meetings – open

(5.1) The meetings of the committee under this section shall be open to the public, but the committee may deliberate in private. 2017, c. 20, Sch. 10, s. 1, *part*.

Committee meetings – open – despite Education Act

(6) Subsection (5.1) applies despite sections 207 and 208.1 of the *Education Act*, 2017, c.20, Sch. 10, s. 1, *part*.

Committee – declaration – 30 days

(7) Within 30 days after the committee has received the application, the committee shall consider the application and decide whether it should be granted or rejected. 2016, c.15, s. 63, *part*.

Committee – decision – distribution - reasons

(8) The decision of the committee to grant or reject the application, and brief written reasons for the decision, shall be given to the candidate, the clerk with whom the candidate filed his or her nomination, the secretary of the local board, if applicable, and the applicant. 2016, c.15, s. 63, *part*.

Committee – decision - appeal

(9) The decision of the committee under subsection (7) may be appealed to the Superior Court of Justice within 15 days after the decision is made, and the court may make any decision the committee could have made. 2016, c. 15, s. 63, *part*.

Auditor - appointment

(10) If the committee decides under subsection (7) to grant the application, it shall appoint an auditor to conduct a compliance audit of the candidate's election campaign finances. 2016, c. 15, s. 63, *part*.

Auditors - qualifications

(11) Only auditors licensed under the *Public Accounting Act, 2004* or prescribed persons are eligible to be appointed under subsection (10). 2016, c. 15, s. 63, *part*.

Auditor - duty

(12) The auditor shall promptly conduct an audit of the candidate's election campaign finances to determine whether he or she has complied with the provisions of this Act relating to election campaign finances and shall prepare a report outlining any apparent contravention by the candidate. 2016, c. 15, s. 63, *part*.

Auditor report - distribution

(13) The auditor shall submit the report to the candidate, the clerk with whom the candidate filed his or her nomination, the secretary of the local board, if applicable, and the applicant. 2016, C. 15, s. 63, *part*.

Auditor report – forwarded to the committee

(14) Within 10 days after receiving the report, the clerk of the municipality or the secretary of the local board shall forward the report to the compliance audit committee. 2016, c. 15, s. 63, *part*.

Auditor - powers

- (15) For the purpose of the audit, the auditor,
- (a) is entitled to have access, at all reasonable hours, to all relevant books, papers, documents or things of the candidate and of the municipality or local board; and
 - (b) has the powers set out in section 33 of the *Public Inquiries Act, 2009* and section 33 applies to the audit. 2016, c.15, s. 63, *part*.

Audit - costs

(16) The municipality or local board shall pay the auditor's costs of performing the audit. 2016, c. 15, s. 63, *part*.

Auditor report – review by committee

(17) The committee shall consider the report within 30 days after receiving it and, if the report concludes that the candidate appears to have contravened a provision of the Act relating to election campaign finances, the committee shall decide whether to commence a legal proceeding against the candidate for the apparent contravention. 2016, c.15, s. 63, *part*.

Auditor report – committee decision - reasons

(18) The decision of the committee under subsection (17), and brief written reasons for the decision, shall be given to the candidate, the clerk with whom the candidate filed his or her nomination, the secretary of the local board, if applicable, and the applicant. 2016, c.15, s. 63, *part*.

Audit - immunity

(19) No action or other proceeding for damages shall be instituted against an auditor appointed under subsection (10) for any act done in good faith in the execution or intended execution of the audit or for any alleged neglect or default in its execution in good faith. 20-16, c. 15, s. 63, *part*.

Saving provision – alleged contravention – campaign finances

(20) This section does not prevent a person from laying a charge or taking any other legal action, at any time, with respect to an alleged contravention of a provision of this Act relating to election campaign finances. 2016, c. 15, s. 63, *part*.

Compliance Audit – Candidate – Contributions**Review of contributions to candidates – by clerk**

88.34 (1) The clerk shall review the contributions reported on the financial statements submitted by a candidate under section 88.25 to determine whether any contributor appears to have exceeded any of the contribution limits under section 88.9. 2016, c. 15, s. 64, *part*.

Compliance audit – contributions – candidates - council

(2) As soon as possible following the day that is 30 days after the filing date or supplementary filing date, as the case may be, under section 88.30, the clerk shall prepare a report identifying each contributor to a candidate for office on a council who appears to have contravened any of the contribution limits under section 88.9 and,

(a) if the contributor's total contributions to a candidate for office on a council appear to exceed the limit under section 88.9, the report shall set out the contributions made by that contributor to the candidate; and

(b) if the contributor's total contributions to two or more candidates for office on the same council appear to exceed the limit under section 88.9, the report shall set out the contributions made by that contributor to all candidates for office on the same council. 2016, c. 15, s. 64.

Date – Report – contributors in contravention – supplementary filing

(3) The clerk shall prepare a separate report under subsection (2) in respect of each contributor who appears to have contravened any of the contribution limits under section 88.9. 2016, c. 15, s. 64, *part*.

Clerk's report – council to compliance audit committee

(4) The clerk shall forward each report prepared under subsection (2) to the compliance audit committee. 2016, c. 15, s. 64, *part*.

Clerk's report – identifying contributors – local board

(5) As soon as possible following the day that is 30 days after the filing date or supplementary filing date, as the case may be, under section 88.30, the clerk shall prepare a report identifying each contributor to a candidate for office on a local board who appears to have contravened any of the contribution limits under section 88.9 and,

(a) if the contributor's total contributions to a candidate for office on a local board appear to exceed the limit under section 88.9, the report shall set out the contributions made by that contributor to the candidate; and

(b) if the contributor's total contributions to two or more candidates for office on the same local board appear to exceed the limit under section 88.9, the report shall set out the contributions made by that contributor to all candidates for office on the same local board. 2016, c. 15, s. 64, *part*.

Clerk's report – separate – over limit – local board

(6) The clerk shall prepare a separate report under subsection (5) in respect of each contributor who appears to have contravened any of the contribution limits under section 88.9. 2016, c. 15, s. 64, *part*.

Clerk's report – local board – who receives

(7) The clerk shall forward each report prepared under subsection (5) to the secretary of the local board for which the candidate was nominated for office and, within 10 days after receiving the report, the secretary of the local board shall forward it to the compliance audit committee. 2016, c. 15, s. 64, *part*.

Clerk's report – review by compliance audit committee

(8) Within 30 days after receiving a report under subsection (4) or (7), the compliance audit committee shall consider it and decide whether to commence a legal proceeding against a contributor for an apparent contravention. 2016, c. 15, s. 64, *part*.

Clerk's report – committee meeting - notice

(9) Reasonable notice of the meetings of the committee under subsection (8) shall be given to the contributor, the applicable candidate and the public. 2017, c. 20, Sched. 10, s. 2, *part*.

Clerk's report – committee meeting open

(9.1) The meetings of the committee under subsection (8) shall be open to the public, but the committee may deliberate in private. 2017, c. 20, Sched. 10, s. 2, *part*.

Clerk's report – meeting – open – despite Education Act

(10) Subsection (9.1) applies despite sections 207 and 208.1 of the *Education Act*. 2017, c. 20, Sched. 10, s. 2, *part*.

Clerk's report – decision – reasons

(11) The decision of the committee under subsection (8), and brief written reasons for the decision, shall be given to the contributor and to the clerk of the municipality or the secretary of the local board, as the case may be. 2016, c. 15, s. 64, *part*.

Saving provision – alleged contravention – contribution limits

(12) This section does not prevent a person from laying a charge or taking any other legal action, at any time, with respect to an alleged contravention of a provision of this Act relating to contribution limits. 2016, c. 15, s. 64, *part*.

Compliance Audit – Registered Third Party Advertisements**Application – by elector**

88.35 (1) An elector who is entitled to vote in an election in a municipality and believes on reasonable grounds that a registered third party who is registered in relation to the election in the municipality has contravened a provision of this Act relating to campaign finances may apply for a compliance audit of the campaign finances of the registered third party in relation to third party advertisements, even if the registered third party has not filed a financial statement under section 88.29. 2016, c. 15, s. 65, *part*.

Application - requirements

(2) An application for a compliance audit shall be made to the clerk of the municipality in which the registered third party was registered, and it shall be made in writing and shall set out the reasons for the elector's belief. 2016, c. 15, s. 65, *part*.

Application - deadline

(3) The application must be made within 90 days after the latest of the following dates:

1. The filing date under section 88.30.
2. The date the registered third party filed a financial statement, if the statement was filed within 30 days after the applicable filing date under section 88.30.
3. The supplementary filing date, if any, for the registered third party under section 88.30.
4. The date on which the registered third party's extension, if any, under subsection 88.27 (3) expires. 2016, c. 15, s. 65, *part*.

Candidate provisions – application to registered third parties

(4) Subsections 88.33 (4) to (20) apply to a compliance audit under this section, with the following modifications:

1. A reference to a candidate shall be read as a reference to the registered third party.
2. A reference to the clerk with whom the candidate filed his or her nomination shall be read as a reference to the clerk of the municipality in which the registered third party is registered.
3. A reference to election campaign finances shall be read as a reference to the campaign finances of the registered third party in relation to third party advertisements that appear during an election in the municipality. 2016, c. 15, s. 65, *part*.

Compliance Audit – Registered Third Party Advertisements – Contributions

Review of contributions – by clerk

88.36 (1) The clerk shall review the contributions reported on the financial statements submitted by a registered third party under section 88.29 to determine whether any contributor appears to have exceeded any of the contribution limits under section 88.13. 2016, c. 15, s. 65, *part*.

Clerk’s report – requirements

(2) As soon as possible following the day that is 30 days after the filing date or supplementary filing date, as the case may be, under section 88.30 for a registered third party, the clerk shall prepare a report identifying each contributor to the registered third party who appears to have contravened any of the contribution limits under section 88.13 and,

(a) if the contributor’s total contributions to a registered third party that is registered in the municipality appear to exceed the limit under section 88.13, the report shall set out the contributions made by that contributor to the registered third party in relation to third party advertisements; and

(b) if the contributor’s total contributions to two or more registered third parties that are registered in the municipality appear to exceed the limit under section 88.13, the report shall set out the contributions made by that contributor to all registered third parties in the municipality in relation to third party advertisements. 2016, c. 15, s. 65, *part*.

Clerk’s report – separate contributions – over limit

(3) The clerk shall prepare a separate report under subsection (2) in respect of each contributor who appears to have contravened any of the contribution limits under section 88.13. 2016, c. 15, s. 65, *part*.

Clerk’s report – to compliance audit committee

(4) The clerk shall forward each report prepared under subsection (2) to the compliance audit committee. 2016, c. 15, s. 65, *part*.

Clerk’s report – review by compliance audit committee

(5) Within 30 days after receiving a report under subsection (4), the compliance audit committee shall consider it and decide whether to commence a legal proceeding against a contributor for an apparent contravention. 2016, c. 15, s. 65, *part*.

Clerk’s report – committee meeting - notice

(6) Reasonable notice of the meetings of the committee under subsection (5) shall be given to the contributor, the registered third party and the public. 2017, c. 20, Sched. 10, s. 3, *part*.

Clerk’s report – committee meeting - open

(6.1) The meetings of the committee under subsection (5) shall be open to the public, but the committee may deliberate in private. 2017, c. 20, Sched. 10, s. 3, *part*.

Clerk’s report – decision - reasons

(7) The decision of the committee under subsection (5), and brief written reasons for the decision, shall be given to the contributor and to the clerk of the municipality. 2016, c. 15, s. 65, *part*.

Saving provision – alleged contravention – contribution limits

(8) This section does not prevent a person from laying a charge or taking any other legal action, at any time, with respect to an alleged contravention of a provision of this Act relating to contribution limits. 2016, c. 15, s. 65, *part*.

Compliance Audit Committee

Time for establishing

88.37(1) A council or local board shall, establish a compliance audit before October 1 of an election year for the purposes of this Act. 2016, c. 15, s. 66, *part*.

Composition

(2) The committee shall be composed of not fewer than three and not more than seven members and shall not include,

- (a) employees or officers of the municipality or local board;
- (b) members of the council or local board;
- (c) any persons who are candidates in the election for which the committee is established; or
- (d) any persons who are registered third parties in the municipality in the election for which the committee is established. 2016, c. 15, s. 66, *part*.

Eligibility for appointment

(3) A person who has such qualifications and satisfies such eligibility requirements as may be prescribed is eligible for appointment to the committee. 2016, c.15, s. 66, *part*.

Eligibility criteria

(4) In appointing persons to the committee, the council or local board shall have regard to the prescribed eligibility criteria. 2016, c. 15, s. 66, *part*.

Term of Office

(5) The term of office of the committee is the same as the term of office of the council or local board that takes office following the next regular election, and the term of office of the members of the committee is the same as the term of the committee to which they have been appointed. 2016, c. 15, s. 66, *part*.

Role of clerk - secretary

(6) The clerk of the municipality or the secretary of the local board, as the case may be, shall establish administrative practices and procedures for the committee and shall carry out any other duties required under this Act to implement the committee's decisions. 2016, c. 15, s. 66, *part*.

Costs

(7) The council or local board, as the case may be, shall pay all costs in relation to the committee's operation and activities. 2016, c. 15, s. 63, *part*.

APPENDIX “C”

Bill No.
2018

By-law No.

A by-law to approve the appointments to the Municipal Election Compliance Audit Committee for the 2018 Municipal Election in accordance with Sections 88.37 of the *Municipal Elections Act, 1996*, as amended.

WHEREAS section 88.37 of the *Municipal Elections Act, 1996*, as amended, requires Council to establish a Compliance Audit Committee;

AND WHEREAS the Council of The Corporation of the City of London wishes to appoint Dan Ross, Andrew Wright and Christene Scrimgeour to the Municipal Election Compliance Audit Committee for the 2018 Municipal Election;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Dan Ross, Andrew Wright and Christene Scrimgeour be hereby appointed to the Municipal Election Compliance Audit Committee for the 2018 Municipal Election for the term commencing December 1, 2018 and ending November 15, 2022.
2. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on March 6, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First reading - March 6, 2018
Second reading – March 6, 2018
Third reading – March 6, 2018

APPENDIX “D”

Andrew Wright

Andrew Wright is a London lawyer who has practiced municipal and environmental law since his call to the Bar in 1973. He is a partner with Siskinds LLP. Mr. Wright is an Acting Referee under the Drainage Act. He is also one of the City's Hearings Officers for appeals under a number of City by-laws. He is a member of a number Audit Compliance Committees in Middlesex and Elgin Counties.

Christene Scrimgeour

Christene Scrimgeour is managing partner of Scrimgeour & Company CPA, Professional Corporation. The firm was established in 1998 and currently audits thirteen municipalities in Southwestern Ontario, as well as many not-for-profit organizations, registered charities and foundations. In addition, the firm provides extensive tax, accounting and advisory services.

Christene's professional activities include teaching A.M.C.T.O. courses and delivering speeches at various municipal functions. She attends Municipal Finance Officers Association's (MFOA) annual conference and CPA Ontario PSAB courses.

Christene is a member of CPA Ontario's Practice Inspection Committee and past founding member of CPA Ontario's Small Practice Committee.

Dan Ross

Dan Ross is a retired London lawyer and local business owner who has served on many community organizations, including the London Health Sciences Foundation and the Richard Ivey School of Business. He continues to be strongly engaged in various local volunteer opportunities. Mr. Ross has also served as a Commissioner on Ontario's Health Services Restructuring Commission and as Chair of the Council Compensation Review Task Force.

In addition to his legal and business expertise, Mr. Ross has diverse skills covering such areas as Planned Giving, Stewardship, Fundraising, Annual Giving, Event Management, Philanthropy, Volunteer Management, Strategic Planning, Non-profits, Leadership, Coaching, Event Planning, Community Development, Community Outreach, Grant Writing, Strategic Communications, Media Relations, Leadership Development, Public Relations, Public Speaking, Board Development, Prospect Research, Corporate Communications and Marketing Communications.

TO:	CHAIR AND MEMBERS OF CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 20, 2018
FROM:	WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	UPDATE: EQUITY AND INCLUSION LENS FOR DEVELOPMENT OF POLICIES, PROCEDURES AND PROGRAMS

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the following actions **BE TAKEN** with respect to the review and development of City of London policies, procedures and programs:

- a) A new Equity and Inclusion Lens **BE DEVELOPED** building on the Gender Equity Lens which is already in place having regard for the City of Ottawa’s 2015 Equity and Inclusion Lens Handbook; *it being noted that the new Equity and Inclusion Lens will include the dimensions associated with gender and accessibility;* and,
- b) Training **BE PROVIDED** to all applicable City of London employees and Council Members involved in the review and development of City of London policies, procedures and programs in order to provide them with the necessary knowledge and tools required to apply the Equity and Inclusion Lens during their review and development of policies, procedures and programs.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Various updates regarding Workplace Diversity and Inclusion initiatives and metrics including:

- November 7, 2017 – Equity and Inclusion Lens for the Development of Policies, Procedures and Programs
- May 9, 2017 – “Workplace Diversity and Inclusion

BACKGROUND

In accordance with the City of London’s Strategic Plan, Civic Administration developed a Gender Equity Lens tool and completed training for all employees involved in the development and execution of new policies. The Gender Equity Lens tool incorporates the intersectional nature of personal and individual identities. The focus of the Lens was on gender aspects of individuals, however, it also connected with aspects of race, socio-economic status, gender identity and gender expression, sexual orientation, disabilities and creed. A conscious effort was made to acknowledge all the human rights grounds under the Ontario Human Rights Code.

In May of 2017, Municipal Council requested the Administration to report back on the feasibility and implications of implementing the following application of an “Equity and Inclusion Lens” and an “Accessibility Lens” when reviewing policies and procedures in addition to the “Gender Equity Lens” that is already being applied.

In November 2017, Civic Administration advised that a new Equity and Inclusion Lens was feasible and there would be no discernable implications to its development by November of 2018. Civic Administration recommended that a new Equity and Inclusion Lens be developed which would build on the Gender Equity Lens which is already in place. Municipal Council referred this back to Civic Administration to review and report back with respect to the City of Ottawa's Equity and Inclusion Lens Handbook and how that good work could be adopted, modified or adapted to meet our needs. This Report is submitted in response to the referral which read as follows:

At its meeting on November 14, 2017, Municipal Council resolved that:

clause 9 of the 29th Report of the Corporate Services Committee BE REFERRED back to the Managing Director, Corporate Services and Chief Human Resources Officer to review and report back with respect to the City of Ottawa's Equity and Inclusion Lens Handbook. Clause 9 read as follows:

That, on the recommendation of the Managing Director, Corporate Services & Chief Human Resources Officer, the following actions be taken with respect to the review and development of City of London policies, procedures and programs:

- a) a new Equity and Inclusion Lens BE DEVELOPED building on the Gender Equity Lens which is already in place;;*
- b) training BE PROVIDED to all applicable City of London employees and Council Members involved in the review and development of City of London policies, procedures and programs in order to provide them with the necessary knowledge and tools required to apply the Equity and Inclusion Lens during their review and development of policies, procedures and programs. (9/29/CSC) (AS AMENDED)*

City of Ottawa Equity and Inclusion Lens Handbook

Civic Administration has reviewed the City of Ottawa's Equity and Inclusion Lens Handbook which was created in the year 2008-2010 and revised in 2015. This Lens uses specific City of Ottawa municipal programs and services as the framework for development and analysis and cannot be adopted straight up. A link to this document can be found at <http://www.cawivtf.org/sites/default/files/publications/ei-lens-community-agencies-2015-en.pdf>.

The Ottawa Handbook has proven to be an effective tool for the City of Ottawa and offers valuable content and format considerations for the development of the City of London's Equity and Inclusion Lens.

Civic Administration is recommending that we develop London's Equity and Inclusion Lens, using Ottawa's lens as a guide and to also have regard for lenses from other organizations with similar tools such as cities of Edmonton and Calgary. Doing this will help to:

- Maintain and update similar language as our existing Gender Equity Lens tool;
- incorporate learnings from the development and rollout of the Gender Equity Lens tool;
- respond to the specific and unique nature of our demographics and organization; and,
- incorporate valuable input from our various advisory groups namely Diversity, Inclusion and Anti-Oppression Advisory Committee, and the Accessibility Advisory Committee.

CONCLUSION

Civic Administration recommends that an Equity and Inclusion Lens be developed, using the City of Ottawa Equity and Inclusion Lens Handbook as a starting point. It also recommends that in its development, Civic Administration consider the tools from other similar organizations and consult with the various City of London's advisory groups.

By using the City of Ottawa's Equity and Inclusion Lens Handbook as the starting point in the development of the City of London's Equity and Inclusion Lens, Civic Administration believes that the City of London Equity and Inclusion Lens could be developed and applicable employees could be trained well in advance of the initial timeline provided. It is anticipated that the City of London's Equity and Inclusion Lens could be developed by the fall of 2018, with training to ensue after.

PREPARED BY:	PREPARED BY:
SALEHA KHAN ORGANIZATIONAL DEVELOPMENT SPECIALIST – DIVERSITY & INCLUSION, HUMAN RESOURCES	GARY BRIDGE MANAGER, HUMAN RESOURCES AND CORPORATE SERVICES
RECOMMENDED BY:	
WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER	

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING OF FEBRUARY 20, 2018
FROM:	ROSANNA WILCOX, DIRECTOR, COMMUNITY & ECONOMIC INNOVATION
SUBJECT:	INFRASTRUCTURE CANADA'S SMART CITIES CHALLENGE

RECOMMENDATION

That, on the recommendation of the Director, Community & Economic Innovation, the following report, including the attached Smart Cities Challenge Applicant Guide, **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

December 7, 2015 – Strategic Priorities and Policy Committee, proposed Terms of Reference for the *Smart City Strategy*.

BACKGROUND

Purpose

The purpose of this report is to provide an overview of Infrastructure Canada's Smart Cities Challenge and the actions that the City of London will be undertaking related to the Challenge.

Smart Cities Challenge Overview

Announced by Infrastructure Canada, the Smart Cities Challenge is a competition open to all municipalities, local or regional governments, and Indigenous communities (First Nations, Inuit, and Métis) across Canada. A community or group of communities may only submit one application to the competition.

The Challenge is intended to inspire communities across the country to define their future with the help of their residents through the use of a smart cities approach.

What is a Smart Cities Approach?

As defined in the Smart Cities Challenge applicant guide, a smart cities approach aims to achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer: openness, integration, transferability and collaboration.

Challenge Statement and Preliminary Proposal

At the heart of the Smart Cities Challenge is the development of a Challenge Statement. This Statement is a single sentence that defines the outcome or outcomes a community aims to achieve by implementing its smart cities proposal.

The Challenge Statement should address an important problem faced by the community and it should be shaped by residents, both in its development and implementation. It must also be measurable, ambitious, and achievable through the proposed use of data and connected technology.

Preliminary proposals will outline the planned activities or projects to achieve the outcome(s) set out in the Challenge Statement. In developing these proposals, communities are asked to select no more than two of the following as the area(s) of focus for their proposals:

- Economic opportunity
- Empowerment and inclusion
- Environmental quality
- Healthy living and recreation

- Mobility
- Safety and security

Prizes

The following prizes are available in the Smart Cities Challenge:

- One prize of up to \$50 million (all population sizes)
- Two prizes of up to \$10 million each (population under 500,000 residents)
- One prize of up to \$5 million (population under 30,000 residents)

Applicants may only select one prize category. Finalists will receive a \$250,000 grant to develop their final proposal. Winners will receive funding through contribution agreements with Infrastructure Canada.

Application

Key components of the Smart Cities application include:

- Prize category selection;
- Challenge Statement;
- Description of the outcome (or outcomes) the proposal seeks to achieve by elaborating on the Challenge Statement;
- Description of how community residents have shaped the Challenge Statement and plans for continuing to engage and involve them in the final proposal going forward;
- Description of the preliminary proposal and its activities or projects;
- Description of the ways in which the preliminary proposal supports the community's medium and long-term goals, strategies and plans;
- Description of the community's readiness and ability to successfully implement the proposal;
- Plan for using the \$250,000 grant to develop final proposal, if selected as a finalist; and,
- Description of the partners that are or will be involved in the proposal or how they will be selected in the future.

Communities are encouraged to undertake meaningful engagement with residents and forge new partnerships with new and non-traditional partners. Smart Cities approaches should not only benefit a single community, but should be scalable and replicable across Canada.

Full application details, including evaluation criteria and weighting can be found in the Applicant Guide. <https://impact.canada.ca/en/challenges/smart-cities/applicant-guide>

Timelines

Applications must be submitted on or before April 24, 2018. Eligible applications will be reviewed by experts and then evaluated by an independent jury, with finalists being selected by Summer 2018. Each of these finalists will receive a \$250,000 grant to develop and complete their final proposal. Finalist proposals will be due in Winter 2019. The deadline and evaluation criteria for these proposals will be available when the finalists are announced.

NEXT STEPS

Council has already completed a significant amount of work and community engagement on the subject of smart cities. ReThink London, one of the largest community engagement processes around an Official Plan in Canada, saw more than 20,000 Londoner's become involved in an advanced city-building conversation about London's future. Through that discussion, there was a substantial and ongoing dialogue on the role of technology in delivering our future city-building. Stemming from this public engagement, there is an entire chapter within the new Official Plan, "The London Plan," dedicated specifically to smart cities. This is a unique aspect of an Official Plan in Canada and demonstrates the community's and Council's interest in advancing London as a smart city.

This chapter of The London Plan provides Council's vision for London as a smart city – one that uses information and communication technology to help improve the "city's economy, mobility, environment, citizenship, quality of life and city governance." The London Plan goes on to state

that a “Smart City Strategy” will be prepared to “establish a clear strategy for collaboration, facilitation, investment, infrastructure advancement, skill development and other initiatives supportive of a smart city.”

Building upon this work, Council’s 2015-2019 Strategic Plan identified the Smart Cities Strategy (now called the Future City Strategy) within the strategic areas of focus ‘Growing Our Economy’ and ‘Leading in Public Service.’ This set the Future City Strategy as an important priority project for Council and it was subsequently funded through the corresponding four-year budget (together with funding from community partners collaborating on the project).

Council endorsed a terms of reference for the Future City Strategy and embarked upon an innovative partnership with LARG*net (which includes representation from Western University, Fanshawe College, London Health Science Centre and St. Joseph’s Health Care Centre), London Hydro, and the London Economic Development Corporation to prepare the strategy. A significant amount of stakeholder and public engagement has occurred through the preparation of the first two phases of the Future City Strategy. Six engagement sessions took place through 2017 to garner a significant amount of community input on smart city gaps, needs and future opportunities. An information report to Council is expected in April of 2018 and the final strategy is due for completion in the latter part of Q2, 2018.

Given the above-noted strategic alignment and the significant amount of targeted community engagement that has already occurred in relation to smart cities, the City of London is well-positioned to participate in the Smart Cities Challenge.

Engagement and Communication Strategy

In order to develop and submit an application to the Smart Cities Challenge process, the City will be undertaking the following actions:

Phase 1: Broad engagement on area(s) of focus (February 28 – March 14)

Building the City’s work to date on The London Plan and London’s Future City Strategy, the City will initiate a community conversation on the focus of our Smart Cities Challenge application.

Using the www.getinvolved.london.ca platform, residents will have the opportunity to identify the area or areas of focus that they would like to be considered for the Challenge application. These areas of focus will align with those outlined in the Smart Cities Challenge applicant guide:

- Economic opportunity
- Empowerment and inclusion
- Environmental quality
- Healthy living and recreation
- Mobility
- Safety and security

A free form text box will be available to capture specific ideas should residents wish to submit them.

Complimentary to this engagement, City staff and Civic Leaders and Innovators, building on the feedback gathered through The London Plan and current Future City project work, will identify problem statements and/or projects for consideration related to the above-noted areas of focus.

Phase 2: Ideation session (late March)

Based on the results of Phase 1, key stakeholders and contributors will be invited to participate in a Smart Cities Challenge ideation session. At this session participants will consider the list of problem statements/projects/ideas collected through Phase 1 and select the idea they would like to focus on for the Challenge application. Once selected, participants will work on specific elements of the preliminary proposal, including: Challenge Statement, desired outcomes, use of data and connected technology, etc.

Phase 3: Application development (early April)

Building upon Phase 2, a smaller team will be engaged to develop the Smart Cities Challenge application. Once completed, the draft application will be circulated to all participants and posted on getinvolved.london.ca for review and comment prior to being submitted to Infrastructure Canada on April 24, 2018.

At the outset of the process Council will receive a communications package to assist with promotion of the Smart Cities Challenge and engagement opportunities. This will include key messages, dates, timelines and social media assets. Media will also receive information on the contest with key dates and engagement opportunities.

The Challenge will be promoted through social media, London.ca, getinvolved.london.ca, e-newsletters, community groups and key stakeholders from The London Plan and current Future City Strategy processes. Getinvolved.london.ca will outline what the Smart Cities Challenge is, the City's work to date related to smart cities, how to participate, examples of smart city ideas, and how information will be used.

Throughout the process, all information will be documented and shared through getinvolved.london.ca. All information gathered will also be used as ideation and input into Phase 3 of the Future City Strategy, as well as broader civic engagement and innovation initiatives (i.e. open data).

CONCLUSION

The Smart Cities Challenge provides an exciting opportunity to tackle some of the most pressing and complex issues facing our community through the use of a smart cities approach. Participation in this process builds upon existing smart cities strategies identified in The London Plan and Council's 2015-2019 Strategic Plan and will promote and inform future work in this field.

Recognition and appreciation is extended to the following individuals for their assistance in preparing this report: Jon-Paul McGonigle, Meagan Geudens, Patti McKague, Adam Thompson.

RECOMMENDED BY:	
Rosanna Wilcox Director, Community and Economic Innovation	
CONCURRED BY:	CONCURRED BY:
Mat Daley Director, Information Technology Services	John Fleming Managing Director, Planning and City Planner

c. Senior Leadership Team

November 2017

Canada

SMART
CITIES
CHALLENGE:
APPLICANT GUIDE





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MESSAGE FROM THE MINISTER

It is with great excitement that we kick off the Smart Cities Challenge.

Across the country, communities large and small are bursting with new ideas. As Minister of Infrastructure and Communities, I have been privileged to meet with leaders from coast-to-coast-to-coast and hear their bold and innovative plans to improve the quality of life for their residents. Through the Smart Cities Challenge, we will help bring these ideas and plans to life, and find solutions that achieve real and positive outcomes.

As a former city councillor, I know first-hand that local leadership understands best what their communities need. They are the first to hear about traffic congestion, trouble accessing services, or challenges with public transit. The Smart Cities Challenge will ask those leaders to team up with pioneering businesses, academia, and civic organizations to design innovative solutions to their most pressing challenges using data and connected technologies.

Canada's diverse and inclusive communities are the ideal place for new ideas to flourish. By bringing together different perspectives and diverse backgrounds it becomes easy to look at problems from a different angle. And when those talented people come together in pursuit of a common goal, they can come up with inspired solutions that will have a real and tangible impact.

I am challenging leaders to be bold and think outside-the-box. I want you to approach the Challenge through a lens of transparency, experimentation, inclusiveness, empowerment, and knowledge-sharing. And above all, I want you to think about what will have the biggest impact on the people who call your communities home.

I cannot wait to see what you come up with.

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities





SMART CITIES CHALLENGE OVERVIEW

The Smart Cities Challenge is a competition open to all municipalities, local or regional governments, and Indigenous communities (First Nations, Inuit, and Métis) across Canada.

This Challenge will inspire communities across the country to define their future with the help of their residents through the use of a smart cities approach.

Winning communities will be awarded with prize money to help implement their smart cities proposals.

Infrastructure Canada is engaging Indigenous leaders, communities and organizations to finalize the design of a competition specific to Indigenous communities that will reflect their unique realities and issues. Indigenous communities are also eligible to compete for all the prizes in the current competition using the process and timelines outlined in this Guide.

WHAT IS A SMART CITIES APPROACH?

A smart cities approach aims to achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer:

■ **Openness**

When communities make their data truly accessible, usable, and barrier-free, their decision-making processes become transparent, empowering citizens and strengthening the relationship between residents and public organizations.

■ **Integration**

Data and connected technology empower communities to break down silos that exist within local governments and public organizations.

■ **Transferability**

When tools and technological approaches are open-source, transparent, and standardized, they can be used by communities across the country, no matter their size or capacity.

■ **Collaboration**

Connected technology enables communities to bring traditional and non-traditional partners together to collaborate.

THE CHALLENGE STATEMENT

To begin, each community will define its Challenge Statement.

The Challenge Statement is a single sentence that defines the outcome or outcomes a community aims to achieve by implementing its smart cities proposal. The Challenge Statement must be measurable, ambitious, and achievable through the proposed use of data and connected technology. Below, for illustrative purposes only, are examples of Challenge Statements, ideas of the kinds of smart cities activities or projects that could address them, and indicators on how progress might be measured.

EXAMPLE 1: "FEEL SAFE AND SECURE"

Challenge Statement: The neighbourhood in our community with the highest crime rate will become safer than the national average.

Smart cities activities or projects:

- Establish enriched after-school programming for at-risk youth, providing them with access to technologies (digital design, 3D printing, coding) and opportunities to develop essential skills through gamification.
- Create an online platform for reporting and tracking incidents of crime that integrates resident input and city crime data.
- Install smart lighting and detection technology, integrated with first responder services, to address issues around safety and security.

Indicators of progress toward outcomes:

- Reduction in incidents reported in areas where smart lighting is installed
- Increase in attendance rates at after-school programming
- "Fear of crime" levels among residents reduced to below the national average
- Crime rate reduced to below the national average

EXAMPLE 2: "EARN A GOOD LIVING"

Challenge Statement: After years of decline, our community will transform a former industrial neighbourhood into one of the top locations in Canada for economic growth.

Smart cities activities or projects:

- Create a single mobile app to connect people and businesses to community services, with built-in measurement of response times, user satisfaction, and feedback.
- Deliver online and digitally-enabled training programs through the local library to help workers adapt to the changing marketplace.
- Create a living lab to test new, inclusive, digitally-enabled approaches to increasing livability, harnessing ideas from online citizen engagement, and making results available through an open data portal.

Indicators of progress toward outcomes:



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- Increase in usage rates and customer feedback on the mobile app
- Reduction in response times for service requests
- Increase in attendance rates and satisfaction feedback at online training and retraining programs
- Increase in level of private sector investment and new jobs

EXAMPLE 3: "MOVE AROUND MY COMMUNITY"

Challenge Statement: Our community will ensure that every senior who is able to live independently at home is empowered to do so.

Smart cities activities or projects:

- Leverage geospatial and population data to better plan public transit stops close to those with greater need, and re-route traffic to create safe walking zones.
- Create a mobile app to help aging residents and their caregivers better coordinate transportation to and from different points of care and service.
- Offer wearable sensors for seniors connected to healthcare providers as a part of a pilot project to promote healthy lifestyles, encourage walking, and enable the continuous, real-time monitoring of activity levels.

Indicators of progress toward outcomes:

- Increase in mobile app usage rate
- Increase in adoption rate of wearables among seniors
- Reduction in average and maximum walking distance to transit
- Reduction in visits to emergency rooms by seniors
- Rate of seniors living independently increases by 25 percent

EXAMPLE 4: "ENJOY A HEALTHY ENVIRONMENT"

Challenge Statement: Our community will implement preventative measures to reduce flood damage risk by 40 percent and provide every resident of at-risk areas with access to these measures.

Smart cities activities or projects:

- Deploy environmental sensors to monitor water flow amounts.
- Implement an integrated, AI-enabled, flood warning decision support system to forecast and mitigate the impacts of floods.
- Develop a user-friendly online application that uses information provided by the decision support system to alert local residents of dangerous river flow activity, in addition to providing information on preventative measures and links to social media forums.
- Work with local news and radio stations to provide frequent updates or alerts on water levels to inform residents who do not have mobile connectivity.

Indicators of progress toward outcomes:

- Faster response times by public services such as emergency responders, public works and transportation authorities



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- Year on year reduction in flood risk, as determined by assessments conducted by an accredited third-party organization
- Reduction in actual or modelled flood damage costs
- Increase in dissemination of preventative measures through use of the application by residents
- Data generated is used as a basis for new land-use planning policies, resulting in increased climate-resilient growth and development

EXAMPLE 5: "BE EMPOWERED AND INCLUDED IN SOCIETY"

Challenge Statement: Our community will ensure that every person without a home has access to nightly shelter, and will connect 100 percent of vulnerable residents with the services, activities, and programs that are known to reduce the risk of homelessness.

Smart cities activities or projects:

- Create a mobile-enabled digital platform that connects community not-for-profits, first responders, and municipal service providers with real-time information on shelters that have space.
- Equip shelters and service centres with customizable tools to enable online learning and help residents get trained and find jobs.
- Create an online platform to connect residents at risk of becoming homeless with personalized community services.

Indicators of progress toward outcomes:

- Increase in adoption and usage rates of the mobile-enabled digital platform
- Number of people turned away from shelters in the community on any given night is reduced to zero
- Increase in the percentage of shelter users that participates in online learning opportunities
- Reduction in rates of episodic or chronic shelter users
- Increase in adoption and usage rates of the online platform, including referral rates by participating community services

EXAMPLE 6: "LIVE AN ACTIVE AND HEALTHY LIFE"

Challenge Statement: Our community will become 50 percent more active and healthy, and achieve a measurable decrease in chronic disease.

Smart cities activities or projects:

- Create a sports and recreation "meet-up" app, allowing people to organize games, races, exercise, and training sessions spontaneously, and to reserve community facilities.
- Gamify healthy lifestyle choices, linking wearable activity trackers with real-world incentives, such as reward points.
- Create an online marketplace connecting local food growers with participating food preparers, including those in community buildings such as schools, hospitals, and government buildings.

Indicators of progress toward outcomes:

- Increase in usage rate of the meet-up app
- Increase in usage rates of community facilities
- Year on year increase in gamification participation
- Reduction in rates of adverse health outcomes associated with a lack of activity



WHO CAN APPLY?

The Smart Cities Challenge is open to communities of all sizes across Canada. Applicants must represent an identifiable community and must be responsible for services in that community. The following organizations can participate in the Smart Cities Challenge:

- Municipalities and local or regional governments established by or under provincial or territorial statute.
- Indigenous communities including First Nations, Inuit, and Métis communities (such as First Nation band and Tribal Councils, and communities under Self-Government Agreement, Comprehensive Land Claim Agreement or the Métis nation).
- A combination of organizations listed above.

A community or group of communities can only submit one application in this competition.

Communities that intend to apply are encouraged to contact Infrastructure Canada at infc.sc-vi.infc@canada.ca early on to confirm their eligibility.

PROCESS AND TIMELINE



Communities are encouraged to contact Infrastructure Canada at infc.sc-vi.infc@canada.ca with any questions regarding the process.

Infrastructure Canada is engaging Indigenous leaders, communities and organizations to finalize the design of a competition specific to Indigenous communities that will reflect their unique realities and issues. Indigenous communities are also eligible to compete for all the prizes in the current competition using the process and timelines outlined in this guide.

APPLICATION

Applicants should begin the Smart Cities Challenge process by engaging with residents about the most pressing issues their community faces. These consultations will help applicants define their Challenge Statements.

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With their Challenge Statements established, applicants will develop the ideas and activities that will make up their preliminary Smart Cities Challenge proposal. The questions that will appear in the application form, information on how to fill it out, and evaluation criteria are provided in the Appendix: Application Instructions of this guide.

Applicants have until April 24, 2018 to complete and submit their applications on the [Impact Canada Challenge Platform](https://impact.canada.ca/en/challenges/smart-cities) (<https://impact.canada.ca/en/challenges/smart-cities>).

Applicants are encouraged to contact [Infrastructure Canada](mailto:infc.sc-vi.infc@canada.ca) at infc.sc-vi.infc@canada.ca with questions about eligibility and other application requirements prior to the deadline.

When appropriate, questions asked and answered will be made available on the [Platform](https://impact.canada.ca/en/challenges/smart-cities) (<https://impact.canada.ca/en/challenges/smart-cities>).

SELECTION OF FINALISTS

Once applications are screened for eligibility, Infrastructure Canada will post the summaries on the [Platform](https://impact.canada.ca/en/challenges/smart-cities) (<https://impact.canada.ca/en/challenges/smart-cities>). Applicants will be required to post the full versions online.

Eligible applications will be reviewed by experts from inside and outside government and will then be evaluated by an independent Jury.

The Jury will select finalists by Summer 2018. Each of these finalists will receive a \$250,000 grant to develop their final proposal.

FINAL PROPOSAL

Finalists will develop fully-implementable final proposals that outline all design, planning, and project management components of their plans. Each final proposal must present a strong business case with clearly established milestones and measurable outcomes. Finalists will also outline their data and reporting strategy, making appropriate links to Infrastructure Canada's Climate Lens and Community Benefits Reporting Framework. The Climate Lens will only apply to proposals related to climate change mitigation and climate change adaptation.

As they develop their final proposals, finalists will also formalize partnerships with organizations that will help them implement their projects, and will establish project governance structures.

These final proposals are due in Winter 2019. The deadline and evaluation criteria for final proposals will be made public at the time of the announcement of finalists.

SELECTION OF WINNERS

Infrastructure Canada will post all final proposals on the [Platform](https://impact.canada.ca/en/challenges/smart-cities) (<https://impact.canada.ca/en/challenges/smart-cities>).

Similar to the applications, final proposals will be reviewed by experts and then evaluated by the Jury. Their evaluations will focus on project feasibility, strength of the business case, and clear links to the outcomes established in the Challenge Statement.

The Jury will select winners by Spring 2019.

IMPLEMENTATION

Winners will receive prize money through contribution agreements with Infrastructure Canada. Payments will be made once projects attain milestones that demonstrate progress towards outcomes.

Throughout implementation, winners will maintain close contact with Infrastructure Canada. Winners will continually monitor their progress and, if course corrections are necessary, they will work with Infrastructure Canada to make them.

Depending on the nature and scope of the final proposal, implementation is expected to span between 2-5 years.

Lessons learned from the entire Smart Cities Challenge process will be gathered from all participants and shared with Canadian communities.

PRIZES

Prizes in the current competition:

- One prize of up to \$50 million
Open to all communities, regardless of population
- Two prizes of up to \$10 million each
Open to all communities with populations* under 500,000 people
- One prize of up to \$5 million
Open to all communities with populations* under 30,000 people

Infrastructure Canada is engaging Indigenous leaders, communities and organizations to finalize the design of a competition specific to Indigenous communities that will reflect their unique realities and issues. Indigenous communities are also eligible to compete for all the prizes in the current competition.

Prize money will be awarded through contribution agreements with Infrastructure Canada.¹

Applicants are encouraged to solicit additional funds from other resources to strengthen the impact and reach of their proposals.

¹ Pursuant to the laws applicable in Québec, a municipality that is selected for a grant or prize must, in accordance with its obligations set out in *An Act respecting the Ministère du Conseil exécutif*, obtain prior authorization from the government of Québec before signing any agreement relating to the development of a final proposal or for the implementation of a project.

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Applicants who do not win one competition can submit a new or improved application to subsequent competitions.

The Smart Cities Challenge includes three competitions, the first one wrapping up in the Spring of 2019.

*Community size is based on the [2016 Census subdivisions](http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D) (<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D>), which conform or substantially align with community boundaries for statistical purposes. Two or more communities may partner on an application as an applicant. Where applications are from multiple communities, the combined populations of the communities will be used to determine prize category eligibility for the applicant. Only one prize category can be selected per applicant. Population thresholds do not apply to Indigenous community applicants – those communities can apply to any prize category regardless of population size (unless they partner with a non-Indigenous community).

SELECTION OF FINALISTS AND WINNERS

Finalist and winners will be determined by a panel of jury members.

The Jury will be comprised of accomplished individuals from across the country who are publicly recognized in their field, have a strong track record of leadership, and have a demonstrated interest in public issues or public service. Infrastructure Canada will strive to reflect gender parity and the diversity of the Canadian population in the Jury composition.

Jury members will be selected by the Minister of Infrastructure and Communities following an open and transparent competitive process.

PRIVACY NOTIFICATION

Personal information provided in the application form is collected for purposes relating to the Smart Cities Challenge in accordance with the Impact Canada Initiative. Individuals have the right to the protection and correction of, and access to, their personal information under the *Privacy Act*. Full details with respect to the collection, use, disclosure, and retention of personal information are described in the Outreach Activities (PSU 938) and Public Communications (PSU 914) personal information banks as found in Infrastructure Canada's *Info Source* (<http://www.infrastructure.gc.ca/infosource/index-eng.html>). Should you have concerns about INFC's handling of your personal information you have a right to file a complaint with the Privacy Commissioner of Canada.

CONSENT AND RELEASE FORM AND CONFIDENTIAL ANNEX

As transparency and knowledge-sharing is a core tenet of the Smart Cities Challenge, all information submitted to the competition will be made publicly available. Summaries of all eligible applications will be posted on the Impact Canada Challenge Platform in both official languages. In addition, all applicants will be required to post the full versions of their applications online in the language of their choice. Applicants will therefore be required to sign a *Consent and Release* form as part of their application.

There may be some circumstances where an applicant may wish to make select details of their application confidential (e.g. third party information). In this case, a "confidential annex" can be included in the application.



COMMUNICATIONS PROTOCOL

All applicants will be required to follow a communications protocol with Infrastructure Canada, which identifies roles and responsibilities of the Government of Canada, the applicants and finalists of the Smart Cities Challenge. The full protocol will be available as part of the application form. A separate communications protocol will be provided to winners of each competition.

CONTACT INFORMATION

Applicants are encouraged to contact [Infrastructure Canada](#) early in the process of developing their applications to ask questions and ensure they are on the right track.

When appropriate, questions asked and answers provided will be made available on the [Impact Canada Challenge Platform](#).

Follow the Smart Cities Challenge on [Twitter](#) and [Facebook](#) to get the latest news about the Smart Cities Challenge. To join the conversation on smart cities, use #smartcitiesCanada on Twitter.

To learn more about how the Smart Cities Challenge advances the Investing in Canada Plan as well as about Infrastructure Canada and its other programs, visit the [Infrastructure Canada website](#).

Email: infsc-vi.infc@canada.ca

Twitter: https://twitter.com/INFC_eng

Facebook: <https://www.facebook.com/TransportandInfrastructureinCanada/>

Impact Canada Challenge Platform: <https://impact.canada.ca/en/challenges/smart-cities>

Infrastructure Canada website: <http://www.infrastructure.gc.ca/plan/cities-villes-eng.html>



APPENDIX: APPLICATION INSTRUCTIONS

SECTION I: APPLICANT INFORMATION

This section will be used to validate your eligibility as an applicant. This section will be posted online once the application is screened in.

Question 1:

Please provide the following information on your community.

- Name of community:
- Province/Territory:
- Population:
- Indigenous community: Yes/No

Tips

Applicant organizations must represent their community in an official capacity and be responsible for delivering services in that community. The following organizations are eligible to apply:

- Municipalities and local or regional governments established by or under provincial or territorial statute;
- Indigenous communities including First Nations, Inuit and Métis communities (such as band councils, Tribal Councils, and First Nation, and communities under Self-Government Agreement or Comprehensive Land Claim Agreement); or
- A combination of organizations listed above.

Population is based on the [2016 Census subdivisions](http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D) (<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D>).

One or more communities may partner on an application (add each community separately). Regional entities should have the support of their component communities.



Question 2:

Please select a prize category.

- \$50 million (all population sizes)
- \$10 million (population under 500,000 residents)
- \$5 million (population under 30,000 residents)

Tips

You can select only one prize category:

- Communities of all sizes may select the \$50 million prize.
- Only communities under 500,000 residents may select the \$10 million prize.
- Only communities under 30,000 residents may select the \$5 million prize.

For example:

- A community of 1 million residents may select the \$50 million prize, but not the \$10 million or the \$5 million prize.
- A community of 100,000 residents may select the \$50 million or the \$10 million prize, but not the \$5 million prize.
- A community of 10,000 residents may select the \$50 million, \$10 million, or \$5 million prize.
- An Indigenous community of any size may select any of the prizes.
- A community of 10,000 residents partnering with a community of 100,000 residents (i.e. cumulative population of 110,000 residents) may select the \$50 million or the \$10 million prize, but not the \$5 million prize.
- An Indigenous community partnering with another Indigenous community, regardless of their population sizes, may select any of the prizes.
- An Indigenous community of 7,000 residents partnering with a non-Indigenous community of 25,000 residents (i.e. cumulative population of 32,000 residents) may select the \$50 million or the \$10 million prize, but not the \$5 million prize.

Population is based on the [2016 Census subdivisions](http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D) (<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D>). If the application is from multiple communities, the cumulative population determines eligibility.

The selected prize category should also correspond to the scope and scale of projects to be funded from the prize amount, as described in your preliminary proposal.

SECTION II: PRELIMINARY PROPOSAL

This is the only section in the application that will be evaluated. This section will be posted online once the application is screened in. The evaluation criteria and weighting for each component of this section is stated for your reference. Please ensure that your responses are as comprehensive and precise as possible, and contact Infrastructure Canada at infsc-vi.infsc@canada.ca if you have any questions or concerns.



SUB-SECTION 1 - PROBLEM DEFINITION (TOTAL OF 55/100)

Question 3:

Please define your Challenge Statement in a single sentence that guides your preliminary proposal. It should describe the outcome (or outcomes) you hope to achieve. (50 words max)

Tips

Your Challenge Statement should define the outcome or outcomes that address(es) an important problem in your community and should state what you aim to achieve by implementing your proposal. The outcomes must be measurable, ambitious, and achievable through the proposed use of data and connected technology.

Evaluation criteria

- Challenge Statement is ambitious, measurable, and achievable through the proposed use of data and connected technology

Weighting

40/100 (questions 3-4)



Question 4:

Please describe the outcome (or outcomes) your proposal seeks to achieve by elaborating on your Challenge Statement. (2,500 words max)

This section should include:

- Specific goals you hope to achieve by implementing your proposal, justifying both the level of ambition and the achievability of the outcome (or outcomes) sought.
- Baseline data and evidence to establish the current state with respect to the metrics used in your Challenge Statement, and context around the outcome (or outcomes) sought.
- Evidence to support the selection of this/these outcome (or outcomes) over others, in reference to the needs of the community.
- Rationale for applying a smart city approach to achieving the identified outcome (or outcomes).
- Strategy for measuring progress toward outcome (or outcomes) and achievement of outcome (or outcomes).

Tips

Preliminary proposals should demonstrate how data and connected technology can achieve a meaningful and measurable outcome (or outcomes) for residents. Information in this section should facilitate the evaluation of your Challenge Statement, both of which make up the highest-weighted factor in the selection of finalists.

Evaluation criteria

- Outcome (or outcomes) reflect(s) the true needs of the community, as demonstrated through a compelling body of data and evidence
- Outcome (or outcomes) is/are ambitious and achievable
- Outcome (or outcomes) is meaningful for the community and its residents
- The role of a smart city approach in achieving the outcome (or outcomes) is/are clearly explained, and serves as a rationale for selecting the particular outcome (or outcomes)
- Outcome (or outcomes) is/are measurable

Weighting

40/100 (questions 3-4)



Question 5:

Please describe how your community residents have shaped your Challenge Statement. Describe your plans for continuing to engage and involve them in your final proposal going forward. (1,500 words max)

This section should include:

- Descriptions of previous engagement with residents, businesses, organizations, and other stakeholders on topics related to the Challenge Statement.
- Descriptions of feedback that came to light through past engagement processes.
- Links between the Challenge Statement and engagement feedback.
- Evidence of efforts made to be inclusive and to represent the community's diversity.
- Plans to sustain engagement through the development and implementation of the final proposal.

Tips

Meaningful engagement of residents should be done at every stage of the Challenge process. Engagement with residents and other stakeholders can be part of a broader process (e.g. town hall, public consultation, citizen advisory committee), but the problems discussed should contribute to shaping your preliminary proposal.

Information in this section should demonstrate that the outcome (or outcomes) set out in the Challenge Statement reflects the concerns and needs of the residents, and that the results of the consultations and engagement activities will inform and guide the development of the final proposal going forward.

Evaluation criteria

- Relevant consultations and engagement activities took place, exhibiting efforts to:
 - incorporate residents' input into the development of the Challenge Statement
 - take into account the views of various stakeholders in the community in refining the outcome (or outcomes)
 - encourage high participation by advertising widely and being accessible (timing, accessibility of information, physical accessibility, etc.)
 - include diverse views and represent a cross-section of the community
- Plans to sustain community engagement through the development and implementation are included and adequate

Weighting

15/100



Question 6:

Please describe your preliminary proposal and its activities or projects. (2,000 words max)

This section should include:

- Planned activities or projects to achieve the outcome (or outcomes) set out in the Challenge Statement.
- Clear links from the identified projects to the attainment of the outcome (or outcomes).
- Scope and size of each planned project in your preliminary proposal, describing how it is feasible and suitable for achieving the outcome (or outcomes) in a manner that is impactful for the community, ambitious, and transformative.
- Measures put in place to 1) make the proposal open, interoperable, scalable, and replicable or a description of your plan to do so going forward for the benefit of your own community and other communities in Canada; and 2) enable other uses of the technology, innovation, and data in your proposal.

Tips

Preliminary proposals may contain more than one project to achieve the outcome (or outcomes) identified in the Challenge Statement. Projects may seek to address different aspects of the problem. The projects could be pursued independently, but each should contribute to achieving the outcome (or outcomes) identified in the Challenge Statement. The logic connecting projects to outcomes must be clear. The description could draw on research, lessons learned, experiences from other communities, previous efforts, etc.

For example: a Challenge Statement aimed at achieving outcomes in the areas of homelessness could encompass a project that help people who are already homeless (e.g. mobile applications to connect first responders and community service providers and enable rapid matching of services to the urgent needs of homeless people) as well a project that helps people at risk of becoming homeless (e.g. broadband-enabled distance learning opportunities at community centres).

While this competition of the Smart Cities Challenge is awarding a limited number of prizes, the process aims to achieve a much broader impact. It is therefore essential that the winning proposals are scalable and replicable for other communities, enabling the sharing of what has been demonstrated to work. The use of open data approaches, industry standards, open architecture, and systems is encouraged.



Evaluation criteria

- Preliminary proposal qualifies as a smart city proposal: it achieves positive outcomes for residents by leveraging connected technology and data
- Preliminary proposal has the potential to achieve the outcome (or outcomes) through the smart city approach
- Implementation is feasible given its scope and size
- Scope and size are suited to achieving the expected outcome in a manner that is:
 - impactful for the community: preliminary proposal identifies a problem that is measurable at the onset and outcome (or outcomes) that can be measured during implementation; data either exists or can be collected to form a baseline for measuring progress
 - ambitious: scope and size are significant, but not excessive, and are appropriate for the applicant and the prize category sought
 - transformative: preliminary proposal components, processes, and mechanisms support deep, systemic, and sustainable change with the potential for large-scale impact for community residents
- Proposal is, or will be, open, interoperable, scalable, and replicable:
 - To the extent possible, preliminary proposal incorporates open standards and is interoperable with existing infrastructure, etc.
 - To the extent possible, preliminary proposal does not lock-in a community with a specific vendor in a way that hinders the community and other communities from leveraging the data for other uses through open data and in-house analytics
 - Preliminary proposal is pertinent, adaptable, and suitable for other parts of the community and other Canadian communities of various profiles that are seeking similar outcomes
 - Proposed solutions are robust, flexible, and can accommodate changing circumstances (e.g. population growth)
 - Preliminary proposal components reflect a forward-thinking approach (e.g. choosing solutions that will serve what may come and not just the most economic option to address present needs)
 - Proposal's technology, innovation, and data serve or enable (or will serve or enable) other purposes (e.g. implementation of the proposal lays the groundwork for other more advanced technological solutions)

Weighting

15/100



Question 7:

Please describe the ways in which your preliminary proposal supports your community's medium and long-term goals, strategies, and plans. (500 words max)

To supplement your response, please provide any relevant documents and make clear linkages and references.

Tips

Your preliminary proposal must be aligned to an existing or planned vision that has the components of a smart cities approach (i.e. data and connected technology). The development and implementation of its activities or projects must take place under that context. Your preliminary proposal should be related to or embodied in initiatives, plans, frameworks, etc. that are already in progress in your community.

Evaluation criteria

- Preliminary proposal is well-aligned with a larger smart cities vision for the community (e.g. the implementation of the proposal complements other initiatives)
- Preliminary proposal complements ongoing, past, or planned efforts to achieve the outcome (or outcomes), aside from the preliminary proposal
- Preliminary proposal is ambitious relative to current or previous initiatives

Weighting

5/100



Question 8:

Please describe your community's readiness and ability to successfully implement your proposal. (1,000 words max)

This section should include:

- Experience with implementing complex projects (i.e. multi-stakeholder, multi-dimensional) that span multiple business lines and functional units.
- Structures, processes, and practices in place or planned for managing and implementing complex projects that span multiple business lines and functional units.
- Organizational strengths and potential weaknesses for managing and implementing a smart city proposal, and plans to address weaknesses to ensure successful proposal management and implementation.

Tips

You should continue to develop your state of readiness as you proceed with the competition. You should describe your state of readiness at this point in time as evidenced by your experience with advancing complex projects and the preparations you have made or plan to make to implement your proposal.

Information in this section could include establishing or assigning dedicated senior positions with accountabilities to manage and enable organization-wide innovation. It could also involve creating dedicated teams, such as innovation labs, to facilitate the planning and executing of experimental or innovative projects.

Where applications are from multiple communities, describe the mechanisms through which various players (e.g. municipal departments, service delivery agents) involved in the proposal have been or will be managed.

Evaluation criteria

- Applicant has implemented smart city or other complex projects in the past, which have yielded positive results and lessons learned
- Applicant has put in place or plans to have organizational structures, processes, and practices to implement the proposal
- Applicant has put in measures or has plans to address potential organizational weaknesses

Weighting

10/100



Question 9:

Describe your plan for using the \$250,000 grant, should you be selected as a finalist. Provide a high-level breakdown of spending categories and an accompanying rationale. (500 words max)

Tips

The grant should only be used for activities that relate directly to the development of your final proposal. These can include staffing, professional services, feasibility assessments, capacity building, small-scale pilots, community engagement and communications, data, and relevant training.

In their final proposals, finalists will be required to report on how the grant was actually spent.

Evaluation criteria

- Plans to use the grant reflect an appropriate use of funds, and a sensible balance between bringing in outside help and building capacity within the organization
- Applicant is aware of gaps in its ability to implement, and has begun to or plans to address these gaps through the grant or by other means (e.g. building management capacity and IT talent, creating dedicated resources or teams to champion innovation, supplementing other sources of funding devoted to experimentation and innovation)

Weighting

5/100



Question 10:

Describe the partners that are or will be involved in your proposal. Where partners are not yet determined, describe the process for selecting them. (500 words max)

This section should include:

- A description of existing partners (what type of organization, what they do, etc.), their relevance, and expected contribution to the outcome (or outcomes).
- Where partners are not yet determined or where it is anticipated that additional partners are required, describe the process for selecting them.

Tips

Partners who are involved should be those necessary for the success of the proposal. Partners can be from areas such as private sector, not-for-profit, public utilities, research/academia, civil society, public or national organizations/groups, and project incubators.

Communities do not necessarily need to establish commercial relationships with technology vendors or service providers at this stage. Rather, this section should provide information on the processes (e.g. procurement strategies) that are in place to bring them on board at a later stage.

Evaluation criteria

- Overall partnership development approach is described, some partners are identified, and all major players are brought on board (confirmation of the exact capacity not required at this point, but they have indicated their willingness and interest in committing to the proposal)
- All identified and planned partners are relevant and have clear roles and responsibilities in the execution of the proposal (expected contributions such as skills, expertise, and resources are included as available)
- As appropriate, partnerships involve diverse types of organizations
- Should gaps in the partnership approach be noticed, processes are in place to bring on additional partners reflect sound practices and appropriate roles and responsibilities

Weighting

10/100



Question 11 (confidential annex):

Please provide, if and only if required, confidential third party information. Information provided in this section will be exempt from the requirement to be posted online. (500 words max)

Third party information in this section should be supplemental to the information provided elsewhere in the application and be limited to those details that are deemed confidential. Please clearly indicate which question(s) the information provided in this section relates to.

Tips

One of the goals of the Smart Cities Challenge is to encourage as much transparency as possible among applicants, potential applicants of future rounds, other communities, stakeholders, and with the general public.

Summaries of applications with links to the full versions of eligible applications and supporting materials will be posted online to promote transparency and knowledge-sharing.

This is the only question in Section II of the application that is exempt from the requirement to post online.

Evaluation criteria

- Information to be considered in the evaluation of the questions it relates to
- Only confidential third party information is included

SECTION III: OTHER REQUIREMENTS

This section has no bearing on the evaluation, but is required to complete the application. This section is not required to be posted online with the exception of questions 12 and 13.



Question 12:

Provide a 200-word summary of your preliminary proposal. You may also provide an image that represents your preliminary proposal.

This summary, along with your Challenge Statement, will be posted online in both official languages.

You have the option of providing the summary in both official languages. If you provide it in one official language, Infrastructure Canada will translate it prior to posting online.

Tips

This is your opportunity to showcase your preliminary proposal to audiences interested in smart cities projects across the country and internationally. Make sure you include the major components of your preliminary proposal to attract the attention of readers, including potential partners in developing your final proposal. Do not restate your Challenge Statement, as Infrastructure Canada will use it as the title of your summary.

If the optional image is provided, it will appear online next to your Challenge Statement and summary.

Question 13:

Provide a link to the online location where you will post the full version of your application.

Tips

To meet the Smart Cities Challenge goal of openness and transparency and to encourage dialogue among residents and stakeholders, all eligible applications will be required to be posted online by the applicant.



Question 14:

In accordance with your governance structure, provide evidence of the commitment to your preliminary proposal from your community's leadership. This can be a letter of support with signatures from your mayor(s), chief(s), or equivalent or a council resolution, a band council resolution, etc.

Tips

This document should clearly demonstrate the commitment of community leadership to the outcome (or outcomes) set out in the Challenge Statement and to following through with the proposal throughout the competition. It could outline elements such as the community's suitability as a candidate in the Smart Cities Challenge, readiness to be in the national and international spotlight as a smart city, commitment from the organization to provide the necessary political and logistical support, alignment with the local or regional focus and vision, reference to council resolutions, etc.

If there is more than one community, a single, consolidated document is required (e.g. provide a single support letter signed by each of the communities' mayor, chief, or equivalent).

Question 15:

Please identify the point of contact for the application.

- Name:
- Title and affiliation:
- Phone number:
- Email address:

Tips

This point person will liaise and communicate with Infrastructure Canada throughout the competition and must have the ability and authority to speak on behalf of the applicant on all matters relating to the application. This information may be updated at any time by the applicant by contacting Infrastructure Canada.

Where the application is from multiple communities, a single lead is required.

Question 16:

Read the Privacy Notification, Consent and Release form, and Communications Protocol and indicate your agreement.

SECTION IV: SURVEY QUESTIONS

This section has no bearing on the evaluation, but is required to complete the application. This section is not required to be posted online. This information is meant to help Infrastructure Canada better understand the profile of applicants, collect baseline data about communities, and improve and adjust the Smart Cities Challenge process in the future. This information may be publicized for statistical analysis and reporting purposes, but only aggregates will be used (i.e. communities will not be identified). You may provide estimates wherever information is approximate or unavailable.

Question 17:

Please provide the following information about your organization.

- 2017 full-time equivalents (FTEs):
 - Number of total FTEs
 - Percentage of total FTEs devoted to innovation
- 2017 operating and capital budgets:
 - Total operating budget
 - Percentage of total operating budget devoted to innovation
 - Total capital budget
 - Percentage of total capital budget devoted to innovation

Tips

This information will not be assessed, but will help Infrastructure Canada to establish a baseline of applicants' overall investments in innovation. A key goal of the Smart Cities Challenge is for communities to strengthen and develop their capacity in this area. By collecting data at the outset, we will be able to measure progress. If definitive data is not available, you are encouraged to provide estimated figures.

Innovation refers to the delivery of new or significantly improved services; the development of new or significantly improved processes that contribute to the efficiency and effectiveness of operations; or the development of new or significantly improved organizational structures or external partnerships to better manage, set, and meet strategic objectives.

For example, innovation could include management time devoted to improving service delivery and efficiency of the organization, experimentation with new solutions, investments in new technology, etc., but not administrative tasks, overhead, maintenance, ongoing operations, regular capital replacements, etc.

Information in this section should refer to the applicant organization (i.e. the municipality, local or regional government, or Indigenous community organization). Only provide quantitative information here (numbers for FTEs and dollar amounts for budgets). For the purpose of this question, 1.0 FTE is equivalent to \$80,000 in salary including benefits. FTE figures can be fractional, representing the portion of time spent by staff on these areas.

If your application is being submitted by multiple communities, add each community separately.



Question 18:

Please select the focus area of your preliminary proposal.

If your preliminary proposal seeks to achieve outcomes that span more than one area, you may choose up to two.

- Economic opportunity
- Empowerment and inclusion
- Environmental quality
- Healthy living and recreation
- Mobility
- Safety and security

Tips

Infrastructure Canada wants to better understand the priorities of communities that are applying to the Smart Cities Challenge. While your community will no doubt have priorities across all of the areas listed, we are asking you to select no more than two as the primary areas of focus for your Smart Cities Challenge application.

Economic opportunity: residents are supported by a thriving local economy. Examples of outcomes in this area could include: increased employment opportunities; reductions in processing times for business permits; improvements in skill levels in the local labour force; etc.

Empowerment and inclusion: residents are supported and given the opportunity to participate in the community. Examples of outcomes in this area could include: reduced homelessness rates; reductions in the number of institutionalized children and youth; better integration of newcomers, refugees, youth, seniors, visible minorities, etc. in the community; opportunities to participate in, and to be informed about, the democratic process/decisions affecting the community; etc.

Environmental quality: residents are able to enjoy a healthy environment. Examples of outcomes in this area could include: reduced greenhouse gas emissions; reductions in environmental contaminant levels; habitat preservation or renewal; etc.

Healthy living and recreation: residents are able to live an active and healthy life. Examples of outcomes in this area could include: increased access to recreational programming; availability of remote health services; reduction in adverse health outcomes; etc.

Mobility: residents can move freely within their community. Examples of outcomes in this area could include: increased accessibility to public transportation; reduced first mile/last mile gaps; reduction of congestion; etc.

Safety and security: residents live in a safe and secure community. Examples of outcomes in this area could include: reduced crime rates; increased safety for women; improved emergency response times; etc.



Question 19:

Select all the community system/service areas expected to be implicated in your preliminary proposal.

There is no limit to the number of community systems/service areas you may select.

- Arts and culture
- Economic development
- Education and training
- Emergency services and enforcement
- Environment
- Land use planning and development
- Public health
- Recreation and parks
- Roads and transportation
- Social services
- Waste
- Water and wastewater
- Other: please specify

Tips

Infrastructure Canada would like to understand the relative distribution of community systems and service areas in Smart Cities Challenge applications. These are some common systems and services that communities have in place. There is no limit to how many you can select – you are encouraged to mobilize and connect different community systems and services to achieve your outcome.

Arts and culture can include language, libraries, and heritage.

Economic development can include job creation, economic diversification, talent attraction, tourism promotion, investment attraction programs, innovation centres, incubators, and accelerators.

Education and training can include schools, colleges and universities, adult education, and training programs.

Emergency services and enforcement can include fire, paramedic, or police services, and emergency preparedness.

Environment can include climate change mitigation and adaptation, disaster mitigation, natural asset management, biodiversity and habitat preservation, and greenspaces.

Land use planning and development can include permitting and zoning and related by-laws.

Public health can include clinics, hospitals, and healthy living programs, responses to public health emergencies, and animal and pest control.

Recreation and parks can include facilities and services related to community centres, fitness, and sport.

Roads and transportation can include parking, road safety, public transit, road and sidewalk maintenance, traffic, transportation planning, trails, bike lanes, waterways, air transit to remote communities.

Social services can include housing, children's services, employment and financial assistance, services for seniors, immigrants, and youth, and food security.



SMART CITIES CHALLENGE: APPLICANT GUIDE

Waste can include waste collection, dumps, recycling programs and facilities, waste reduction and management.

Water and wastewater can include sewers, wells and septic systems, drinking water, and water in the environment (wetlands, greenspace, beaches, rivers, streams).

Question 20:

Select all the technologies expected to be implicated in your preliminary proposal.

There is no limit to the number of technologies you may select.

- Artificial intelligence (AI)
- Assistive technology
- Augmented reality (AR) or Virtual reality (VR)
- Autonomous and connected vehicles
- Big data analytics
- Cloud computing
- Enterprise solutions
- Environmental monitoring
- Geospatial
- Health or Medical technology
- Internet of Things (IoT)
- Mobile applications
- Networks
- Open data platforms
- Payment platforms
- Sensors
- Video analytics
- Wearables
- Other: please specify

Tips

Infrastructure Canada is interested in understanding the range of technologies that communities are considering as part of their Smart Cities Challenge applications. These are some technologies commonly associated with smart city projects.

There is no limit to how many you can select as you are encouraged to use different technologies to achieve your outcome (or outcomes).

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 20, 2018
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	APPORTIONMENT OF TAXES

RECOMMENDATION

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the taxes on the blocks of land described in the attached Schedules **BE APPORTIONED** as indicated on the Schedules pursuant to Section 356 of the Municipal Act, 2001.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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None.

BACKGROUND

The original blocks of land described in the attached Schedules have been subdivided by Plan of Subdivision or Condominium Plan. The Council has been requested, pursuant to Section 356 of the Municipal Act to direct the proper tax allocation.

The attached Schedules are based upon the relative assessments as determined by the Municipal Property Assessment Corporation. All property owners have been advised in writing of the tax apportionment.

PREPARED BY:	CONCURRED BY:
JIM LOGAN DIVISION MANAGER TAXATION & REVENUE	IAN COLLINS DIRECTOR, FINANCIAL SERVICES
RECOMMENDED BY:	
ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	

TAX DIVISION AGENDA

Council Approval for Division of Taxes under Section 356, Municipal Act 2001

Meeting to be held Tuesday, the 20th day of February, 2018 in the Council Chambers, second floor, City Hall.

ROLL NUMBER	LEGAL DESCRIPTION
3936-090-440-13860	33R16614 & 33R19526
3936-060-080-00201	33R19498067890

Legal Description

Allocation of Taxes (\$) 2016

Section 356 of the Municipal Act

33R16614 & 33R19526

Originating Roll Number
090-440-13860

Existing Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Balance
3936-090-440-13860	1671 Fanshawe Park Rd E	\$938,000	2016	\$ 5,229.60		\$ 5,229.60
	Plan 120C Pt Lot 7 8 17 to 20 33R16614 Pt Part 3					\$ -
						\$ -
						\$ -
	Totals	\$938,000		\$ 5,229.60	\$ -	\$ 5,229.60

Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Adjustment to Account
3936-090-440-13862	1671 Fanshawe Park Rd E	115,566	2016	\$ 644.31	\$ -	\$ 644.31
	Plan 120C Pt Lot 7 8 33R16614Pt Part 3					
3936-090-440-13863	0 Cedarhololow Blvd E	822,434	2016	\$ 4,585.29	\$ -	\$ 4,585.29
	Plan 120C Pt Lot 7 8 17 to 20 33R19526 Parts 1 & 2					
	Totals	\$938,000.00		\$ 5,229.60	\$ -	\$ 5,229.60

Legal Description

Allocation of Taxes (\$) 2017

Section 356 of the Municipal Act

33R16614 & 33R19526

Originating Roll Number
090-440-13860

Existing Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Balance
3936-090-440-13860	1671 Fanshawe Park Rd E	\$1,102,750	2017	\$ 15,002.29		\$ 15,002.29
	Plan 120C Pt Lot 7 8 17 to 20 33R16614 Pt Part 3					\$ -
						\$ -
						\$ -
	Totals	\$1,102,750		\$ 15,002.29	\$ -	\$ 15,002.29

Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Adjustment to Account
3936-090-440-13862	1671 Fanshawe Park Rd E	135,865	2017	\$ 1,848.37	\$ -	\$ 1,848.37
	Plan 120C Pt Lot 7 8 33R16614Pt Part 3					
3936-090-440-13863	0 Cedarhololow Blvd E	966,885	2017	\$ 13,153.92	\$ -	\$ 13,153.92
	Plan 120C Pt Lot 7 8 17 to 20 33R19526 Parts 1 & 2					
	Totals	\$1,102,750.00		\$ 15,002.29	\$ -	\$ 15,002.29

Legal Description
33R19498

Allocation of Taxes (\$) 2017
Originating Roll Number
060-080-00201

Section 356 of the Municipal Act

Existing Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Balance
3936-060-080-00201	96 Wharnccliffe Rd S.	\$184,675	2017	\$ 6,821.55		
	Plan 300 Lot 6	\$92,325		\$ 1,256.03		
					\$ -	
					\$ -	
	Totals	\$277,000		\$ 8,077.58	\$ 334.95	\$ 7,742.63

Roll Number	Property Address and Description	Assessed Values	Year	Taxes	Less Payments/Adjustments	Adjustment to Account
3936-060-080-09603	96 Wharnccliffe Rd S.	184,675	2017	\$ 5,385.30		\$ 5,385.30
	Plan 300 Pt Lot 6 33R19498 Parts 4 & 5					
3936-060-080-09604	94 Wharnccliffe Rd S.	92,325	2017	\$ 2,692.28	\$ 334.95	\$ 2,357.33
	Plan 300 Pt Lot 6 33R19498 Parts 2 & 3					
	Totals	\$277,000.00		\$ 8,077.58	\$ 334.95	\$ 7,742.63



300 Dufferin Avenue
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London
CANADA

January 19, 2018

Chair and Members
Corporate Services Committee

Re: Requests for "Sister City" Partnerships

From time to time the City of London receives requests from international cities to establish a "Sister City" partnership for cultural or commercial purposes. The City of London has entertained some of these partnerships in the past, but more recently the practice has been to not participate. However, I believe this position needs to be revisited given the increasing diversity of our population, our role as a Compassionate City, and the economic objectives of the City of London.

It would be beneficial to formalize the Municipal Council's position with respect to Sister City partnerships, be it to refrain from them altogether, or to only enter into a Sister City partnership if certain requirements are met. With this in mind, I would respectfully request that:

- a) the Civic Administration BE ADVISED whether or not the Municipal Council wishes the City of London to participate in Sister City partnerships; and
- b) depending on the direction in a), above, the Civic Administration BE REQUESTED to report back at a future meeting of the Corporate Services Committee with the appropriate draft policy to support the Municipal Council's position with respect to Sister City partnerships.

Respectfully submitted,

H.L. Usher
Councillor, Ward 12

From: Frances Eberhard

Sent: Thursday, February 15, 2018 2:52 PM

To: Usher, Harold <husher@london.ca>

Cc: Stephen Knox Steinburg, Nick <nsteinburg@london.ca>; Helmer, Jesse <jhelmer@london.ca>; Hubert, Paul <phubert@london.ca>; Thompson, Adam <athompson@london.ca>; Frances Eberhard

Subject: Request for Delegation Status:

Chair and Members
Corporate Services Committee

I would like to request delegation status at the Corporate Services Committee meeting to be held on February 20, 2018, in relation to Councillor Usher's submission regarding "Requests for 'Sister City' Partnerships" (Agenda Item #7). The purpose of my delegation would be to make a brief presentation as to the value of the City of London having additional Sister City partnerships. The Rotary Club of London believes that the City should have a clear policy for the rationale for entering into such agreements: the value of such relationship to the City; a clear criteria as to the choice of partners; and, expectations for the roles to be played by Sister Cities. Our Club, and many other organizations in the London community, have relationships with international communities that could be strengthened by such a City of London policy. Your consideration of my request for delegation status is greatly appreciated.

Yours truly,

John Eberhard,



John J. Eberhard, Q.C.,

President, Rotary Club of London: 1975-76

District Governor, District 6330: 1993-94

Rotary International Director: 2003-2005



OFFICE
OF MAYOR
MATT BROWN

February 20, 2018

Chair and Members
Corporate Services Committee

Re: Mayors report back on Federation of Canadian Municipalities
Delegation to Washington, DC, January 23-26, 2018

GLOSSARY OF ORGANIZATIONS

United States Conference of Mayors:

The United States Conference of Mayors (USCM) is the American equivalent to the Federation of Canadian Municipalities (FCM). The United States Conference of Mayors represents the 1,408 cities in the United States with populations of 30,000 or more. Each city is represented in the Conference by the mayor as the chief elected official.

The Conference holds its Winter Meeting each January in Washington, D.C., which brings together over 250 mayors from the United States and abroad. Conference members contribute to joint advocacy efforts and programs to advance municipal priorities. Mayors contribute to the development of national urban policy by serving on one or more of the conference's standing committees.

United States Conference of Mayors' policies and programs are developed by an Executive Committee and Advisory Board, as well as standing committees and task forces which are formed to address specific issues.

The Wilson Center's Canada Institute:

The Woodrow Wilson International Center for Scholars ("the Wilson Center"), located in Washington, D.C., is a highly regarded think tank which was founded as a Presidential Memorial as part of the Smithsonian Institution in 1968. The Wilson Center ranks in the top 10 most influential policy think tanks in the world.

The Wilson Center's Canada Institute was founded in 2001 to increase awareness and knowledge about Canada and Canada-U.S. relations among U.S. policymakers and opinion leaders. The Canada Institute works to strengthen the Canada-U.S. relationship by advancing dialogue and the free flow of ideas on key bilateral issues in three principle areas: border security, trade, and energy and the environment.

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Strong Cities Network:

Launched at the United Nations in September 2015, the Strong Cities Network (SCN) is the first ever global network of mayors, municipal-level policy makers and practitioners united in building social cohesion and community resilience to counter violent extremism in all its forms.

Led by the Institute of Strategic Dialogue and comprised of more than 120 cities, the Strong Cities Network builds collaboration between mayors, political actors and frontline teams to tackle polarisation, hate and violence in communities across the globe. The network advances community-centric approaches to counter violent extremism through peer learning and expert training.

OVERVIEW

The Federation of Canadian Municipalities arranged a delegation of Canadian mayors to travel to Washington, DC, with support from four key groups interested in having Canadian mayors attend:

The United Nations' Strong Cities Network organized a series of public-private roundtable discussions and workshops on countering violent extremism to coincide with the United States Conference of Mayors meeting. The American Ambassador to Canada, Kelly Craft, invited Canadian mayors to participate in the Strong Cities Network sessions, and the US Embassy paid travel expenses for the delegation to attend.

The Canadian Embassy in D.C. co-hosted the United States Conference of Mayors this year, and reached out to the Federation of Canadian Municipalities to ensure a strong showing of Canadian mayors at the conference.

The Wilson Center's Canada Institute worked with the Federation of Canadian Municipalities to arrange a luncheon and panel discussion, bringing Canadian mayors together to speak to American mayors, academics, and policy and decision makers on international trade and Canada-US relations.

Global Affairs Canada provided resources to the delegation as part of the federal government's outreach strategy supporting ongoing NAFTA negotiations. The delegation coincided with the sixth round of negotiations, which took place in Montreal, QC from January 23-28. The federal government has been active in engaging municipal and provincial partners to approach American counterparts on the importance of NAFTA to the economies of both countries.

The Federation of Canadian Municipalities' delegation was comprised of seven Canadian mayors: Matt Brown (London, ON); Don Iveson (Edmonton, AB); Charlie Clark (Saskatoon, SK); Drew Dilkens (Windsor, ON); Régis Labeaume (Quebec, QC); Maxime Pedneaud-Jobin (Gatineau, QC); and Jim Watson (Ottawa, ON); as well as police services representatives from Surrey, BC and Victoria, BC.

PURPOSE

The City of London's participation in the delegation was focused on two principle outcomes:

1. Communicating the critical importance of free trade to the regional economy on both sides of the border.
2. Participating in international conversations regarding safe and inclusive communities;
3. Foster relationships with key US Cities regarding trade and major employers.

KEY ENGAGEMENTS

United States Conference of Mayors Winter Meeting

The United States Conference of Mayors presented an opportunity to connect, formally and informally, with mayors and senior staff from across the United States. To support the Mayor reached out proactively to arrange meetings with a small number of key US cities which are home to the US headquarters of major local employers.

Meetings with the mayors of multiple US cities were arranged: Washington, DC (home of Trojan Technology's parent company); Baltimore, MD (home of McCormick Co.); and Saint Paul and Maplewood, MN (major US operations for 3M) and Sterling Heights, MI (home of GDLS). City-specific backgrounders were prepared to provide some key take-away information for mayors and staff.

London was successful in meeting with the mayors of Washington, DC and Baltimore, MD. Saint Paul and Maplewood, MN and Sterling Heights, MI were arranged via teleconference upon return to London.

The conference also provided opportunities for informal conversations with mayors and staff from across the US and abroad. Mayor Brown engaged in dozens of conversations about the importance of NAFTA to both Canada and the US.

Overall, American mayors and representatives expressed similar commitments to free trade through NAFTA, recognizing the benefits to their own communities. In most cases, Americans expressed surprise at the significant trade and corporate connections between London and their cities. Trade between USA and London is \$12.95-billion annually. (See *Appendix I*) From this standpoint, sharing information specific to the economic relationships between London and American cities was a valuable awareness building opportunity.

Meeting with Vice President of the US Chamber of Commerce, Neil Harrington

The City of London, working with the London Chamber of Commerce and the Federation of Canadian Municipalities, arranged a meeting with the US Chamber of Commerce. Mayor Brown was joined by Mayor Dilkens of Windsor and Mayor Iveson of Edmonton for a private meeting with Neil Harrington, Vice President, Americas for the US Chamber of Commerce.

This meeting allowed for valuable and frank discussions about the current state of NAFTA negotiations, as well as information sharing on local and international efforts ongoing through municipalities and Chambers of Commerce. The key takeaway from this meeting was the value and importance of the multi-pronged approach being undertaken by all levels of government in Canada.

Wilson Centre's Canada Institute

The engagement opportunity presented by the Wilson Centre included a roundtable discussion focused on the Canadian perspective on the importance of NAFTA, as well as a panel discussion highlighting cross-border supply chain integration.

During the roundtable discussion, moderated by Canada Institute Director Laura Dawson, Canadian mayors were asked to provide local examples and perspective on the benefits of NAFTA to cities on both sides of the border. The discussion was followed by an open question and answer period with the mayors. In attendance were representatives from the US State Department, private sector business leaders, and Canadian embassy representatives from Ontario, Alberta, Quebec, and Saskatchewan.

Following the roundtable, Mayor Dilkens and Mayor Iveson were joined by Mayor Juan Manuel Gastelum of Tijuana and Mayor Kevin Faulconer of San Diego for a panel discussion. The primary focus of the panel was the mutually beneficial trading relationships which have been established as a result of NAFTA, which was presented to an audience of over 100 researchers, private and public sector representatives, and policy analysts as well as being live-streamed internationally online by the Wilson Center.

Meeting with Canadian Ambassador to the US

The mayors were invited to a one hour sit-down meeting with Canada's Ambassador to the US, David MacNaughton. The ambassador was joined by policy experts from the Canadian Embassy, Ontario's representative in Washington, Monique Smith, and representatives from Quebec and Alberta.

The mayors shared local perspectives and received updates on the embassy's work to support NAFTA negotiations. Embassy representatives took the opportunity to reinforce the importance of communicating directly to cities with significant trading relationships and business connections. These conversations are recognized on both sides of the border as a highly effective means of advocating for a mutually beneficial NAFTA agreement.



OFFICE
OF MAYOR
MATT BROWN

Launch of the Strong Cities Network Private-Public Partnership Task Force Against Hate

The principle session presented by the Strong Cities Network was the launch of the Private-Public Partnership Task Force Against Hate. The City of London was invited to participate in a roundtable discussion which included private sector partners (eg. Google, Airbnb), the US State Department, as well as the mayors of over 20 cities in the US, Canada, the UK, and Germany.

The discussion provided an opportunity for cities to share experiences and best practices, as well as learn about private sector initiatives in the field of Countering Violent Extremism. Lord Mayor Thomas Geisel of Düsseldorf and Mayor Jim Watson of Ottawa presented case studies of events and responses to situations in their cities. Ross LaJeunesse, Global Head of International Relations for Google spoke on the company's efforts to prevent radicalization by removing extremist content and promoting anti-extremist testimony from previously radicalized individuals.

FOLLOW UP

A number of bi-lateral calls of have occurred or scheduled upon the Mayors return from Washington, DC. These calls were to connect with US cities which are home to the US headquarters of major local employers.

A call with Mayor Slawik of Maplewood, MN discussed major employer, 3M, Rapid Transit and the possibility of a formal or informal "Sister City" agreement.

A call with Mayor Taylor of Sterling Heights, MI involved discussion of major employer General Dynamics Land Systems. The defence industry represents a significant portion of both local and regional economies.

A call with Mayor Carter of St. Paul, MN to discuss major employer, 3M is scheduled for February 20th

A debriefing session with Public Affairs Officer Anne Seshadri and Cultural & Academic Affairs Claudia Valladolid from the US Consulate in Toronto occurred February 8th.

The focus of this session was to provide insight into the meetings and events attended and provide context of how the topics of combating violent extremism and NAFTA/Trade affect London directly.

Mayor's office will connect staff from US Consulate with community organizations to establish a relationship that may lead to funding arrangements.

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MATT BROWN

CONCLUSION

The United States Conference of Mayors presented a unique opportunity for London to participate in national and international conversations on topics that are of critical importance to our local economy. Through direct conversations with American representatives, the Mayor was able to build awareness of the economic ties that sustain jobs and infrastructure on both sides of the border.

London also contributed positively to joint advocacy efforts on behalf of the Federation of Canadian Municipalities, Global Affairs Canada, the Chamber of Commerce, and the Canadian Embassy in the US. Locally, media coverage on the radio, in print, and on television increased awareness of the City's efforts to ensure cross-border economic relationships are maintained and strengthened.

The City of London continues to seize on profile-building opportunities, proving time and again that we are a leader in commerce, culture, and innovation – our region's connection to the world.

Respectfully submitted by,

Mayor Matt Brown

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Appendix I. Brookings London/US Trade Fact sheet. Provided by
Federation of Canadian Municipalities via Global Affairs Canada

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Metro North America

Total Trade with United States

\$12,949 (millions USD)

TOTAL TRADE RANK: **7**

Value Per Ton **\$2,365**

TOTAL VPT RANK: **5**

Total Exports to U.S.

\$7,088

(millions USD)

TOTAL EXPORTS RANK: **7**

Total Imports from U.S.

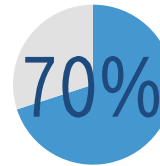
\$5,861

(millions USD)

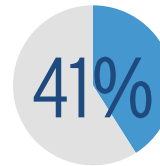
TOTAL IMPORTS RANK: **8**

Advanced Industries Share of Trade with United States

THIS METRO



CANADA



■ ADVANCED INDUSTRIES ■ OTHER INDUSTRIES

Top Commodities, United States (millions USD)

TOTAL EXPORTS	\$4700
TOTAL IMPORTS	\$2075
TOTAL TRADE	\$6774

Motor Vehicles and Parts

TOTAL EXPORTS	\$505
TOTAL IMPORTS	\$995
TOTAL TRADE	\$1500

Machinery and Tools

TOTAL EXPORTS	\$678
TOTAL IMPORTS	\$407
TOTAL TRADE	\$1085

Metals

TOTAL EXPORTS	\$173
TOTAL IMPORTS	\$618
TOTAL TRADE	\$790

Electronics

TOTAL EXPORTS	\$244
TOTAL IMPORTS	\$524
TOTAL TRADE	\$769

Chemicals and Plastics

Top U.S. Metro Trading Partners

RANK	METROPOLITAN AREA	TOTAL BILATERAL TRADE (\$ MIL)
1	Detroit-Warren-Livonia	\$855
2	New York-Northern New Jersey-Long Island	\$433
3	Chicago-Naperville-Joliet	\$379
4	Kansas City	\$244
5	Los Angeles-Long Beach-Santa Ana	\$229
6	Dallas-Fort Worth-Arlington	\$217
7	Houston-Baytown-Sugar Land	\$202
8	Columbus	\$179
9	Philadelphia-Camden-Wilmington	\$170
10	Boston-Cambridge-Quincy	\$167

* Brookings analysis of Economic Development Research Group data.

* Advanced industry trade includes the following commodity groups: aircraft and parts, electronics, machinery, motor vehicles and parts, pharmaceuticals, and precision instruments.

* Ranks are for the 33 census-defined Canadian metro areas.

* Total imports plus total exports may not equal total trade due to rounding.

January 30, 2018

Chair and Members
Corporate Services Committee

Re: I ♥ Beer and Bacon Event
Saturday, March 24, 2018, 4 PM -10 PM, London Convention Centre – 2nd Floor

The I ♥ Beer and Bacon Event is scheduled to take place on Saturday, March 24, 2018, from 4 PM to 10 PM, at the London Convention Centre. In order to be permitted to serve alcohol at the event, the Liquor Control Board requires the City of London to designate our event as one of municipal significance. The event will feature 24 Ontario breweries, cideries and distillers and 12 local eateries. Tickets will be sold at the door, with the majority sold online to any member of the general public aged 19 and up, with multiple check points making sure valid ID is present. Full security will be in attendance for the event.

We held a holiday “I ♥ Beer” event at the Convention Centre on November 25, 2017, and it was also a great community building event. The restaurants/catering companies for the November 25, 2017 and March 24, 2018 events are primarily local, chosen to showcase various eateries in London. We’ve have hosted these festivals across Southern Ontario, including such cities as Kitchener, Hamilton and Guelph, for the past year and they have been very well received.

We can assure you that we have been in full contact with the coordinator of the London Convention Centre and every rule and regulation will be adhered to.

The promotional information for the event can be found at <http://iheartbeer.ca/london/>

We look forward to your continued support in recognizing London’s I ♥ Beer and Bacon Event as a Municipally Significant Event.

Sincerely,



Matthew Surina
Assistant Co-Ordinator
I Heart Beer Limited
905-537-2309



Latin Gastronomy Festival

After an amazing response from the London community we are back for the third year with the Colombian Gastronomy Festival now call the Latin Gastronomy Festival, host by Stereo Caliente Entertainment, the day of the event is on Saturday July 21 from 1:00 pm to 12:00 am. We are going to host the event at Budweiser Gardens Parking Lot, an unbelievable spot in the heart of downtown London.

We want to keep it different, simple and fun to our very diverse, multicultural city where many different ethnic backgrounds reside, anywhere from the Latin American, Asian, Middle Eastern, Europeans, to just your local Canadians born and raised in London Ontario. One of the new challenges is also targeting other cities so we can promote London as a great destination. This is a new cultural experience to a very diverse city where diversity is welcomed and sought after.

Latin America is characterized by the variety of its cuisine, all within Mexico to Argentina but all with very different and distinct cultural traits. Last year we had in total 14 Food vendors this year we want to increase the amount of vendors that will be cooking traditional cuisine you would typically find walking down the streets of Latin-America.

Regarding the entertainment we are bringing a well-known salsa artist from Puerto Rico also will have DJ's playing Latin Music. The Music goes from Salsa to Vallenato, Spanish Rock to Latin House Music. We want to make this event as traditional and Fun at the same time while attracting the consumers from all other backgrounds.

At the Latin Gastronomy Festival we would like to offer alcoholic beverages working with Local Business. We are a small business who likes to support other small businesses, we believe in London's potential. We would like people to enjoy a cold beer and a nice cocktail while experiencing the authentic Colombian and Latin-American culture. For this reason we would like to apply for a Declaration of Municipal Significance

I believe this will be a very unique and exciting opportunity for Londoner's and people from other cities. Our goal is that People from all over London will attend so they are able to experience the Latin American culture first hand, taste new and exciting cuisine and be outside socializing with their friends and families. We believe that this event would be important for the city overall, giving to the community other options to enjoy the city of London and their events.

Sincerely,

Pablo Tovar

Event Organizer



London Taco Fest 2018

The second London Taco Fest is a cultural celebration that involves food, entertainment and music. Our mission is to bring our diverse city together. We are going to host the festival on Saturday August 25 at Budweiser Gardens Parking Lot; we decided to change the venue since we had an incredible response from the community on 2017.

One of our goals is to support and promote Local businesses from London and surrounding cities who can offer authentic Mexican food. Overall, London's Taco Fest will help in the growth of the city and to bring people together to celebrate The Taco Day.

We are going to have local bands, Mariachi and Djs who are going to play different types of music so we are able capture the interest of all demographics. Also, we would like to offer alcoholic beverages representing the Mexican culture such as Cerveza, Tequila, Micheladas and Margaritas. For this reason we would like to apply for a Declaration of Municipal Significance.

London Taco Fest will be a very unique and exciting opportunity for Londoner's and for the people who Frequently travel to the city for summer festivals. We want people to experience the Mexican Culture first hand and exciting cuisine while being outside in the sun socializing with friend and families.

Sincerely,

Pablo Tovar
Event Organizer

From: Lisa MUNRO
Sent: Monday, January 29, 2018 4:21 PM
To: Lysynski, Heather <hlysynsk@London.ca>
Cc: Matthew SEREDA; Charlene CAMILLO
Subject: DIAAC

Greetings Heather, I would like to introduce myself and the Learning Supervisor that supports the Equity portfolio in the Thames Valley District School Board. As Charlene indicated in her earlier email Matt Sereda will be assuming the role of Equity Lead for the TVDSB as Charlene transitions to full time work in the First Nations, Metis and Inuit portfolio. As such, I would like to request that Matt replace Charlene Camillo on the DIAAC Committee as the TVDSB representative.

Can you please let Matt know when this is approved by the DIAAC Council? I have cc'd Matt on this email so that you have his contact information. Please let me know if you require any additional information. Kind regards, Lisa Munro

Lisa Munro

Learning Supervisor

~ Learning Support Services

~ Organizational Support Services

(519) 452.2000 (ext. 20507)

Fax: (519) 452.2485

Thames Valley District School Board

l.munro@tvdsb.ca

www.lisamunro.ca

'I will act as if what I do will make a difference.' William James

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented:

Name: **Albert Cheng**

Address:

**1304-330 RIdout St. N
London, ON
N6A 0A7**

Occupation: **Lawyer**

Work experience: **Currently General Counsel at CarProof Corporation, previously an associate at Osler, Hoskin & Harcourt LLP**

Education: **J.D. Law, Dalhousie University Bachelor of Commerce, Queens University**

Skills: **Legal skills, legal drafting and analysis**

Interest reason: **Having just moved to London to take on the General Counsel role at CarProof , I am interested in becoming more involved with the community. As an animal rights activist I think this committee will be a good fit.**

Contributions: **As someone who is passionate about animal welfare, I can use my professional skills to help the committee with drafting and analysis.**

Past contributions: **In July I assisted my sister and brother-in-law in legally adopting a dog from Colombia through the NFP Save a Friend Rescue.**

Interpersonal: **As a professional I exchange my views with others on a daily basis, always in a respectful manner.**

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented:

Name: **Anna-Marie Rose Evans**

Address:

**10-1151 Riverside Drive
London, ON
N6H 2T7**

Occupation: **Operations Manager**

Work experience: **16 years in Public Sector- OLG 5 years in Department of National Defence Customer service, training & development, performance management, health & safety analytics, budgets.**

Education: **Human Resources Management Certified Human Resources Professional designation University courses in Psychology and Business Administration Various Leadership courses**

Skills: **Currently sit on a non-profit board for Community Habitat of London Deal with outside agencies, stakeholders in my current position Human Resources background Presently sit on 2 committies in my worplace**

Interest reason: **I am an advocate for animal welfare and I believe in giving back to my community, whether time, resources, etc.**

Contributions: **Enthusiasm, passion, business accumen, ability to work with a team in a committee environment**

Past contributions: **Not similar; however, currently: Vice President of Board for Community Habitat of London Advocate for Compassion Canada- developing and third world child sponsorship Volunteer with at-risk youth through Streetlight (Youth for Christ)**

Interpersonal: **Sitting on a Non-profit board currently Work with 8 other Department Managers- meet weekly and discuss issues that affect all employees. Work together to arrive at solutions**

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented:

Name: **Wendy Moore**

Address:

**105 Langarth St. W
London, ON**

Occupation: **self-employed**

Work experience: **I worked in the pet industry in London many years ago. My true occupation is as a marketing consultant and copywriter but my experience with animals, outside of my occupation, is extensive.**

Education: **My education includes a diploma in animal care and a certificate in small animal nutrition.**

Skills: **I have been caregiver for a wide variety of pets as well as wild animals over the years. I have worked in London's pet industry, have rescued and fostered abandoned animals.**

Interest reason: **I think it's important to have a strong and clear guidebook for the city's animals as well as making sure it is possible to enforce. My experience on both sides of the topic - working in the pet industry and well as being a caregiver would allow me to share experiences and opinions that benefit both development of guidelines and how to enforce them.**

Contributions: **See above.**

Past contributions: **N/A**

Interpersonal: **I have worked in corporations where this is a requirement in all communications.**

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented:

Name: **Maggie Morris**

Address:

**1247 Huron Street Unit 79
London Ontario
N5Y 4X7**

Occupation: **Administrative Assistant**

Work experience:

Education: **BA Wilfrid Laurier University 2008-2012 Schulich School of Medicine and Dentistry (UWO) Information Services Department - Administrative Assistant N.L Clarke Services o.a Trane Service Agency London - Administrative Assistant EyeLook Media Inc - Office Manager**

Skills: **Exceptional note taking and record keeping. Strong organizational skills. Experience with extensive research from my undergraduate degree. Accounting skills**

Interest reason: **I am an animal lover, I have adopted three cats and a dog all through rescues here in the city of London. I am a firm believer in responsible pet ownership, and see so many areas where the city of London could improve how it can serve the pet owners of the city. Additionally I think there are many resources that Pet Owners in the city are not aware of that could really benefit them through proper knowledge. I would love to bring my ideas to help the animals, and owners, of London.**

Contributions: **I believe I can bring strong research and organizational skills to the Animal Welfare Committee. As well as a voice from a younger generation.**

Past contributions:

Interpersonal:

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented: **n/a**

Name: **Susan Ross**

Address:

581 Elmdale Ave

London ON

N5X 1H6

Occupation: **children's author**

Work experience: **I am self-employed as a children's author. I did work for Social Services at London Ciity Hall 30 years ago writing manuals. I was also a substitute teacher for many years.**

Education: **I have a B.A. and B.Ed.**

Skills: **I have had many animals over the years and have been actively supporting animal welfare through Letters to the Editors of the London Free Press and my Facebook page.**

Interest reason: **I am very concerned about our treatment of animals in this city.**

Contributions: **I am a writer so I can draft letters to council on behalf of our committee.**

Past contributions: **I believe my letters to council and the paper and my presentation at City Hall contributed to the new animal by-laws re number of pets allowed per household.**

Interpersonal: **Life.**

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented:

Name: **Leia Smoudianis**

Address:

London, ON

Occupation: **Marketing specialist**

Work experience: **I currently head up the marketing division at Ironstone Building Company and am a regular guest-host on The Shopping Channel representing Dyson.**

Education: **Master of Arts in Journalism, Western University Bachelor of Arts in Political Science, University of Victoria**

Skills: **As an experienced marketer I am skilled at communicating with the public and gaining attention for causes that I am involved with.**

Interest reason: **Having just moved to London, I wish to be involved in the local community. My personal passion is animal welfare and rights so the Animal Welfare Advisory Committee is a perfect fit.**

Contributions: **With a diverse set of skills to offer I can help translate plans into action.**

Past contributions: **I haven't been involved in an animal welfare committee before but have experience volunteering for several different organizations that help the homeless and aboriginal youth.**

Interpersonal: **As an experienced professional I have worked with people of all levels of ability and skill and have always treated everyone with respect and appreciation.**

Interview interest: **Yes**

Committee: **Animal Welfare Advisory Committee**

Organization/Sector represented: **No organization/ Member at Large position**

Name: **Vicki Van Linden**

Address:

**431 Ridgewood Crescent
London, ON, N6J 3H2**

Occupation: **Retired**

Work experience: **Have worked a variety of service industry jobs from courier driver to customer service representative in a variety of businesses.**

Education: **Honours BA in Communications Studies.**

Skills: **-Have worked in hands-on cat rescue for about 20 years. -Co-founded a grassroots London group called FOCA-Friends of Captive Animals that advocates for captive wild animals. -Previous member of the AWAC for 7 years, and according to city policy am eligible to serve for one additional year. -Chaired the AWAC during 2014, during which time we made considerable effort to engage local rescue groups in policy discussions, and promoted harmonious relationships between the animal rescue/advocacy community, civic administration and council. -Currently a non-voting member of the Companion Animal Sub-committee of the AWAC. -Am a member of the board of directors of Animal Alliance of Canada, an animal protection group, and do online research and writing for that group.**

Interest reason: **At present, the current AWAC is composed of mostly new or very recent members. There is a considerable learning curve involved in understanding how to promote the goals of the group. I believe it would be helpful for new committee members to have the benefit of an experienced member to help with transition. There are many processes that took previous committee members like myself years to learn, and the participation of an experienced member could help to shorten that learning curve for the newer members and increase effectiveness. Therefore, I would like to be a voting member at the committee table to provide support to the current Chair and members.**

Contributions: **My previous experience in how to prepare material to present to the Standing committee will be helpful. I have a good understanding of current ideas on best practices concerning animal welfare, and a good general understanding of the way that municipal governance works. I am well versed in the differing responsibilities of elected representatives, civic administration and advisory committees, and how these entities can best interact. I know that these will be helpful to the committee as they research and develop policy recommendations.**

Past contributions: **As previously mentioned, I was a previous member of this committee for 7 years, and was a successful and hard-working Chair for the last year, 2014. Under my direction, the AWAC was able to complete work on concerns that had been outstanding for several years, concerning both companion and wild animals. As a member of the Board of Directors of an animal protection group called Animal Alliance of Canada, I asked our group to bring to London an expert on non-lethal management of beaver activity in urban waterways. We introduced this expert contractor to members of civic administration and the UTRCA. In this way, I encouraged our group to use our own resources to promote 'best practices' methods of managing conflicts with urban wildlife, and we did so in a co-operative and friendly way.**

Interpersonal: **I am confident that the way that I lead discussion at the AWAC meetings during my year as Chair demonstrated a respect for others, even in the face of disagreement. At a time when civic administration suggested a method of regulating animal rescue groups in a way, that though well intentioned, I knew would be unwelcome by the rescue community, I promoted and then arranged a large meeting between members of civic administration and the directors of several of the area rescue groups. That was an extremely helpful exchange and resulted in civic administration adapting their initial recommendation to one that was considered suitable by the rescue group directors. I believe that by my effort to bring the different parties to the table to express ideas together that a potential crisis was averted. The result of these interactions was that civic administration developed a criteria for what standards a group would have to meet to be considered an 'approved' rescue group which has been accepted within the community.**

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented: **Two (2) members-at-large, both of whom regularly utilize cycling as a mode of transportation in London**

Name: **Jean-Marc Metrailler**

Address:

**Upper - 462 Maitland St
London, ON
N6B2Z3**

Occupation: **Law Student/Library Assistant**

Work experience: -- **I currently work at the UWO Law Library providing research and clerical support. -- In the past I have worked for the Canadian Competition Bureau, an independent law enforcement agency of the federal government. In this role I was responsible for reviewing corporate mergers, with the ultimate purpose of preventing the formation of monopolies. -- Prior to the Bureau, I worked in the Compliance Department of Equitable Bank. In this role I was extensively involved in managing projects to ensure compliance with banking legislation. These projects involved changes to corporate governance and business processes, including complaint handling and consumer disclosure. -- While completing my undergraduate degree at McMaster University, I was employed as the Chairperson of the McMaster Student Union's Bylaws and Procedures Committee. In this role I worked with committee members to devise and recommend changes to student council, relating to changes in corporate bylaws and other governance matters. -- I have been hired as an Articling Student, to commence in the summer of 2015, at Harrison Pensa LLP, a law firm in London.**

Education: -- **I have an Honours Bachelor's Degree in Economics and Political Science from McMaster University, am in my final year of the law program at UWO. -- I expect to be a lawyer, licensed with the Law Society of Upper Canada, in 2016.**

Skills: -- **I am incredibly knowledgeable and passionate about cycling. In 2012, I rode my bicycle 9000 kilometers across the United States, to raise money for a local women's shelter. -- I ride my bicycle in London for both recreational purposes and for commuting. My daily bicycle commute to work/school averages 10km. I often bike in London's urban setting, taking full advantage of the city's bike routes and Thames Valley Parkway. I also enjoy cycling on the cities country roads, which allows my to experience cycling in smaller communities like Delaware and Dorchester. -- Being an avid cyclist in the city, I have knowledge of the city's safety and other requirements for cyclist (restrictions on sidewalk cycling, bicycle lighting, registration etc.) -- In 2012, I sat on the executive board of the McMaster Students Union. In this role, I was on the hiring committee for the staff of a bicycle co-op called "MacCycle," and was responsible for approving its budget and operations. Though not directly involved in its operation (but being a frequent patron), this oversight role taught me a lot about the types of services and infrastructure cyclists need in a community. -- I am familiar with bicycle repair, and have a small repair station set up in my garage. I regularly repair/refurbish bicycles for myself and for friends. -- As outlined elsewhere in this application, I have vast experience in governance settings and law, which, combined with my cycling knowledge and skills, could make me a valuable addition to the committee.**

Interest reason: -- **Having resided here for over 2 years now, I have really fallen in love with London, as demonstrated by my commitment to staying here after graduation. I want to give back to a city that has given my so many opportunities. I have always been interested in government and politics, but I am specifically interested in getting more involve in local government, which is an area where I believe people are more open to new ideas and working together. -- I firmly believe the bicycle is one of humanity's greatest inventions. It has been said that, converting calories to gasoline, the bicycle gets the equivalent of three thousand miles per gallon. Cycling is not only a fun activity, but it is the cheapest, most environmentally conscious way for people to get around. No city can be serious about being "green" without a serious commitment to cycling. Helping improve the cycling experience in London is therefor something I am incredibly passionate about.**

Contributions: -- **As a young adult, given the opportunity to sit on the Committee, I think I**

could be a voice for fresh ideas. I would hope to be able to provide impartial opinions, grounded in my experience with governance and with cycling. -- In particular, I would like to work within the goals set by the London Plan, to improve the cycling experience in the city. This means recognizing and promoting cycling infrastructure along with transit, as an alternative to congested roads. -- Though ideas like new bike lanes are expensive, there are other innovative ways that the cycling experience can be improved in London. In particular, I would like build off the work the committee has already done in improving safety for cyclists on the road through the London Road Safety Strategy and the Bicycle Master Plan. I would also like to explore new ideas to reduce bike thefts in the city.

Past contributions: As explained in the "skills" section above, I have had numerous experiences sitting on similar bodies to the Cycling Advisory Committee. In all of these experiences I have proven myself to be an effective problem solver, and source of innovative ideas: -- As Chairperson of the McMaster Student Union's Bylaws and Procedures Committee, I spearheaded changes to the organization's elections bylaws and its bylaws governing affiliation with external lobbying groups, obtaining compromise from committee members who otherwise often disagreed. -- As a member the McMaster Student Union's Executive Board, I worked with a team to assess budget issues, make day-to-day management decisions, and to set the long-term strategic goals of the organization. -- As Vice-President of the McMaster Young Liberals, I gathered feedback from our members and local politicians, and drafted the group's first ever policy statement on an important local issue. -- As a member of Western's Grants Committee, I worked with other members to evaluate and prioritize grant funding to help out worthy community causes and activities. -- As Speaker/Meeting Chair of Western's Student Legal Society, I enforced Roberts Rules of Order, kept decorum, and interpreted the organizations constitution and bylaws.

Interpersonal: -- In addition to my governance positions as outlined above, my work at Equitable Bank and the Competition Bureau involved extensive team-work skills. -- At Equitable Bank, I worked in the Compliance Department, and was responsible for managing an extensive project to modify the Bank's complaint handling procedures. This task involved working with numerous other business units, and evaluating their specific needs, abilities, and views. The interests of the business and of compliance sometimes appeared to be in conflict, but I successfully found compromise on many issues. In completing this task, I worked with the IT department to create new complaint tracking software, which would help address our compliance concerns but which would also make it easier for the business units to manage complaints. I also worked with the business units to establish written procedures, and training, to strengthen their complaint resolution process. -- At the Competition Bureau, I gained more unique team-work experience. Much of my role involved reaching out to market participants, and lawyers in the private sector, to request information and gather evidence. Though their views often differed (and in some cases could have been in conflict with) the views of the Bureau, I was able to successfully point out our shared interests, and establish relationships to get the required information. Files were often assigned on a team-basis, with individuals from different backgrounds and with different abilities. In this role I was able to evaluate team-members' unique strengths, and work with them to complete work most efficiently.

Interview interest: Yes

Committee: **Cycling Advisory Committee**

Organization/Sector represented: **None**

Name: **Chris Pollett**

Address:

**1 Sycamore Street
London, ON
N5Z1K6**

Occupation: **Team Manager**

Work experience: **5 years with TD Canada Trust People management role coaching and leading 12-15 direct reports in a service and advice role Project leadership Recognized as a top 5% in role Ability to interpret statistics to make meaning and connect results Impacting through leadership as well as impact and influence 12+ years in restaurant industry from front line staff to management. 5+ years within the industry in a training and facilitating role 4+ years in cycling industry in sales and as a mechanic**
Education: **B.A. Kinesiology - UWO Development courses Leading and Managing Change LEAN Awareness training Emotional Intelligence Keeping Teams on Target**
Skills: **Understanding of project process and procedures 20 Years of cycling experience 15 Years of racing experience 10+ Years of cycle commuting experience 4 Years in cycling industry 3 years running a cycling club Log over 10,000km/year cycling**

Interest reason: **I feel that my professional and cycling experiences can make a positive impact to the community through this committee. I have volunteer experience from past (London and Middlesex Crime Stoppers Board of Directors) as well as United Way Sponsored Employee (2014) that I would like to see continue through more civic involvement in the community.**

Contributions: **I feel that my professional experience would be an asset in taking statistics, feedback and anecdotal information and connecting this to planning a forward and current plan. I also feel that adding in my cycling experience would lend credibility and first hand impact understanding to discussion points and planning.**

Past contributions: **VP Operations - Board of Directors - LEM Crime Stoppers President - London Mountain Bike Club**

Interpersonal: **Project Collaboration with TD Canada Trust People Manager requires this as a daily function VP Operations - Board of Directors - LEM Crime Stoppers President - London Mountain Bike Club Emotional Intelligence Training Problem Resolution Training. I currently am a member of 2 OCA affiliated clubs, a licensed trade race team, an OCA race license member and am the VP of the Woodstock CC (just over 600 members). I ride over 14,000km a year and about 2000 of that is commuting.**

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented:

Name: **Eric Shepperd**

Address:

15 Grand Ave

Soutcourt 6

London, ON, N6C 1L1

Occupation: **Student (primarily), freelance writer, customer service for Start.ca, technical administration for Trinity United Church, research assistant at King's college**

Work experience: **Extensive experience in technical support and customer service, both over the telephone and as an on-site consultant. I've developed and deployed training material for Start.ca during the early phases of their growth. I also wrote as a columnist for Our London.**

Education: **General science BSc (focused on computer science with an interest in philosophy) from Lakehead University. Finishing an undergrad degree in sociology at King's college, with the intent of pursuing social theory at Western for grad school.**

Skills: **As a life-long cyclist and having experienced the best and worst of London's cyclability, I've engaged in research about the cycling strategies of other communities. As a skilled communicator and creative problem solver, I feel I can use my knowledge to facilitate creation and conveyance of new ideas.**

Interest reason: **Using a bicycle as my primary means of intra-city transportation, I see the effects of our cycling strategies first-hand. Knowing the important economic and social effects of cyclability, I wish to see London keep its youth and attract investment by being a modern, livable community.**

Contributions: **As a member of numerous boards and having extensive experience participating in and chairing meetings, I believe I can help provide and organize information, facilitate communication, and help convey our findings to council effectively.**

Past contributions: **I've served on the Home County Music and Arts Festival board of directors for nearly a decade, and currently act as secretary. I am also secretary of the OSCO board and several committees at a local church, and have participated in several activist organizations (Occupy London et al) as a meeting facilitator.**

Interpersonal: **Having participated in numerous activist organizations, nonprofits, and other groups, I have invested substantial experience in mediating discussions, resolving disputes, and building consensus.**

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented: **Member at large whom regularly cycles**

Name: **John Simpson**

Address:

**953 Queens Ave
London N5W 3H9**

Occupation: **Diesel Mechanic**

Work experience: **School bus mechanic for Elgie Bus Lines for 2.5 years. Previous to that school bus mechanic for First Student Canada for 11 years.**

Education: **Fully licenced diesel mechanic for 14 years from Seneca and Durham College. Graduated high school with grade 12.**

Skills: **Bicycle to and from work 16km total daily 365 days a year across London streets. Experience in both street and mountain biking. Use trails at Fanshawe Conservation Area regularly. Also drive London streets in a car so see both cyclist and driver point of view.**

Interest reason: **To create a better place to cycle and to create a better understanding between cyclists and drivers in London. To work toward plans and policies that promote cycling but also also cyclists to travel alongside drivers safety in a way they will be respected and more accepted by drivers.**

Contributions: **I have experienced London streets and trails daily from a cyclist and driver perspective and understand the challenges and frustrations felt by both. I represent an example of a cyclist that tries to follow the rules of the road and trail and feel frustrated by those that don't and give cyclists a bad name.**

Past contributions: **Before moving to London 3 years ago I have never lived in a city that has had an opportunity like this. This will be my first opportunity to participate in a cycling committee.**

Interpersonal: **I exchange views and communicate with a variety of people daily through my workplace and my foreman can attest to my good communication skills. I also participate in conferences and workshops relating to real estate investing as a part time job. I feel only through listening and communicating well with other that change can happen in a positive way.**

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented: **member-at-large**

Name: **Rose Sirois**

Address:

11-231 Windsor Ave.

N6C 2A5

Occupation: **retired**

Work experience: **Thirty-four years with the Government of Canada. Last position I held was Regional Manager, Policy, Analysis & Intelligence, Pacific region, Innovation, Science and Economic Development (ISED) Canada , Vancouver BC.**

Education: **I have a degree in public relations with a minor in journalism.**

Skills: **I do not have specialized knowledge other than what I know as an avid cyclist and firm believer in self-propelled transportation when it is safe and efficient to do so. My skills and abilities lie in my strong track record as a (former) federal public servant trained to serve public officials with professionalism and competence as well as a team leader and manager of a wide range of professionals that have included economists, social scientists, radio inspectors and other communications practitioners.**

Interest reason: **A member of the cycling advisory committee, Bernie McCall, invited me to consider applying based on the fact that I bring experience from being a cyclist in the city of Vancouver for five years, prior to my move to London in June 2017. We met at a recent information session related to London BRT plans where it was evident that cycling could figure more prominently in the BRT design. I made my views known during the Q&A session.**

Contributions: **I have extensive professional experience supporting national, and leading regional, consultation processes whereby the outcomes helped inform and shape public policy to reflect the needs and priorities of stakeholders. This experience combines well with my personal interest to see the community in which I now live further capitalize on its great geography for cycling and natural amenities. The outcomes can include healthier residents and a cleaner environment from lower vehicle emissions.**

Past contributions: **Following are two recent examples of my participation in multi-party advisory committees. I served as the departmental representative on the National Sciences and Engineering Research Council's (NSERC) Pacific Advisory Committee. In this capacity I communicated the positions of ISED Canada related to academic-industry partnerships in research and innovation. With representation from universities, industry, other levels of government and academic research institutions it also served as a valuable source of intelligence on the BC innovation ecosystem. http://www.nserc-crsng.gc.ca/Regional-Regionaux/PacificCommittee-ComitePacifique_eng.asp I was a member of the British Columbia Innovation Council's (BCIC) review panel for their Ignite program. BCIC Ignite provides funding to accelerate commercialization of new technologies and innovations in the natural resources and applied sciences in British Columbia. The BCIC is a crown agency of the Province of British Columbia, and the largest funder of entrepreneurial support programs in the province. https://bcic.ca/programs_initiatives/current/bcic-ignite/ In addition to completing assessments of Ignite proposals, I brought a broad policy view to the discussions which helped my provincial counterparts with decision-making that complemented federal policy and programming initiatives.**

Interpersonal: **One of my past assignments involved the regional roll-out of the Knowledge Infrastructure Program (KIP), a national federal-provincial cost-shared initiative that funded construction and maintenance projects at British Columbia (BC) and Yukon post-secondary institutions. Using my networking and interpersonal communication skills I quickly established effective working relations with BC and Yukon government officials involved in KIP delivery, developed timely monitoring reports and delivered briefings needed for this complex, high-profile federal stimulus program. As the Director of the Pacific Information Highway Applications Branch, I led the establishment of hundreds of public internet access points across BC, Yukon and Alberta in late 90s. This was accomplished through building consensus on common end goals with provincial and territorial counterparts and in turn communicating and directing implementation teams to**

carry out the work within timelines and budget. None of this would be possible without effective, respectful communications; judgement and tact, among other abilities.

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented:

Name: **Andry Wasylo**

Address:

585 Princess Avenue

London, Ontario

Occupation: **Office Manager**

Work experience: **Administrative work**

Education: **BAA Journalism Bachelor of Education**

Skills: **I am skilled at working within a group to find common ground and achieve our goals**

Interest reason: **I care about this city and I care about cycling. I believe our cycling infrastructure and Londoners' attitudes toward cycling can be improved. A city needs engaged citizens; complaining is not enough.**

Contributions: **I have ideas about how to improve the quality of cycling in London. I am skilled at communicating ideas.**

Past contributions: **I have served for eight years on the board of a not-for-profit in London.**

Interpersonal: **As mentioned above, I've served on a board of directors, mostly as president, which meant I had to chair the meetings, facilitating and encouraging respectful yet lively debate. The board consisted of a wide variety of people, which made facilitation challenging yet interesting.**

Interview interest: **Yes**

Committee: **Cycling Advisory Committee**

Organization/Sector represented: **Member at Large**

Name: **Owen Winkelmolen**

Address: **347 Reynolds Rd, London, Ontario, N6K2P5**

Occupation: **Fee-For-Service Financial Planner and Founder of PlanEasy.ca**

Work experience: **Founder of a financial planning tech startup here in London called PlanEasy.ca. Currently in our first year of operation. Prior to this I was with Labatt Breweries of Canada for 11 years in a variety of different functions such as finance, supply chain, revenue management and sales, all managing small teams of professionals. Most recently I was the Cash Flow Manager for Labatt managing \$560M+ in annual cash flow.**

Education: **Financial Planning Certificate from Ryerson University in Toronto Ontario. Bachelor of Engineering Physics and Management (Engineering and business dual degree) from McMaster University in Hamilton Ontario. Six Sigma Black Belt from ASQ in St. Louis, MO. CAN-BIKE Instructor Training from CAN-BIKE Canada.**

Skills: **Experienced bike commuter. I've been an all-season bike commuter for the last 8 years. Currently I bike from Byron to downtown London daily (about 10km) rain or shine. I completed the CAN-BIKE Instructor Training course. CAN-BIKE teaches children/adults about bike safety. While at Labatt I was involved in several company projects which required working with multidisciplinary teams. This experience can be directly applied to problems/projects undertaken by the Cycling Advisory Committee and its various members.**

Interest reason: **I believe cycling and bike commuting can have a very positive impact on individuals and the community at large. I would like to do my part to increase the number of bikers within the city. Bike commuting is good for your health, it can help save money, it can save time and it allows you to connect with your community in a way car commuting doesn't allow.**

Contributions: **I believe I can share my experience as a bike commuter in the city. Most of my travel in London is done by bicycle. I also have experience with a variety of different types of bicycling infrastructure from my 8 years of bike commuting in both London and in Toronto. I believe this experience can help the CAC when providing guidance to City Council and when implementing the Bicycle Master Plan. I also believe that my professional experience, specifically working in multidisciplinary teams, will help me contribute in a positive way to the CAC.**

Past contributions: **In the past I helped run AIESEC in Hamilton Ontario. AIESEC is an international not-for-profit that facilitates international work exchanges for students in college/university. Currently my business has an office in Innovation Works, a co-working space for socially minded businesses and not-for-profits here in London, and I enjoy contributing where I can to the Innovation Works community. Although I don't have any experience working on a municipal committee I'm eager to learn more about how the process works and how I can contribute.**

Interpersonal: **People describe me as calm, centered and fact based. I work very well in groups and individually. At Labatt I managed a small team of professionals as well as a few interdepartmental teams. Being effective in these two areas requires the ability to work respectfully but also efficiently with other people who may have different goals, objectives, motivations and time constraints. I believe this experience will be helpful while serving on the CAC.**

Interview interest: **Yes**

DEFERRED MATTERS

**CORPORATE SERVICES COMMITTEE
(as of February 12, 2018)**

FILE No.	SUBJECT	REQUEST DATE/ CLAUSE NO.	REQUESTED/ EXPECTED REPLY DATE	PERSON RESPONSIBLE	STATUS
1.1	That the General Manager of Environmental and Engineering Services and City Engineer BE REQUESTED to review and report back with respect to what steps can be taken to ensure that privately-owned and operated parking lots are effective partners in promoting visitors to the Downtown by ensuring their parking rates and fines achieve a reasonable balance between their business considerations and the ability of visitors to the Downtown to pay those rates and fines, so as to maximize visitors to the Downtown and thereby benefit all stakeholders, including the operators and owners of private parking lots.	2011/03/21 8/8/FAC	3rd Quarter 2018	G. Kotsifas	In progress. Managing Director, Development and Compliance Services and Chief Building Official is taking the lead.
1.2	The City Clerk to liaise with the LYAC and other stakeholders to establish an award that recognizes local youth.	2015/03/10 14/8/CSC	1 st Quarter 2019	C. Saunders	In progress.
1.3	Report back one-year after the Integrity Commissioner is in place regarding the advisability of appointing an Ombudsman and Lobbyist Registry for the City of London.	2015/10/06 8a)i)/23/CSC	1 st Quarter 2018	Integrity Commissioner	Consultation under way.
1.4	Civic Admin BE REQUESTED to scope out the potential parameters for a comprehensive review of the Advisory Committee structure and report back to the appropriate Standing Committee in order for Municipal Council make an informed decision with respect to next steps.	2015/11/10 8/25/CSC	2 nd Quarter 2018	C. Saunders	A number of advisory committees have requested adjustments to their terms of reference and consultation is under way with respect to a further comprehensive review.
1.5	Provisions of child minding services for the public at ppm's related to Standing Committees: d) the Civic Administration BE DIRECTED to report back at a future meeting of the Corporate Services Committee with detailed costs, operating protocols and a recommended Purchase of Service Agreement, as well as information pertaining to c), above.	2016/03/23 11/8/CSC	2nd Quarter 2018	L. Livingstone	Provider identified. In process of working out details.
1.6	Sale of Major Assets Policy: c) City Treasurer BE DIRECTED to report back annually with respect to the dispositions(s) of surplus lands/assets, including details of the proceeds and allocations of said proceeds.	2017/03/21 5/12/CSC	May 2018	A.L. Barbon	

DEFERRED MATTERS

**CORPORATE SERVICES COMMITTEE
(as of February 12, 2018)**

FILE No.	SUBJECT	REQUEST DATE/ CLAUSE NO.	REQUESTED/ EXPECTED REPLY DATE	PERSON RESPONSIBLE	STATUS
1.7	b) The Civic Admin BE DIRECTED to move to an annual review and report on employee absenteeism.	2017/10/03 8/26/CSC	4th Quarter 2018	B. Coxhead	Completed for 2017
1.8	City Manager BE DIRECTED to take necessary actions to initiates a review and report back as to how the Codes of Conduct for Employees could be amended to include the following: a) the provision of an independent third party, appointed by Municipal Council to receive and process complaints launched against the City Manager, Intake Administrator, Managing Director or Chief Human Resources Officer who will report their findings directly to Municipal Council; b) the provision of the ability for the complainant(s) and the individual(s), subject to an investigation, to seek support during and after the completion of the process without being in breach of confidentiality and therefore be found to be in violation of the Code of Conduct for Employees; c) the establishment of a written process as to how, when and under what authority an investigation is launched; and, d) any other amendments deemed to be appropriate.	2017/10/17 8/27/CSC	February 20/18	M. Hayward	
1.9	City Manager BE DIRECTED to review and report back with a recommended process and policy to provide residents and employees of the City of London with an avenue to bring forward concerns with respect to potential fraud, waste and misuse of assets and resources of the municipality that will ensure that the concerns are received by an independent third party that would report directly to Municipal Council.	2017/10/17 9/27/CSC	1st Quarter 2018	M. Hayward	
1.10	Clause 9 of the 29th Report of the CSC BE REFERRED back to the Managing Director, Corporate Services and Chief Human Resources Officer to review and report back with respect to the City of Ottawa's Equity and Inclusion Lens Handbook.	2017/11/14 9/29/CSC	Feb 20/18	B. Coxhead	

DEFERRED MATTERS

**CORPORATE SERVICES COMMITTEE
(as of February 12, 2018)**

FILE No.	SUBJECT	REQUEST DATE/ CLAUSE NO.	REQUESTED/ EXPECTED REPLY DATE	PERSON RESPONSIBLE	STATUS
1.11	Vacant unit tax rebates and vacant/excess land subclass reductions in the commercial and industrial property classes: e) the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer BE DIRECTED to report back on options for utilizing the savings from phasing out the Rebate Program.	2017/11/28 4/31/CSC	4th Quarter 2018	A. L. Barbon	
1.12	Crowd Control Procedures at Meetings: Staff Report BE REFERRED back to the Civic Admin to incorporate additional procedures with respect to the entry doors into the Chambers Gallery during Council and Standing Committee meetings.	2017/12/12 4/1/CSC	2 nd Quarter 2018	C. Saunders/B. Coxhead	
1.13	Council Procedure By-law A-50, as amended: c) the City Clerk BE DIRECTED to report back with the necessary steps that would be required to allow Council Members to participate in meetings in accordance with recent changes to the provisions of the Municipal Act, 2001, as amended.	2017/12/12 7/1/CSC	2 nd Quarter 2018	C. Saunders/ J. Smout	
1.14	Corporate Human rights and Code of Conduct Inquiries: b) the Managing Director, Corporate Services and Chief Human Resources Officer BE DIRECTED to review and report back annually on Corporate Human Rights and Code of Conduct Inquiries, requests, complaints and training initiatives.	2018/01/30 2/3/CSC	1 st Quarter 2019	B. Coxhead	
1.15	That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the Civic Administration BE DIRECTED to report back to the Corporate Services Committee, every six months (Nov to April, May to Oct), with metrics and results associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan, to align with the reporting period for the demographic information for new hires.	2018/01/30 5/3/CSC	2 nd Quarter and 4 th Quarter Annually	B. Coxhead	

DEFERRED MATTERS

**CORPORATE SERVICES COMMITTEE
(as of February 12, 2018)**

FILE No.	SUBJECT	REQUEST DATE/ CLAUSE NO.	REQUESTED/ EXPECTED REPLY DATE	PERSON RESPONSIBLE	STATUS
1.16	Apology to the LGBTQ2: c) City Solicitor BE DIRECTED to review and report back with respect to the request that any previously provided confidential reports prepared by the City Solicitor's Office between 1995 and 1998, in response to this matter be publicly released.	2018/01/30 14/3/CSC	2 nd Quarter 2018	B. Card	
1.17	Mayor's Conference in Washington, DC: b) Mayor M. Brown BE REQUESTED to report back to the CSC at the earliest possible date, with a summary of the meetings he attended in Washington from Jan. 23-27, 2018 as part of the Canadian Strong Cities Exchange Program delegation.	2018/01/30 16/3/CSC	Feb 20/18	Mayor Brown	In Progress.