

Agenda Including Addeds

Community and Protective Services Committee

1st Meeting of the Community and Protective Services Committee

December 10, 2018, 12:00 PM

Council Chambers

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	Pages
1. Call to Order	
1.1 Disclosures of Pecuniary Interest	
1.2 Election of Vice Chair for the Term Ending November 30, 2019	
2. Consent	
2.1 3rd Report of the Childcare Advisory Committee	3
2.2 13th Report of the Diversity, Inclusion & Anti-Oppression Advisory Committee	15
2.3 10th Report of the London Housing Advisory Committee	27
2.4 RFP18-39 Provide Physiotherapy and Occupational Therapy Services at the Dearness Home	28
2.5 Zoos and Mobile Zoos	40
2.6 Purchase of Service Agreements - Ontario Works Employment Assistance Services	59
2.7 Implementation of the Community Mental Health and Addictions Strategy Contract Award Request for Proposal 18-43	123
a. <i>(ADDED) Managing Director, Housing, Social Services and Dearness Home - REVISED PAGES</i>	125
2.8 Single Source 18-37 Single Source Procurement of Lifeguard Qualification Literature/Manuals and Associated Registration Fees/Documents	127
2.9 Municipal Implementation of Legalized Cannabis - Cannabis Licence Act, 2018	129
2.10 2018 Annual Emergency Management Program	134
3. Scheduled Items	
3.1 Item not to be heard before 12:10 PM - Public Participation Meeting - Administrative Monetary Penalty By-law	185

3.2	Item not to be heard before 12:15 - L. Norman, Chair, and L. Steel, Member, Community Safety and Crime Prevention Advisory Committee - 8th Report of the Community Safety and Crime Prevention Advisory Committee	206
3.3	Item not to be heard before 12:20 PM– J. Madden, Chair and J. Menard, Member, Accessibility Advisory Committee – Community Diversity and Inclusion Strategy and the 10th Report of the Accessibility Advisory Committee	209
4.	Items for Direction	
4.1	580 Talbot Street - Sign By-law S.-5868-183	224
5.	Deferred Matters/Additional Business	
5.1	Deferred Matters List	225
6.	Confidential	
6.1	Personal Matters/Identifiable Individual	
	Personal matters pertaining to identifiable individuals, including municipal employees, with respect to the 2019 Mayor's New Year's Honour List.	
7.	Adjournment	

Childcare Advisory Committee

Report

3rd Meeting of the Childcare Advisory Committee
November 6, 2018
Committee Room #4

Attendance PRESENT: D. Gordon(Chair), T. Blaney, S. Carter, B. Jackson, J. Keens, S. McKee, J. RInker; and P. Shack(Committee Secretary)
ALSO PRESENT: A. Benton, L. Cross, J. Frederick, H. Gerrits and A. Rae

The meeting was called to order at 1:40 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

None.

3. Consent

3.1 2nd Report of the Childcare Advisory Committee

That it BE NOTED that the 2nd Report of the Childcare Advisory Committee, from its meeting held on April 10, 2018, was received.

3.2 Municipal Council Resolution from its meeting held on May 8, 2018 with respect to the 2nd Report of the Childcare Advisory Committee

That it BE NOTED that the Municipal Council resolution, from its meeting held on May 8, 2018, with respect to the 2nd report of the Childcare Advisory Committee, was received.

4. Sub-Committees and Working Groups

4.1 2019 Work Plan

That it BE NOTED that the Childcare Advisory Committee held a general discussion with respect to the 2019 Work plan.

4.2 Adopt a Councillor 2018-2019

That it BE NOTED that the Child Care Advisory Committee (CCAC) held a general discussion with respect to updating the information packages for new councillors for the Adopt a Councillor/Trustee program; it being noted that the Committee Secretary will forward the names to the CCAC when information is available.

5. Items for Discussion

5.1 City of London Update-A. Rae

That it BE NOTED that the attached, Child Subsidy Application and Placement Statistics, and Licensed Spaced and Vacancies at City of London Child Care Subsidy Sites Statistics from A. Rae, Manager, Childrens Services, were received.

5.2 Thames Valley District School Board Update-H. Gerrits

That it BE NOTED that the attached report, submitted by H. Gerrits, Thames Valley District School Board (TVDSB), with respect to TVDSB updates, was received.

5.3 London District Catholic School Board Update-D. Gordon

That it BE NOTED that the attached report from A. Benton, London District Catholic School Board (LDCSB), with respect to the LDCSB updates, was received.

5.4 Licensed Child Care Network Update-B. Jackson

That it BE NOTED that the attached report submitted by B. Jackson with respect to the Licensed Child Care Network, was received.

5.5 Services for Special Needs Update-L. Cross

That it BE NOTED that the attached report submitted by L. Cross, with respect to services for children with special needs, was received.

5.6 Indigenous-led Child Care and Family Centres Update-J. Keens

That it BE NOTED that the attached report submitted by J. Keens , with respect to Indigenous-led Child Care and Family Centres, was received.

5.7 2018 Work Plan Review

That it BE NOTED that the Childcare Advisory Committee (CCAC) held a general discussion with respect to their 2017 and 2018 Workplan.

5.8 Membership Review

That it BE NOTED that the Child Care Advisory Committee held a general discussion with respect to the review of the membership.

6. Deferred Matters/Additional Business

None.

7. Adjournment

The meeting adjourned at 3:10 PM.

Licensed Spaces and Vacancies as Reported - City of London Child Care Subsidy Sites

*From September onwards, changes in the children's age categories took place.

	Infant	Infant	Infant	Toddler	Toddler	Toddler	Presch	Presch	Presch	Kindergarten/Primary-Junior/Junior SA			Totals	Totals	Totals
	L	V	% Use	L	V	% Use	L	V	% Use	L	V	% Use	L	V	% Use
Jan 2018	535	45	91.6%	1,270	139	89.1%	2,798	196	93.0%	7,095	1,618	77.2%	11,698	1,998	82.9%
Feb 2018	535	25	95.3%	1,270	100	92.1%	2,750	170	93.8%	7,095	1,625	77.1%	11,650	1,920	83.5%
Mar 2018	535	29	94.6%	1,270	88	93.1%	2,750	194	92.9%	7,095	1,455	79.5%	11,650	1,766	84.8%
Apr 2018	535	22	95.9%	1,270	81	93.6%	2,742	98	96.4%	7,108	1,518	78.6%	11,655	1,719	85.3%
May 2018	535	23	95.7%	1,270	74	94.2%	2,742	70	97.4%	7,108	1,564	78.0%	11,655	1,731	85.1%
Jun 2018	535	27	95.0%	1,270	90	93.0%	2,742	105	96.2%	7,108	1,567	78.0%	11,655	1,788	84.7%
Jul 2018	535	30	94.4%	1,270	105	91.7%	2,742	140	94.9%	7,108	1,570	77.9%	11,655	1,845	84.2%
Aug 2018	535	31	94.2%	1,270	120	90.6%	2,742	172	93.7%	7,108	942	86.7%	11,655	1,265	89.1%
Sep 2018	535	22	95.9%	1,270	116	90.9%	2,747	248	91.0%	7,108	936	86.8%	11,655	1,322	88.7%

* Data not available. Used averages.

** The reason found for these outliers is that LSA*P for both English and French does not have vacancy data in the report. I have added 700 vacancies to normalize it in both 2017 &2018

2018 Child Subsidy Application and Placement Stats

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Average
# paid child placements	3,135	3,125	3,232	3,228	3,141	3,193	3,137	3,049	3,045				3,143
# of applications	146	100	116	128	137	121	150	184	243				147
# of ineligible applications	18	21	26	28	27	37	35	37	27				28
% ineligible	12.3%	21.0%	22.4%	21.9%	19.7%	30.6%	23.3%	20.1%	11.1%				19.3%
# of children on wait list...beginning of month	164	189	180	206	226	185	198	205	261	414			223
# of wait list placements	87	128	93	137	136	126	252	183	0				132
OW Placements into DNA due to Earnings or OSAP	5	1	0	0	4	3	13	3	0				3
Emergency Placements due to Professional Referrals for immediate care	4	0	1	0	2	0	3	0	7				2

City of London Child Care Advisory Committee

TVDSB Report

November 6, 2018

1. September 2018:

400 Kindergarten classes, 2 without ECEs (below 15 children)

36 K2/Grade 1 classes

September 2017:

386 Kindergarten classes

11 K2/Grade 1 classes

2. 119 of 132 elementary schools have before and after school programs

Plus 3 schools who have before and after school care provided at a neighbouring schools (Davenport to McGregor, Northdale to River Heights, Mosa to Eckoe)

3. 5 Capital Projects:

All waiting approval to proceed from the Ministry of Education

a. Aldborough (Rodney)

Child Care Centre – 10 infants, 15 toddlers, 24 preschoolers (Dutton Child Care)

EarlyON Child and Family Centre (Community Living Elgin)

b. River Heights (Dorchester)

Child Care Centre – 10 infants, 30 toddlers, 48 preschoolers (Call for Submissions process)

EarlyON Child and Family Centre

c. Algonquin (Woodstock)

Expansion of existing child care centre – 10 infants, 24 preschoolers (Good Beginnings Child Care)

d. Harrisfield (Woodstock)

Child Care Centre – 10 infants, 15 toddlers, 24 preschoolers (Oxford Community Child Care)

e. New SE London School

Child Care Centre – 10 infants, 30 toddlers, 48 preschoolers (Call for Submissions)

4. TVDSB initiating a new on-line pre-registration process for families newly registering.

6 schools piloting the process November and December. Kindergarten to Grade 8 on-

line pre-registration beginning January. Kindergarten registration dates will be January 21 – February 8, 2019. Before and after school survey will be embedded in the on-line registration process. Upon completion of the on-line pre-registration families will receive an email confirming their information and indicating their need to visit the school in person to show the appropriate documentation. If families indicated interest in before and after school care, their confirmation email will direct them to the OneList.

5. Early Years Leadership Strategy – Ministry of Education

Boards' Early Years Lead to develop and implement an annual early years plan through collaboration, consultation and joint decision-making with the CMSMs. LDCSB, TVDSB and all CMSMs developed a shared plan submitted to the Ministry October 31, 2018.

Our collective action plan was developed within the Ministry's 3 priority areas:

- a. CMSM and Community Partner Engagement – We will use data (EDI, EYE@K etc.) to inform our collective decision making to enhance child care and early years planning in an increased intentional way.
- b. Developing a Shared Culture in Schools – Analyze and assess 4 school sites where seamless integration occurs among before and after school care, EarlyON, Kindergarten and Grade 1.
- c. Early Years Professional Learning – A research and assessment source will develop metrics to measure the impact and outcomes of collaborative professional learning opportunities that have occurred over the past 2 school years. What are the gaps? Who are the existing professional learning levers that may offer their expertise and resources?

6. TVDSB's Strategic Plan

7. TVDSB's Operational Plan

5.3

London District Catholic School Board Report

London Child Care Advisory Committee

Provided by: Amanda Benton RECE, Early Years Support Specialist

Submitted: November 7, 2018

Kindergarten Capacities:

School Year	Number of JK/SK Classrooms
2017-2018	110
2018-2019	122

School Year	Number of K1 (JK)	Number of K2 (SK)
2018-2019	1061	1036

*London schools only

27 schools located in London provide the extended day program through 3rd party providers.

Capital Projects:

Blessed Sacrament has been previously approved to be extended in offering a child care facility to be operated by the YMCA, and an EarlyON Family Centre which will be led by Childreach. Given the recent change in provincial government leadership, this project has been temporarily put on hold as we are waiting on direction from the Ontario government.

LDCSB worked in collaboration with the TVDSB and CMSMs in completing the School Board Early Years Leadership Strategy which has been submitted to the Ministry of Education. Both boards are dedicated to working together and supporting each other in early years initiatives and research in order to better inform our practice of collaborating with community partners, developing shared culture in schools and early years professional learning.



Child Care Advisory Committee Report

November 6, 2018

The Licensed Child Care Network continues to meet the last Tuesday morning of each month. We have observed our committee steadily growing with the increased need for collaboration and networking amongst early years leaders in our community.

The marketing and advocacy subcommittees have joined forces to embark on a marketing campaign for the attraction and retention of RECEs in London and Middlesex. Many local organizations have been struggling to retain and recruit qualified educators to meet the required ratios in licensed child care. LCCN has heard this is a concern in our profession around the province of Ontario. This combined special committee interviewed marketing companies and decided to work with adHome for this project.

adHome has experience working with the child care sector and the committee felt they listened to the demands our profession is facing. The subcommittee has been working on the creative brief with adHome and will be meeting next week to review the storyboard. LCCN hopes to create an emotional campaign that will draw candidates with the appropriate skills into the early childhood education profession. LCCN recommended a video or series of videos to relay this message to the target audience. The target audience will include high school students, parents of students choosing career paths, guidance counselors, college students, pre-service educators, candidates seeking second career options, educators currently working in the profession, and the general public. adHome agreed a video series would be effective and also suggested ads for movie theatres, bus shelters and educational print material to guide professionals working in career services with students.

LCCN owes a huge thank you to the City of London for the funding of \$150,000 for this important and necessary work. Our Indigenous partners have been invited to the table as they are facing the same issues with attraction and retention of qualified educators in their early learning communities. Location shoots for the videos are currently being discussed and will include up to three or four locations. LCCN's intention is to be inclusive of all forms of licensed child care in London and Middlesex, including centre-based, Indigenous programs, school age programs and home-based child care.

In addition to this important work, LCCN has been discussing the changes with Bill 148 as it relates to expectations for employers. The larger group also shares information regarding legislative requirements for licensed child care operators. Policies and conversations are shared between large multi-site operators and smaller single-site operators to ensure there is support for



the broader child care community. Many licensed programs can be isolated so LCCN works to ensure all types of programs have the opportunity to share their voice and ask questions.

Committee report updates include Strive's professional learning opportunities for early years professionals, All Kids Belong special needs resourcing updates for licensed programs, Family Info's website updates, and an information sharing session. LCCN is a platform for operators and early learning professionals to seek support and offer a variety of perspectives and expertise to better serve the children and families of London and Middlesex.



All Kids Belong Updates November 2018

So far in 2018 our Resource Consultants have served over 550 children (unique client count) in London-Middlesex, and caseloads continue to grow steadily. On an ongoing basis, our Resource Consultants facilitate the development of Family Service Plans, and provide strategies to Classroom Educators to help them to build their capacity to include children with special needs in their programs. In order to strengthen our ability to complete these tasks, the Resource Consultants recently participated in Solution Focused Coaching training. Solution Focused Coaching is used by many children's treatment centres in Ontario. This approach is family-centred, goal-oriented and focused on the positive. We believe this approach will be a great addition to how we work with centres and families.

Our Resource Consultants continue to provide workshops to individual child care programs on request; so far this year over 20 different topics related to the special needs of children have been presented. We have been building our expertise in the areas of Circle of Security (promoting strong attachments and relationships) and Mindfulness (which can assist with development of self-regulation.) With funding from the City of London, and in partnership with Strive, we were recently able to present a full day community workshop, "Tool Time," that provided practical strategies and ideas based in play therapy that attracted over 100 participants. In addition to being a wonderful opportunity for the community, it was also the first time we have formally partnered with Strive. We have continued our discussions about how AKB and Strive can work together to share expertise and serve our community, and look forward to continued collaboration.

All Kids Belong has placed a special focus on "hands on" in-classroom supports (commonly known as Program Assistant hours) this year as we know this type of support is a high priority for the community. We were able to devote resources to more fully understanding the needs of community child care programs, and to investigating program models utilized by other special needs resource providing programs. We have learned that the needs related to in-classroom supports are complex. Programs feel the need for additional staff in the classroom, but sometimes even with the availability of funding to provide Program Assistant hours, challenges related to recruitment and retention prevent centres from being able to effectively use funding. We learned that other communities are facing similar challenges, and none have found an ideal model. As we continue to pursue answers, and to work with community committees on system-wide issues such as the ECE shortage, we are improving our processes to create efficiencies and to enable centres to more easily communicate their needs to us, and to formalize some processes to ensure that available Program Assistant funding is allocated in a consistent and equitable way.

Respectfully submitted by Lee-Anne Cross, Program Manager All Kids Belong

Indigenous-Led Family Centres Update

November 6, 2018

Brief Recap:

- The Province of Ontario recently announced 3.7 M for the construction and operation of an Indigenous-led Child and Family Centre in London.
- In addition, Province of Ontario announced just over \$100,000 for culturally safe spaces across London and Middlesex through the Journey Together initiative.
- The Journey Together initiative is a response to the Truth and Reconciliation calls to action.
- The hope is to have the Child and Family Centre built by the end of 2019.

Recent News:

- Culturally Safe Spaces Training is planned for this fall
- At a recent Licensed Child Care Network (LCCN) meeting, Adrienne Small Specialist II, Municipal Policy with the City of London, advised the group that at this point the land or operator for the Family Centre has not been determined
- The Journey Together group has identified a shortage of qualified ECE's to fill the anticipated positions required to operate the Indigenous-Led Family Centre. The group is seeking a representative to join the upcoming meeting along with the LCCN at adHOME Creative to prepare a marketing campaign to recruit and retain educators. This marketing campaign was initiated by LCCN and has been funded by the City. This individual from Journey Together would represent the perspective of the indigenous communities.

The Journey Together

Reported on April 10, 2018

- The Province of Ontario recently announced 3.7 M for the construction and operation of an Indigenous-led Child and Family Centre in London.
- In addition, Province of Ontario announced just over \$100,000 for culturally safe spaces across London and Middlesex through the Journey Together initiative.
- The Journey Together initiative is a response to the Truth and Reconciliation calls to action.
- The Journey Together identifies developing culturally appropriate early childhood education for Indigenous families as a way to address these calls to action.
- To support this process we have been engaging with Indigenous families to understand the challenges they face.
- We heard that access to quality, Indigenous-led programming that supports families with young children is critical.
- In addition to quality early years programming, we heard that families want culturally relevant programming.
- We heard that families:
 - Want to learn their language and culture together with their children
 - Want a place where all Nations were welcomed
 - Want a place to call their own
- We are in the early days of planning and our next step is to find a location for the Child and Family Centre in London.
- We hope to have the Child and Family Centre built by the end of 2019.
- As part of the Journey Together planning we have also submitted a request for an 88 space Indigenous-led licensed child care centre that will be integrated with the Child and Family centre
- A Request for Proposals will be posted on the City website on Bids&Tenders for interested and qualified organizations to make a submission.
- A panel will review the submission using criteria developed by members of the planning Committee. The panel will include members of the Planning Committee, a caregiver from the community, potentially an elder and City of London staff.
- Following this review, those submission that meet the criteria will be invited to complete a more detailed RFP
- We will continue to plan and engage with families throughout this process.

Updated April 5, 2018

Diversity, Inclusion and Anti-Oppression Advisory Committee

Report

13th Diversity, Inclusion and Anti-Oppression Advisory Committee
November 15, 2018

Attendance

PRESENT: R. Hussain (Chair), F. Cassar, A. Hamza, Z. Hashmi, L. Osbourne, I. Silver and P. Shack (Secretary)

ALSO PRESENT: T. Allott, F. Andrighetti, K. Husain, M. Sereda and A. Thorne

REGRETS: S. Lewkowitz, M. Prefontaine, A. Sanchez and S. Sharma

The meeting was called to order at 12:07 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the meeting was opened with an Acknowledgement of Indigenous Lands by R. Hussain.

2.2 Traditional Opening

That it BE NOTED that no traditional opening was received.

3. Scheduled Items

3.1 Community Diversity and Inclusion Strategy Report Update

That it BE NOTED that the Community Diversity and Inclusion Strategy Report Update presentation by R. Wilcox, Director Community and Economic Innovation was not heard, as R. Wilcox was unable to attend the meeting.

a. Municipal Council Resolution with respect to an update on the Community Diversity and Inclusion Strategy (CDIS)

That it BE NOTED that the Municipal Council Resolution adopted at its meeting held on October 16, 2018, with respect to an update on the Community Diversity and Inclusion Strategy, was received.

4. Consent

4.1 8th, 9th, 10th, 11th and 12th Reports of the Diversity, Inclusion and Anti-Oppression Advisory Committee

That it BE NOTED that the 8th, 9th, 10, 11th, and 12th Reports of the Diversity Inclusion and Anti-Oppression Advisory Commttee, from its meetings held on July 19, 2018, September 20, 2018, October 3, 2018, October 18, 2018 and November 1, 2018, respectively, were received.

4.2 ReThink Zoning Draft Terms of Reference

That it BE NOTED that the Diversity, Inclusion, Anti-Oppression Advisory Committee reviewed the ReThink Zoning Draft Terms of Reference and provided comments as indicated below:

- a) at what stage will the engagement process take place?;
- b) does not identify diverse groups;
- c) language needs to be more simplified;
- d) social equity inclusions lens, would it be part of this by-law?

4.3 Municipal Council Resolution with respect to the 9th and 10th Reports of the Diversity, Inclusion and Anti-Oppression Advisory Committee

That it BE NOTED that the Municipal Council resolution from its meeting held on October 16, 2018, with respect to the 9th and 10th Reports of the Diversity, Inclusion and Anti-Oppression Advisory Committee, was received.

5. Sub-Committees and Working Groups

5.1 Education & Awareness Sub-Committee

That it BE NOTED that no report was received from the Education and Awareness Sub Committee.

5.2 Policy & Planning Sub-Committee

That, the following actions be taken with respect to the Policy and Planning Sub-Committee:

- a) that the City Clerk BE REQUESTED to amend the Terms of Reference to add an Indigenous Relations Officer to the Diversity, Inclusion and Anti-Oppression Advisory Committee as a non-voting resource member; and,
- b) compensation regarding child-minding for advisory committees BE DEFERRED to a future meeting.

5.3 Award & Recognitions Sub-Committee

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Advisory Committee heard a verbal update from F. Cassar, Chair, Awards & Recognitions Sub-Committee, with respect to the upcoming London Diversity, Race Relations and Inclusivity Awards on November 20, 2018.

6. Items for Discussion

6.1 2018 Work Plan

That the revised attached 2018 Work Plan for the Diversity, Inclusion and Anti-Oppression Advisory Committee BE FORWARDED to Municipal Council for consideration.

6.2 Terms of Reference

That the City Clerk BE REQUESTED to amend the Terms of Reference to add an Indigenous member to the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) as a voting member.

7. Deferred Matters/Additional Business

7.1 New Diversity Officer

That it BE NOTED that Bory Sreng, Diversity Officer, London Police Services will be replacing Theresa Allott effective January 5, 2019.

7.2 Committee Term

That it BE NOTED that the Committee Secretary provided a verbal update with respect to the Committee term.

7.3 December Meeting

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Advisory Committee set December 13th, 2018 at 12:00 PM as its next meeting.

8. Adjournment

The meeting adjourned at 1:05 PM.

DIAAC Sub-committee Work Plans 2018

DRIA Award and Recognition (A & R) Sub-Committee Work Plan 2018				
Goal	Activities	Budget	Status	Responsibility
1. Plan and Execute an Annual Awards and Recognition Event in collaboration with the City	1.1 Maintain the Project Plan and complete tasks on scheduled dates 1.2 Develop budget for approval by DIAAC and keep costs within budget.	\$1200	1.1 Ongoing 1.2 Budget drafted (\$1,200 recommended for 2018)	F. Cassar with assistance by Awards Sub-Committee members and support from CoL: Diversity Officer, Administration and Communication
2. Increase awareness and participation of the Annual Rewards and Recognition program	2.1 Maintain an inventory of all nominators/ nominees including contact information and invite participation of the annual event 2.2 Assess the benefits and nature of incentives to increase nominee participation 2.3 Scheduled information session with Rogers Cable 2.4 Update and distribute template to provide Councilors with information relative to events to assist with promotion and recognition 2.5 Work with CoL Communications to increase awareness and engagement in annual nominations process 2.6 Leverage United Nations Theme of International Human Rights Day		2.1 Ongoing; 2.2 Will assess CoL swag 2.3 CoL Communications to coordinate Rogers Community News update; 2.4 Ongoing; 2.5 Ongoing as required; 2.6 campaign website	All Sub-Committee members CoL Communications And Administration
3. Promote A+R Winners	3.1 Provide Councilors with information of winners within their areas and encourage recognition		3.1 Ongoing	Awards Sub-Committee and CoL Administration

	Elimination of Racial Discrimination/Black History Month. 1.1.4 Identify promotional opportunities and strategies for community events.		Ongoing	Ed'n subcommittee Communication
2. Educate new members of DIAAC	2.1 Collaborate with P&P to create new and revised content to enhance the DIAAC new member's orientation package 2.1.1 Propose & provide supplemental orientation content to P&P: -org chart illustrating DIAAC in relation to Council & City Councillors. -list of commonly used operational definitions within CofL context. Eg. recommendation verbiage -provide document outlining pre-approved list of budget item. -write up of sub-committee mandates. -list of common staff contacts. -suggestions/guidelines of AC initiatives. -policy on speakers/delegates -flow chart from DIAAC recommendation to staff implementation. -member attendance policy suggestions -budget submission process	Nil	Ongoing Ongoing	Education and Policy & Planning subcommittee Education subcommittee

	-City Councillor Contact List	Nil	Ongoing	Education and Policy & Planning subcommittee
3. Educate committee members	2.2 Assist P&P in revision of TOR for DIAAC.			
	3.1 Invite speakers to present to DIAAC.	\$200	Ongoing	Education subcommittee Civic Administration
	3.2 Work with Civic Administration to further identify and clarify existing CofL resources, processes and initiatives that support or can assist DIAAC in its mandate. Eg. Communications, Mayor's Office etc.	Nil	Ongoing	Education subcommittee and Policy & Planning subcommittee
	3.3 Identify ideas, issues or initiatives taking place in other municipalities, provinces and countries that overlap the mandate of DIAAC. Bring findings to DIAAC for discussion and possible recommendations to Council.	Nil	Ongoing	Education subcommittee & DIAAC
	3.4 Invite to DIAAC, members of the public who have recent or past lived experiences concerning discrimination & anti-oppression in London.	Minimal (cost of parking pass/bus tickets)	Ongoing	Education subcommittee
	3.5 Highlight a pressing issue or incident that has taken place in London that would be of interest to DIAAC.	Nil	Ongoing	Education subcommittee
4. Raise profile of DIAAC in community	3.6 Keep apprised of recent events in London via news media & other sources pertaining to discrimination in London to report to DIAAC. Bring to DIAAC's attention.	Nil	Ongoing	Education subcommittee
	4.1 Provide to P&P subcommittee suggestions regarding DIAAC's web page on London.ca	Nil	Ongoing	Education and Policy & Planning subcommittee
	4.2 Propose name tags for interested DIAAC members for use at city-wide DIAAC events & related events.	\$200	Ongoing	Education and Policy & Planning subcommittee
	4.2.1 Provide to Chair, Vice-Chair and Subcommittee Chairs as minimum 4.3 Collaborate/piggyback on smaller	TBD	Ongoing	Cross Cultural Learner Centre,

	projects/events with other organizations that overlap DIAAC's mandate. 4.4 Compile database of contacts for faith centres, neighborhood associations, ethno-cultural organizations and other organizations for DIAAC and other subcommittees use for outreach purposes. 4.4.1 Connect with Civic Administration for access to current database	Nil	Ongoing	London Immigration Partnership, LUSO, NECC
5. Share in role of research, knowledge attainment and providing recommendations to achieve mandate	5.1 Combined efforts of keeping apprised of best practices in other geographic areas and identifying issues happening within the CofL.	Nil	Education, Policy & Planning and Awareness subcommittee	Ongoing

DIAAC – Policy & Planning Sub-committee Work Plan 2018				
Goal	Implementation	Budget	Status	Responsibility
1. Review of policies at CofL related to Diversity and Inclusion	1.1 Monitor development and implementation of the Diverse Voices 4 Change recommendations. Including voluntary disclosure for all appointments 1.1.1. Diverse Voices 4 Change submitted their recommendations to Council following their research program. DIAAC has requested to be updated as recommendations are implemented/finalized by Staff. 1.2 Provide input into the Community Diversity & Inclusion Plan and monitor implementation of plan. 1.2.1. Offer resources and information that may be pertinent for the Diversity & Inclusion plan.	Nil	September - Aden has requested Rosanna Wilcox and City Clerk attend September Policy & Planning subcommittee meeting for update. Ongoing	Policy & Planning Policy & Planning

	1.2.2. Providing ongoing consultation & review 1.2.3. Monitor and provide support of strategies that are to be implemented at municipal level. 1.3 Monitor implementation of Truth and Reconciliation Commission 1.3.1. Request process to be updated on TRC implementation	Nil	September - Aden has requested Rosanna Wilcox to present re: progress of TRC recommendations	Policy & Planning
	1.4 Offer support and monitor progress of immigration strategy 1.5 Review the following policies when they are up for review by City of London: 1.1.1 CofL policies will be assigned to be reviewed on biannual basis. We will request to be notified when policies specifically relating to Diversity & Inclusion, Accommodations and Indigenous affairs, the P&P committee be earmarked to also review.	Nil	Ongoing - Once submitted, the final copy will be sent to P&P prior to going to Council	Policy & Planning
2. Encourage greater diversity in all advisory committees	2.1 Develop standard statements that encourage greater diversity for the Terms of Reference of other City advisory committees	Nil	Ongoing	Policy & Planning
	2.2 Promote appointments process to diverse communities in city of London.	TBD	Ongoing	Policy & Planning

	2.2.1. In keeping with transparency and inclusivity, DIAAC has discussed that the appointments process may require further promotion among community members, to ensure a broad and diverse pool of candidates for appointment to committees.		- Discuss opportunities with City Clerk at September meeting.	
3. Support the development of DIAAC's structure	3.1 Review Terms of Reference and membership structure of DIAAC 3.2 Facilitate the development of annual work plans for DIAAC; monitor and measure subsequent activities	Nil	Complete - Finalized and sent to Pat.	Policy & Planning
	3.2.1. Review draft sub- committee work plans	Nil	July 2018	DIAAC
	3.2.2. Consolidate into an aligned document		August 2018	Policy & Planning
	3.2.3. Develop monitoring and measurement protocols		Ongoing	Policy & Planning
	3.3. Provide recommendations and supplemental materials to enhance the DIAAC new member orientation 3.3.1. Collaborate with Clerk's Office on recommendations submitted via proposed new member orientation checklist. 3.3.2. Facilitate development of DIAAC document to be completed by Education sub-committee - Put together materials to be reviewed by Policy & Planning, contribute to creation of DIAAC specific orientation.	Nil	Summer 2017 – Completed. Discussed w/ Saleha Khan re: incorporating Gender & Equity Lens into new members orientation Ongoing Ongoing	Policy & Planning Education and Policy & Planning subcommittee All subcommittees

	- Consider diverse ways of distributing orientation materials 3.3.3.Develop the following documents: Established meeting practices, Roles and Responsibilities & Acronym List		Ongoing	
4. Developing relationships with City of London	4.1 Establish positive relationships with Council 4.1.1. Explore opportunities to work with Council members 4.1.1.1. Propose that all new council members meet w/ DIAAC. 4.2 Explore relationships within the Corporation of the City of London whose work is impacted by diversity and inclusion; offering DIAAC as a resource 4.2.1. Reach out to contact people in the following areas of the Corporation, inviting them to a P&P sub-committee meeting to learn about the work they do and possible interfacing with DIAAC: Intergovernmental Liaison Communications, Culture & Municipal Policies, Community Development & Funding, Homelessness, Human Resources, Emergency Measures, Planning, Parks & Recreation, Housing, Social Services & Debarment, Transportation and Engineering 4.2.2. Develop introductory message and prioritization of outreach.	Nil Nil	Ongoing - Review once Equity & Inclusion lens is complete (Fall 2018) May 2018-2019 To be discussed at September DIAAC meeting	Policy & Planning Policy & Planning
5. Educate new members of DIAAC	5.1 Collaborate with Education subcommittee to create new and revised content to enhance the DIAAC new member's orientation package 5.1.1. Contribute to creation of orientation	Nil	Ongoing – to be completed prior to start of new term	Policy & Planning and Education subcommittee

	materials and provide recommendations/feedback as requested by Education subcommittee.				
6. Raise profile of DIAAC in community	6.1 Assist Education subcommittee with suggestions regarding DIAAC's web page on London.ca	Nil	June 2018 - Suggestions presented and approved in 2018	Education and Policy & Planning subcommittee	

London Housing Advisory Committee

Report

10th Meeting of the London Housing Advisory Committee
November 5, 2018
Committee Room #5

Attendance

PRESENT: J. Coley Phillips (Chair), D. Nemeth, B. Odegaard, J. Peaire, N. Reeves; and P. Shack (Secretary)

ALSO PRESENT: J. Browne, S. Giustizia and G. Matthews and D. Purdy

REGRETS: A. Galloway, M. Inthavong, J. Malkin, D. Peckham and J. Stickling.

The meeting stood adjourned at 12:45 PM, due to lack of quorum.

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 10, 2018
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR HOUSING SOCIAL SERVICES AND DEARNESS HOME
SUBJECT	RFP18-39 PROVIDE PHYSIOTHERAPY & OCCUPATIONAL THERAPY SERVICES AT THE DEARNESS HOME

RECOMMENDATION

That, on the recommendation of the Managing Director Housing, Social Services and Dearness Home, the following actions **BE TAKEN** with respect to Physiotherapy, Occupational Therapy Services and Footcare Services at the Dearness Home, **RFP18-39**:

- (a) the attached proposed By-law (Appendix A) **BE INTRODUCED** at the Municipal Council meeting of December 18, 2018:
- (b) The RFP submission received by Lifemark Occupational Health and Wellness Inc. "Lifemark", 1 Young Street., Suite 402, Toronto, Ontario M5S 1E6, **BE ACCEPTED**,
- (c) **TO AUTHORIZE** the Mayor and City Clerk to execute the Agreement between The Corporation of the City of London and Lifemark Occupational Health and Wellness Inc., substantially in the form attached as Schedule "1" to this by-law,

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- Physiotherapy Services – Dearness Home (Dec 09, 2013)

BACKGROUND

Purchasing Process

A request for proposal for the Physiotherapy and Occupational Therapy and Foot Care Services at the Dearness Home was issued and three (3) submissions were received on October 17, 2018.

An Evaluation Committee consisting of five (5) staff members evaluated the submissions based on pre-determined criteria. The criterion was based on the following requirements:

- Company and Professional Experience in Long Term Care
- Physiotherapy Services offered maximizing the dollars allowed under the new program models
- Occupational Therapy Services provided including the number of occupational therapists, number of on-site hours and projected costs
- Foot Care Program and Services
- Innovative ideas, approaches, resources and programs
- Reference letters

Upon completion of the evaluation of proposal submissions, one (1) Proponent scored exceptionally higher than the other submissions. The Evaluation Committee held a Pre-Award meeting with the Proponent to discuss in more depth the details of the Foot Care Services, Staffing Transition Plan as well as expanded discussions on details outlined in the RFP document.

Upon completion of the meeting, the Evaluation Committee unanimously confirmed that Lifemark as the successful Proponent and recommend Lifemark to provide the Physiotherapy, Occupational Therapy and Foot Care Services to the Dearness Home Residents the agreement is attached as Schedule "1".

Discussion

In April of 2013 the Ministry of Health and Long Term Care announced changes effective August 2013 to the physiotherapy model in long term care to move from an OHIP funded model to a single bed allocation model. At this time the Ministry suggested that, on an exceptional basis, homes may be able to find provisions within their procurement policies that allow them to continue with the current provider under the same terms on an interim basis until they are able to procure the required services under a competitive process.

The current contract is set to expire on January 31st, 2019 and the new contract will be awarded to Lifemark as the successful Proponent of the competitive process. A detailed transition plan will be outlined and implemented working closely with the successful proponent and the current contractor.

FINANCIAL IMPACT

Funding for physiotherapy services is received from the Ministry of Health and Long Term Care and is based on \$828 per year per bed or \$201,204 on an annualized basis. These funds are restricted to providing physiotherapy services and are reconciled as part of the annual reconciliation reporting process.

The cost of occupational therapy services is included in the existing operational budget.

Foot Care services are provided to the resident under a direct billing model.

There will be no net increase in cost to the City of London associated with these services.

PREPARED BY:	CONCURRED BY:
CHERYL GILMOUR MANAGER COMMUNITY LIFE	LESLIE HANCOCK ADMINISTRATOR – DEARNESS HOME
RECOMMENDED BY:	
SANDRA DATARS BERE MANAGING DIRECTOR HOUSING, SOCIAL SERVICES & DEARNESS HOME	

- cc: Janice Brown, Manager Financial & Business Services
Leslie Hancock, Administrator, Dearness Home
John Freeman, Manager Purchasing and Supply
Jason Wills, Risk Management
Lynn Marshall, Solicitor

Schedule 1

THE AGREEMENT with effect as of the 1st day of February, 2019.

BETWEEN:

THE CORPORATION OF THE CITY OF LONDON
(the "City")

OF THE FIRST PART

-AND-

LIFEMARK OCCUPATIONAL HEALTH AND WELLNESS INC.
("Lifemark")

OF THE SECOND PART

WHEREAS the City requested proposals for the provision of Physiotherapy Services and Occupational Therapy Services for the City's Long-Term Care Home under the *Long-Term Care Homes Act, 2007* ("Dearness Home"), (the RFP);

AND WHEREAS Lifemark responded in writing to the RFP on October 17, 2018 to provide Physiotherapy Services, Occupational Therapy Services and Footcare Services (the "Services") at the Dearness Home, (the Proposal);

AND WHEREAS the Physiotherapist and Occupational Therapist who will be providing the Services are licensed or accredited under all applicable laws and regulations and by all applicable authorities to provide Physiotherapy Services and Occupational Therapy Services;

NOW THEREFORE THIS AGREEMENT WITNESSES that in considerations of the mutual covenants herein contained, the parties covenant and agree, each with the other, as follows:

1.0 SERVICES

1.0.1 The City hereby retains Lifemark to provide Physiotherapy Services, Occupational Therapy Services and Footcare Services at the Dearness Home and agrees to provide the Services in accordance with the Proposal which shall be deemed to form part of this Agreement.

2.0 TERM

2.0.1 The contract will commence February 1, 2019 for a three (3) year period terminating January 31, 2022 with an option to renew the contract for two (2) additional one (1) year periods in accordance with the Proposal which shall be deemed to form part of this Agreement.

3.0 SCOPE OF SERVICE

3.0.1 Lifemark agrees to provide all of the Services to the long-term care home residents of the Dearness Home ("Residents") in accordance with all applicable laws and regulations, and policies and standards of the Dearness Home, as may be amended from time to time. Without limiting the foregoing, Lifemark will provide the following:

One (1) full time Registered Physiotherapist -38 direct care hours per week.

3 Physiotherapy Assistants

-112 direct care hours per week.

All program requirements for the Services at the Dearness Home are outlined in the RFP document, and shall be deemed to form part of this Agreement.

Lifemark shall provide the Services seven (7) days per week, with normal working hours being Monday to Friday – approximately between 8:00 a.m. to 6:00 p.m. Hours during the evening and weekends are available solely at the discretion of the consultant Physiotherapist. Each consultant professional is required to sign-in and sign-out of Dearness Home during their service visits. The half hour lunch break is not included in billable hours.

Lifemark guarantees and covenants that the Physiotherapist and Occupational Therapist who will be providing the Services are licensed or accredited under all applicable laws and regulations and by all applicable authorities to provide the Services.

- 3.0.2 Lifemark shall work as part of the Dearness Home's multi-disciplinary care team to deliver client-centred care in a long-term care home facility. Lifemark shall communicate with Residents, Dearness staff, and families of Residents regarding Resident goals, interventions, and outcomes, attend Care Conferences and RAP (Resident assessment protocols) when required and have direct participation in Dearness Home committees as mutually agreed between the parties.
- 3.0.3 Lifemark shall provide the Services to the Residents at mutually agreed times and dates with the Resident (where applicable) and Dearness Home.
- 3.0.4 Lifemark shall assess each Resident's need for physiotherapy; develop, implement and evaluate interventions to the specific assessed need to the individual. All new admissions will be assessed and the results of the assessment will be available to the interdisciplinary team within twenty (21) days of admission to the Home.
- 3.0.5 Lifemark shall assess Resident needs for seating, mobility devices and related restorative aids and work with Residents, families of Residents, Dearness staff, external suppliers and third-party payers to ensure the timely provisions of the appropriate seating/mobility/adaptive devices for the Residents.
- 3.0.5 Lifemark shall provide assistance to Dearness staff in identifying the seating, mobility and related assistive devices to provide greater independence to Residents in completing the activities of daily living as requested and within available time.
- 3.0.7 Lifemark shall provide educational in-service to the Dearness staff, Residents and family pertaining to physiotherapy/occupational therapy programs and services, including Nursing Rehab/Restorative Care education, Falls and Restraints, proper techniques for resident lifts and transfers, pain management, and palliative care, as mutually agreed between the parties.
- 3.0.8 Lifemark shall ensure that Lifemark employees or others for whom Lifemark is legally responsible ("Lifemark staff"): abide by Dearness Home and City of London policies; document and maintain records of treatment and resident interventions in accordance with professional and legal standards, Ministry of Health and Long Term Care requirements, and RAI MDS Coding for Assessment stipulations; and update Care Plans and record assessments and interventions on Resident clinical records (appropriate sections in P and G by Physiotherapist and sections Pb.1 by Occupational Therapist).

- 3.0.9 Lifemark shall ensure that Lifemark staff: provide the Dearness Home with statistical reports and quarterly audits; follow established procedures; and participate in CQI committees and satisfaction surveys.
- 3.0.10 Lifemark shall ensure that all Lifemark staff who provide the Services to the Residents of the Dearness Home are duly qualified to perform the work, are registered with the applicable regulatory body (e.g. College of Physiotherapists of Ontario, Occupational Therapist of Ontario), and comply with current professional standards.
- 3.0.11 Lifemark shall use its best efforts to provide consistency in the Lifemark staff it assigns to the Dearness Home and shall inform the Manager of Community Life or designate of any changes in Lifemark staff it assigns to the Home.
- 3.0.12 Lifemark shall immediately report any Resident-related injuries or incidents to the Manager of Community Life or designate arising from the Services.
- 3.0.13 Lifemark shall ensure its Lifemark staff properly use and oversee equipment, and immediately report any issues where equipment is not in proper working condition to the Manager Community Life or designate.
- 3.0.14 Lifemark shall participate in Dearness Home's Quality Assurance/Risk Management program and Accreditation preparation and survey. This includes participation in CQI committees at Dearness Home, satisfaction surveys and best practice initiatives that allow for improvement opportunities.
- 3.0.15 Lifemark shall provide foot care services including assessment and treatment following best practise guidelines developed by the College of Nurses of Ontario as well as defined in the RFP document at the agreed upon rate of \$25.00 per visit, or such other amount as agreed to in writing by the Manager of Community Life or designate.
- 3.0.16 Where consent is required to perform a treatment on a Resident, Lifemark shall ensure that such consent has been obtained in accordance with all applicable law, prior to performing such treatment.
- 3.0.17 Lifemark shall comply with all applicable laws, regulations, by-laws, and policies.

CONFIDENTIALITY

- 3.0.18 Lifemark shall ensure that Lifemark staff comply with applicable privacy legislation, including where applicable the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act*, and the *Personal Information Protection and Electronic Documents Act*. Lifemark will (and Lifemark shall ensure Lifemark staff will) hold confidential and will not disclose or release to any person at any time during or following the term of this Agreement, except where required by law, any information or document without obtaining the written consent of the Dearness Home Resident or City if applicable, prior to the release or disclosure of such information or document. Lifemark shall ensure that Lifemark staff do not access confidential Resident information except on a need-to-know basis.

4.0 FEE SCHEDULE

Annual Physiotherapy Funding is based on the number of licensed/approved beds in operation at the LTC home as of January 1 of each funding year.

Payment will be made on a monthly basis, based on the services received with the amount of funding City obtains from the Province of Ontario. Physiotherapy Funding will be subject to any adjustments as determined by the Ministry of Health.

Occupational Therapy Services will be provided at a billing rate of \$55.00 per hour.

Lifemark shall submit electronic invoices to Dearness Home by the 5th day of the month that follows the month in which the Physiotherapy and Occupational Therapy services were performed. Hours of services billed must be reconciled with the actual worked hours of the sign in and out document. Dearness Home shall pay all invoices upon receipt once reconciliation confirmed. Foot Care is third party billing to residents that do not have a comfort account with Dearness Home.

5.0 TERMS AND CONDITIONS

5.0.1 Indemnification

Lifemark undertakes and agrees to defend and indemnify the City and hold the City harmless, at Lifemark's sole expense, from and against all claims, demands, suits, losses, costs, damages and expenses that the City may sustain or incur by reason of:

- (a) any breach of this Agreement by any of Lifemark, Lifemark staff or persons for whom Lifemark is at law responsible;
- (b) any loss or misuse of funds held by Lifemark under this Agreement;
- (c) the acts or omissions of Lifemark, its officers, agents, Lifemark staff, or others for whom it is responsible in law, arising out of the performance of its obligations under this Agreement.
- (d) any claim or finding that any of Lifemark, Lifemark staff, or persons for whom Lifemark is at law responsible, are employees of or are in any employment relationship with the City or are entitled to any Employment Benefits of any kind; or,
- (e) any liability on the part of the City, under the *Income Tax Act* (Canada) or any other statute (including, without limitation, any Employment Benefits statute), to make contributions, withhold or remit any monies or make any deductions from payments, or to pay any related interest or penalties, by virtue of any of the following being considered to be an employee of the City, from Lifemark, Lifemark staff, or others for whom Lifemark is at law responsible, in connection with the performance of the Services or otherwise in connection with Lifemark's business.

5.0.2 Insurance

Lifemark shall at its own expense obtain and maintain until the termination of the contract, and provide the City with evidence of:

- a) Comprehensive general liability insurance on an occurrence basis for an amount not less than Five Million (\$5,000,000.) dollars and shall include the City as an additional insured

with respect to Lifemark's operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners' and bidders' protective, products and completed operations, contingent employers liability, cross liability and severability of interest clauses;

- b) The policies shown above will not be cancelled or permitted to lapse unless the insurer notifies the City in writing at least thirty (30) days prior to the effective date of cancellation or expiry. The City reserves the right to request such higher limits of insurance or other types policies appropriate to the work as the City may reasonably require.

5.0.3 Workplace Safety and Insurance Board

Lifemark shall furnish a WSIB Clearance Certificate indicating their WSIB firm number, account number and that their account is in good standing. This form must be furnished prior to commencement of work, every sixty (60) days or upon receipt of a Clearance Certificate from WSIB throughout the contract and must be submitted with final invoice before payment is made. Lifemark further agrees to maintain their WSIB account in good standing throughout the contract period.

5.0.4 Police Records Check and Vulnerable Sector Check - Screening

It is the responsibility of Lifemark to obtain a Police Records and Vulnerable Sector Check clearance for all Lifemark staff who will be providing the Services and ensure that the Checks are kept current throughout the contract period. Lifemark must make these documents available for review by the City upon request. The City will conduct random reviews (the City will provide Lifemark with advance notice) at Lifemark's office to ensure that there is documentation showing compliance. Failure to provide the documentation when requested could result in cancellation of the contract.

5.0.5 Personnel

- a) All Lifemark staff shall be the employees of Lifemark, and Lifemark shall be solely responsible for the arrangement of relief, substitution pay, supervision, discipline, health and safety, Employment Insurance, Canada Pension, Worker's Compensations, leave, uniform, footwear and all other matters arising out of the relationship between employer and employee. Lifemark shall show due diligence in the hiring process to ensure that staff are appropriately screened for their ability to be employed in the physiotherapy and occupational therapy profession as well as the footcare nurse.
- b) Payment of employee fringe benefits including statutory holiday pay, overtime pay, severance pay, etc., shall be the responsibility of Lifemark.

5.0.6 Meetings

Lifemark shall meet with the Manager Community Life or designate as required to discuss matters pertinent to the Services provided by Lifemark.

5.0.7 Occupational Health and Safety

- a) Lifemark will abide by and enforce the requirement of the current Ontario Occupational

Health and Safety Act, Regulations for Industrial Establishments, the Workplace Hazardous Materials Information System (W.H.M.I.S.) and other relevant regulations made under the Occupational Health and Safety Act.

- b) For the purposes of this contract Lifemark will be considered the Employer as defined by the Ontario Occupational Health and Safety Act. Lifemark will appoint an appropriate number of supervisors to provide supervision to their employees. These supervisors appointed by Lifemark will be considered Supervisors and must be Competent Persons as defined by the Ontario Occupational Health and Safety Act. A Competent Person is defined as:

A person who:

- i) is qualified because of knowledge, training and experience to organize the work and its performance;
- ii) is familiar with the Ontario Occupational Health and Safety Act and the regulations that apply to the work; and
- iii) has knowledge of any potential or actual danger to health or safety in the workplace.

Lifemark will establish and maintain a health and safety policy and program for the purposes of this contract. The policy and program will include, but is not limited to, the following elements:

- i) roles and responsibilities of the employer, supervisors and workers;
 - ii) procedures on the safe operation and maintenance of equipment, tools machinery, etc.;
 - iii) emergency and evacuation procedures;
 - iv) procedures for the reporting and investigation of health and safety concerns and injuries;
 - v) compliance with MSDS, labelling and training requirements of the Workplace Hazardous Materials Information System; and
 - vi) employee training on workplace hazards, safe work procedures, first aid, emergency procedures, etc.
- c) In the event of a fire, death, critical injury, disabling injury, occupational illness or other circumstance described in the Occupational Health and Safety Act, Lifemark will notify the Ministry of Labour and any other groups or individuals as prescribed or legislatively required. Lifemark will immediately advise the City's representative of the above occurrences.
- d) On occasion the City may require that Lifemark adhere to the City's health and safety policies, procedures, practices, guidelines, etc. These requirements will be communicated by the City's representative as necessary. Any cost incurred for this purpose will be borne by Lifemark.
- e) In addition to the above, Lifemark will take every precaution reasonable in the circumstances for the protection of their employees.

5.0.8 Assignment

Lifemark shall not, without written consent of the City's Manager of Purchasing and Supply or designate, make any assignment or any subcontract for the execution of any Services or product. The consent of the City's Manager of Purchasing and Supply or designate may be arbitrarily withheld.

5.0.9 Compliance with the Accessibility for Ontarians with Disabilities Act, 2005

Lifemark shall ensure that all its employees, or others for whom Lifemark is legally responsible, receive training regarding the provision of the goods and services contemplated herein to persons with disabilities in accordance with the Customer Service Standards in the applicable Regulations (the "Regulation") made under the *Accessibility for Ontarians with Disabilities Act, 2005*, as amended (the "Act"). Lifemark shall ensure that such training includes, without limitation, a review of the purposes of the Act and the requirements of the Regulation, as well as instruction regarding Customer Service Standards set out in the Regulation. Lifemark shall submit to the City, as required from time to time, documentation describing its customer service training policies, practices and procedures, and a summary of its training program, together with a record of the dates on which training was provided and a list of the employees, agents volunteers or others who received such training. The City reserves the right to require Lifemark to amend its training policies to meet the requirements of the Act and the Regulation.

6.0 **TERMINATION**

6.01 Termination

The City reserves the right at its absolute sole discretion, to terminate this contract, for any reason or no reason, with at least thirty (30) days' advance written notice, without cause and without penalty.

6.0.2 Termination - Non-Performance

- a) In the event that Lifemark, in the opinion of the Manager Community Life or the Dearness Home Administrator ("Administrator"), fails to perform the Services in accordance with the scope of work, terms and conditions as stated herein, the City reserves the right to terminate the contract with at least thirty (30) days' advance written notice, without penalty to the City, and contract for the services with an alternate service provider or issue a new RFP.
- b) In the event that one or more serious issues occur which affect the Resident's health or safety in the opinion of the Manager Community Life or Administrator, the Manager Community Life or Administrator reserves the right to terminate the contract immediately by providing written notice of same, without penalty to the City, and contract for the services with an alternate service provider or issue a new RFP.
- c) The Manager Community Life or Administrator reserves the right to request Lifemark to cease treatment on a Resident, if in the Manager Community Life's or Administrator's opinion the treatment being performed on a Resident can or is doing harm to the Resident.

7.0 **GENERAL**

7.0.1 Notice

Any notice or communication required or permitted to be given under the Agreement shall be in writing and served personally, delivered by courier or sent by registered mail, addressed to the other party:

To the City: The Corporation of the City of London
Attention: Housing, Social Services and Dearness Home
Citi Plaza, 355 Wellington Street, Suite 248, 2nd floor
London, Ontario N6A 3N7

To Lifemark: Lifemark Occupational Health and Wellness Inc.
1 Yonge Street, Suite 402
Toronto, Ontario M5S 1E6
Attention: Meagan Mabady, Acting Vice President
Meagan.mabady@lifemark.ca

7.0.2 Severability

If any term or provision of the Agreement or the application thereof to any person or circumstance shall to any extent or for any reason be invalid or unenforceable, the remainder of the Agreement and the application of such term or provision to any person or circumstance other than those as to which it is held invalid or unenforceable shall not be affected thereby, and each remaining term and provision of the Agreement shall be valid and enforceable to the fullest extent permitted by law.

7.0.3 Amendments

All provisions of the Agreement shall remain in effect throughout the term thereof unless the parties agree, in a written document signed by both parties, to amend, add or delete any provision. The Agreement contains all agreements of the parties with respect to matters covered herein, superseding any prior agreements and may not be changed other than by an agreement in writing signed by the parties hereto.

Where the Province of Ontario makes changes to the Physiotherapy Funding Policy, amounts will be pro-rated to reflect the change. Administrator or designate shall advise Lifemark of such change and work with Lifemark to ensure compliance with the Funding Policy.

7.0.4 Governing Law

This Agreement shall be governed by and interpreted in accordance with Ontario law.

7.0.5 Circumstances Beyond the Control of Either Party

Neither party shall be responsible for damage caused by delay or failure to perform under the terms of this Agreement resulting from matters beyond the control of the parties including strike, lockout or any other action arising from a labour dispute, fire, flood, act of God, war, riot or other insurrection, lawful act of public authority, or delay or default caused by a common carrier which cannot be reasonably foreseen or provided against.

7.0.6 Survival

The provisions relating to liability, indemnity and confidentiality shall survive termination or expiry of this Agreement for a period of seven (7) years from the date of termination of this Agreement.

7.0.7 Execution

Lifemark acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF the parties have caused to be executed, this Agreement;

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF LONDON

Ed Holder
Mayor

Catharine Saunders
City Clerk

LIFEMARK OCCUPATIONAL HEALTH AND
WELLNESS INC.

Date

Per (Signature):

Print Name:

Print Title:
I Have the Authority to Bind the Corporation

Date

Per (Signature):

Print Name:

Print Title:
I Have the Authority to Bind the Corporation

Appendix A

Bill No.
2018

By-law No. A.-

A by-law to approve an Agreement with Lifemark Occupational Health and Wellness Inc. for the provision of physiotherapy services, occupational therapy services and footcare services at the Dearness Home; and to authorize the Mayor and City Clerk to execute the Agreement.

WHEREAS section 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001* 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 The Corporation of the City of London issued a Request for Proposals and accepted Lifemark's Proposal for the provision of Physiotherapy Services, Occupational Therapy Services and Footcare Services (the "Services") at the City's Long-Term Care Home ("Dearness Home");

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

1. The Agreement between The Corporation of the City of London and Lifemark Occupational Health and Wellness Inc., substantially in the form attached as Schedule 1 to this by-law, is approved.
2. The Mayor and City Clerk are hereby authorized to execute the Agreement approved in section 1, above.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on

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Mayor

Catharine Saunders
City Clerk

First Reading –
Second Reading –
Third Reading –

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TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES MEETING ON DECEMBER 10TH, 2018
FROM:	G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL
SUBJECT:	ZOOS & MOBILE ZOOS

RECOMMENDATION

That on the Recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to zoos and mobile zoos:

- a) This report **BE RECEIVED** for information purposes; and
- b) Civic Administration **BE DIRECTED** to draft by-law amendments, for consideration at a future meeting of the Community and Protective Services Committee, to: amend the Business Licence By-law, L-131-16 to regulate zoos, fairs, exhibitions, and circuses.

BACKGROUND

On June 12th, 2018 Council resolved:

That, on the following actions be taken with respect to the 5th Report of the Animal Welfare Advisory Committee, from its meeting held on May 3, 2018:

b) the attached proposed amendments to the Animal Control By-law PH-3, drafted by AWAC, BE REFERRED to the Managing Director, Development and Compliance Services for review and a report back to the Community and Protective Services Committee; and,

it being noted that the attached presentation, from P. Lystar, Animal Welfare Advisory Committee, was received with respect to this matter;

it being further noted that the requests for delegation status from R. Laidlaw, Zoocheck and V. Van Linden, Friends of Captive Animals, were referred to the public process.

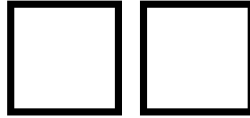
Current Landscape

There are two known mobile zoos that operate, or have operated, in London and area. Recently Reptilia, an indoor reptile zoo which also offers mobile zoo programs has expressed interest in a London location. Reptilia operates a permanent zoo and well as a mobile zoo in each municipality in which they are located. On occasion events operating from Budweiser Gardens may include animal presence as well.

The following are excerpts from zoo, mobile zoo and animal related websites:

- Little Rays Nature Centres

<http://littleraysnaturecentres.com/#highlights>



“We’ve been developing educational and interactive exhibits for many years and have developed an expertise in dynamically presenting information and animals. Our exhibits have been installed and thrilled crowds in North America, Europe and Asia. Find out how Little Ray’s Reptiles Zoo Inc. can benefit your institution.”

- The Snake Lady – Val Williams of London Ontario

<http://www.snakelady.ca/>

“The Snake Lady’s fun & educational Shows have been a hit in London and surrounding Southwestern Ontario for over 40 years! The Snake Lady will take you on a trip around the world showing you animals found as close as your own backyard to as far away as Australia! You can expect to visit with and learn about a variety of animals including many different species of Snakes, Lizards, Turtles, Tortoises, Treefrogs, African Bullfrogs, Salamanders, Tarantulas, Hissing Cockroaches, Giant Millipedes and many more!”

- Reptilia Zoo

<https://reptilia.org/about-reptilia-zoo/>

“Reptilia, the largest reptile zoo attraction in Canada, announced that their second and largest facility is currently under construction in Whitby, ON, and will be opening to the public mid-2018. For over 20 years Reptilia has educated and entertained their Guests at their flagship Vaughan facility, and now Reptilia is ready to bring the reptile world to the people of Whitby. Reptilia facilities are multi-functional – featuring family attractions like community events, children’s camps, and birthday parties, curriculum-based education programs for schools, stage shows and a mobile zoo for special events, and even professional training for Environment Canada, the Canadian military, and First Responders.”

- Budweiser Gardens Events

<https://www.budweisergardens.com/events/detail/professional-bull-riders>

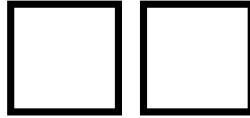
“For the first time since 2016, Professional Bull Riders Canada’s elite Monster Energy Tour will return to London, Ontario, holding its fifth event of the 2019 season inside Budweiser Gardens on Saturday May 11, 2018.”

Animal Welfare Advisory Committee

On June 1st, 2017 at the Animal Welfare Advisory Committee (AWAC) meeting Cheryl Sheridan, Head Zoo Keeper of Reptilia, delivered a presentation to the committee including discussion around the activities, goals, philosophies, and nature of the business known as Reptilia. Reptilia is an indoor reptile zoo and educational facility. According to the Reptilia brochures and marketing, Vaughn’s facility is Canada’s largest reptile zoo with 15,000 square feet of exhibits. There are both guided and self-guided tours, live shows including participant interactions with some reptiles, animal care and junior keepers programs, adventure camps, birthday party packages, and mobile zoo opportunities.

Ms. Sheridan welcomed a Q & A period following the presentation. This presentation also confirmed Reptilia’s interest in potentially establishing a facility in London. Reptilia representatives had also previously extended an invitation to tour their Vaughn facility to members of AWAC, Tourism London, and City of London Animal Services. By October of 2017 representatives from each group had taken the opportunity to tour the facility.

On May 29, 2018 AWAC brought before the Community and Protective Services Committee proposed draft amendments to the Animal Control By-law PH-3 that would exempt certain classes of animals as follows:



This by-law shall not apply to:

- a) animals maintained in a public park or zoo owned or operated by the City of London*
- b) a zoo licensed in accordance with the Fish and Wildlife Conservation Act, 1997 and any successor legislation thereto*
- c) pet shows, with respect to Class 4, 5, and 6 animals except where prohibited elsewhere in this by-law*
- d) agricultural fairs, shows and exhibitions with respect to Class 1, 2 and 3 animals*

The current exemption section of By-law PH-3 pertaining to zoos is written as follows:

3.6 Public park - zoo - fair - exhibition - circus - licensed

This by-law shall not apply to animals maintained in a public park, zoo, fair, exhibition or circus operated or licensed by a municipal or other governmental authority.

The AWAC recommendation would eliminate the municipality's ability to licence a zoo, fair, exhibition or circus. AWAC did also conduct some municipal comparisons (Schedule "A") and provide reasons for the recommendations, (Schedule "B").

Industry Consultation

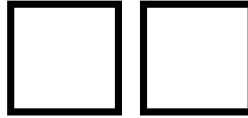
June 13, 2017 by invitation Ron Oke, City of London Animal Welfare Coordinator and Heather Chapman, Manager Municipal Law Enforcement Services (Animal Services) travelled to Vaughn Ontario to tour a Reptilia Zoo and Education Facility. The tour and information session was facilitated by Reptilia's Director of Business Development, Reptilia's Chief Financial Officer, and Reptilia's Head Zoo Keeper and Veterinarian.

At the request of Civic Administration Reptilia has provided a document referred to as **Reptilia Zoo - London Facility Statement of Intent** where representatives of the organization have provided answers to concerns Civic Administration raised. See Schedule "C". Further the organization provided the Reptilia Inc. Board's Curriculum Vitae. See Schedule "D".

On August 22, 2018 Civic Administration met with Rob Laidlaw of Zoocheck <https://www.zoocheck.com/about/>, Wendy Brown, Chair of AWAC, and Florine Morison a member of a sub-committee of AWAC focussing on captive animals to hear their concerns regarding zoos and mobile zoos.

This group spoke of many concerns related to captive animals including standards of care. The primary concern raised during the meeting in relation to Reptilia's model of Zoo and Educational Facility was public safety. Mr. Laidlaw indicated that studies have concluded that children under the age of 5 years old should not come into contact with reptiles as the salmonella bacteria, E coli carried by the reptiles may be transferred to the child during physical interactions. Voluntary touching of certain reptiles and snakes is promoted by Reptilia. Further the group expressed concerns of public safety where reptiles and snakes, through the Reptilia programs, are transported (mobile zoo) to private and public events held outside the Reptilia facility such as birthday and special event gatherings. Zoonoses was also discussed as a concern. The link below, Government of Canada Public Health reports and publications better explains Zoonoses.

<https://www.canada.ca/en/public-health/services/reports-publications/canada-communicable-disease-report-ccdr/monthly-issue/2017-43/ccdr-volume-43-10-october-5-2017/commentary-emerging-infectious-diseases-prediction-detection.html>



Oversight and Regulations

During this review, Civic Administration reached out to the Zoo Inspections Branch of Ontario Society for the Prevention of Cruelty to Animals (OSPCA) and was provided the following information in relation to zoos;

- currently in Ontario there is no Provincial or Federal licensing requirements for exotic animal zoos
- any zoo having native species is required to be licenced by the Ministry of Natural Resources and Forestry (MNR)
- Ontario Society for the Prevention of Cruelty to Animals Act sets the standards of care which are enforced by OSPCA Zoo Inspectors and Agents across Ontario
- Zoo Inspectors bi-annually inspect registered and non-registered zoos in Ontario to determine if the standards of care are being met

<http://caid.ca/OSPCAAct1990.pdf>

During this review Civic Administration also learned of Canada's Accredited Zoos and Aquariums (CAZA), as well as World Accredited Zoos and Aquariums (WAZA) designations. Currently Reptilia is listed as an accredited zoo with CAZA.

<http://caza.ca/> and <http://www.waza.org/en/site/home>

"Founded in 1975, Canada's Accredited Zoos and Aquariums (CAZA) is a private charitable organization representing the country's leading zoological parks and aquariums. CAZA is committed to the advancement of accredited zoos and aquariums as humane agencies of animal welfare, conservation, science and education."

Dr. Andrew Lentini of Toronto Zoo, former Curator of Reptiles & Amphibians, who conferred with Civic Administration on the lack of legislation around anti venoms and therefore the need for zoos to have strict protocols and inventory in place. Dr. Lentini also indicated in his view it would be in the best interest of every municipality that contained a zoo to ensure that the zoo met or exceeded the CAZA minimum standards.

CAZA accredited facilities of Ontario:

[African Lion Safari](#)
[Bird Kingdom](#)
[Cochrane Polar Bear Habitat](#)
[Jungle Cat World Wildlife Park](#)
[Little Ray's Reptile Zoo](#) (Ottawa & Hamilton)
[Reptilia](#)

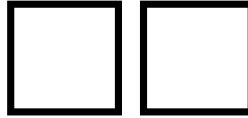
[Riverview Park and Zoo](#)
[Safari Niagara](#)
[Science North](#)
[Toronto Zoo](#)
[Wye Marsh](#)

Municipal Comparisons and Considerations

Currently there are two operational Reptilia Facilities in Ontario. The cities of Vaughn, Whitby each contain a Reptilia facility. The City of Barrie is currently a planned location for a future opening of the third Reptilia. The Vaughn facility is a "stand alone" zoo with no other tenants within the building. The Whitby facility has other occupancies within the premise, making it a multi-tenant building. As the Barrie location is still within the planning stages a location has yet to be determined.

Within the City of Vaughn's Animal Control By-law there is a prohibited animals schedule however the by-law also provides for a number of exemptions including on the premises of Reptilia Inc., being a business operated primarily for educational purposes, with an accessory retail component, and in circuses where animals are kept for performances for a temporary period, and on the premises of the Wildcare Wildlife Rehabilitation Centre.

Within the City of Whitby's Prohibited and Regulated Animals By-law a zoo is permitted provided it is an accredited facility.



The City of Vaughn and Whitby do not currently have a licensing requirement for zoos however the City of Barrie requires a business licence.

On January 1, 2018 Toronto implemented regulations to restrict mobile live animal shows. The regulations state that prohibited animals are no longer allowed to be used as part of a mobile educational program or “mobile live show”, such as at special events including birthday parties or school visits. There was one exception made for a facility/program known as Earth Rangers where specific prohibited animals can continue to be used for educational purposes until January 1, 2021. For animals not on the prohibited animals list those would continue to be permitted within educational programs and include ferrets, chinchillas, rats, hedgehogs, non-poisonous frogs, parrots, non-poisonous snakes and lizards for their programs.

On November 8, 2018 the City of Toronto expanded their prohibited animals list.
<https://www.toronto.ca/community-people/animals-pets/pets-in-the-city/prohibited-animals/>

The Toronto Zoo is permitted by way of the City of Toronto Act. With regard to Ripley’s Aquarium of Canada, Toronto Wildlife Centre, Royal Ontario Museum, and where the City of Toronto has otherwise expressly permitted or authorized the activity, provided that such activity is of a temporary nature, City of Toronto Municipal Code Chapter 349 Animals, permits exceptions for prohibited animals.

The City of Peterborough is host to Riverview Park & Zoo. The City’s Animal By-law, 17-096 exempts the keeping of prohibited animals at the zoo.

The City of Ottawa’s Animal By-law, 2003-77, exempts zoos that are licensed by the municipality, or accredited by CAZA, as well as having some site specific facility exemptions. The City of Ottawa’s Licensing By-law, 2002-89, includes a category for the licensing of exotic animals.

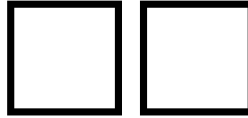
The City of Hamilton Animal By-law, 14-121 permits exotic animals and reptiles provided that the facility is CAZA accredited and meets their by-law regulations.

The City of Windsor within their Animal Control By-law #8156 permits the lawful operation of any circus, exhibition, menagerie or carnival, including venomous snakes etc. through the exemption section of the by-law provided they are licensed by the City under the Business Licence By-law.

Municipal by-laws can be struck down if they are found not to have a proper municipal purpose (see for example [Eng v. Toronto \(City\), \[2012\] O.J. No. 5661](#); [Xentel DM Inc. v. Windsor \(City\), \[2004\] O.J. No. 3656](#)). In *Eng*, the court determined that a ban on the sale of shark fins had no proper municipal purpose for the City of Toronto. In *Xentel*, a by-law that prohibited entertainment involving exotic animals was struck down by the court; the court determined that the pith and substance of the by-law was animal welfare and not public safety, and the City had insufficient evidence to show that exotic animal performances were a threat to public safety. Further, it is open to a person to allege their *Charter* rights (e.g. freedom of expression) were violated by prohibiting the feeding of wildlife; a court would review the legislation to determine whether a restriction on a *Charter* right was reasonable.

Planning Analysis in Response to Reptilia Potentially Locating in London

The Provincial Policy Statement (PPS) 2014 provides policy direction on matters of provincial interest related to land use and development. Section 1.1 of the PPS “Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns” encourages healthy, livable and safe communities that are sustained by accommodating an appropriate range and mix of residential, employment, institutional, recreational and other uses to meet long-term needs. It also promotes cost-effective development patterns and standards to minimize land consumption and servicing costs



along with efficient development and land use patterns to help sustain the financial well-being of the Province and municipality over the long term. The PPS also encourages settlement areas [PPS 1.1.3 Settlement Areas] to be the main focus of growth and development, and that their vitality and regeneration be promoted as it is critical to the long-term economic prosperity of our communities. Consistent with the PPS, Direction No. 1 of The London Plan (TLP) – “Plan Strategically for a Prosperous City” recognizes the revitalization of our business areas (TLP 55_4), and Direction No. 7 of The London Plan – “Build Strong, Healthy and Attractive Neighbourhoods for Everyone” encourages the distribution of educational, social and recreational facilities throughout the city so that all neighbourhoods are well-served (TLP 61_8).

The PPS seeks to ensure the effective use of infrastructure and public service facilities and that land use patterns within settlement areas, as noted above, which shall be based on a mix of uses that support active transportation and are transit supportive, where transit is planned, exists or may be developed. The proposal supports active transportation noting that the proposed location is identified as an Urban Thoroughfare in The London Plan, which supports high volumes of traffic including pedestrian, cycling, transit and automotive vehicles.

The policies of the PPS require municipalities to identify appropriate locations and promote opportunities for intensification and redevelopment where this can be accommodated and taking into account existing building stock [PPS 1.1.3.3 Settlement Areas]. Direction No. 5 of The London Plan – “Build a Mixed-use Compact City” identifies the importance of planning that takes advantage of existing services and facilities to reduce our need to grow outward (TLP 59_4). The Shopping Area Place Type in The London Plan encourages the repurposing of existing commercial centres that take advantage of existing services, use land more efficiently, and reduce the need for outward expansion.

Given the proposal is seeking to introduce an adaptive reuse of an existing commercial building for a place of entertainment, the proposed use is considered to be in conformity with the range of entertainment, recreational and educational uses permitted under the Shopping Area Place Type of The London Plan. The proposed land use falls within the definition of Place of Entertainment under the City of London Z.-1 Zoning By-law. Site Plan Approval would not required given the nature of the proposal is to repurpose an existing building and there is no increase to the usability of the site to accommodate the place of entertainment use.

This proposal ensures that the goals of the PPS 2014 and The London Plan are being achieved by repurposing an existing unit of a large scale commercial space that has been fully utilized for about one year. Further, the continued use of existing, planned functional development blocks ensures that no additional land consumption is required and minimizes servicing costs as the subject site has been fully serviced for a large commercial use, and no upgrades are anticipated.

The proposed use also creates employment opportunities [PPS 1.3 Employment] by providing an appropriate mix and range of employment uses that incorporates compatible employment uses to support liveable and resilient communities [PPS 1.3.1]. In creating employment opportunities the proposal contributes to the Long-Term Economic Prosperity [PPS 1.7] of the City and community. This proposal also supports Direction No. 1 of The London Plan (TLP 55_2) to “*recognize the strategic connection between building an exceptional city to live in, and our ability to compete with other cities for talent, business attraction, and investment.*” The proposal promotes economic development opportunities on the site and in the area, and enhances the vitality and viability of commercial premise and the surrounding community. The site’s location on an Urban Thoroughfare with direct access to a Provincial highway interchange (Highway 402) provides good opportunity as a tourist attraction for Londoners, patrons from southern Ontario, and possibly further.

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CONCLUSION

The Municipal Act gives a municipality the authority to create by-laws for specific municipal purposes. The welfare of animals does not constitute a municipal purpose. It is the Ontario Society for the Prevention of Cruelty to Animals that regulates and enforces animal welfare.

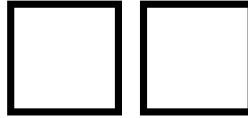
To address the health, safety and well-being of persons, municipalities often regulate through licensing. On consideration of licensing Civic Administration would consult with the local Health Unit on matters of public health.

The proposal facilitates the adaptive re-use of a portion of an existing large scale commercial building for a place of entertainment, which meets the current and future demands of the City and community. The proposal is consistent with the Provincial Policy Statement 2014, in conformity to The London Plan, and in compliance with the permitted uses of the Z.-1 Zoning By-law. The proposal also provides an opportunity to contribute to the vitality and regeneration of the City and contribute to the long-term economic prosperity of the community.

Currently the exemption section of the City of London Animal Control By-law PH-3, speaks to zoos, fairs, exhibitions and circuses provided the municipality licenses it. Civic Administration does not agree that the By-law PH-3 requires amending. Civic Administration recommends that a report be brought forward to Community and Protective Services at a future meeting with draft amendments to By-law L-131-16 (Business Licence) to regulate the keeping of prohibited animals at zoos, fairs, exhibitions and circuses.

PREPARED BY:	
H. CHAPMAN, MANAGER MUNICIPAL LAW ENFORCEMENT SERVICES	
CONCURRED BY:	RECOMMENDED BY:
O. KATOLYK, CHIEF MUNICIPAL LAW ENFORCEMENT OFFICER	G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL

cc: A. Anderson, City Solicitor’s Office



Schedule “A”

AWAC Response / Information

Comparing other Municipalities

In Ontario, there are only a select few cities that have taken action towards banning Class 7 animals in their cities. Windsor would be one of those cities who very recently (November 2017) voted to amend their bylaws in order to adjust to this change. British Columbia cities including Vancouver, Victoria, Kelowna and Kamloops have already banned the use of animals in circuses.

Windsor

Windsor bylaws^a identify that there is still an exemption for properly licensed performers pursuant to their subsection 3(1)& (2) which states “(1)any exotic animal, venomous snakes and snakes not indigenous to Canada, venomous reptiles, venomous insects or venomous spiders; or (2) Any wild animal unless such animal is under releasable age and cannot fend for itself, or is injured and unable to fend for itself.” Although this is still the reading of their bylaws, council has already passed a vote to amend the bylaw to reflect the ban on circus animals. The council decide that potential legal ramifications from the circuses was worth it and that over the more recent years there has been a decline in the number of challenges against animal bans.

Hamilton

The Hamilton bylaws^b identify under subsection 3.2(k) that “a temporary public display of animals including a circus, carnival or classroom display” be exempt from the parameter set throughout the remainder of the bylaw. As of 2013, Little Ray’s had a permanent location in Hamilton and were forced to move their crocodilians, large snakes and arachnids to conform to the bylaw adjustment. Based on this seemingly conflicting information and that Little Ray’s has a permanent location in Hamilton, The City appears to be working towards the banning of those typically Class 7 animals.

Mississauga

Mississauga bylaws^c contain a Schedule A containing animals similar to our Class 7 animals. Mississauga bylaws identify that pursuant to subsection 17(f), “any person in charge of a travelling circus, exhibition, or roadshow, or any employee thereof, lawfully displaying animals” is exempt from the ban of having these Schedule A animals. This is very similar to the current way the London bylaw is written.

Waterloo

The Waterloo bylaw^d is very similar to that of Mississauga in that it contains a Schedule A of prohibited animals unless under s.4 they are part of an approved zoo or circus.

Ottawa

The Ottawa bylaws^e identify these sets of animals which they outline in their Schedule B. S.86 of their bylaw identifies that these Schedule B animals are permitted at any licensed zoo or exhibit permanently existing in the city. The wording of their bylaw appears to exclude travelling zoos

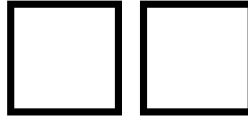
^a <https://www.citywindsor.ca/cityhall/By-laws-Online/Documents/By-Law-8156.pdf>

^b <https://d3fp1lf1m7bbt3.cloudfront.net/sites/default/files/media/browser/2018-01-29/12-031-consolidation-january-2018.pdf>

^c http://www7.mississauga.ca/documents/bylaws/Animal_Care_&_Control.pdf

^d https://www.waterloo.ca/uploads/94/Doc_636349310520686818.pdf

^e http://documents.ottawa.ca/sites/documents.ottawa.ca/files/2003_77_en.pdf



and circuses as they even contain an exemption for Little Ray’s Reptile Zoo as there is a permanent Ottawa location for the Zoo’s headquarters.

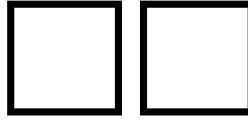
Ramifications of Banning Circus Animals

In previous instances (all typically at least a decade ago) circuses that legally challenged cities who had banned animals from their performance had done so pursuant to subsection 2(b) of the *Charter* as they claimed that such a bylaw puts a limit on their freedom of expression. It was thus seen as unconstitutional as it removed personal choice. Although these challenges were more successful many years ago, there is still the threat and chance of facing legal ramifications for banning these circus animals. In 2013 Winnipeg faced this threat when they banned circus animals and the Windsor choice in 2017 was made with the knowledge that they could very well be confronted with a legal issue if they moved forward with the ban of circus animals.

Overall Trends and City Progress

Based on current trends and changing perspectives in animal health, society and municipalities around the world are working towards the progression of banning circus animals. Many European, Asian and Latin American countries have fully banned the use of animals in circuses and that now dozens (mostly British Columbia) of Canadian cities have begun to progress towards such changes. This change does come at a cost both economically for the city and reduces the amount of tourism that may be present because of the reduction in circuses taking place. Overall, more and more cities are choosing to be progressive towards animal safety at the potential risk of legal action and economic loss.

⁵ http://documents.ottawa.ca/sites/documents.ottawa.ca/files/2003_77_en.pdf



Schedule “B”

RECOMMENDATION:

Animal control By-law PH-3 prohibits the keeping of specified animals and regulates the keeping of other animals within the City of London.

The Animal Welfare Advisory Committee (AWAC) recommends amending the Animal Control By-law PH-3 as indicated in the draft By-law provided.
changes to be inserted:

4 new definitions in Section 1.1

Animal-use Entertainment Show - defined

"Animal-use entertainment show" means any entertainment show where live animals are physically present as an intended part of aspect of the conduct or presentation of the entertainment show, whether interaction between animals and admittees is allowed or not.

Entertainment show - defined

"Entertainment show" means any show, performance, presentation, circus, concert or similar event where admission is allowed to persons by admission fee or otherwise, the primary purpose of which is entertainment of the admittees by performers.

Mobile Live Animal Program - defined

"Mobile live animal program" means a mobile operation, facility or place where live animals are brought to a location on a temporary basis and, whether segregated from persons by fixed barriers or not, are made available for exhibit, observation, recreation, entertainment, any degree of physical or other interaction with such persons, other than those persons charged with the custody of the animals or any other purpose.

Zoo- defined

"Zoo" means a place where live animals in captivity are kept for display t persons for conservation, educational, scientific or recreational purposes, and where the animals and such persons are physically segregated from each other by fixed barriers.

New exemption wording in Section 3.6

Existing wording 3.6 Public park-zoo-fair-exhibition-circus-licensed, This bylaw shall not apply to animals maintained in a public park, zoo, fair, exhibition or circus operated or licensed by a municipal or other governmental authority.

Replace with

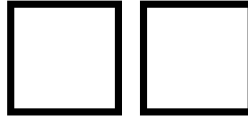
This by-law shall not apply to:

- a) animals maintained in a public park or zoo owned or operated by the City of London,
- b) a zoo licensed in accordance with the Fish and Wildlife Conservation Act, 1997 and any successor legislation thereto,
- c) pet shows, with respect to Class 4, 5 and 6 animals except where prohibited elsewhere in this by-law,
- d) agricultural fairs, shows and exhibitions, with respect to Class 1, 2 and 3 animals.

New prohibition in Section 4.17

Animal-use Entertainment Show, Zoo, Mobile Live Animal Program

No person shall conduct or present any animal-use entertainment show or operate any mobile live animal program involving Class 7 animals or any other animals prohibited in the City of London.



ANALYSIS:

The Animal Control By-law ranks animals in seven classes, and prohibits the keeping of some of them:

Class 1 animals are cow, donkey, goat, horse, mule, pig (swine) of all species including hybrids, pony and sheep. Class 1 animals are prohibited within municipal boundaries. There are regulations that apply to the keeping of these animals that were held prior to the passage of the by-law.

Class 2 animals are chicken, goose, turkey, duck and any domestic fowl. Class 2 animals are prohibited within municipal boundaries. There are regulations that apply to the keeping of these animals that were held prior to the passage of the by-law.

Class 3 animals are homing, pouter, racing or tumbler pigeons. No more than 40 banded Class 3 animals may be kept during winter, and no more than 60 banded Class 3 animals may be kept during summer. There are regulations that apply to the keeping and flight times of these animals.

Class 4 animals are domestic cat, guinea pig, gerbil, hamster, mouse, rat, rabbit, chinchilla, ferret and turtle. A maximum of two of these animals may be kept, with the exception of domestic cats. The number of cats that may be kept varies depending on the number of dogs kept and the type of dwelling unit.

Class 5 animals are non-venomous snakes, non-venomous lizards and non-venomous spiders. No more than two Class 5 animals are permitted in any dwelling unit or on any premises. Non-venomous snakes over 60.9 cm (24 inches), and non-venomous lizards over 30.48 cm (12 inches), are prohibited.

Class 6 animals are domestic cardinals, finches, budgies, bulbuls, canaries, tanagers, amazons, cockatoos, conures, macaws, parakeets, cockatiels, lorikeets, touracos, toucans, orioles, mynahs, magpies, barbets, arcaris, pied hornbells and cock-of-the-rocks. A maximum of two Class 6 animals may be kept.

Class 7 animals are defined to mean “any animal of a type that is normally found in a wild and natural state, whether or not it has been bred and/or raised in captivity and includes but is not limited to bear, wolf, coyote, crocodile, alligator, bobcat, lynx, mountain lion, cougar, tiger, lion, monkey, fox, skunk, kangaroo, eagle, hawk, elephant, weasel, racoon, venomous lizard, venomous snake, venomous spider, all birds the keeping of which is prohibited in the Migratory Birds Convention Act, S.C. 1985, C.M-7, and regulations thereto and all animals the keeping of which is prohibited in the Fish and Wildlife Conservation Act, 1997 and regulations thereto.” The keeping of Class 7 animals within the municipal boundaries is prohibited.

Part 3 of the By-law provides specific exemptions for the following:

London Animal Care Centre
 London Humane Society
 Public pound
 Animal hospital – clinic - kennel
 Pet shop
 Public park - zoo - fair - exhibition - circus - licensed
 Research facility - registered
 Agricultural - land - premises
 Feral Cat Colony
 City of London Cat Adoption Centre

Section 3.6 provides an exemption for Class 7 animals, and other animals that are currently prohibited from the City of London.

AWAC recommends replacing this current exemption for " animals maintained in a public park, zoo, fair, exhibition or circus operated or licensed by a municipal or other governmental authority" with:

- This by-law shall not apply to:
- a) animals maintained in a public park or zoo owned or operated by the City of London
 - b) a zoo licensed in accordance with the Fish and Wildlife Conservation Act, 1997 and any successor legislation thereto
 - c) pet shows, with respect to Class 4, 5, and 6 animals except where prohibited elsewhere in this by-law
 - d) agricultural fairs, shows and exhibitions with respect to Class 1, 2 and 3 animals

REASONS FOR THE RECOMMENDATION:

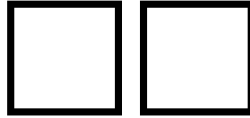
Exemption Makes No Sense Today: The exemption as it is currently written provides a blanket exemption to a broad range of both small and large animal enterprises which allows them to conduct their activities with prohibited animals in the City of London unfettered by oversight or control. For example, anyone, regardless of expertise, experience or financial wherewithal can start a zoo or zoo-type display in the City. In addition, Mobile Live Animal Programs (MLAPs), which are exploding in number, can operate with impunity. Even the holding of a simple City of London business license could trigger exemption 3.6 as it is presently written, and under the present by-law there is a decent defence (to a prosecution for a Bylaw violation) argument that the holding of **any municipal license**, of **any description**, from **anywhere** (ie. from any other municipality anywhere), by an animal enterprise would also trigger 3.6. That does not make sense from either a policy or jurisdictional perspective.

No Provincial Oversight: In Ontario, there are no comprehensive laws governing the keeping of exotic wild animals in captivity. No provincial permit is required to operate a zoo, zoo-type facility, mobile animal operation or to keep exotic wild animals and there are no requirements for experience, expertise, training and finances, no comprehensive standards for animal housing and husbandry or standards for human health and safety, no Ontario government inspection regime and no convenient way for anyone to close down an animal enterprise. This dearth of laws, regulations and rules at the provincial level means the onus to provide oversight and to deal with problems lies with individual municipalities who are ill-equipped to deal with exotic wild animals.

Lack of Municipal Expertise and Resources: At the present time, City staff are responsible for providing oversight of, and responding to issues associated with the keeping and/or presence of, exotic wild animals within City boundaries. However, City staff are not properly trained in how to assess exotic wild animal situations including, but not limited to, human health and safety features and practices and/or animal welfare, or in how to restrain and house exotic wild animals, nor are there the resources to do so. With a growth in the number of animal enterprises in Ontario, especially Mobile Live Animal Programs (MLAPs), it is not reasonable to expect City staff to provide appropriate levels of oversight. They do not have the expertise or capacity.

Changing Times: Over the past decade the City has made steady progress toward becoming a more enlightened and compassionate city for animals. Regulations concerning the keeping of domestic cats have been updated, the treatment of feral cats has become more humane, and humane protocols for handling human-wildlife conflicts have been adopted.

The controversial Lickety Split Zoo is gone and, in 2012, City Council and staff recognized that the accommodation provided for many of the animals at Storybook Gardens was not sufficient to meet the animals’ needs, and took the responsible step of closing the zoo and re-homing the animals to sanctuaries and other appropriate facilities elsewhere. There are currently no public or private zoos operating within municipal boundaries. This is in keeping with a shift in societal attitudes toward animals.



Animal Welfare: Across the province, more than 45 unregulated zoos and more than 70 Mobile Live Animal Programs are in business, while hundreds of private citizens keep a broad range of exotic wild animals for personal amusement purposes. With no comprehensive laws in place governing exotic wild animal housing, husbandry, care and safety, many animals are subjected to conditions in which their biological, behavioural and social needs are not met. Undersized cages and enclosures, barren living spaces, lack of appropriate environmental conditions, such as temperature, humidity and light, lack of shelter and privacy, poor quality food and unsafe housing are not uncommon in Ontario. That has led to many animals enduring physical health issues, as well as psychological issues, such as boredom, anxiety, frustration and other negative emotional states, which lead to animal suffering.

Claims have been made that the Ontario SPCA can deal with any problems but they lack the internal expertise and resources to do so. In fact, the OSPCA recently called on the Ontario government to pass new legislation to deal with this issue. Canada's Accredited Zoos and Aquariums has also been suggested as a potential vehicle for dealing with this issue but they are a private, industry group and not a regulatory body. They operate without transparency and, with just two staff members, do not have the capacity to properly monitor the daily activities of their members. Their accreditation inspections occur once every five years.

Human Health and Safety: There are two primary kinds of dangers posed by exotic wild animals: 1) physical attack and, 2) zoonoses (disease).

Many animals are large, powerful and are equipped with features, such as sharp teeth, claws or venom that make them potentially dangerous to humans. Many of these animals, including exotic cats, primates and large reptiles, are found in Ontario animal facilities where they are poorly housed and secured. Mobile Live Animal Programs also utilize some of these animals and bring them to daycares, schools, senior's homes and other events. For example, one accredited zoo conducting offsite programs brought large constricting snakes to birthday parties and wrapped them around the waists of young children so photos could be taken.

Most exotic wild animals also harbour diseases that can be transferred to humans (called zoonoses). Particular animals, such as reptiles, amphibians, birds and young ruminants, have long been known to shed proportionately more potentially pathogenic organisms than other animals. The best known is Salmonella. Some zoos and most Mobile Live Animal Programs feature contact with wild exotic animals as a key selling point for obtaining bookings. They allow the public, including at-risk groups such as young children, pregnant women, immunocompromised individuals and the elderly to contact these animals, even though most public health agencies advise against it, or recommend very stringent disease mitigation measures be in place.

Dubious Education and Rescue: All too often, children, after seeing the animals being displayed and possibly hearing a presentation from the staff, do not develop empathy toward animals. The peer-reviewed literature is populated by papers that show the educational claims of animal enterprise businesses are questionable, at best. Rather, they learn that animals are objects for their pleasure and amusement, and they ask their parent to purchase such an animal for them as a pet. Some zoos even sell cages, tanks and other equipment, reinforcing the idea that wild exotic animals make suitable pets. Most wild exotic animals die long before reaching the upper limits of their potential lifespans. More than 75% of reptiles die within 24 months after being purchased. For some, when the novelty wears off, the animal might be disposed of by releasing into the wild, or perhaps given to a rescue group to find another home. In some cases the former pet is dropped off at London Animal Care Centre, where the cost of handling the animal is paid by the City. Some animal enterprises claim to be rescue and to serve a useful function by assisting municipalities, but the numbers of animals dealt with tend to be small.

For the abovementioned reasons, and after careful study and deliberation, the AWAC recommends that the City Animal control By-law PH-3 be revised to include the 4 new definitions in Section 1.1, the new prohibition in Section 4.17 and new wording in Section 3.6 as provided in the accompanying draft PH-3 By-law.



Reptilia Zoo & Education Centre
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ON, Canada, L4K 2N6
905 761 6223

Reptilia Zoo – London Facility Statement of Intent

As Requested by:

Heather Chapman, MLEO (C), CMM II

Manager, Municipal Law Enforcement Services

Community By-laws, Public Compliance and Animal Services

Development and Compliance Services - City of London

1. Rescued animals vs captured – percentage of each, and what is the rationale behind the captured?

Reptilia does not purposely remove animals from the wild for its animal collection. Reptilia carefully considers the number of animals we can provide an excellent standard of care for, and what species are needed to forward our mandate of education and conservation. Reptilia is proud to house a large diversity of animals of which 75% are rescues/surrenders, 10% are born in our facilities and 15% come from other accredited facilities.

Reptilia only takes in/breeds animals if they forward the company's mandate of education and conservation. Any species bred in captivity are those which are uncommon species which are unlikely to be surrendered by the public.

Rescued/surrendered animals are often obtained as a result of unwanted pets from members of the public, or given to Reptilia by public organizations such as Animal Services, OSPCA, MNR and Environment Canada. Through partnerships with the Ministry of Natural Resources and Forestry, Environment Canada, and the OSPCA, Reptilia has provided homes for many animals who were destined for the illegal pet trade/confiscated from poachers and smugglers by authorities. By housing these animals at Reptilia, we are able to educate the public on the importance of conservation and appropriate pet ownership. Over the years Reptilia's educational programs have encouraged members of the community to practice responsible pet ownership, empathy for animal welfare and to partake in ecological and conservation-based initiatives.

In addition to our permanent collection, in which there is limited space, Reptilia has been operating an Adoption Program since 2016, and has found forever families for just under 100 common pet species. The program has been highly successful, with only two animals returning to the program due to unforeseen circumstances, the rest are now living happy lives with their new families upon Reptilia's annual check-up on our adopted animals. The adoption program allows animals to have a second chance for a quality of life through our vetting the future owners to ensure they will provide the animals proper care and health.

At this time, Reptilia does not function as an animal wildlife and rehabilitation centre and does not capture or release any animals/wildlife. In the event Reptilia takes part in captive breeding and reintroduction programs in the future, we will follow all Provincial and Federal legislation, MNR/CAZA and SSP Policies.



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2. Venomous bites – anti venom – who has it, how can Londoners be assured it is available in case of an emergency?

Reptilia will have adequate anti-venom onsite to treat a bite from a venomous snake housed in its collection. The anti-venom is kept onsite in a climate-controlled fridge and in the event of a bite would travel with the victim to the closest hospital for administration. All Reptilia facilities develop a relationship with local hospitals and share our snake bite protocols should an emergency arise.

Any cast working with a venomous species is required to wear a lanyard with a species-specific ID of and anti-venom information. Should an incident occur, the anti-venom required is easily identifiable via the lanyard. Reptilia also keeps snakebite first aid kits, epinephrine and emergency protocols with our anti venom.

Additional anti venom beyond a Reptilia's stock can be obtained from: Other Reptilia facilities, West Parry Sound Health Centre, Sick Kids Hospital, Toronto Zoo, Buffalo Zoo, and Toledo Zoo.

Anti-venom is sourced from various vendors across the world and is replaced according to shelf life provided by the manufacturer. Import is regulated by a Special Access Programme.

Cast Members go through an extensive training and clearance process to be allowed to work with and have access to venomous species. Cast members only have access to the specific species they have been cleared on. The public has no access to venomous animals.

Preventative measures in our training protocol have ensured that in the last 26 years of operations, not a single venomous bite has occurred.

3. Capture plan – what does Reptilia have in place should a reptile escape? Will there be local resources expected to be utilized in a capture plan (eg. Animal Control, Humane Society, Police, Fire etc.)

For the safety and comfort of the animals, Guests, and Cast Members, Reptilia's goal is to keep animals securely in their home enclosures. Animals are homed either on exhibit or in animal holding rooms (for outreach, hospitalization or quarantine purposes.)

Within exhibits, enclosures are built to prevent escape, and are checked regularly for security. Exhibits that have doors that open towards the public, house harmless animals used in our educational interaction programming, and are locked unless a zookeeper is present. Exhibits that house dangerous animals have no access from the public areas. Instead, they open into a secured corridor that is accessible only by lock and key to Cast Members. Exhibits housing dangerous animals are individually locked, and only Cast Members that have clearance on those species have access to them. The corridors are secured so that animals cannot escape even if they were to get loose from their exhibit through the access door. Warning lights outside the corridors inform Cast Members if a dangerous exhibit is currently being accessed, and the corridor cannot be entered at that time. Small, harmless animals remain in their exhibits when being cleaned. Venomous animals are placed into locked and labelled holding containers and large snakes or crocodilians remain in their enclosures but with the exhibit doors closed and the corridor on lockdown.

Within animal holding rooms, animals have individual, secure enclosures. Venomous species are locked and labelled as such, with only authorized handlers being able to access them. If an animal were to escape from an enclosure, the room is secure and escape proof (for example, permanent barriers are



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placed against the bottom of doors, drains are covered, doors are always kept closed, etc.), so the animal cannot access other areas of the facility.

The facility itself is entirely indoors, has a double door entrance system where the doors are never propped open, making escape from the building unrealistic, even if all other measures were to fail. The facility is inspected daily to ensure no animal holding areas are compromised and that all animals are safely in their habitats.

In the event of a minor or major reptile escape of any kind, local resources would not be required, as Reptilia houses the expertise to safely capture, handle and transport any animal species that we maintain. Although never having to employ our skills with our own collection, we have captured loose caiman, pythons, boas and venomous snakes on behalf of Toronto Police and Animal Services in the Greater Toronto Area, the event of animals found outside, in buildings or during busts.

4. Spread of Infectious disease (Zoonoses) – what measures does Reptilia take to prevent this?

By definition a zoonoses or zoonotic disease is a disease that can transfer between a nonhuman animal to a human, or vice versa.

Reptiles are a great species choice for educational outreach programs, as they are so distantly related to humans, that the diseases shared between are far fewer than those shared between humans and other mammals. This protects both Cast Members and Guests, but also the animals as well!

However this does not mean there is a complete absence of risk. How much of a risk reptiles pose to humans is a source of a lot of debate. Those who do not like animals or the use of animals in programming often tend to over-inflate the risks, but on the opposite end, animal institutions and reptile hobbyists tend to trivialize or claim that there is no risk at all, where the reality is likely somewhere in the middle.

Zoonotic Risks from Reptiles

Bacterial – There are a small handful of bacteria that may be passed from reptile to human. Reptiles are not the only source of infection, as most can come from other animals, food and water sources as well. Those most at risk tend to be those who consume reptiles, and those who work with them in close quarters.

Salmonella – This bacteria is likely the most famous reptilian zoonoses. Almost 1000 serotypes of salmonella have been identified in reptiles, many of which can infect humans and exist without causing disease in the reptile host. Furthermore, salmonella has an amazing ability to sit dormant for long periods, and may be shed transiently from an infected reptile. The bacteria is even known to coat eggs as they are laid, passing on to future offspring. Although most commonly associated with turtles, other reptiles can also be carriers. Infection can be serious, especially in very young children and the immunocompromised. Although symptoms are typically like a nasty bout of the flu, in extreme cases they can lead to meningitis or brain abscesses. Fortunately infection is relatively rare and can be fairly easily mitigated by basic hygienic practices. The vast majority of reported salmonella cases in humans (>97%) are not related to reptiles



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Other possible but rarely reported zoonoses include *Aeromonas spp.*, *Campylobacter spp.*, *Edwardsiella spp.*, *Escherichia spp.*, *Mycobacterium spp.*, *Pasteurella spp.*, *Proteus spp.*, *Staphylococcus spp.*, *Streptococcus spp.*

Fungal – There are fungal agents that have been cultured on reptiles that can be infectious to humans, however at this point in time, direct transmission has not been documented. These include *Aspergillus spp.*, *Dermatophilus spp.* and *Trichophyton spp.*

Viral – Reptiles may provide reservoirs for some viruses such as West Nile and Equine Encephalitis however this would not effect reptiles housed indoors

Accidental intermediate parasite hosts – A few parasites can enter and encyst in humans if they come into contact. These situations are rare and typically do not result in problems. Common exposure is from eating uncooked reptile or amphibian. Examples *Cryptosporium spp.* and *Coccidea spp.*

Zoonoses Management

Reptilia's animals are typically captive born and bred and pass through a quarantine before they enter the rest of the collection and join outreach programs of any kind, highly diminishing chance of carrying a zoonotic disease. Reptilia has strict standards of care including for cleanliness and disinfection, which goes a long way to prevent disease from forming and spreading. Reptilia performs regular health checks and parasite checks on animals in the collection. Sick animals do not travel for programming and animals that test positive for parasites are treated. Reptilia feeds frozen thawed prey, which is less likely to harbor zoonoses. Any animal that dies receives a Post Mortem, which will help indicate if there are potential zoonotic factors present. Reptilia treats all turtle species with routine dewormers twice yearly, as these reptiles carry a higher risk of transmission to both humans and other reptiles. Cast Members are supplied with PPE and taught the benefits of using protective equipment. They are also obligated to wash their hands and clothing regularly, and always after contact with feces, food items or sick animals. Guests are asked to wash their hands before and after coming in contact with animals. They are also asked not to eat during contact and particularly for little ones, not to touch their face. Reptilia Cast Members bring sanitizer with them to offsite events, in the event other hand washing opportunities are not readily available. Wounds should be properly cleaned, covered and kept away from containments during healing. Do not eat raw reptile flesh.

Should you have any further questions, please do not hesitate to ask.

Reptilia Inc
Mr. Brian Child, President
Ms. Samantha Medina, Projects Manager
Vaughan: 2501 Rutherford Road, L4K 2N6
Whitby: 1400 Victoria Street E, L1N 9N1
905 761 6223
www.Reptilia.org | Zoo@Reptilia.org



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Reptilia Inc. – Board CV's

Brian Child

Mr. Child is the President of Reptilia Inc. Brian began his business career in 1966 and has owned or been a significant shareholder in retail, real estate, wholesale, transportation and the art business and was awarded 'Canadian Small Business Entrepreneur of the Year' in the mid 80's.

He served on the Board of Starlight Children's Foundation for 18 years during which he chaired fund raising for 11 years. Mr. Child founded Reptilia Inc. in 1996.

Lee Cockerell

Mr. Cockerell recently retired as the Executive Vice President of Operations - Disney World in Orlando, Florida where through 7,000 managers; he was responsible for managing a staff of 47,000.

He held senior positions with both the Hilton and Marriott Hotel Chains before joining Disney and is the recipient of many awards for excellence in management, as well as the author of a book titled 'Creating Magic' on his experiences at the hotel chains and Disney.

'Retired & Inspired' - Lee is a renowned speaker on leadership and serves large companies worldwide. For further information, please refer to: www.leecockerell.com.

Peter Evans

Mr. Evans has more than 30 years of international managerial experience in the financial industry in Europe, Southeast Asia, the Middle East, London, Toronto and New York.

Recently retired from JP Morgan Chase in Toronto, Mr. Evans has been actively involved in the development of the Greater Toronto Community serving for the past 15 years as a member of the Management Board of the Toronto Zoo (Vice-Chair) and the Toronto Zoo Foundation (Chair) as well as a leadership role in the area of sustainable development with the United Nations Centers of Expertise program.

Brian K. Jones

Mr. Jones is a consultant providing business, marketing and strategic advisory services in the areas of corporate growth, business acquisition, innovation, and knowledge management. Brian's background is rich in international and general management experience as past President, International NPD INTELECT, a leading global research company.

As President - International, Brian's responsibilities included both start ups and turnarounds in Canada, South America and Asia. Brian was also a partner in the leading research organization ISL International Survey's Ltd, and served as Vice President, Market Intelligence The Loyalty Group, owners and operators of the Air Miles Reward Program. He also consulted to Aeroplan on several projects and is now a VP of Sobey's of Canada.



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ON, Canada L4K 2N6

Tasker S. Kelsey

Mr. Kelsey retired as Senior Vice President of Commercial Banking for the Greater Toronto region after a 42 year career with the TD Bank.

Tasker has held a number of leadership roles in public & service organizations. He was Director of three Toronto Hospital Boards, most recent of which was St. Michael's Hospital. He has also been Treasurer and Director of the Calgary Philharmonic Orchestra and Vice Chair of The National Ballet School and Wellesley Central Health Corporation.

Leonard J. Mines

Mr. Mines retired after a 42 year career with the TD Bank. Len was a Vice-President of the bank and held various positions during his time with the organization.

He also served as a Director of The Harvard Business School Club of Canada, St. Georges Golf & Country Club, and was also involved with the Credit Valley Hospital Foundation fund raising activities.

Peter Watson

Mr. Watson resides in Durban, South Africa and has operated one of the larger crocodile farms there for 30 years. The farm has a population of about 9,000 crocodiles. Peter is a member of the Crocodile Farmers Association of South Africa and a past member of its Board. As could be expected, he has extensive experience with crocodiles and many other reptiles as well as mammals.

He also owned a construction company which specializes in building water parks, commercial pools and croc parks. Peter has appeared in many films shot at his farm on all the major animal networks. The farm provides reptiles to many zoos around the world including the Bronx Zoo in New York, the Dallas Zoo, the Madrid Zoo, the Paris Zoo and several in the mid East.

Calvin J. White

Mr. White, Canadian Museums Association Audit Liaison and Past President, holds a degree in Commerce and Finance from the University of Toronto. He retired as the CEO of the Toronto Zoo, a position he held since 1986.

Prior to his tenure at the Toronto Zoo, Cal was the Director of Budget Analysis and Internal Control for the City of Toronto. He worked at Ford of Canada and Canadian General Electric. He is or has been a Board Member for many other organizations, including Aurora Hydro, the Rouge Park Alliance and the Toronto Convention and Visitors Association. He is also a member of Mensa Canada.

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 10, 2018
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT	PURCHASE OF SERVICE AGREEMENTS – ONTARIO WORKS EMPLOYMENT ASSISTANCE SERVICES

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the attached proposed By-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting of December 18, 2018:

- a) **TO APPROVE** Agreements for Ontario Works Employment Assistance Services with 9 corporations:
 - Daya Counselling Centre, 141 Dundas St, 6th floor, London, ON N6A 1G3;
 - Goodwill Industries, Ontario Great Lakes, 255 Horton St, London, ON N6B 1L1;
 - LEADS Employment Services London Inc., 410-171 Queens Av, London, ON N6A 5J7;
 - Literacy Link South Central, 255 Horton St, 3rd floor, London, ON N6B 1L1;
 - London Community Small Business Centre, Inc., 220-379 Dundas St, London, ON N6B 1V5;
 - March of Dimes Canada, 302-1550 Upper James St, Hamilton, ON L9B 2L6;
 - Pathways Skill Development & Placement Centre, 1-205 Horton St E, London, ON N6B 1K7;
 - WIL Counselling and Training for Employment, 141 Dundas St, 4th floor, London, ON N6A 5J3; and
 - Youth Opportunities Unlimited, 141 Dundas St, 2nd floor, London, ON N6A 1G3.
- b) **TO AUTHORIZE** the Mayor and City Clerk to execute the Ontario Works Employment Assistance Services Agreements; and,
- c) **TO DELEGATE** The Managing Director or written designate is delegated the authority to represent the City with respect to the Ontario Works Employment Assistance Services Agreements.

It being noted that:
 These changes will support the increased employment, employability and job retention of Ontario Works participants The Ontario Works Employment Assistance Services Framework 2019 to 2024 presented in this report.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- 2016 Participant Profile Report – City of London Social Services, Ontario Works Program Delivery (CPSC, July 18, 2017)
- Renewal of Ontario Works Employment Assistance Purchase of Services Agreements (CPSC, March 28, 2017);
- Purchase of Service Agreements – Ontario Works Employment Assistance Services (CPSC, February 25, 2013 and December 3, 2012);
- Ontario Works Employment Services Framework 2013 to 2018 (CSC, March 5, 2012)

BACKGROUND

Through the City of London 2015-2019 Strategic Plan, Strengthening our Community - caring and compassionate services is a key area of focus which sets out to “eliminate barriers for individuals facing poverty and help them find pathways to be successful.” In support of this goal, this report

requests an endorsement of an updated Ontario Works Employment Services Framework 2019 to 2024 attached as Schedule “1” and the approval of the Purchase of Service Agreements for the delivery of Ontario Works Employment Assistance Services attached as Schedule “2”.

Ontario Works currently has Purchase of Service Agreements with local community agencies for the delivery of employment assistance services. The current agreements were approved by Council on December 11, 2012 (RFP 12-07 Ontario Works Employment Assistance Services) for a three (3) year period, with options to extend the contract for two (2) additional one year periods. The Agreements were further extended by an additional one year period with Council approval on April 4, 2017 and are scheduled to expire December 31, 2018. These Purchase of Service Agreements are based on the Ontario Works Employment Services Framework 2013 to 2018. A review of the existing Ontario Works Employment Services Framework began the preparation for the Request for Proposal (RFP) which closed on June 22, 2018.

UPDATE TO ONTARIO WORKS EMPLOYMENT SERVICES FRAMEWORK

Under the Ontario Works Act, the City of London has the responsibility to effectively deliver services and supports that respond to the needs of Ontario Works participants. Ontario Works is primarily an employment assistance and financial support program focused on helping people gain and maintain sustainable employment by supporting training and education, developing “hard” and “soft” employment skills, linking participants to opportunities, and providing individualized supports as needed.

An Ontario Works Employment Services Framework was introduced in 1997 when the Ontario Works program commenced in London and was revised in 2005 and in 2012 in response to funding changes and the evolution of legislation. The City of London is committed to an Employment Assistance model which contracts for specific employment assistance services with local service providers, offers a wide variety of individualized employment services and supports and leverages services funded by other Ministries and Departments (including the Ministry of Training, Colleges and Universities (MTCU) and Service Canada).

The Ontario Works Employment Services Framework 2019 to 2024 attached as Schedule “1” builds on the community expertise and collaborative efforts such as the Employment Sector Council, Local Employment Planning Council (LEPC), and the London & Middlesex Local Immigration Partnership, in responding to local labour market needs. The framework recognizes the importance of linkages to employers through multiple channels and through a diversity of service providers; community non-profits, education systems and private sector for-profit businesses.

The Ontario Works Employment Services Framework was developed through an extensive consultation process that maintained a focus on planning, research and consultation, drawing from the following:

- Consultations with employment and education service providers, Ontario Works participants, City of London Social Services staff, and key informants representing London employers and businesses;
- Analysis of the City of London’s Ontario Works caseload demographics;
- Analysis of London’s labour market and economic needs and trends;
- A review of American and Canadian literature evaluating “what works” in employment service delivery for welfare recipients, and
- Program reviews.

Overall, the review confirmed that the framework is working well as evidenced by the achievement of many targets and employment outcomes of the contracted services, the good working relationships, partnerships, and engagement of community organizations.

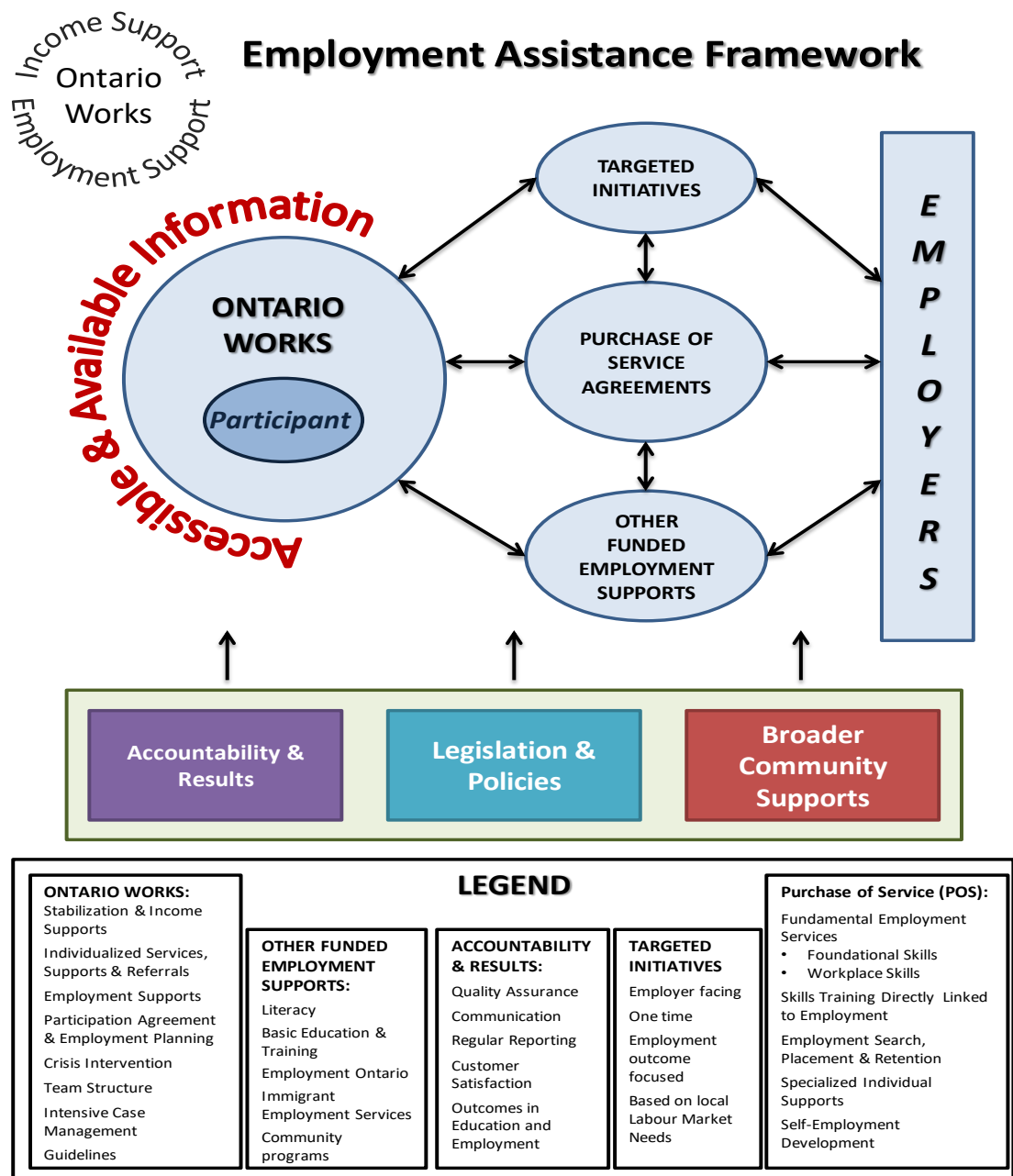
EMPLOYMENT SERVICES FRAMEWORK COMPONENTS

The updated Ontario Works Employment Services Framework is comprised of four major components:

1. **Ontario Works Internal Resources & Supports** – services provided by Social Services including financial assistance, caseworker supports, referrals to community programs and specialized team supports such as Learning, Earning and Parenting (LEAP), Addiction Services Initiative (ASI), Self-Employment supports, and intensive case management services.
2. **Other Funded Employment Supports** – employment supports currently available in the community through funders such as Employment Ontario through the Ministry of Training, Colleges and Universities, and Service Canada.

- Purchase of Service (POS) Agreements** - employment assistance services with local service providers that address specific needs or gaps in available services.
- Targeted Initiatives** – Specialized, customized program(s) that meets the hiring needs of the employer, has a direct connection to the labour market and in partnership with employer facing organizations.

Each component will contain key employment service elements such as Individualized Services and Supports, Assessments and Employment Planning, Career Management Services, Workplace



Experience, Employment Placement, Skills Training Directly Linked to Employment and Self Employment Development as outlined in the Framework.

NEW FEATURES

The Ontario Works Employment Services Framework builds on the successes and strengths of the previous frameworks. New features of the framework include:

- Increased community engagement through decentralization, utilization of hoteling spaces, community participation, and continued promotion of employment, education and training opportunities through Employment Support Specialists;
- Increased flexibility in the use of the employment service plan (Participation Agreement) to meet the specific needs and goals of participants on a timely basis, so that referrals can be made more quickly to agencies, combined with enhanced internal employment reviews held at regular intervals;
- The use of fee for service model for core employment services enabling agencies to have flexibility in the use of existing resources when providing individualized services and supports, as well as to encourage increased agency co-operation and cross referrals;
- A greater attention to the engagement and employment retention of Ontario Works participants;

- A change in Ontario Works participants' perception of Employment Placement to also include active job search as well as retention supports;
- An increased emphasis on coaching and mentoring supports after client obtains employment;
- Strengthened accountability, evaluation and quality assurance approach;
- Strengthened focus on providing supports and referrals for all Ontario Works participants.

The Ontario Works Employment Services Framework 2019 – 2024 attached as Schedule “1” incorporates appropriate elements to help reduce, eliminate and address barriers and assist Ontario Works participants in moving forward on their employment path. The framework identifies specific services to be delivered by community partners and provided the foundation of the Request for Proposals 18-08 for Ontario Works Employment Assistance Services (RFP) issued in 2018. The organizations and services recommended as a result of the RFP will provide the range of services and supports to assist in the achievement of the principles, goals and outcomes of the Ontario Works Employment Assistance Program as outlined in the framework. The Employment Assistance Services to be delivered include the following:

Fundamental Employment Services – Assists participants to prepare to enter, re-enter or quickly re-enter the workforce. Employment Search, Placement and Retention is a required component of this service.

Skills Training Directly Linked to Employment – Provides participants with training, skills development and practical work experiences thereby improving their marketable skills. Employment Search, Placement and Retention is a required component of this service.

Employment Search, Placement and Retention – Assists job-ready participants in finding and maintaining suitable employment by providing structured job supports, job coaching and workplace supports.

Specialized Individual Support – Assists participants in addressing identified needs and barriers to support finding and maintaining suitable employment.

Self-Employment Development – Assists participants in developing and growing business opportunities; maintaining their self-employment and further developing business and marketing skills.

The Employment Assistance components noted in this report provide crucial skills and supports for Ontario Works participants in their movement to self-sufficiency. The Employment Assistance service providers are integral to the effective delivery of Employment Assistance services and to the achievement of Employment Assistance outcomes. Through this framework, Ontario Works employment services will be more responsive to changing Ontario Works participants, community and labour market demands.

REQUEST FOR PROPOSALS & PURCHASING PROCESS

A Request for Proposals was issued May 4, 2018 to support the service delivery components of the revised Ontario Works Employment Services Framework. Fourteen (14) submissions were received to provide services for:

1. Fundamental Employment Services
2. Skills Training Directly Linked to Employment
3. Employment Search, Placement and Retention
4. Specialized Individual Support
5. Self-Employment Development

Agencies were able to submit a proposal to provide services for one (1) or a combination of any or all programs. The submissions were evaluated by a team comprised of ten (10) members from the following Service Areas: Housing, Social Services and Dearness Home; Neighbourhood, Children and Fire Services; and Finance and Corporate Services. This team evaluated submissions against criteria established to align with the needs addressed in the Ontario Works Employment Services Framework 2019 to 2024. The criteria consisted of:

- a) Proponent Profile;
- b) Experience, Expertise and Qualifications;
- c) Labour Market Knowledge, Community and Employer Connections;
- d) Capacity;
- e) Evaluation and Quality Assurance;

- f) Proposed Programs and Outcomes;
- g) Business Change Management;
- h) Pricing; and
- i) Format of Submission Presentation

The evaluation team recommended the acceptance of submissions received from nine (9) agencies as they addressed specific Ontario Works participant needs as outlined in the Ontario Works Employment Services Framework and in the RFP. The successful Proponents demonstrated strong organizational compositions, the financial capacity to deliver the programs, the technical resources and the ability to leverage existing services and supports.

The evaluation team recommended the provisions of services for all five (5) requested service areas from the following agencies:

Fundamental Employment Services

- (i) Goodwill Industries, Ontario Great Lakes
- (ii) LEADS Employment Services London Inc.
- (iii) Pathways Skill Development & Placement Centre
- (iv) WIL Counselling and Training for Employment
- (v) Youth Opportunities Unlimited

Skills Training Directly Linked to Employment

- (i) Goodwill Industries, Ontario Great Lakes
- (ii) Pathways Skill Development & Placement Centre
- (iii) Youth Opportunities Unlimited

Employment Search, Placement and Retention

- (i) Goodwill Industries, Ontario Great Lakes
- (ii) LEADS Employment Services London Inc.
- (iii) Pathways Skill Development & Placement Centre
- (iv) WIL Counselling and Training for Employment
- (v) Youth Opportunities Unlimited

Specialized Individual Support

- (i) Daya Counselling Centre
- (ii) Goodwill Industries, Ontario Great Lakes
- (iii) Literacy Link South Central
- (iv) March of Dimes Canada

Self-Employment Development

- (i) London Community Small Business Centre

AGREEMENT DEVELOPMENT

Staff from the City of London Solicitor's Office has been instrumental in the development of the form and content of the Ontario Works Employment Assistance Services Purchase of Service Agreements. The Ontario Works Employment Assistance Services Purchase of Service Agreements are for a two (2) year period with the option of extending the contracts for three (3) additional one year periods. At least 30 days prior to the expiring of the Agreement, the City of London representative and the Service Provider may mutually agree in writing to renew the Agreement on the same terms and conditions as set out in this Agreement for successive one year periods up to a maximum of three (3) one year renewals. The individual Employment Assistance Ontario Works Agreements will be signed by the respective organizations. One representative contract is attached, as Schedule "2" to Appendix A.

AGREEMENT SUMMARY

The Agreement, attached as Schedule 2 to Appendix A, meets each of the objectives outlined in RFP18-08 and stipulates the following:

- The term of the Agreement is from January 1, 2019 to December 31, 2020, with the option of three (3) one year renewals;
- The Service Provider shall provide Employment Assistance Services in accordance with this Agreement, the Request for Proposal 18-08, their Proposal, and the Outcomes as set out in Schedule D of the Agreement Outcomes Schedule;
- The requirements of the Employment Assistance Services as set out in the Request for Proposal, their Proposal and the Outcomes may be amended from time to time on the prior written mutual consent of the Managing Director or designate and the Service Provider;

- Services to be provided are dependent on the contract and can include Fundamental Employment Services; Skills Training Directly Linked to Employment; Employment Search, Placement and Retention; Specialized Individual Support; and Self-Employment Development.
- The Service Provider is obliged to provide the services on a basis which is fair, confidential, accessible, responsive, sensitive and adequate and respects the rights, dignity, culture and diversities of the participants;
- The Service Provider is obliged to use current state of the art methods and shall skilfully and competently deliver the Employment Assistance Services and shall employ only skilled and competent staff who will be under the supervision of the Service Provider;
- The Service Provider is obliged to instruct and train its staff to deliver the services required under this Agreement;
- The Service Provider will participate in program evaluation activities carried out by the Ministry of Children, Community and Social Services, or by the City of London;
- Funding will be per participant on a fee for service basis;
- The Service Provider shall obtain prior written approval from the Managing Director, Housing, Social Services and Dearness Home, or designate, regarding advertising or media involvement surrounding Employment Assistance Services it provides under this Agreement, and acknowledge the City of London's involvement in the Employment Assistance Services; and,
- Despite any other provisions in this Agreement, the City of London or the Service Provider may, at any time and for any reason, terminate this Agreement, effective upon the giving of sixty (60) days' prior written notice to the other party.

TARGETED INITIATIVES

Targeted Initiatives, as outlined in the Ontario Works Employment Services Framework, provide the opportunity for local organizations to work in collaboration and partnership with employers and the City of London to address very specific needs of Ontario Works participants in making a direct link to employment. The Targeted Initiatives will be a response to specific emerging labour market needs on a "just in time" basis. Targeted Initiatives will allow for a direct connection to the labour market and will be supported in partnership with employer facing organizations.

Projects can include a range of service elements including but not limited to job placement, post-hiring supports, life skills, skills training and work placements. At the individual level, this could be an Enhanced Job Placement opportunity resulting in the hiring of the participant. At the group level, this could be a short-term employment program that provides focused, specialized training that is specific to the immediate hiring needs of an employer or community agency.

The Managing Director and Social Services staff will be instrumental in developing one-time pilot initiatives to target identified employment and placement needs of a specific client group, community, or employer. The Managing Director or designate will present a business case to Committee once a Targeted Initiative and funding source has been identified and is being proposed.

ONTARIO GOVERNMENT – SOCIAL ASSISTANCE REFORM

On Thursday November 22, the Honourable Lisa MacLeod, Minister of Children, Community and Social Services announced a high-level strategic framework related to the Government of Ontario's plan to reform Social Assistance.

During the announcement, emphasis was placed on employment outcomes and providing necessary community supports to move people to employment. The Minister's announcement stressed the importance of individualized employment planning and acknowledged that there is no one-size-fits-all solution to the delivery of social service programming in Ontario communities.

Individualized employment planning and focus on the local municipal context, are consistent with service delivery approaches outlined in the updated Ontario Works Employment Services Framework attached as Schedule "1" and the Ontario Works Employment Assistance Services Purchase of Service Agreements. The Minister described that any changes will be implemented gradually and over the next 18 months to 2 years. At this time there is no cause to adjust the service agreements, it is recognized that future Ontario government announcements may necessitate an update to the Ontario Works Employment Services Framework and an amendment to the 2-year Ontario Works Employment Purchase of Service Agreements.

FINANCIAL IMPACT

The overall average cost increase anticipated as a result of the revised contracts for employment services is estimated to be approximately 12% based on 2018 participation rates for each service. Agency referrals will be closely monitored to ensure that the estimated cost of these services for 2019 of approximately \$5.2m gross (\$0.95m net) can be accommodated in the 2019 Council approved budget for the Ontario Works program.

The budget for employment services is cost shared with the Ministry of Children, Community and Social Services (MCCSS) and includes a portion that is 100% funded and a portion that is cost shared at 50%. Currently, the City’s overall share of these costs is approximately 18%.

CONCLUSION

The Employment Assistance activities, including the Purchase of Service Agreements, noted in this report provide crucial skills and supports for Ontario Works participants to assist them in their movement towards self-sufficiency.

PREPARED BY:	SUBMITTED BY:
JACK SMIT MANAGER, EMPLOYMENT STRATEGIES	KEVIN DICKINS MANAGER, EMPLOYMENT AND INCOME SUPPORT SERVICES
RECOMMENDED BY:	
SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME	

Cc: Kyle Murray, Senior Financial Business Administrator, City of London
 Lynn Marshall, Solicitor II, City Solicitor’s Office, City of London
 Elaine Sauve, Program Supervisor, Ministry of Children, Community and Social Services
 John Freeman, CSCMP, Manager – Purchasing & Supply, City of London
 Rebecca Machado, Executive Director, Daya Counselling Centre
 Michelle Quintyn, President and CEO, Goodwill Industries, Ontario Great Lakes
 Wendy Lau, CEO, LEADS Employment Services London Inc.
 Tamara Kaattari, Executive Director, Literacy Link South Central
 Francis Fung, National Manager, Rehabilitation and Training, Employment Services, March of Dimes Canada
 Paul Hubert, Executive Director, Pathways Skill Development & Placement Centre
 Steve Pellarin, Executive Director, The London Community Small Business Centre
 Jennifer Hollis Executive Director, WIL Counselling and Training for Employment
 Steve Cordes, Executive Director, Youth Opportunities Unlimited

APPENDIX A

Bill No.
2018

By-law No.

A By-law to approve Agreements for Ontario Works Employment Assistance Services with 9 corporations.

WHEREAS section 2 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that municipalities are created by the Province of Ontario to be responsible and accountable governments with respect to matters within their jurisdiction and each municipality is given powers and duties under this Act and many other Acts for the purpose of providing good government with respect to those matters;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001* 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 section 10 of the *Municipal Act, 2001* provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

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

1. The template Agreement for the purchase of Ontario Works Employment Assistance Services to be entered into between The Corporation of the City of London and each of the following nine corporations:
 - Daya Counselling Centre;
 - Goodwill Industries, Ontario Great Lakes;
 - LEADS Employment Services London Inc.;
 - Literacy Link South Central;
 - March of Dimes Canada;
 - Pathways Skill Development and Placement Centre;
 - London Community Small Business Centre, Inc.;
 - WIL Counselling and Training for Employment; and,
 - Youth Opportunities Unlimited;

attached as Schedule 1 to this by-law, IS APPROVED.
2. The name of the Service Provider shall be inserted into the template Agreement approved under section 1 above for each of the following:
 - (a) "Daya Counselling Centre";
 - (b) "Goodwill Industries, Ontario Great Lakes";
 - (c) "LEADS Employment Services London Inc.";
 - (d) "Literacy Link South Central";
 - (e) "March of Dimes Canada";
 - (f) "Pathways Skill Development and Placement Centre";
 - (g) "London Community Small Business Centre, Inc.";
 - (h) "WIL Counselling and Training for Employment"; and,
 - (i) "Youth Opportunities Unlimited".
3. The Mayor and City Clerk are authorized to execute the Agreements approved under section 1.
4. The Managing Director or written designate is delegated the authority to represent the City with respect to the Ontario Works Employment Assistance Services Agreements.

5. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council , 2018.

Ed Holder
Mayor

Catharine Saunders
City Clerk

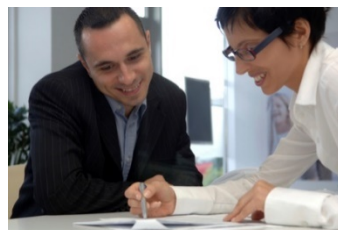
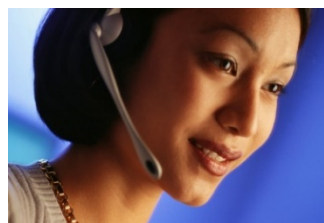
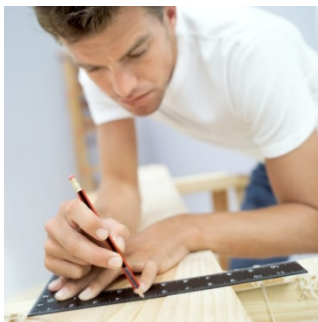
First reading -
Second reading -
Third reading –



London Ontario Works

Employment Services Framework, 2019 to 2024

April 23, 2018



Contents

PREFACE	3
Background.....	4
The Value of Work.....	4
Ontario Works Employment Services	4
The Need for an Employment Services Framework.....	5
The Current Local Context	5
Local Economic Labour Market Changes	5
Legislative Changes and Policy Initiatives	9
Consultations and Research	10
Employment Service Providers Findings	11
Ontario Works Staff Consultation Findings	11
Participant Consultation Findings	11
Key Informant Interview Findings.....	12
Best Practices	13
Service Delivery Framework for Employment Services	14
Priority Populations.....	16
Key Service Elements of an Employment Assistance Framework	17
Employment Framework Components.....	24
New Features	24
Funding.....	25
Purchase of Service Program Description	30
Implementation	32
Appendix A: Summary of Consultations and Research	33
Appendix B: Participant Path to Employment Service	40
Appendix C: Reference Materials.....	41

PREFACE

The London Ontario Works *Employment Services Framework 2019 to 2024* sets out the planned structure of employment service provision for Ontario Works participants in London over a five-year period. The Framework, first introduced in 1997, was revised in 2005 and again in 2012 with Municipal Council approval. This updated version provides a framework for service delivery based on community, participants, staff and employment sector key informant input, caseload demographics, and best practices research including the experience of a sample of Ontario jurisdictions.

This Framework is an important tool used in strategic planning and will assist employment service providers and London's Ontario Works office in developing service and business plans. It is consistent with the City of London's strategic priority of strengthening our community in that it identifies pathways to be successful, particularly for individuals facing poverty, mental health and addictions. This Framework helps improve the delivery and coordination of employment services through strategic and collaborative partnerships with community organizations, funders, and employers. This helps to strengthen and grow our economy and create diverse employment opportunities, fulfilling another strategic priority for the City. (City of London, 2015). The Framework supports the London's Community Economic Road Map Economic Priority 4 of "a top quality workforce" and ensuring local employers have access to the talent they need through the partnerships, relationships and programs outlined in the Framework.

A comprehensive and collaborative approach was taken to complete this Framework through a series of consultations, surveys and conversations. We greatly appreciate the contributions of our community partners including employment, education and business sectors, Ontario Works staff, as well as other Ontario Works offices and people in receipt of Ontario Works.

Kevin Dickins

*Manager, Employment and Income Supports
Housing, Social Services and Dearness Home*

LONDON ONTARIO WORKS

EMPLOYMENT SERVICES FRAMEWORK

Background

Under the Ontario Works Act, the City of London has the responsibility to effectively deliver services and supports that respond to the needs of Ontario Works participants. Ontario Works is primarily an employment assistance and financial support program focused on helping people gain and maintain sustainable employment by supporting training and education, developing “hard” and “soft” employment skills, linking participants to opportunities, and providing individualized supports as needed.

An Employment Assistance Framework was introduced in 1997 when the Ontario Works program commenced in London, and was revised in 2005 and in 2012 in response to funding changes and the evolution of legislation. The city is committed to an Employment Assistance model that is a combination of individualized services and supports, leveraged with services funded by other Ministries and Departments (including the Ministry of Advanced Education and Skills Development, and Service Canada), and contracts for specified employment assistance services with local service providers.

The Employment Assistance Framework builds on the community expertise and collaborative efforts such as the Employment Sector Council, Local Employment Planning Council, and the London & Middlesex Local Immigration Partnership, in responding to local labour market needs. The framework recognizes the importance of linkages to employers through multiple channels and through a diversity of service providers; community non-profits, education systems, and private sector for-profit businesses.

The Value of Work

Employment has social, emotional and health benefits in addition to providing a source of income. Working can provide a sense of identity and purpose, as well as provide an opportunity for social contacts. It offers opportunities for personal growth, helps to structure day-to-day life, and contributes to self-esteem. Besides financial hardship, loss or lack of employment can cause mental and physical health problems at the individual level. The lack of these social determinants of health can have broader reaching negative impacts on the family and the community as a whole (Mikkonen & Raphael, 2010), (Public Health Agency of Canada, 2003).

“Although poverty is not only about income, inadequate income is a key element of poverty. From an economic perspective, adequate income and employment are pathways out of poverty, and employment can be a particularly empowering route.”

*(London For All -
A Roadmap to End Poverty, March
2016, p.17)*

Ontario Works Employment Services

Employment services are mandated within the Ontario Works legislation. The Ministry of Community and Social Services (MCSS) provides direction on employment service obligations and responsibilities of Ontario Works offices through the Ontario Works Policy Directives. The Directives recognize that a range of employment supports and services must be available to

participants in order to respond to their needs and to local labour market needs. Participants are required to undertake an active job search either independently or in a structured job-search program. Learning, Earning & Parenting (LEAP), Literacy Screening, assessment and training, and Addiction Services are specialized employment supports and services offered as part of employment services. Employment Placements and Self-Employment Development are also required activities of Ontario Works Employment Service providers.

The Need for an Employment Services Framework

Municipalities have local discretion on how Ontario Works delivers employment services and are guided by the provincial Directives and guidelines.

Ontario Works Employment Services are part of the broader workforce development and employment and training services sectors, which include numerous partners in private, non-profit, and government sectors. The Ministry of Advanced Education and Skills Development, through Employment Ontario, offers a range of employment supports and services that may be appropriate for many Ontario Works participants. Literacy and Basic Skills programs and services are funded through the Ministry of Advanced Education and Skills Development with the services delivered by educational institutions and Employment Ontario centres. Community based employment agencies serve a diverse range of individuals including Ontario Works participants, Employment Insurance beneficiaries, Ontario Disability Support Program clients, as well as the general public. Within this context, it is acknowledged that the Ontario Works Employment Services Framework must be a part of a shared service model approach that partners with the employment, training and education sectors, and the business community.

A local employment services framework guides program direction, in order to ensure that the Ontario Works employment programs, which are funded by the Ministry of Community and Social Services, operate within the legislation and within the local context.

“Programs and services offered by the government need to keep pace with the complex needs of our growing and diverse population. In addition, the current fiscal environment requires a disciplined focus on finding smarter, better ways to deliver the best possible value for every dollar spent. The Province is faced with demographic, economic, social and fiscal challenges.”
(Community Hubs in Ontario – A Strategic Framework & Action Plan, 2015, p.8)

The Current Local Context

Since the 2005 Framework was developed, legislation has continued to evolve, the economy and labour market context have changed significantly, the employment and training sector has undergone a transformation, and we have a greater awareness of the emerging needs and makeup of the caseload. At this time, there is a fair amount of uncertainty as to the future economic state and the policy context in which Ontario Works employment programs will be operating. At the time of drafting of this framework, the current provincial government have announced significant investments in social services. It is uncertain how these recent changes will continue to be supported following the upcoming provincial election.

Local Economic and Labour Market Changes

Over the past 10 years, the London region has experienced significant economic changes and challenges including a recession which officially started in 2008 and the recent employment

recovery of the last several years. Over this period the Ontario Works caseload has reflected these challenges and has swelled by 58% since 2007 to over 11,500 households in 2018; levels not experienced since the recession in 1996. Recovery is expected to continue into 2018 and 2019. The Conference Board of Canada predicts economic stability for the London region over the next few years with the anticipation that London's economic growth will slightly increase by 1.8% in 2018 and 1.5% in 2019 (Arcand et al., 2018). Employment in London is expected to grow by 2.6% in 2018. The London economy is well diversified and; as a result, on average has demonstrated to be more stable with less drastic swings in its unemployment rates when compared to other cities in Ontario.

Much of the recent growth in the local economy can be attributed to the manufacturing sector, an attractive Canadian dollar, and recent local investments in London manufacturing such as Sodecia (auto parts), General Dynamic Land Systems Canada (armoured vehicles), and Dr. Oetker (agri-business). The manufacturing sector will be greatly impacted by the outcome of the re-negotiations of the NAFTA agreements currently underway. The real estate market in London has boomed given special interest from out of town buyers, mainly from Toronto. The construction industry, also, is poised to have a record year of growth; the growth rate expected to be 2.0% in 2018 (De Bono 2018). The digital creative industry has created significant growth in London and is also expected to grow (Mayor's 2017 State of City Address, 2018). Given London's geographic location, a significant area of growth for London is in the Agri-business sector, an industry the province says is worth \$37 billion, supporting more than 800,000 jobs provincially ("Mayor's 2017 State of the City Address", 2018).

Although there is a boom in manufacturing, agri-business, tech sector, and construction, there exists a skills gap primarily due to the increased use of technology. The Local Employment Planning Council (LEPC) consulted several employers in the region and the majority reported that they are either not getting enough applications to job postings, or the applicants do not have the necessary skills required for the jobs advertised. Employers specifically noted the lack of skilled trades persons with industry-specific training. The skill gap will have a negative impact on the economy, so more skill-training focus is necessary (Local Employment Planning Council, n.d).

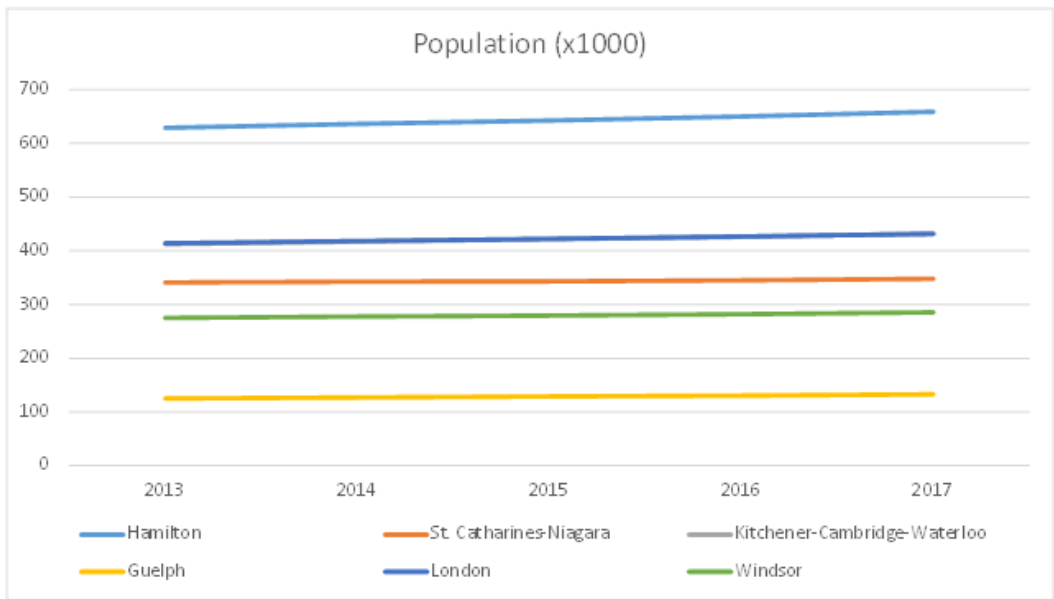
Transportation continues to be one of the barriers to attracting and retaining employees. In some cases, there is no public transportation to enable potential candidates from securing employment (Local Employment Planning Council, n.d.).

Other labour market trends include a shift in employment from goods to service sector, an increased requirement for higher education or training, and an increase in non-traditional work arrangements. According to staffing company Randstand Canada, short-term contracts and part time jobs has been on the rise. About 85% of companies surveyed responded that they are moving towards a more "agile workforce". The switch to a gig economy has led companies to go from providing stable full time employment with full benefits to what has been referred to as precarious employment - insecure, entry level, part-time, low pay with little or no benefits. In some cases, as a result of technological advancements, new employees are being hired and intensively trained on the job just to

"Gig economy" - where people move from contract to contract, from job to job, without a clear sense of precisely what tomorrow might bring. .. Uber or DoorDash are perhaps the most prominent examples of a gig-based employment model, but even traditional businesses are outsourcing tasks like editing, paralegal services, or IT— to jobbers both local and in places such as Bosnia, Bangladesh and Brazil. (CPA Canada, August 2017)

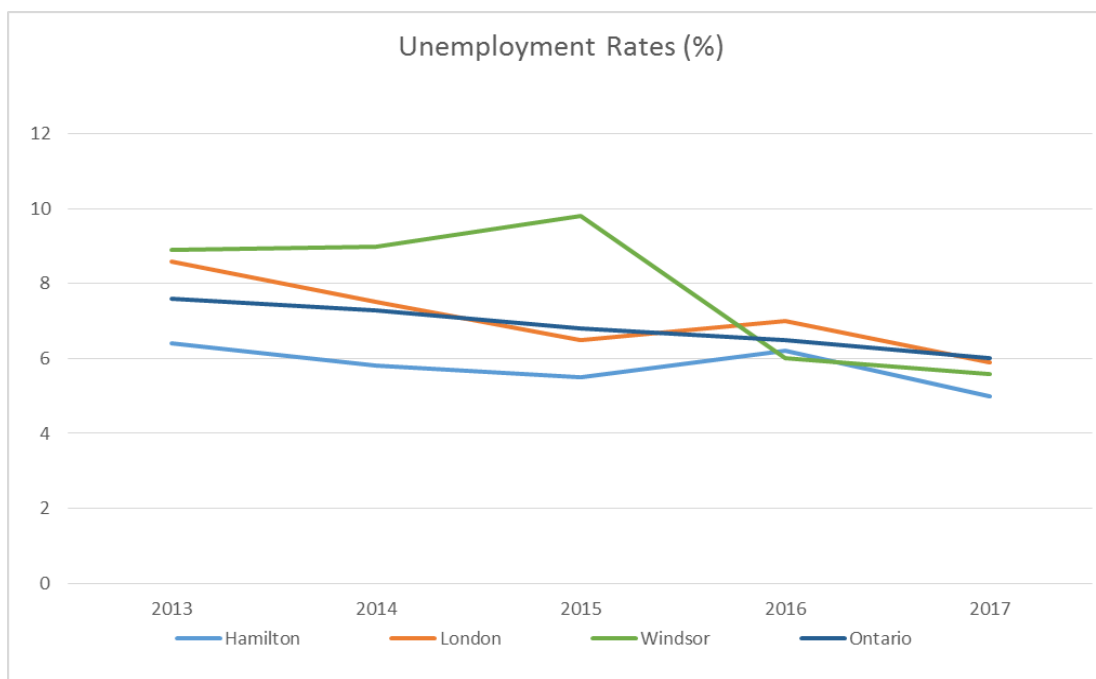
take on certain projects and then let go after project completion (Nazareth 2017). Millennials, in many ways, have adopted the gig economy and become used to switching jobs, taking on temporary contract work, and working multiple jobs. These changes will affect how people will look for and secure employment and therefore impact the types of employment services provided.

The population of London is slightly increasing and its growth is similar to other municipalities in Ontario. Although the region is experiencing a declining birth rate, the growth of London's population can be mainly attributed to an influx of new Canadians and immigrants to the region. The City of London is currently developing an immigration strategy to successfully attract, retain and integrate new immigrants in London. Employment opportunities will need to be key components for this strategy to be successful. There is a growing Indigenous population as birthrates in this segment of the population have increased significantly across Canada, including the London region. As a result, there will be a growing segment of Indigenous youth requiring appropriate employment and training services.



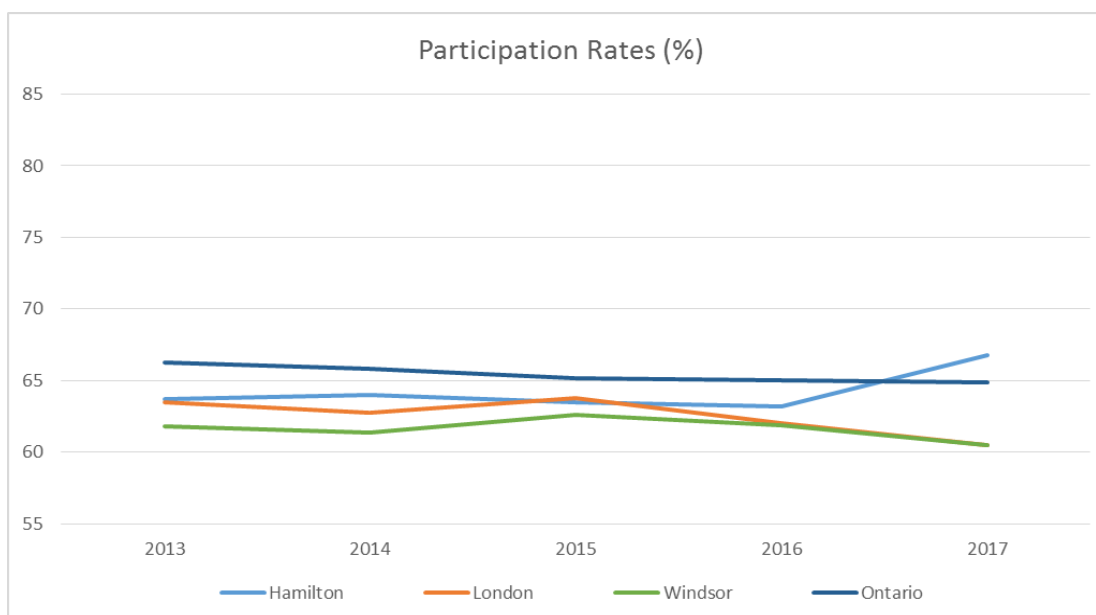
Source: Statistics Canada. Table 282-0135 - Labour Force Survey estimates (LFS), by census metropolitan area based on 2011 Census boundaries, three-month moving average, seasonally adjusted and unadjusted, annual (persons unless otherwise noted), CANSIM (database). (Accessed: April 10th, 2018)

The employment rate for Ontario is the second highest amongst all the provinces in 2018; however, London lags behind other cities. In February 2018, London's unemployment rate of 6.7% was the second highest in Ontario (of the 15 Census Metropolitan Areas CMAs reported) and higher than the Ontario provincial unemployment rate of 5.5%. In March 2018, London's unemployment rate dropped to 6.3% and was the fourth highest in Ontario.



Source: Statistics Canada. Table 282-0135 - Labour Force Survey estimates (LFS), by census metropolitan area based on 2011 Census boundaries, three-month moving average, seasonally adjusted and unadjusted, annual (persons unless otherwise noted), CANSIM (database). (Accessed: April 10th, 2018)

When compared to the provincial economy, London lags behind most municipalities in employment rate as well as labour market participation. The labour market participation rate for London is 60.6% when compared to the national average of 65.5%.



Source: Statistics Canada. Table 282-0135 - Labour Force Survey estimates (LFS), by census metropolitan area based on 2011 Census boundaries, three-month moving average, seasonally adjusted and unadjusted, annual (persons unless otherwise noted), CANSIM (database). (Accessed: April 10th, 2018)

The employment services and supports need to be adapted to respond to these changes. The challenge for the Ontario Works employment services program is to encourage labour market participation by supporting people in gaining employment that leads to long-term financial and personal gain.

While there is optimism about an improving economy and a lowering of the unemployment rate, the updated Employment Services Framework highlights the importance of collaboration with employers and community partners as vital in order to link potential labour supply with the current and future demands.

Legislative Changes and Policy Initiatives

Many Federal and Provincial legislative and benefit changes introduced recently have been focused on reducing or eliminating poverty. Over the past several years, many communities across Canada, with assistance from the Federal government, have adopted a Housing First philosophy, including the City of London Social Services. A Housing First approach is an effective way to reduce homelessness and address chronic and episodic homelessness. Employment services complement the wrap around supports needed to assist clients in sustaining their housing and in their work towards recovery and reintegration into the community.

In 2016, the Federal government introduced a new Canada Child Benefit helping put more money into the pockets of low income parents. A number of provincial initiatives creating an impact as well as providing additional assistance for low income Ontarians include:

- Free tuition to low income Ontario families and increased access to OSAP
- Free prescription drugs for Ontarians under the age of 25
- Increased access to subsidized and licensed childcare
- Increases in minimum wage
- Introduction of Bill 148 – Fair Workplaces Act

The Province has initiated a “Social Assistance Service Modernization Strategy” that is aimed at improving customer service as well as outcomes for social assistance recipients. The change reflects a shift from enforcement focus to risk-based approach and encourages cross-ministerial programming and initiatives. New technology will also be introduced which modernizes the tools used in Social Services. A number of pilot programs have been initiated in several communities across Ontario. An evaluation of each pilot project is to follow in 2018 or 2019, which will inform further implementation. Some of these strategies include Basic Income Guarantee, Social Assistance mobile application, electronic file storage, and reduced verification and administrative work. These initiatives and projects under development may be impacted by the results of the upcoming provincial election expected on or before June 7, 2018.

On a municipal level, the Mayor’s Advisory Panel on Poverty drafted “London For All – A Roadmap to End Poverty” in 2016. In May 2017, United Way Elgin Middlesex was named Lead Agency to implement London for All and will bring partners together to develop and oversee implementation plans, ensure ongoing evaluation and accountability, report back to stakeholders, including the community, and ensure individuals with lived experience of poverty have meaningful involvement in all aspects of the work, including leadership roles.

Consultations and Research

The Framework was reviewed through a process of community consultations, surveys, and further research. The updated Framework will be utilized to formulate a Request for Proposals (RFP) for the Purchase of Service (POS) of Employment Services. The timeline below outlines the Framework review, development, and implementation:



The 2019 to 2024 Framework was developed through an extensive consultation process that maintained a focus on planning, research and consultation, drawing from the following:

- A review of American and Canadian literature evaluating “what works” in employment service delivery for welfare recipients;
- A review of purchased Ontario Works employment service delivery approaches used by other Ontario jurisdictions;
- Analysis of London’s Ontario Works caseload demographics;
- Analysis of London’s labour market and economic needs and trends;
- Consultations with employment and education service providers, Ontario Works participants, Ontario Works staff, and key informants representing London employers and businesses; and,
- Program reviews.

Overall, we have heard that fundamentally the Framework is working well with partnerships and contracted services. Our system had good outcomes with the achievement of most targets and employment outcomes that continue to be strong. The development of the 2019 to 2024 Framework is an opportunity to learn from what we have been doing so that we can build on its strengths and enhance what we already have. This section of the report highlights the information gathering, key findings, and recommendations which support the recommended new Framework. The findings of the community consultations with Ontario Works participants, staff and employment service providers has also been shared with LEPC as part of the City of London’s contribution to the community consultations that form part of LEPC’s recent report “20/20: – Bringing Clarity to the Local Labour Market” (draft report February 2018).

Employment Service Providers Findings

The feedback provided through two community consultations with employment service providers mirror similar concerns expressed by Ontario Works. Highlights include:

- Strong emphasis on individualized services.
- Need for common assessment and understanding of client's needs.
- Need for flexibility in clients accessing service from more than one agency
- Increased resources for pre-employment supports – life skills and mental health in particular.

A full summary of the community consultations is located in Appendix A.

Ontario Works Staff Consultation Findings

Staff surveys and focus groups held across Ontario Works generated a considerable amount of feedback. Staff feedback was consistent with the feedback obtained through the community consultations and identified that Ontario Works participant needs are often complex with increasing concerns for mental health and wellness with stress, anxiety, and depression most commonly mentioned. Complex trauma was identified, especially when dealing with new immigrants to Canada. Staff also identified that Ontario Works participants often struggle with life skills – motivation, resilience, financial literacy, time management, and computer literacy; the basic building blocks for success in training, in school, and in the workplace.

Staff were consistent in their identification of the need for a range of employment services focusing on career management, foundational skills, work experience, and skills training and development. Caseworkers require spending adequate time with their participants to fully understand their needs, to make quality referrals, and timely follow-ups for problem solving.

In the consultations, staff provided positive feedback around existing community services and what is working. Staff also provided numerous ideas and suggestions for improvements including increased accountability of agencies, reduction of repetition of essential job search skills workshops, increased skills training options, and additional mental health supports.

Participant Consultation Findings

Three focus groups of Ontario Works participants were engaged to learn more about what is working well in the current employment services offered and what could be improved. Of great importance and significance is the ability to form a trusting relationship with their caseworkers. Ontario Works participants rely heavily on others to navigate the various systems and to assist them with information, guidance, and expertise. They count on their allies to have up to date information and to understand what would work best for their unique circumstance.

Participants appreciated service providers that seemed to specialize in areas that related to them such as age, identity, or particular interests and abilities. Participants also provided very positive feedback on skills training programs that directly linked to employment. This clarity assisted them to see the eventual outcome and helped them to be more engaged in the process. As well, participants expressed a desire for an expanded choice of such programs.

Participants spoke of frustration at having to repeat similar Essential Employment Services whenever they changed service providers and expressed frustration in having to repeat similar programs without an option to fast track. The value and purpose of repeating workshops such as resume writing and interviewing wasn't clear to them. The focus groups participants reported showing up at agencies without a clear understanding of why they were there, what they were asked to do, and how it contributed to finding a job.

The employment service needs identified by Ontario Works participants fell into the career management and work experience categories as well as noting the importance of an employment service system that includes a psycho-social component to provide encouragement and motivation.

Participants expressed the importance of a more individualized approach to employment service planning including an early assessment of each person's employment service needs. Ontario Works participants identified the decision to find employment as an emotional and psychological risk; a decision which increased their anxiety in leaving a sense of stability and certainty to try something new. Other contributing factors included food security, housing stability, and childcare as key elements to address prior to being able to find work. Time spent with the Caseworker was important to explore, plan and problem-solve. Social network supports like Circles were very helpful in learning about, understanding and advocating for the scope of services and supports that are available to them.

Overall, participants said they would like more information about the employment services that were available. They would like to be connected to an employment service provider more quickly than is currently their experience, and they would like to be able to provide feedback on the usefulness of specific programs and have input on their employment plan.

Key Informant Interview Findings

A solid work ethic and dependability were identified by various employer groups as two key attributes which they strongly desired but often found missing in job applicants and potential hires. Key informants noted the importance of life skills including communications skills, the ability to work well with others, resolve conflict, and deal with personal issues as essential to job success.

Local employers have expressed a difficulty in finding suitably trained employees, notably in skilled trades in construction and manufacturing. Although the results and impact will not be felt until many years later, increased efforts in promoting the trades in elementary and high schools have been undertaken. Additional strategies need to be undertaken to address the skills shortage. Additional funding for vocational and skills training will need to be undertaken to address the current and growing future gaps.

According to the key informants, the recent increase in Ontario's minimum wage has not only raised employer's expectations of their workforce but has also negatively impacted (perhaps temporarily) their ability as employers to hire new staff. Added to this challenge has been uncertainty in the marketplace relating to trade agreements, interest and exchange rates, and a resulting drop in employer confidence.

Financial incentives of sufficient amount and duration, as well as the assurance of the provision of job coaching by Ontario Works, may help connect Ontario Works participants to employers, particularly for small and medium sized businesses and new businesses who may not have the

capacity to hire someone who is receiving social assistance or who may not know about this labour pool.

Marketing tools and a database of potential employees could further help in connecting employers to Ontario Works participants. An inventory of the available skillsets in the London community would allow organizations, such as London Economic Development Corporation (LEDC), effective promotion of London and its workforce. This information would also assist LEPC and Employment Sector Council (ESC) to identify workforce development opportunities. In addition to agencies developing relationships with employers, the LEDC and the London Chamber of Commerce are important partners.

Best Practices

While robust evidence about “what works” in employment service delivery is difficult to come by, individualized assessment, a range of employment services from pre-employment or foundational work experience, and job retention support were consistent themes in the literature. Additionally, the importance of strong linkages to employers in order to incorporate a demand-side focus in employment programs appeared repeatedly as was the need to adopt a longer-term focus on employment programs as part of career development rather than simply helping people get “any job”.

The use of psycho-social interventions such as “Getting Ahead” and “CirclesTM”¹ has been increasing significantly in Ontario. “Circles” is seen as a proven and effective poverty reduction model, which encourages community engagement to develop genuine and lasting relationships across the socioeconomic classes in order to help facilitate low-income persons to move permanently out of poverty. The “Getting Ahead” curriculum is being readily adopted and being adapted by many Ontario municipalities to help individuals who are living in poverty think of a sustainable and self-sufficient future for themselves, create an action plan, and start to put that plan into place. An evaluation of London’s “Getting Ahead” program is currently being completed. The use of motivational interviewing is being widely adopted by numerous agencies including the Employment and Social Services Division of Chatham-Kent and has been showing promising results. Similarly a pilot of the “NOW” (New Outlook on Working) program, which includes motivational interviewing, was completed in St. Thomas and London in early 2017 with positive outcomes, in particular for those who have been on social assistance for an extended period of time. These programs demonstrate an increase in participant’s motivation, confidence and self-efficacy as well as positive employment outcomes.

Most of the municipalities scanned, with the exception of Toronto, have limited or targeted contracts with outside agencies to deliver employment services. These contracts may be time limited, tied to Provincial or Federal funding initiatives, skills training or employment placement focused, or specific to particular population groups such as youth or participants with addictions. Additional research and on-going investigations will be conducted to identify additional best practices.

¹ Circles is an initiative of the Move the Mountain Leadership Center in Ames, Iowa. Getting Ahead is a readiness program that seeks to motivate individuals and families to take the necessary steps to transition out of poverty; which upon completion, can serve as the pre-requisite for those program graduates who wish to become involved in Circles.

Service Delivery Framework for Employment Services

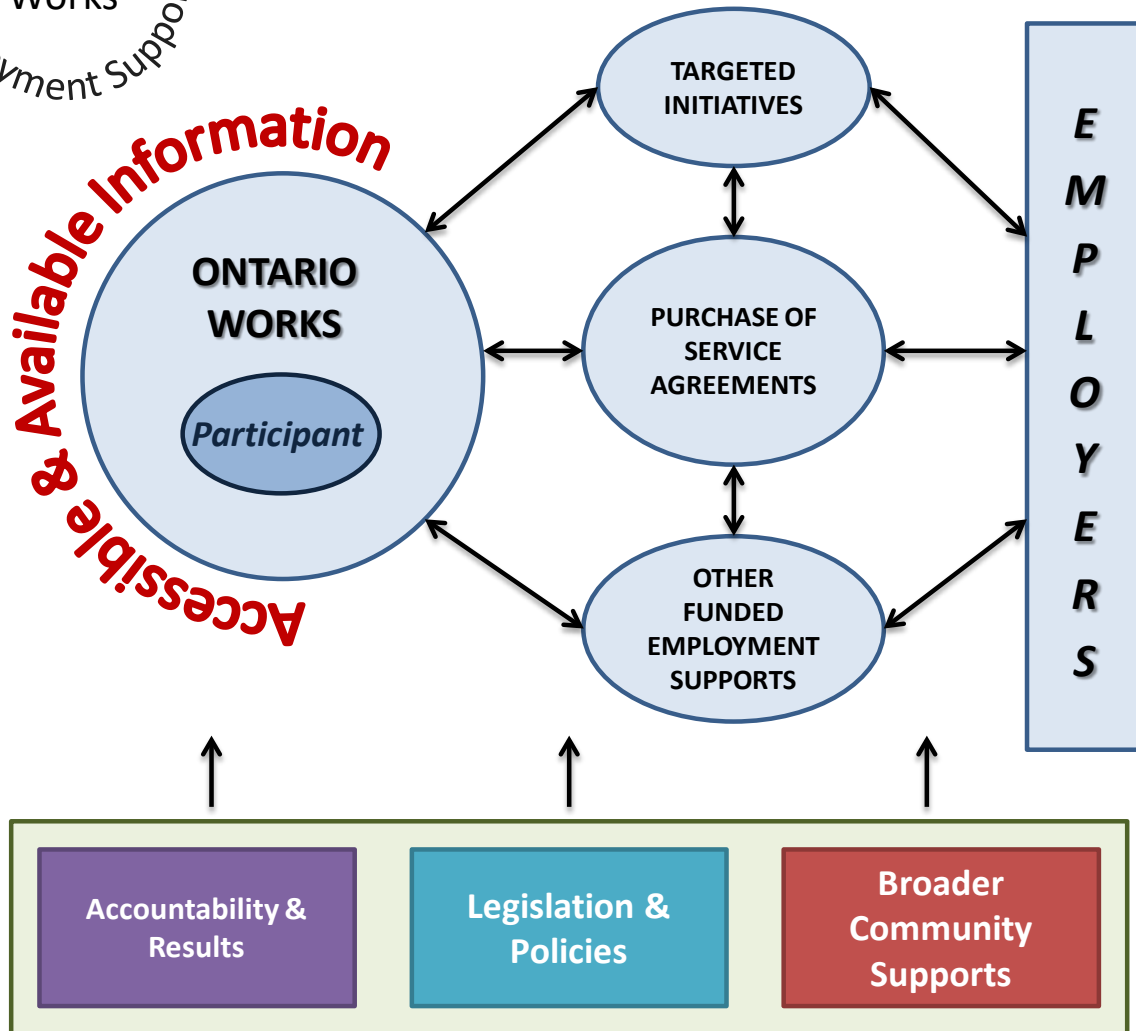
The Employment Assistance Framework is designed with the participant at the centre of the Ontario Works employment supports program. This program is comprised of separate and distinct components including in-house supports and services, services purchased from employment agencies in the community, and employment services that are available from agencies and organizations funded by other departments and ministries. Information and communication connects these components to each other and to the participant. Community-based employment agencies have the closest connections with employers. Supporting this program are research, legislation, funding, accountability & results, and broader community supports. The intention is that the Framework provides strong supports and outcomes for participants.

The 2019 to 2024 Framework is guided by the principles of:

- *Participant-centred Delivery:*
Emphasis is placed on tailoring an employment service plan that meet the specific needs and goals of participants; utilizing the common assessment process, information sharing and cross-referrals.
- *Participant Engagement and Empowerment:*
Participants play an active role by providing input into decisions made regarding their service priorities and planning. Engagement of participants in programs and services will be encouraged using a variety of techniques and strategies such as a strengths based approach and motivational interviewing.
- *Range of Quality Services:*
Flexible program design that provides a range of employment services adaptable to the needs of participants, ranging from supports provided for a quick, re-entry into the workforce to more intensive individualized supports required for first-time entry into the workforce.
- *Responsiveness to Emerging Needs:*
Engaging with local service providers allows for supports based on the changing needs of participants, labour market, and employer. Engaging with local employers will also allow a greater understanding of employer needs and how to support participants be successful in obtaining and retaining employment. The framework offers the necessary basis for piloting new and innovative initiatives.
- *Community Collaboration:*
This framework relied on strong connections with employers, workforce development and education along with collaboration amongst employment service providers. The framework also relies on maximizing and leveraging other related resources available in the community.
- *Stakeholder Accountability:*
Open, fair and transparent competitive processes with a strengthened accountability and quality assurance approach. Program criteria are clearly defined and expected outcomes clearly communicated.

Income Support
Ontario
Works
Employment Support

Employment Assistance Framework



LEGEND				
ONTARIO WORKS: Stabilization & Income Supports Individualized Services, Supports & Referrals Employment Supports Participation Agreement & Employment Planning Crisis Intervention Team Structure Intensive Case Management Guidelines	OTHER FUNDED EMPLOYMENT SUPPORTS: Literacy Basic Education & Training Employment Ontario Immigrant Employment Services Community programs	ACCOUNTABILITY & RESULTS: Quality Assurance Communication Regular Reporting Customer Satisfaction Outcomes in Education and Employment	TARGETED INITIATIVES Employer facing One time Employment outcome focused Based on local Labour Market Needs	Purchase of Service (POS): Fundamental Employment Services - Foundational Skills - Workplace Skills Skills Training Directly Linked to Employment Employment Search, Placement & Retention Specialized Individual Supports Self-Employment Development

Priority Populations



While all people currently receiving and potentially receiving Ontario Works assistance need to receive employment services that meet their individual needs, our caseload data and consultation process identified a number of groups as populations that often have complex needs and require specialized attention. Priority participant populations include:

- Single parents
- Single young adults – NEET (Not in Employment, Education or Training)
- Immigrants & New Canadians
- Indigenous persons
- Persons with disabilities
- Experienced workers (over 45 years of age), and
- Long term on Ontario Works; motivated to work but unsuccessful.

Ontario Works participants often experience barriers that limit or prevent them from participating in employment and/or employment related activities. These may include:

- Limited work experience
- History of unemployment / underemployment
- Precarious employment
- Addictions
- Mental health conditions including concurrent disorders

- Long-term physical conditions or health problems
- Criminal records/history of incarceration
- Limited English/French proficiency
- Low literacy levels
- Low education levels
- Lack of affordable and stable housing
- Social network and social capital
- Transportation to work
- Stable and affordable childcare

The Employment Services Framework will incorporate appropriate elements to help reduce, eliminate and address these barriers and assist Ontario Works participants in moving forward on their employment path.

Key Service Elements of an Employment Assistance Framework

To achieve a full range of participant and employer-focused employment services, the following key service elements are needed and form the basis for the Employment Services Framework for 2019 to 2024. A participant may receive services that comprise more than one key element. These elements include:

1. Individualized Services and Supports
2. Assessments and Employment Planning
3. Career Management Services
4. Foundational Skills
5. Education
6. Workplace Experience
7. Employment Placement
8. Intensive Employment Supports
9. Skills Training Directly Linked to Employment
10. Self-Employment Development
11. Targeted Training Initiatives
12. Evaluation and Measurement

1. Individualized Services and Supports

The goal of Individualized Services and Supports is to customize employment programs and services to the needs of the individual participant. One of the key values of the Ontario Works programs and supports is to be participant focused. The initial screening helps to identify any challenges and barriers needing to be addressed when considering employability and social inclusion. The supports provided, the types of referrals, and appropriate follow up will reflect the uniqueness of the participants. Through the initial screening, Ontario Works staff are able to make appropriate referrals to available community resources and programming. Cross referrals between agencies is encouraged so that individual needs can be addressed and supported using the strengths and expertise of the various agencies.

A key component of the success of this approach will be the engagement of participants in the process. The participant, with support from Ontario Works and community partners, will determine the direction they would like to take. Ontario Works staff as well as community

partners, will develop strategies and approaches that encourage participant engagement and full participation.

Individualized Services and Supports includes Stabilization Services. The goal of Stabilization Services is to support participants to obtain those ancillary supports that support employment. Examples include: obtaining pardons, child care, transportation, housing, et cetera.

- Support for identifying and obtaining the stabilization type supports needed for employment is the responsibility of Ontario Works case management staff.
- It is expected that as a result of Stabilization Services, ancillary barriers to employment will be removed.

Funding from Ontario Works can also cover employment related expenses and can be obtained to help cover the cost of clothing, transportation and other supports needed to obtain and retain employment. The costs of stand-alone job specific skill training, or other employment programming to increase the participant's employability can also be considered.

Engagement of Ontario Works participants is key to successful outcomes and is a joint responsibility between Ontario Works, community agencies and Ontario Works participants. It is important that participants are motivated and engaged and that the services and supports reflect the goals of the individual Ontario Works participants.

2. Assessments and Employment Planning

Individualized assessment:

The goal of individualized assessment is to identify the specific employment service needs and interests of the individual taking into account their longer term employment goal for the purposes of developing a tailored Employment Action Plan that fits within the scope of Ontario Works but allows for moving beyond Ontario Works towards higher education and skill development.

- Ontario Works staff utilize a variety of assessment tools to help determine employment related service needs and proper referrals. These assessment tools have been tested, evaluated and demonstrated validity and include (but not limited to): VI-SPDAT, URICA, Employability Readiness Scale, and GAIN-SS assessments.
- Individualized assessment will make use of the Common Assessment Process tool so that information can be shared consistently across agencies. A diversity of assessments for skills, abilities, interests, values, competencies and strengths are available at community agencies. A literacy assessment may also be utilized. Intensive diagnostics such as the Work Readiness Assessment and Motivational Assessments are also made available where appropriate.
- Each Ontario Works participant should be assessed within the first month of entering Ontario Works for their current capacities, their interests, and their longer term ambitions. The assessment would also identify areas to be strengthened or addressed. The results can be used to create a "roadmap" that will be used by the participant and service providers to guide the participant's path to employment.

- It is expected that as a result of this assessment, a participant's strengths, abilities and education will be identified along with any barriers to employment (social, economic, personal, workplace, labour market etc), and an Employment Action Plan will be developed.

Employment Action Plan:

The goal of the Employment Action Plan is to guide participants and service providers in the steps taken to reach employment.

- The Employment Action Plan may be a visualized model that can be modified as needed. It should contain specific information about career management, foundational and stability strengths, challenges, barriers, or specific needs as they relate to employment, as well as contain clear action steps.
- The Employment Action Plan will be developed in partnership with the participant, and will be revisited and reassessed at regular intervals.
- It is expected that participants are engaged and participating throughout this process resulting in the development of an employment plan that participants are satisfied with and referral show rates will improve.
- The Employment Action Plan is the participant's own and should be transferrable to any other agency, particularly when using the Common Assessment Process (CAP).

3. Career Management Services

The goal of Career Management Services is to provide Ontario Works participants with the supports and services needed to develop and enhance their employment portfolio.

Services include:

- o Resume development and interview skills
- o Tailored job search tools to specific employment objectives / job posting
- o Employability planning
- o Job Search Planning and Job Search Strategy development
- o Career or vocational counselling
- o Structured Job Search supports
- o Employer networking
- o Experiential learning
- Services are provided individually or in group settings and/or using Information and Communication technology in order to meet the needs of adult learners.
- Programs could be offered in modules in order that participants may participate only in those activities that meet their needs at that time. This offers flexibility to those clients who may not need extended service or who have already participated in services. This aligns with the rapid re-entry, re-entry, and entry paths of employment services.
- It is expected that Career Management Services will provide participants with the tools needed to gain employment. It is noteworthy that some participants will move to post-secondary education because of career or vocational counselling.

4. Foundational Skills

The goal of Foundational Skills is to provide participants with the training and support they need to acquire the essential skills needed for employment.

Services include training and supports in key skill areas such as:

- o Life skills
 - o Literacy and numeracy
 - o Computer literacy
 - o Basic skills such as English as a Second Language (ESL) / French as a Second Language (FSL)
 - o Workplace expectations
 - o Working with people, dealing with conflict, anger management
 - o Confidence, self advocacy
 - o Communication skills
 - o Resiliency and Motivation
- Services may be provided individually or in group settings, and/or using Information and Communication technology in order to meet the needs of adult learners.
 - Programs could be offered in modules in order that participants may participate only in those activities that meet their needs at that time. This offers flexibility to those clients who may not need extended service or who have already participated in services. This aligns with the rapid re-entry, re-entry, and entry paths of employment services.
 - It is expected that Foundational Skills services will reduce personal barriers to employment and increase confidence.

5. Education

The goal of Education is to support participants who have not completed their high school education to obtain their high school diploma or General Education Diploma (GED).

- Services may include GED training supports and opportunities for clients to obtain GED or referrals to community resources where this training is available.
- Services may work closely with local school boards, colleges, or universities to offer opportunities to earn school credit(s) towards a diploma, certificate, or degree.
- Some employment plans will involve engagement of post secondary school or training.
- Participants may require additional intensive supports such as an educational assessment or literacy testing in determining their best path forward with respect to employment and educational goals.

6. Workplace Experience

The goal of Work Experience is to provide participants with hands-on job experience or experiential learning opportunities that allow participants the opportunity to practice learned skills in a work environment or develop new skills that will lead to improved employment opportunities. Some examples of experiential workplace experience include, but not limited to, are:

- o Volunteering directly linked to the participant's employment goals or interests
- o Internships
- o Job Trials / job shadowing
- o Job simulations

It is expected that workplace experience will result in workplace skill development, increased participant confidence, and employment. Agencies providing workplace experiences should be able to provide job coaching, mentoring, appropriate training, and proper supervision in addition to a safe work environment.

7. Employment Placement

The goal of Employment Placement is to assist job ready participants to find and maintain suitable employment. Close linkages and relationships with employers are needed to make these placements meaningful.

- Job coaching and post hiring supports to the participant may be required to sustain and retain employment. Services could include a broad spectrum including career management services and foundational skills development as needed by the individual.
- Employment Placements are often sought based on the individual looking for work. The placements can also be employer focused and integrate recruitment strategies to fill these positions particularly with Ontario Works participants.
- Additional supports, coaching and post hiring supports may be required by the employer or managers to equip them in supporting individuals in the workplace.
- Incentives in the form of training allowances may be offered to employers for the purposes of off-setting the costs of training and education.
- It is expected that Employment Placement will result in people gaining and maintaining sustainable employment.

8. Intensive Employment Supports

The goal of Intensive Employment Supports is to provide participants with significant barriers to employment such as mental health issues, disabilities, addictions or other undiagnosed and undetermined challenges to participate in education, training, or employment while receiving wraparound support.

Intensive Employment Supports may require specialized individual supports such as:

- o Access to psycho-social supports and professional services
- o Access to mental health supports
- o Supports to apply to ODSP
- o Professional financial advice and credit counselling
- o Specialized assessments such as functional ability testing or Workplace Readiness Assessments
- o Specialized learning supports, personal management, and life skills training
- It is expected that Intensive Employment Supports will help participants with more significant barriers complete their training or gain and maintain employment, as well as increase confidence, self-advocacy, and resilience.

9. Skills Training Directly Linked to Employment

The goal of Skills Training Directly Linked to Employment is to assist participants to find and maintain employment by improving their marketable skills through training and practical work experience.

- Curriculum-based training – Employer involvement is important in developing and delivering the skill training curriculum.
- Services include the broad spectrum offered based on the needs of the employer and the target population. Employment Placement services and supports are mandatory for this service area.
- It is expected that Skills Training Directly Linked to Employment will result in workplace skill development, increased participant confidence, and sustainable employment.

10. Self-Employment Development

The goal of Self-Employment Development (SED) is to assist participants in developing their own business to become self-employed. It is expected that through SED some participants will become self-employed, others will gain employment and others will identify post-secondary education and training as a next step. SED services will help individuals assess business viability of an idea, provide the opportunity for participants to increase their business acumen, and further develop business related skills such as marketing, sales and promotion, basic record and bookkeeping, financial literacy, budgeting, and costing. The services will help individuals increase the sustainable sales of a business so as to allow the participant to exit from Ontario Works.

11. Targeted Training Initiatives

The goal of Targeted Training Initiatives is to provide employers, employment service providers, and neighbourhoods with the opportunity to develop and implement a targeted employment program for a targeted population.

- Targeted Training Initiatives provides funding for skills training and workforce development programs that meet the identified labour needs of employers, particularly new employers and small or medium-sized businesses and/or the target population.
- Employment service providers develop and deliver partnership programs with the direct involvement of employers.
- Services provided include the broad spectrum of employment supports and are offered based on the needs of the employer and the target population.
- It is expected that Targeted Training Initiatives will result in workplace skill development, increased participant confidence, and employment.

12. Evaluation and Measurement

The goal of Evaluation and Measurement is to identify the value added that a service or support has provided. Evaluation often includes a measurement of the change or outcome(s) anticipated from the services and supports provided. The overall arching goal of the Employment Assistance Framework is to assist Ontario Works participants take steps to obtain employment. Evaluation is a process that provides information, measurements, and indicators of intended impact or achieved outcome(s). For example: After receiving supports and services, it is expected that Ontario Works participants will have increased their employability and obtained employment or transitioned to education, training, skills development, and/or ODSP.

Each key service will have a component of evaluation and measuring. Some examples will include:

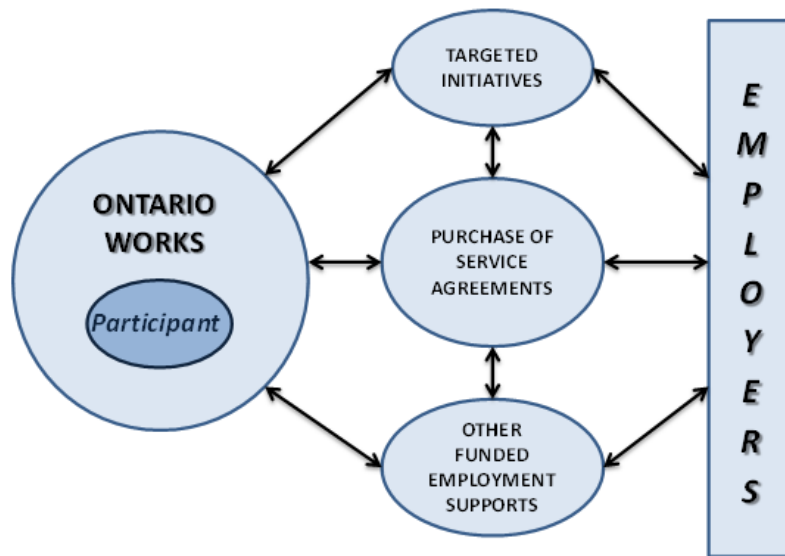
- Participant attendance records and rates
- Completion of service
- Number of withdrawals, no shows, terminations
- Reporting of outcomes: transition to employment, training, education, ODSP or other community services
- Satisfaction rates
- Decrease in anger, frustration
- Increase in confidence, self-advocacy, resilience

Evaluation will provide information regarding the appropriateness, validity, and overall effectiveness of the services and supports provided through the Employment Assistance Framework – both internal and external to Ontario Works and will help to identify any needed changes.

Employment Framework Components

The 2019 Framework is comprised of four major components. Each component will contain several key employment service elements as described in the previous section. Many of the key service elements will be common across components and not mutually exclusive.

- Ontario Works Internal Resources & Supports
- Other Funded Employment Supports
- Purchase of Service (POS) Agreements
- Targeted Initiatives



New Features

The 2019 to 2024 Framework builds on the successes and strengths of the previous frameworks. New features of the 2019 to 2024 Framework include:

- Increased community engagement through decentralization, utilization of hoteling spaces, community participation, and continued promotion of employment, education and training opportunities through Employment Support Specialists
- Increased flexibility in time taken to tailor the employment service plan (Participation Agreement) to meet the specific needs and goals of participants on a timely basis, so that referrals can be made more quickly to agencies, combined with enhanced internal employment reviews held at regular intervals
- The use of fee for service model for core employment services enabling agencies to have flexibility in the use of existing resources when providing individualized services and supports, as well as to encourage increased agency co-operation and cross referrals
- A greater attention to the engagement and retention of Ontario Works participants
- A change in Ontario Works participant's perception of Employment Placement to also include active job search as well as retention supports

- An increased emphasis on coaching and mentoring supports after client obtains job
- Strengthened accountability, evaluation and quality assurance approach
- Strengthened focus on providing supports and referrals for all Ontario Works participants

Funding

Funding for Ontario Works Employment Assistance is provided through the Ontario Works Program Delivery funding envelope and is cost shared with the Ministry of Community and Social Services (MCSS) and the City. Following this same approach, POS Employment Service agencies will receive a combination of service level or administrative funding and outcome based funding.

The overall objective in the Purchase of Service agreements is to be able to provide a diverse menu of services for a diverse client demographic with varying needs while leveraging and augmenting existing resources. Negotiation of the contracts will establish a fee schedule combining fixed cost and pay-for-performance amount for actual services delivered.

Component: Ontario Works Internal Resources & Supports

Rationale: The Ontario Works offices are the main point of contact for Ontario Works participants and have the ultimate responsibility for supporting Ontario Works participants and for delivering the Ontario Works program in compliance with Provincial legislation. Each municipality structures its supports and services differently to respond with supports appropriate to the community.

Description: The Ontario Works office is responsible for assessing, monitoring, and supporting the individual employment needs of participants on an ongoing basis.

Employment Services Provided by Ontario Works:

Employment Review	- completed by Ontario Works staff identifies interests and experience - Results of employment review drive service planning - Participation Agreement is completed within one month after an individual is granted eligibility for Ontario Works with reassessments and evaluations occurring at regular intervals
Service Planning	- The creation of a detailed Participation Agreement and Outcome Plan identifies referrals to agencies and community supports - Includes staff encouraging social inclusion by actively working with participant to pursue volunteer opportunities that match interests and skills
Referrals	- To most appropriate employment service providers - To specialized individualized services such as counselling, literacy and numeracy, and diagnostics - To specialized Ontario Works case management teams - To other community services that support stabilization such as child care, housing, obtaining pardons, basic needs, et cetera
Financial Aid	- To cover the cost of employment related expenses - To cover stand-alone job specific skill training or other employment programming that increases participant's employability. For example, computer training, translation, credentialing, appropriate clothing
Specialized Supports	- Learning, Earning and Parenting (LEAP) - Addictions Services Initiative (ASI) - Self Employment Development (SED) - Intensive Case Management (ICM) - OW Homelessness Team

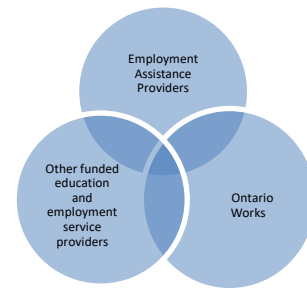
Accountability and Results Key Outcomes and Indicators:

- Participant satisfaction
- Participant engagement
- Referrals and Referral show rate
- Successful graduation from specialty program: LEAP, Fresh Start
- Employment gained: exits from Ontario Works to employment
- Employment Earnings

Component: Other Funded Employment Supports

Rationale: Consistent with Ontario Works principles, service delivery is based on a collaborative model that maximizes the use of cost effective and expert resources within the community to streamline and rationalize services. Working within the broader workforce development system helps Ontario Works to leverage opportunity and link people to a broader range of services.

Figure 1: Community Based Employment Services



Description: Where appropriate, the Ontario Works office will refer participants to community-based employment services that are funded by other Ministries and Departments. A key referral point is to Employment Ontario. Employment Ontario serves Ontario Works participants who:

- are prepared to engage in developing plans for employment preparation and planning steps;
- are prepared to participate with employment assessment, employment counselling, and developing an individualized employment plan;
- have already completed programs through Purchase of Service partners and remain in receipt of assistance;
- do not wish to be referred to a Purchase of Service partner for employment assistance; and,
- are already involved with an “Employment Ontario” site

Services to be provided include:

- Education
- Literacy and Basic Skills
- Employment services such as assessment of skills and experience, job search strategies and resumé preparation, information about different careers and occupations, local labour market, employment and training opportunities, information about all Employment Ontario programs and services, as well as advice about and referral information to other community services and supports.

Accountability and Key Indicators:

- Referrals
- Referral show rate
- Successful completion
- Transition to Training or Education
- Employment gained

Component: Purchase of Service Agreements

Rationale: Overall, our system has had good outcomes with the achievement of most targets and strong employment outcomes. These services provide more targeted and intensive supports to assist employment outcomes for participants with barriers.

Description: Purchased Services will be identified through a Request for Proposal process to establish multi-year legally executed contracts in accordance with the City's Purchasing by-laws.

Employment Services to be purchased include:

- **Fundamental Employment Services**

Agencies offering this service must be able to provide assessment and planning, career management, foundational skills services and Employment Search, Placement and Retention services. In addition, an agency may provide wraparound supports and services for more intensive employment support needs. Fundamental Employment Services (FES) can be broken down into two areas:

- Workplace & Employment focused Skills - being ready to job search
- Foundational Skills – personal and life skills to succeed in employment, education, and training

- **Skills Training Directly Linked to Employment**

Agencies providing a Skills Training (ST) program will:

- a. Be relevant for the existing and short term future labour market
- b. Involve employers in the development or delivery of the skills training curriculum
- c. Provide the successful graduate with a certificate
- d. Link participants to successful and sustainable employment

Agencies providing Skills Training are also required to provide Employment Search, Placement and Retention services. This combination of services will assist participants acquire the required, relevant skills for the workplace and to secure sustainable employment. Agencies will utilize their in-depth industry knowledge, business relationships and community partnerships in delivering these services.

- **Employment Search, Placement and Retention**

In addition to providing Fundamental Employment Services, agencies providing Employment Search, Placement and Retention (ESPR) services assist participants to find suitable employment by providing structured job search supports, coaching assistance with job search techniques, and providing job search resources. Agencies engage directly with employers and actively look for employment opportunities and assist local employers with recruitment by matching and placing participants into subsidized or unsubsidized employment opportunities. Agencies work directly with employers to identify employment placement opportunities, match participants to jobs and provide post-employment support to assist participants in maintaining employment. Agencies also provide post-hiring, problem solving, and coaching supports to the employers; thereby enhancing employee retention.

- **Self-Employment Development**

An agency approved to deliver a Self-Employment Development (SED) program will assess participant suitability for Self Employment Development, and will provide an orientation to the program and self-employment to help individuals self-assess their suitability. The agency will support individuals in the development of their business acumen and related skills such as marketing, sales and promotion, basic bookkeeping and good record keeping skills in addition to business planning so that they are able to earn a sustainable income and exit from Ontario Works. The agency will help individuals write a business plan and will continue to provide support up to 2 years. The SED program may offer networking opportunities as part of their services.

- **Specialized Individual Support**

An agency approved to deliver Specialized Individual Support (SIS) provide intensive services that help participants address significant barriers to employment. These agencies must describe the link between the specialized support and employment barriers. The agency must also be credentialed or licensed to provide the specific specialized service, as well as linked to community resources.

Accountability and Key Outcomes:

- Participant engagement
- Participant satisfaction
- Increased employability
- Program graduations / completions
- Transitions to employment, skills training, education and/or other community supports
- Successful work experience and sustainable employment

Purchase of Service Program Description

Fundamental Employment Services	Skills Training Directly Linked to Employment	Specialized Individual Support	Self-Employment Development
Supports individualized path to employment: a) Rapid re-entry b) Re-entry c) Entry Agencies may provide intensive supports that include wraparound services to enhance life skills. Employment Services include: Workplace & Employment focused Skills • Common Assessment Process • Employability Planning and Supports • Assessments – Strengths, Values, Interests • Vocational counselling • Resume, cover letter and interview support • Networking skills • Workplace expectations • Job Shadowing, job trials, community placement Foundational Skills • Personal / Life skills – self esteem, goal setting, financial literacy, organization skills • Activities of Daily Living (ADL) • Motivation • Resiliency • Working with people, communication skills	• Provides specific skills training which leads to specific occupations • Training is based on labour market and employer needs • Includes Workplace Essential Skills Training which incorporates life & work skills • Is curriculum based with employer involvement in curriculum development and delivery • Provides a certificate to graduates • Training resulting in high job placement outcomes	Intensive supports that support employment and address specific barriers clients may face. Services include: • Psycho-social services e.g. Personal Counselling and short-term brief therapy, group sessions • Literacy / Educational Assessments • Functional Capabilities Assessments • Work Readiness Assessment (WRA) • Motivation Assessments • Credit Counselling & Financial Literacy supports	Business Viability and Local Marketplace Information Business Skills Development • Marketing • Networking • Budgetting • Basic Bookkeeping • Record Keeping • Sales and Promotion Financial Literacy Marketing and Promotional Plan Development Business Plan Development Supports to Business Development Access to business financing and community business resources
Employment Search, Placement & Retention			
• Structured job search supports and job matching • Connections to employers and employment opportunities • Access to job developer and related services • Post hiring coaching and follow up support • Incentives to employer in order to hire			

Component: Targeted Initiatives

Rationale: Targeted Initiatives provides the opportunity to meet specific emerging employer hiring needs on a “just in time” basis. It is the opportunity for organizations to work in collaboration and partnership with employers and to make a direct link to employment. For Social Services, it is also the opportunity to address very specific needs of Ontario Works participants. Targeted Initiatives will have a direct connection to the labour market and will often be supported in partnership with employer facing organizations.

Description: Local employers and community agencies submit an application to Social Services for a customized training program that meets the hiring needs of the employer or community agency or leverages other employment focused funding opportunities. Projects can include a range of service elements including job placement, post-hiring supports, life skills, skills training and work placements.

At the individual level, this could be an Enhanced Job Placement opportunity resulting in the hiring of the participant.

At the group level, this could be a short-term employment program that provides focused, specialized training that is specific to the immediate hiring needs of an employer or community agency.

Examples of such initiatives include:

- A skills training organization in partnership with an employer or employers, providing the Skills Training curriculum to meet the job requirements of the employer with the employer hiring the Ontario Works participant upon successful completion of the training period. This could be in response to a local need, such as a large employer moving to London or expanding operations, and as a result is hiring and requires specific skills.
- A project that supports employer attraction and retention through support for Ontario Works participants. This type of program would include involvement with employer facing organizations such as London Economic Development Corporation, Local Employment Planning Council, London Chamber of Commerce, and other employer facing organizations which support employer attraction and retention as well as workforce development.

The targeted initiative will result in:

- the employer hiring Ontario Works participants who successfully complete the training or,
- the employer mentoring participants until such time that they obtain employment.

Implementation

The updated Framework is being utilized to formulate the pending Request for Proposals (RFP) for POS Employment Services. The timelines of the Framework development and implementation are outlined in the chart on page 10.

The Employment Assistance Framework is an integral component of the comprehensive Ontario Works delivery structure. In order to achieve maximum results for strong outcomes and effective delivery, work will be undertaken related to the following:

- The inventory of employment services and service providers needs to be enhanced to help participants and staff have information about the range of services available. This inventory will need to be managed regularly and may need to be in multiple formats including regular updates provided at POS and Community Partner meetings.
- An agency event will be held in early 2019 to showcase the various employment resources available in the community.
- A strong marketing approach to educate and inform employers about the profile of people receiving assistance and to provide success stories, particularly to small and medium sized business owners where most hiring is occurring and who may be concerned about hiring an Ontario Works participant.
- Strong promotional efforts to educate and inform participants about the jobs and opportunities available in the current labour market will be undertaken both internal and external to Ontario Works. These promotional efforts will be done in conjunction and partnership with service agencies, LEDC, ESC, LEPC and other community groups.
- Opportunities for developing and using on-line interactive technology to support service selection should be identified and investigated on an ongoing basis.

Ontario Works Employment Advisory Supports

Advisory support for Ontario Works Employment Services has come from the broader workforce development sector, including Elgin Middlesex Oxford Workforce Planning and Development Board, Employment Sector Council, the London Economic Development Corporation, and the London Chamber of Commerce in addition to local employment services agencies. Active committee participation and continual engagement with leaders of these organizations has helped to shape and adapt the framework. On-going meetings with POS agencies both at the operational and strategic levels will continue to be held in order to implement the framework and to continue the evolution of existing services.

Appendix A: Summary of Consultations and Research

POS AGENCIES FOCUS GROUP ANALYSIS COMMUNIQUÉ

On Nov. 1, 2017 several community agencies attended a focus group to answer questions related to employment needs (what is working, not working, and gaps), Employment Assistance Framework, and feedback around current programs and potential future services to help OW clients.

EMPLOYMENT ASSISTANCE NEEDS

- **Transportation:** Some areas lack in transportation and clients want to work close to home
- **Support System from Agencies:** Follow up with clients, staff investment, and contract need to meet the needs of employee and employer
- **Specialized Employment Services:** Age increase, immigrants barriers to work, cultural differences, and caregiver supports
- **Special Needs – Complex Needs:** Mental health and addiction with unpredictable attendance, motivation with a need for extra support, counselling. Long wait lists to receive services, need one on one support. Homelessness and criminal records act as barriers
- **Self – Employment Barriers:** Self-Employment (SE) unapproved – need more support
- **Needed Tools:** Easier navigation tools for services. Cross referrals are complicated and inappropriate based on funding – need easier system and screening tools
- **Motivation:** Disengagement, confidence building, and attendance are challenging. OW should have a consequence and measure for no show appointments
- **More Wraparound Support Once Client at Employers:** (adequate and customized)
- **Literacy:** Digital literacy, ESL literacy, financial literacy, and education
- **Education and Training:** Life Skills – re-integration into the workforce and the work day. There is a need for a Functional Capacity Assessment (Work Readiness) with an understanding of the changing labour market. On the job support is needed
- **Childcare:** Lack of subsidized childcare availability, and improve system responsiveness
- **Access to Financial Services, resources and mentorship:** Small Business Centre

EMPLOYMENT ASSISTANCE FRAMEWORK

What is working?

- Positive relationship with OW - ability to contact one person (ESS) – ESS structure works well
- Hoteling at Social Services sites
- Open communication process – collaborative planning
- Huddle visits – agencies visit OW huddles
- Decentralization and change in Service Delivery Model
- More openness with leadership and flexibility within framework to meet client need
- Common Assessment

What is not Working and Must Change or Add?

Determining what are the outcomes we are working towards

- **The System:** Lack of system connections, increase capacity of intensive case management, increase movement of client within services, revisit EJP process, multiple caseworkers on OW side, and referrals to more agencies. Further, reporting/lack of communication between caseworker and agencies, front-line requires training on what agencies offer, cross referrals. Revisit the 30 day process as agencies are losing referrals – need immediate engagement.
- **Feedback** to caseworkers on impact they are having in clients' lives
- **Clients and students** need more exposure to opportunities
- **Small measures of success**
- **Less restrictive process for counselling:** Consider redesign of 12 session model; the ongoing need for mental support including the need for counselling beyond 12 sessions
- **Retention follow-up** – monthly phone check-in is not enough, job coaching is beneficial
- **Targeted initiatives** and POS need to be involved
- **Leveraging** existing resources and ability to access more than one agency at the same time
- City to create agency program **inventory tool** for referrals

What are the Gaps?

- **Caseworkers:** Need more upfront work with client before referrals– get to know client better (make appropriate referrals)- getting POS connection quickly
- **Lack of referrals/no** ability to fill jobs that do exist– right referral and right time for participant
- **Multiple referrals** – how to serve/support those who don't engage “show up”
- **Employer attitude** : non-profit vs. employment placement
- **Lack of access for training** i.e. forklift/first aid/working at heights
- **Inability** to access other partners
- **Flexibility-** Communication with clients (phone, text, access, etc.)
- **Employment Info Sessions** (offered by agencies?)
- **Common Assessment**

PROGRAMS AND SERVICES

- **Targeted Initiative:** Inventory of POS, Service Provider and services and a refresher for Service Providers about Targeted Initiatives and alternative career options as an opportunity to link employers and job seekers.
- **Specialized Individual Supports:** Need an inventory of POS, Service Provider, and services that target OW clients achieving a grade 12 or its equivalent. There is a need for Work Readiness Assessments and Functional Capacities Evaluations, systematic referrals to educational interviews, and additional mental health support
- **Skills Training (Enhanced Job Placement):** Inventory of POS, Service Provider, and services, more experiential learning, retain Skills Training throughout the life cycle of employment within the OW timeframe – 3 month/6 month , and opportunity to build in job coaching/wraparound supports to assist with successful transition to EP and into the workplace. Combine curriculum based with employer involvement with literacy upgrading – more intensive case management
- **Self-Employment Development Services:** Inventory of POS, Service Provider, and services. Need to recognize free agents approach to entrepreneurship, more communication options – text, Skype, webinar, SEDS to be reflected in EP to track outcomes

- **OW Team Structure:** Attendance, time, and billing flexibility so clients can access wraparound client-centred services without having to drop out and be costly to programs whom their time and effort should be recognized and compensated. More feedback on services from Caseworker's perspectives. Inventory of POS, Service Providers, and services (online) that offers better referrals with clear process and tools. OW Caseworkers to have their own employment targets
- **Essential Employment Services:**
 - o **Inventory of POS/SP** and services
 - o **More intense supports** in programs: Pre-assessment phase to know the individual and more assessments addressing client as a whole; including coaching
 - Wraparound one on one supports available for clients and outside of employment and moving in to retention.
 - Timelines- revisit 4 month post program support timeline (increase to 6 months due to increased complex barriers)
 - Specialized supports – EES, ST, immigrants, and youth need supports - counselling
 - o **More partnerships**/collaboration between agencies
 - o **Payment structure:** Invoice based on intervention and hours worked with participant
 - o **Education**
 - Identify education goal to employment and targets to support individuals' education
 - Employment Ontario's suite of services is not able to meet all the community needs
 - Skills training directly linked to employment – understanding of future/labour market
 - o **Engagement**
 - Now Program/Motivation program
 - o **EES** – initial engagement to move towards employment. Engagement with employers working with multi barriers – including mental health/addictions. Links to specialized services.
- **Employment Placement (Enhanced Job Placement)**
 - o Inventory of POS, Service Provider, and services
 - o Need to have the same wraparound supports/flexibility as EES
 - o Employer supports and engagement; as well as, support for social enterprise
 - o EJP to be less cumbersome
 - Adopt the EO model for service provider writing up and signing off on the contract, then report on the monthly report
 - Service Provider expected to adhere to the guidelines
 - o Recognize POS work for individuals working less than 15 hrs. per week. That may be where a person “needs” to start; for many, this is realistic and could eventually lead them to more hours but not in the short term. Service Provider should get a fee for this. Also, reimburse per week vs 4 weeks in a job.
 - o Realistic timeframes for placement and retention (3 months at 75%; 6 months at 65%) seem realistic and achievable. 6 month expiry on referral
 - o Redefine 'employment' so accurately capture the type of work. EP currently captures only traditional type jobs

- o 50% achieve employment within 6 months (the province has shared stats that people who need more intensive/wraparound supports (job coaching) likely will not achieve employment within 6 months. Some will, but many will need to be in service longer.

OPERATIONS

What Needs to be Removed? Hard copy billing

What Should be Kept the same?

- Communication – ESS structure
- Communication – maintain level with caseworker and agencies

What Needs to be Improved?

- Billing
 - o Due date – later in month, i.e. 10th of the month
 - o Structure/template of billing and Electronic invoicing
- More quality assurance
- Amount of data required/requested
- Expectations don't match budget
- EJP process – faster, not waiting for City to sign off on contract
- Initial Intake Screening process
 - o Identify collaborate needs of client to share
 - o Info on client's history as part of the referral (background info)
 - o Update referral form
 - o Best point of contact on referrals (email best)
- Communication
 - o POS meetings
 - o Platform for shared info (on-line portal for agencies) for in-between POS meetings
- There is a delay in caseworker receiving info
- Need communication tool to share success stories from agencies to caseworkers
- Regular resource fair by City for caseworkers to showcase agencies
- Centralized follow-up
- More coordinated, less duplication of data gathering
- Base funding

COMMUNITY AGENCIES FOCUS GROUP ANALYSIS COMMUNIQUÉ

On Nov. 8, 2017 community agencies attended a focus group to answer questions related to employment needs, complexity, barriers, Employment Assistance Framework, Collaboration and Coordination, and how to help OW clients.

In relation to the employment assistance needs, five themes emerged and were related to Tools needed, greater support needed, complexity of needs, how to address these needs, and barriers to employment.

TOOLS NEEDED

- Customized and consistent assessment tools for individuals based on their needs/diverse
- OW should complete mental health stability assessment prior to referrals (Triage process)
- More efficiency to prevent clients from regressing throughout the employment journey
- Feasible transition steps that are client - focused and help remove fear from clients
- Accessible language/translation - so all motivators are recognized and barriers removed
- Directory to access help/services
- Review how we measure success of clients as a community
- Tools to remove duplication of services

GREATER SUPPORT NEEDED

- Need for Job coaching, education and Literacy; as well as , employability skills/soft skills/life skills training offered to clients (more one on one support)
- Need for more Service Providers' training to be able to support clients' needs and increase motivation and engagement; especially for those unwilling to obtain help
- More funding and time is needed when dealing with complex needs (mental health, poverty, addiction, trauma, longer path to employment/employability)- flexibility
- Need for Specialized Employment Services for certain demographics (Immigrants, youth, etc.)

ADDRESSING EMPLOYMENT NEEDS

- Understanding the full problem and get to the root
- Collaborative conversation with OW caseworker and sharing of knowledge
- Provide more one on one services
- Educating agencies how to approach, communicate, and address mental health issues
- Connections to other folks in their community – reduce isolation

ACKNOWLEDGING BARRIERS

- Need longer timeframes to prepare clients for work (funder realistic expectations)
- Need longer term mental health supports (dealing with 18-35 yrs. Old, engaging clients, lack of family doctors, stigma to accessing services)
- Intake process (long waiting periods to access services, incorrect referrals, lack of education about resources)

Client's challenges (transportation, child care issues, etc.)

- Lack of client employment readiness – not just job skills but life skills (foundational)
- Youth (Low graduation rates, GED not sufficient for employment, precarious employment)
- Systemic Issues (Eligibility/suitability for programs, time for credential recognition, basic needs)

NINE KEY PILLARS- INNOVATIVE APPROACHES - EMPLOYMENT ASSISTANCE FRAMEWORK

There is a need for innovation in the Employment Assistance Framework to help serve clients efficiently:

Getting Ready for Employment (Essential Employment Skills – EES)

- Making Sure Basic Need Support is in Place (child care, stable housing, diet, etc.)
- Need for Service Providers to understand the labour market changes and its needs
- Motivation through goal setting, training, and understanding client's needs
- Literacy, life, and soft skills training and effective referrals (workshops, mentoring, networking, and creation of comprehensive menu of services for all partners to use)
- Whole Person (awareness of needs and mental health support before, during and after)
- ODSP- pre-employment readiness program based solely on the needs of the client
- Success Redefined- often employment is used as the lens (there are barriers and expectations)

Education/Literacy

- Identifying literacy needs and referring effectively by exploring skills and creating a comprehensive menu of services for effective referrals that meet clients' needs
- Financial literacy/education (motivation, support, retention, communication)
- Methods of Delivery (Multi-faceted training, online, and additional funding)
- Clients access services the way they need it(interpreters, expectations based on situations)

Skills Training leading directly to Employment

- A comprehensive menu of services for all partners to be aware of and use
- Achievable expectations of the commitment to services based on individual client needs
- Short-term programming for more immediate success (build confidence)
- Literacy skills/soft skills/life skill/employability skills training
- Funding for interpreters/interveners with the programs where being referred

Job Search/Job Placement

- Short term programming to build the feeling of success – offer certificates, etc.
- Less than 15 hours a week for higher need individuals
- Work experience (barrier) - solve it by increasing job placements and incentives such as childcare, transportation, empowerment, and tackling the needs for high skilled immigrants

Job Maintenance

- Literacy skills acquisition and problem solving skills
- Mental health supports as new experiences created (potentially) new challenges
- Many need job coaching or mentoring

Employer Supports

- Incentives and on the job support from support workers
- Increase job retention dollar supports for agencies
- Education - have a City Employment Support Specialist on ESC Job Developers Network

Self-Employment

- Flexible informal child support and focus on outcomes

Needs of Specific Demographics

- Funding and Services tailored to individuals – as they need them, i.e., range of hours, lots of languages or access to translators, credential recognition, skills training, Trauma, ODSP clients
- Flexible funding and basic needs met to allow for real engagement, i.e. bus tickets; childcare; no threat of 'lost cheque' for the month when unable to engage; housing; phone; food; clothing
- Learning disabilities supports – greater assessments & accommodations
- In depth assessments by OW or service provider to have integrated service model of referrals and support

Ontario Works Structure

- CAP training for OW Caseworkers and appropriate referrals
- Materials (documents application and all communication) needs to be in plain language, helps: low literacy, busy parents, newcomers
- Barriers – OW policies, self-employment
- Triage model (assessment, engagement, and case management with plans for clients)
- Measuring and celebrating success of clients in a variety of ways

COLLABORATION AND COORDINATION

There is a need for collaboration and coordination to help serve clients efficiently including:

Tools

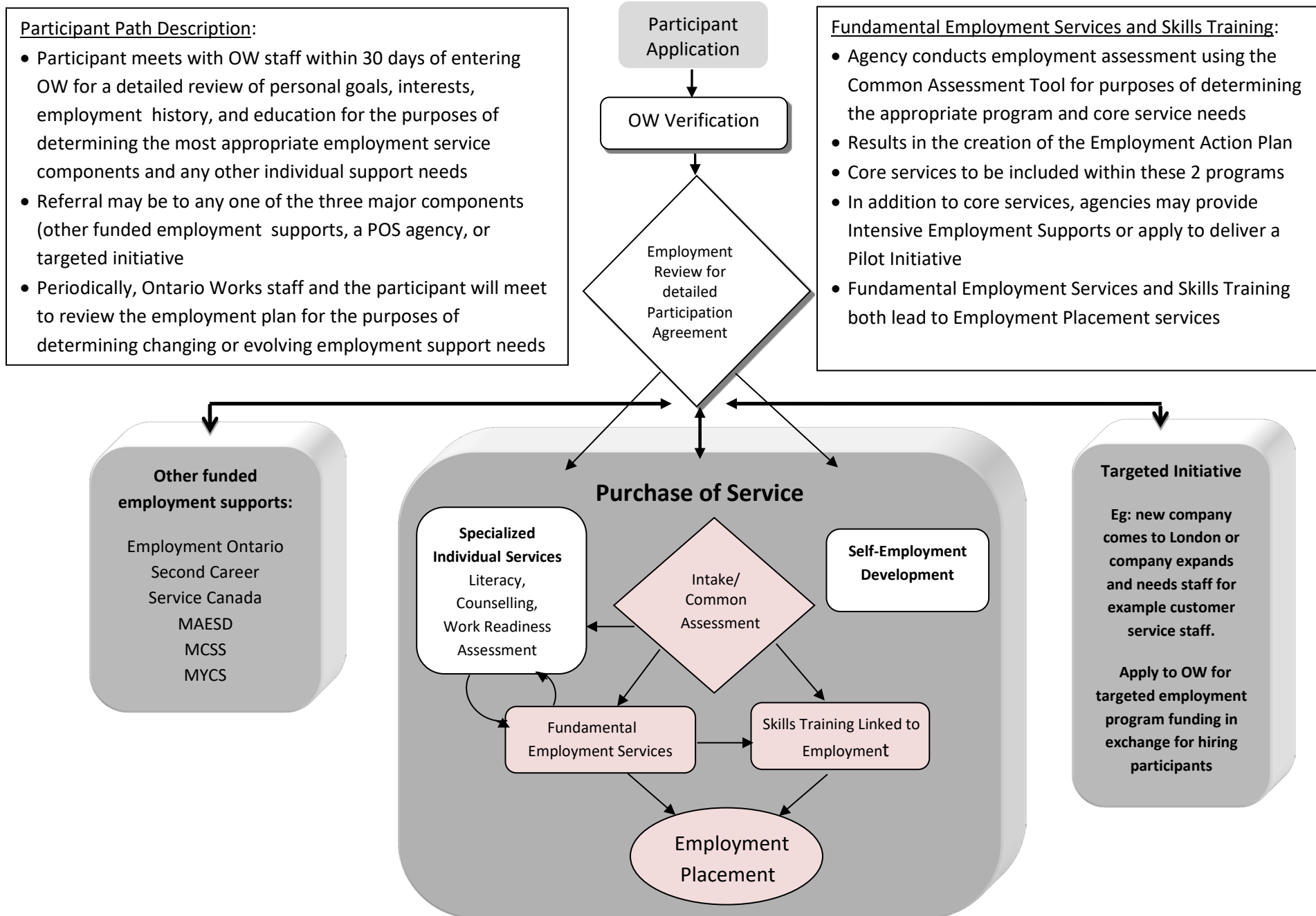
- Create tools for enhanced and timely communication with a structure to facilitate it
- On-line tool – Create common assessment that is consistent between agencies
- Directory of services with descriptions of services provided (Electronic)
- Tool to avoid overlapping of services and competition
- Respect specialized programming, avoid duplication, create new ways to coordinate/partner
- Create client “champion” or “ambassadors” to share information

Challenges

- Need to share info to help client vs. privacy
- MAESD – funding model is agency specific – limits collaboration- proposal timeline too short to coordinate/communicate
- Program rules vs. individual approach across the board
- Improve conversations between agencies
 - o Funding Model! (no shared clients, competition for funding)- Discourages cross-referrals
 - o Agency can't hire clients (not a success outcome)
 - o Paid for 'bums in seats' and difficult to provide 'specialized' programs under certain funding models
- Hard to know full range of current services available for clients and service providers
- Sizing – capacity of all agencies – look at inequity (Funding requirements)
- Referral between agencies without OW intervention in between
- Competitive environment amongst agencies -Competition for funding
- Technology – no centralized way to communicate
- Recognition for collaboration between agencies by funders

Prepared by: Laure Eldik – Planning and Policy Support (NCFS)

Appendix B: Participant Path to Employment Service



Appendix C: Reference Materials

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SCHEDULE 2

PURCHASE OF SERVICE AGREEMENT FOR ONTARIO WORKS EMPLOYMENT ASSISTANCE SERVICES

THIS AGREEMENT with effect as of the 1st day of January, 2019,

BETWEEN:


(hereinafter referred to as the "Service Provider")

AND

THE CORPORATION OF THE CITY OF LONDON
(hereinafter referred to as the "City")

WHEREAS the City is the delivery agent for the geographic area of the City of London and the County of Middlesex under the *Ontario Works Act, 1997*, S.O. 1997, c. 25, Schedule A;

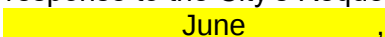
AND WHEREAS sections 3 and 4 of the *Ontario Works Act, 1997* state that a form of assistance under the Act is employment assistance, which is assistance to help a person to become and stay employed;

AND WHEREAS section 39(1) of the *Ontario Works Act, 1997* provides that each delivery agent is responsible for the administration of the Act and the provision of employment assistance in the delivery agent's geographic area;

AND WHEREAS the City is interested in securing organizations that will administer several programs dealing with employment assistance for Ontario Works participants:

- (a) Fundamental Employment Services;
- (b) Skills Training Directly Linked to Employment;
- (c) Employment Search, Placement and Retention;
- (d) Specialized Individual Support; and,
- (e) Self Employment Development

known collectively as the "Employment Assistance Services" and, for these purposes, issued the request for proposal numbered 18-08 ("Request for Proposal");

AND WHEREAS in response to the City's Request for Proposal, the Service Provider submitted the proposal dated  June , 2018, attached and forming **Schedule "A"** of this Agreement ("Proposal"), to provide the services listed in **Schedule "B"** of this Agreement;

AND WHEREAS the Service Provider is a duly incorporated company;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and the mutual covenants herein contained, the parties hereto covenant and agree, each with the other as follows:

1.0 DEFINITIONS:

1.1. In this Agreement and any amendment to this Agreement, the following terms shall have the following meanings:

- (a) **"Benefit Unit"** has the meaning ascribed to it in the *Ontario Works Act, 1997*, and means a person and all of his or her dependants on behalf of whom the person applies for or receives basic financial assistance
- (b) **"Employment Assistance Services"** means the administration and provision of one or more of the following components:
 - (i) Fundamental Employment Services;
 - (ii) Skills Training Directly Linked to Employment;
 - (iii) Employment Search, Placement and Retention;
 - (iv) Specialized Individual Support; and
 - (v) Self Employment Developmentpursuant to the provisions of the *Ontario Works Act, 1997* and regulations.

- (c) **“City Representative”** means the person delegated the authority to represent the City.
- (d) **“Participant”** has the meaning ascribed to it in the *Ontario Works Act, 1997* Regulation 134/98, and with respect to employment assistance, means a member of the benefit unit of a recipient of income assistance but does not include,
 - (i) a dependent child who is of pre-school age or attending school, or
 - (ii) a person who receives only temporary care assistance.

2.0 TERM:

2.1 Term of Agreement

Subject to sections 4.15, 8.1, and 8.2 this Agreement shall commence on the **1st day of January, 2019**, and shall expire, without the necessity of notice, on the **31st day of December, 2020**, (the “Term of the Agreement”).

2.2 Renewal

At least 30 days prior to expiry of the Agreement, the City Representative and the Service Provider may mutually agree in writing to renew the Agreement on the same terms and conditions as set out in this Agreement for successive one-year periods, up to a maximum of three (3) one-year renewals. Any decision by the City Representative or the Service Provider not to renew the Agreement shall be without compensation, penalty or liability on the part of the City to the Service Provider or the Service Provider to the City.

3.0 OBLIGATIONS OF THE CITY:

3.1 Payment for Employment Assistance Services

Subject to section 3.2, the City shall pay the Service Provider for the provision of services under this Agreement as set out in **Schedule “C”**. The City shall pay for such services within 60 days of receipt of an invoice from the Service Provider, however in the event that the City disputes an amount indicated on an invoice, the City in its sole discretion, and acting reasonably, may amend the amount and shall provide a written explanation of the amendment to the Service Provider.

- 3.2 The City, in its sole discretion, may withhold payment, and/or require the Service Provider to repay to the City some or all of the funding for the Employment Assistance Services based upon the City’s assessment of the current year’s final audited statement provided to the City pursuant to section 4.4(g), 4.4(h) and **Schedule “E”**.

3.3 Roles and Responsibilities

The roles and responsibilities for the City are as follows:

City staff is responsible for determining the Participant’s ongoing eligibility for Ontario Works. Staff will work with Ontario Works Participants to develop a Participation Agreement and an Outcome Plan after a review of the Participants’ educational background, employment history, job goals, skills, qualifications, strengths, and interests. The Outcome Plan will include appropriate referrals to approved programs and relevant community supports.

City staff will develop mutually agreed to Participation Agreements with their Participants that reflect the steps Participants will take to become independent of social assistance. In addition to supporting Participants through this process, staff will ensure employment related expenses and child care supports are provided to Participants as required.

City staff will monitor service agreements for compliance with the Provincial guidelines and for the Service Provider’s performance according to this Purchase of Service agreement. This will include regular monitoring, auditing and quality assurance activities to ensure that performance outcomes and established benchmarks are being met by the Service Provider. Part of this process will include soliciting feedback from Participants on their participation in Purchase of Service Supports.

City staff will work with the Service Provider to resolve problems/issues relating to Participants’ participation in the Employment Assistance Services or relating to the program itself. The City will endeavour to resolve matters in a mutually agreeable and timely fashion.

The City is responsible for setting the fee schedules for payments made to the Service Provider, and for verifying, approving and paying invoices based upon supporting documentation received. Payment will be made to the Service Provider based on pre-

determined payment schedules. The City will not commit to pay program fees in advance of a Participant's participation, or where City staff has not made a formal Participant referral.

4.0 OBLIGATIONS OF THE SERVICE PROVIDER:

4.1 Subject to section 4.2, the Service Provider shall provide Employment Assistance Services in accordance with this Agreement, the Proposal and the Outcomes as set out in **Schedule "D"** ("Outcomes").

4.2 The requirements of the Employment Assistance Services as set out in the Request for Proposal, the Proposal and the Outcomes may be amended from time to time on the prior written mutual consent of the City Representative and the Service Provider.

4.3 Return of Funds to City

If the Service Provider uses the funds for purposes other than the provision of Employment Assistance Services as required under this Agreement, the City may demand the payment of funds equal to those already used by the Service Provider.

4.4 Obligations of the Service Provider

The Service Provider shall:

- (a) provide the services listed in **Schedule "B"**, and fulfil the requirements:
 - (i) for Fundamental Employment Services as more specifically set out in [insert section # of Service Provider's Proposal and the Outcomes as set out in Schedule "D"];
 - (ii) for Skills Training Directly Linked to Employment as more specifically set out in [insert section # of Service Provider's Proposal and the Outcomes as set out in Schedule "D"];
 - (iii) for Employment Search, Placement and Retention as more specifically set out in [insert section # of Service Provider's Proposal and the Outcomes as set out in Schedule "D"];
 - (iv) for Specialized Individual Support as more specifically set out in [insert section # of Service Provider's Proposal and the Outcomes as set out in Schedule "D"]; and
 - (v) for Self Employment Development Services as more specifically set out in [insert section # of Service Provider's Proposal and the Outcomes as set out in Schedule "D"].
- (b) except as otherwise provided in this Agreement, at its own cost and expense, provide all and every kind of labour, superintendence, services, tools, equipment, materials, supplies, articles and things necessary for the due execution and completion of all and every service set out in the Agreement and shall forthwith commence the work and diligently execute and fully complete the same;
- (c) be solely responsible for all means, methods, techniques, sequences, and procedures for providing the program and for coordinating all parts of the program under this Agreement;
- (d) provide the services herein on a basis which is fair, confidential, accessible, responsive, sensitive and adequate that respects the rights, dignity, culture and diversities of the Participants;
- (e) use current state of the art methods and shall skilfully and competently deliver the Employment Assistance Services and shall employ only skilled and competent staff who will be under the supervision of the Service Provider;
- (f) instruct and train its staff to deliver the services required under this Agreement;
- (g) participate in program evaluation activities carried out by the applicable Ministry, including the Ministry of Community and Social Services, or by the City;
- (h) provide statistical, financial and non-financial reporting to the City on a quarterly and annual basis, or on a more frequent basis if requested by the City, and as set out in **Schedule "E"**;
- (i) advise the City Representative forthwith about any awards or other types of publicity the Service Provider may be subject to;

- (j) obtain prior written approval from the City Representative regarding advertising or media involvement surrounding Employment Assistance Services it provides under this Agreement, and acknowledge the City's involvement in the Employment Assistance Services;
- (k) obtain prior written approval from the City Representative for any use of the City logo or other intellectual property of the City;
- (l) comply with all applicable Federal and Provincial statutes, regulations, guidelines and rules, including *Ontario Works Act, 1997* and its regulations, and all applicable municipal by-laws.

4.5 Roles and Responsibilities

The roles and responsibilities for the Service Provider are as follows:

- shall co-operate and work with Ontario Works staff to evaluate the Service Provider's approved Employment Assistance Services
- shall maintain any and all licences, permit and approvals required to deliver the Employment Assistance Services
- shall maintain documentation in employee personnel files to demonstrate ongoing compliance with confidentiality and vulnerable persons screening, health and safety training and all other areas identified through the Request For Proposal that relate to individual employee
- shall maintain accreditation relative to the population served
- shall submit reports on Participant participation and outcomes in a form or format as specified by the City of London
- shall assign a representative of the Service Provider to liaise with Ontario Works staff
- shall comply with all instructions of the City of London relating to the City's compliance with the *Municipal Freedom of Information and Protection of Privacy Act*
- shall acknowledge that they have non-discrimination policies and procedures in place which prohibit discrimination based on race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability
- shall notify Ontario Works immediately of any accidents or incidents at the Service Provider's premises involving a Participant, and complete any documentation required by the City with respect to the accident
- shall not request payment of any charge or fee from Ontario Works Participants who are participating in the approved program
- shall submit regular reports to Ontario Works, including financial and progress reports. These will be used to assess the program's effectiveness and ensure Purchase of Service Agreement compliance and ongoing accountability
- shall submit Participant screening and outcome reports throughout their participation (and in some cases post-participation) in the program. Reporting requirements will be thoroughly reviewed with the Service Provider
- shall attend Ontario Works Advisory meetings and will be actively involved with community coordinating activities, and
- shall only bill the City for services provided that are beyond the scope of funding received from other government bodies e.g. Ministry of Advanced Education and Skills Development. This can be clearly demonstrated during an audit.

4.6 Performance Measures

The City's Purchase of Service Supports agreement negotiations and service agreement renewals will be linked to specific program outcomes. The expected outcomes for each component: Fundamental Employment Services, Employment Search, Placement and Retention, Skills Training Directly Linked to Employment, Self Employment Development, and Specialized Individual Support are outlined in the document in **Schedule "D"**.

Annual performance reviews will assess compliance with service agreement requirements, taking into consideration the following:

- achievement of the program outcomes
- Participant satisfaction and demand
- budgetary considerations
- provincial program changes
- fundamental changes to the local labour market

- changes to Ontario Works caseload composition, and
- administrative accountability, including timely submission of required reports.

By establishing performance outcomes, the City will ensure:

- the ongoing ability to make adjustments to programs when needed
- the focus of contracting remains the provision of quality services to achieve outcomes
- Purchase of Service Supports respond to changes in participants' needs and labour market demands, and
- Purchase of Service Supports enhances participants' ability to obtain and maintain meaningful employment.

4.7 Annual Report

The Service Provider shall annually provide a report on the outputs and outcomes of the Employment Assistance Services provided that year. The Service Provider shall waive its moral rights and assign copyright in the report to the City.

4.8 Inspection / Review

The City, or persons authorized by the City, is/are entitled, at all reasonable times, to inspect or otherwise review the Employment Assistance Services performed under this Agreement and the premises where they are being performed, including satellite locations.

4.9 Compliance Audit

The Service Provider shall allow the City, upon twenty-four hours' notice and during normal business hours, to enter upon the Service Provider's premises to review the information contained on the Service Provider's computerized case management system. At the City's request, the Service Provider shall provide the City with information from the computerized case management tool in an electronic format and/or a printed format.

4.10 Not an Agreement of Employment

The Service Provider acknowledges and agrees this agreement shall in no way be deemed or construed to be an Agreement of Employment. Specifically, the parties agree that it is not intended by this Agreement that the Service Provider nor any person employed by or associated with the Service Provider is an employee of, or has an employment relationship of any kind with the City or is in any way entitled to employment benefits of any kind whatsoever from the City whether under internal policies and programs of the City, the *Income Tax Act*, R.S.C. 1985 c.1 (1st Supp); the *Canada Pension Act*, R.S.C. 1985, c.C-8; the *Employment Insurance Act*, S.O. 1996,c.23; the *Workplace Safety and Insurance Act*, 1997 S.O. 1997, c.26 (Schedule "A"); the *Occupational Health and Safety Act*, R.S.O. 1990, c.o.1; the *Pay Equity Act*, R. S. O. 1990, c.P.7; the *Health Insurance Act*, R.S.O. 1990, c.H.6; or any other employment related legislation, all as may be amended from time to time, or otherwise.

4.11 Notwithstanding paragraph 4.10 above, it is the sole and exclusive responsibility of the Service Provider to make its own determination as to its status under the Acts referred to above and, in particular, to comply with the provisions of any of the aforesaid Acts, and to make any payments required thereunder.

4.12 Personal Information

(a) In accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the Service Provider, its directors, officers, employees, agents, volunteers and persons for whom it is at law responsible will hold confidential and will not disclose or release to any person at any time during or following the term of this Agreement, except where required by law, any information or document without obtaining the written consent of the individual/organization concerned prior to the release or disclosure of such information or document and shall comply with the requirements regarding Personal Information and Confidentiality as contained in **Schedule "F"** attached hereto and forming part of this Agreement.

Approved Forms – Collection of Personal Information

(b) When collecting Personal Information under this Agreement, the Service Provider or subcontractor shall use only the forms approved by the City for that purpose.

4.13 Records Retention

In the event that the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the Employment Assistance Services provided for under this Agreement without the prior written consent of the City, but when requested by the City shall return the records to the City forthwith.

4.14 Not Agent of City

Nothing in this Agreement shall entitle or enable the Service Provider or any subcontractor to act on behalf of, or as agent for, or to assume or create any obligation on behalf of, or to make any representation, promise, warranty or guarantee binding upon, or otherwise to bind the City. Each of the Service Provider, any subcontractor of the Service Provider and the City is independent and not the agent, employee, partner or joint venturer of any of the others.

4.15 Amendments if Funding Reduced

The Service Provider acknowledges and agrees that in the event that funding for this Agreement is reduced for any reason, or pertinent Legislation or Regulations in effect from time to time should be amended so as to require, in the City's sole discretion, an amendment to this Agreement, that the City will forward its proposed amendments to the Service Provider and the Service Provider may accept the amendments or treat the Agreement as at an end. With the consent of the Service Provider, the City may in writing at any time after the execution of the Agreement or the commencement of the services to be provided under the Agreement delete, extend, increase, vary or otherwise amend the Employment Assistance Services forming the subject of the Agreement.

4.16 Conflict of Interest

The Service Provider shall ensure that the Employment Assistance Services are carried out without a conflict of interest by any person associated with the Employment Assistance Services in whatever capacity and the Service Provider shall disclose to the City without delay any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest.

5.0 REPRESENTATIONS AND WARRANTIES OF SERVICE PROVIDER:

5.1 The Service Provider represents and warrants to the City (and acknowledges that the City is relying thereon) that:

- (a) the Service Provider is a corporation duly incorporated under the laws of Ontario and is in compliance with all requirements imposed by such laws;
- (b) the Service Provider has all necessary corporate power, authority and capacity to enter into this Agreement and to perform its obligations under this Agreement;
- (c) the execution and delivery of this Agreement and the consummation of the transactions contemplated under it have been duly authorized by all necessary corporate action on the part of the Service Provider;
- (d) this Agreement constitutes a valid and binding obligation of the Service Provider in accordance with the terms of this Agreement;
- (e) the Service Provider's facilities are suitable for providing Employment Assistance Services under this Agreement and otherwise are in compliance with all legislation affecting such matters, including but not limited to protection of privacy legislation;
- (f) the Service Provider shall employ only competent and orderly employees and volunteers which employees and volunteers shall be courteous to all members of the public using the Employment Assistance Services.

6.0 COMPLIANCE WITH LAWS:

6.1 The Service Provider shall comply with (and shall ensure any subcontractor complies with) all applicable federal, provincial and municipal laws, regulations, by-laws, orders, codes and other requirements, including those of agencies, boards, commissions and utilities having jurisdiction and shall provide the City with evidence of such compliance from time to time. The Service Provider shall obtain and maintain at its sole cost all approvals, permits, licences, certificates and other permissions required in connection with the performance of any of its obligations under this Agreement.

7.0 INDEMNITY AND INSURANCE:

7.1 Indemnification

The Service Provider undertakes and agrees to defend and indemnify the City and hold the City harmless, at the Service Provider's sole expense, from and against all claims, demands, suits, losses, costs, damages and expenses that the City may sustain or incur by reason of:

- (a) any breach of this Agreement by any of the Service Provider, the Service Provider's employees, or persons for whom the Service Provider is at law responsible;
- (b) any loss or misuse of funds held by the Service Provider, the Service Provider's employees, or persons for whom the Service Provider is at law responsible, under of this Agreement;
- (c) the acts or omissions of the Service Provider, the Service Provider's employees, or any person for whom the Service Provider is at law responsible in performing Employment Assistance Services or otherwise carrying on Service Provider's business, including any damage to any and all persons or property, whether deliberate, accidental or through negligence, and all tickets, fines or penalties;
- (d) any claim or finding that any of the Service Provider, the Service Provider's employees, or persons for whom the Service Provider is at law responsible are employees of, or are in any employment relationship with, the City or are entitled to any Employment Benefits of any kind; or,
- (e) any liability on the part of the City, under the *Income Tax Act* (Canada) or any other statute (including, without limitation, any Employment Benefits statute), to make contributions, withhold or remit any monies or make any deductions from payments, or to pay any related interest or penalties, by virtue of any of the following being considered to be an employee of the City, from Service Provider; Service Provider's employees or others for whom Service Provider is at law responsible in connection with the performance of Services or otherwise in connection with Service Provider's business.

7.2 Insurance

The Service Provider shall at its own expense obtain and maintain insurance until the termination of the contract. The City requires evidence of the indicated insurance coverage.

The indicated policies will not be cancelled or permitted to lapse unless the insurer notifies the City, in writing, at least thirty (30) days prior to the effective date of cancellation or expiry.

- (a) Comprehensive general liability insurance on an occurrence basis for an amount not less than two million (\$2,000,000.00) dollars and shall include the City as an additional insured with respect to the Service Provider's operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners' and contractor's protective products and completed operations, contingent employers liability, cross liability and severability of interest clauses.
- (b) Automobile liability insurance for an amount not less than two million (\$2,000,000) dollars on forms meeting statutory requirements covering all vehicles used in any manner in connection with the performance of the terms of this Agreement.
- (c) The Service Provider shall not commence work until such time satisfactory evidence of insurance has been filed with and approved by the City's Risk Management Division. The Service Provider shall further provide that evidence of the continuance of said insurance is filed at each policy renewal date of the duration of the contract.
- (d) The City reserves the right to request such higher limits of insurance or other types of insurance as it may reasonably require from time to time; failure to procure and maintain said insurance shall constitute a default under this agreement.

7.3 Safety Policies and Procedures and Related Documentation

The Service Provider shall submit one (1) copy of each of their written health and safety policy and program where required under Section 25(2)(j) of the Occupational Health and Safety Act. Where not required under 25(4), the Service Provider is asked to provide procedures or a written description of safety practices applicable to the work to be performed under the contract.

7.4 Compliance with the Accessibility for Ontarians with Disabilities Act, 2005

The Service Provider shall ensure that all its employees, agents, volunteers, or others for whom the Service Provider is legally responsible receive training regarding the provision of the goods and services contemplated herein to persons with disabilities in accordance with Section 6 of Ontario Regulation 429/07 (the "Regulation") made under the Accessibility for Ontarians with Disabilities Act, 2005, as amended (the "Act"). The Service Provider shall ensure that such training includes, without limitation, a review of the purposes of the Act and the requirements of the Regulation, as well as instruction regarding all matters set out in Section 6 of the Regulation. The Service Provider shall submit to the City, as required from time to time, documentation describing its customer service training policies, practices and procedures, and a summary of its training program, together with a record of the dates on which training was provided and a list of the employees, agents volunteers or others who received such training. The City reserves the right to require the Service Provider to amend its training policies to meet the requirements of the Act and the Regulation.

7.5 Police Vulnerable Sector Check

It is the responsibility of the Service Provider to obtain a Police Vulnerable Sector Check (PVSC) for all employees, volunteers and students who will be providing the Employment Assistance Service and ensure that they are kept current throughout the contract period. The Service Provider must make these documents available for review by the City upon request. The City will conduct random reviews (with advance notice) at the Service Provider's office to ensure that there is documentation showing compliance. Failure to provide the documentation when requested could result in cancellation of the contract.

7.6 Compliance with Accreditation

Service Provider must ensure compliance with regulatory bodies related to population served and or services delivered. Compliance with the Employment Sector Council's "One Client – Standards for Employment and Training Service Delivery Components" is mandatory for any organization providing employment services.

8.0 **DEFAULT AND TERMINATION:**

8.1 Termination Where Default

The following are considered defaults of the Agreement for which the City may terminate the Agreement:

- (a) If the Service Provider is in default in respect of any obligation provided for in this Agreement and such default, in the case of a default which is remediable, continues for **five (5) days** following notice thereof to the Service Provider (provided, however, that, if the nature of such default is such that it cannot be cured by a payment of money or cannot be cured within a period of five (5) days, the Service Provider shall have such additional time as may be reasonably necessary as long as the curing of such default is begun promptly and is prosecuted with due diligence to completion);
- (b) If any proceeding in bankruptcy, receivership, liquidation or insolvency is commenced against the Service Provider or its property, and the same is not dismissed within **thirty (30) days**;
- (c) If the Service Provider files a voluntary petition in bankruptcy or insolvency, makes any assignment for the benefit of its creditors, becomes insolvent, commits any act of bankruptcy, ceases to do business as a going concern, or seeks any arrangement or compromise with any or all of its creditors under any statute or otherwise, then the same shall constitute an event of default by the Service Provider under this Agreement;

and upon the happening of any of the aforesaid events, the City may upon notice to the Service Provider specifying the default terminate this Agreement immediately.

Such termination shall be without compensation, penalty or liability on the part of the City to the Service Provider and shall be without prejudice to any other legal or equitable right

or remedy otherwise available to the City upon such default (including but not limited to damages suffered by the City in consequence of the same).

8.2 Termination Without Default

Despite any other provisions in this Agreement, the City or the Service Provider may, at any time and for any reason, terminate this Agreement, effective upon the giving of sixty (60) days' prior written notice to the other party. Such termination shall be without compensation, penalty or liability on the part of the terminating party, and shall be without prejudice to any legal or equitable right or remedy accrued or accruing to the terminating party arising from the performance of this Agreement.

9.0 **NOTICE:**

9.1 All notices required by this agreement shall be in writing and shall be delivered in person or by prepaid courier or mailed by certified or registered mail, return receipt requested, with postage prepaid.

9.2 Notice to the City shall be addressed to:

The City Clerk
The Corporation of the City of London
300 Dufferin Avenue, Box 5035
London, ON N6A 4L9

9.3 Notice to the Service Provider shall be addressed to:

9.4 All notices so sent shall be deemed to have been received by the recipient on the date of delivery or on the second business day following the mailing thereof, whichever is applicable. For the purposes of notice, "business day" means every day except Saturdays, Sundays and statutory holidays in the Province of Ontario.

The above address of either the City or the Service Provider may be changed by giving the other party written notice of the new address.

9.5 If postal service is interrupted, or threatened to be interrupted, or is substantially delayed, any notice shall only be sent by facsimile transmission or delivered by courier.

10.0 **GENERAL:**

10.1 Schedules Forming Part of Agreement

(a) The parties understand and agree that the following Schedules "A", "B", "C", "D", "E", and "F" are attached to this Agreement are incorporated in and form part of this Agreement as if embodied in it and consist of:

- (i) Schedule "A" – Proposal Submitted by Service Provider;
- (ii) Schedule "B" – List of Employment Assistance Services to be Provided;
- (iii) Schedule "C" – Cost of Employment Assistance Services;
- (iv) Schedule "D" – Outcomes Schedule
- (v) Schedule "E" – Accounting and Reporting Requirements;
- (vi) Schedule "F" – Municipal Freedom of Information and Protection of Privacy Act Provisions;

(b) Where there is any conflict between a provision in the body of this Agreement, and a provision in a Schedule attached to this Agreement, the provision in the body of the Agreement governs, except where the provision in the Schedule imposes upon the Service Provider a higher standard of performance or duty that is beneficial to the City. If there is a conflict between a provision in Schedule "A" and a provision in Schedule "D", the provision in Schedule "A" shall govern, except where the provision in Schedule "D" imposes upon the Service Provider a higher standard of performance or duty that is beneficial to the City. A conflict occurs whenever a provision in the body of the Agreement and a provision in a Schedule or a

provision in one Schedule and a provision in another Schedule are inconsistent or incompatible and cannot be reconciled.

10.2 Further Acts

The parties agree that each of them shall, upon reasonable request of the other, do or cause to be done all further lawful acts, deeds and assurances whatever for the better performance of the terms and conditions of this Agreement.

10.3 Partial Severability

If any part of this Agreement is rendered invalid or illegal, the remainder of the agreement continues to apply.

10.4 Headings

The headings in this agreement are for convenience only and shall not in any way limit or be deemed to construe or interpret the terms and provisions of this Agreement.

10.5 Entire Agreement

This agreement constitutes the entire agreement between the parties pertaining to the subject-matter hereof and supersedes all prior agreements, arrangements (interim or otherwise), letters of intent, understandings, negotiations and discussions, whether oral or written, of the parties pertaining to such subject-matter. There are no promises, guarantees, statements, claims, warranties, representations or other agreements between the parties with respect to the subject-matter hereof except those specifically set out herein. The execution of this Agreement has not been induced by, nor do any of the parties rely upon or regard as material, any representations not included in this Agreement.

10.6 Amendments

No subsequent alteration, amendment, change or addition to this Agreement shall be binding on the City or the Service Provider unless in writing signed by each of them.

10.7 Assignment

Neither this Agreement nor any part thereof or interest therein may be assigned, subcontracted or otherwise transferred by the Service Provider without the prior written consent of the City, which consent may be withheld. Such written consent shall be within the sole and unfettered discretion of the City and may include such terms and conditions as the City considers appropriate, but shall not, under any circumstances, relieve the Service Provider of its liabilities and obligations under this Agreement.

10.8 Enurement

This agreement shall enure to the benefit of and be binding on the parties and their respective heirs, executors, successors and assigns.

10.9 Governing Law

This Agreement shall be governed and interpreted in accordance with the laws of Ontario and Canada applicable to this agreement, and shall be treated in all respects as an Ontario contract. The Service Provider and the City specifically submit to the exclusive jurisdiction of the courts of Ontario and Canada.

10.10 Joint and Several Obligations

The duties, obligations, liabilities and responsibilities of the Service Provider and any subcontractor under this agreement shall be both joint and several.

10.11 Execution

The Service Provider acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms and conditions. Further the Service Provider agrees that it is the complete and exclusive statement of the agreement between the parties, which supersedes all proposals or prior agreement, oral or written, and all other communications between the parties relating to the subject-matter of this Agreement.

10.12 Waiver

A waiver of any failure to comply with any term of this Agreement must be written and signed by the party providing the waiver. Each waiver must refer to a specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

10.13 Circumstances Beyond the Control of Either Party

Neither party shall be responsible for damage caused by delay or failure to perform under the terms of this Agreement resulting from matters beyond the control of the parties including strike, lockout or any other action arising from a labour dispute, fire, flood, act of God, war, riot

or other insurrection, lawful act of public authority, or delay or default caused by a common carrier which cannot be reasonably foreseen or provided against.

- 10.14 Survival
The provisions relating to liability, indemnity, **Schedule “E”** requirements and Return of Funds to City shall survive termination or expiry of this Agreement for a period of seven (7) years from the date of termination of this Agreement.

IN WITNESS WHEREOF the Parties have duly executed this agreement.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF LONDON

Ed Holder, Mayor

Catharine Saunders, City Clerk

[insert NAME OF SERVICE PROVIDER]

Per:
Name:
Title:

Per:
Name:
Title:

I/We have authority to bind the Corporation.

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 10, 2018
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT	IMPLEMENTATION OF THE COMMUNITY MENTAL HEALTH AND ADDICTIONS STRATEGY CONTRACT AWARD REQUEST FOR PROPOSAL 18-43

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions **BE TAKEN** with respect to the award of the Request for Proposal (RFP) 18-43 Implementation of Community Mental Health and Addictions Strategy:

- (a) that Request for Proposal 18-43 **BE AWARDED** to Ivey International Centre for Health Innovation;
- (b) that Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
- (c) that the approval given herein **BE CONDITIONAL** upon the Corporation entering into a Purchase of Service Agreement with Ivey International Centre for Health Innovation.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- London for All: A Roadmap to End Poverty (SPPC: April 18, 2016)
- London for All Update: First 12 Month Recommendations and Development of the Implementation Body (CPSC: November 15, 2016)
- Update on Mental Health and Addictions Strategy (CPSC: January 24, 2017)
- Community Mental Health and Addictions Strategy (CPSC: September 12, 2017)
- Community Mental Health and Addictions Strategy: Moving Forward Together (CPSC: December 5, 2017)

BACKGROUND

The purpose of this report is to recommend that the City of London enter into an agreement with Ivey International Centre for Health Innovation at a cost of \$111,974 to implement the Community Mental Health and Addictions Strategy that was presented to Council in June 2018.

2015-2019 Strategic Plan called for the development of a Community Mental Health and Addictions Strategy as part of the Plan’s key focus on *Strengthening our Community; caring and compassionate services* and the elimination of “barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.”

On December 12, 2017 City Council received an information report from the Managing Director, Housing, Social Services and Dearness Home regarding the completion of the *Community Mental Health and Addictions Strategy for London: Moving Forward Together* report.

At the same meeting, City Council further resolved the following:

the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer BE DIRECTED to allocate remaining budgetary funds at the end of 2017, estimated at approximately \$112,000, towards implementation activities of the Community Mental Health and Addictions Strategy for London; and,

it BE NOTED that the Diversity, Inclusion and Anti-oppression Advisory Committee and the Accessibility Advisory Committee will be specifically included, in addition to other various stakeholders, in the on-going consultation related to the implementation activities.

PROCUREMENT PROCESS

Request for Proposal 18-43 was released on September 24, 2018 through Purchasing and Supply, Finance and Corporate Services, and was posted to bids & tenders with a closing date of October 15, 2018.

In addition to publicly posting the RFP, the proposal was circulated to groups involved in Mental Health and Addictions work.

The RFP was downloaded by three (3) interested parties and two (2) submissions were received. The upper limit for the budget was disclosed at \$112,000.

An internal evaluation team reviewed and evaluated the submissions taking into consideration the organizations’ qualifications; competence and experience; proposed scope of work; work plan; and experience on directly related projects as outlined in RFP 18-43. The Evaluation Team found Ivey International Centre for Health Innovation to be the Successful Proponent after they scored the highest.

Over the next year, Ivey International Centre for Health Innovation together with a co-lead (which is still to be identified), will assemble an inter-disciplinary advisory committee comprised of Mental Health & Addictions service providers, funders, Indigenous and cultural groups, and people with lived experience to guide and oversee progress. Two large community working group meetings will be held, and several work groups will be formed around specific deliverables to be achieved within the one-year timeline.

FINANCIAL IMPACT

Council approved \$200,000 towards the creation of the Community Mental Health and Addictions Strategy, \$100,000 to be used in 2016 and \$100,000 in 2017. \$88,000 was put towards the development of the Community Mental Health and Addictions Strategy which was completed in 2017. The remaining funds of \$112,000 will be directed towards the implementation work covered through this current RFP. The remaining funds available include 50% funding from the Province and 50% funding from the Social Services Reserve Fund.

CONCLUSION

The implementation of a Community Mental Health and Addictions Strategy for London at a systems-level will assist vulnerable residents and the community organizations that serve them. The successful implementation of the strategy will be dependent on the community working together.

PREPARED BY:	RECOMMENDED BY:
JILL TANSLEY MANAGER, STRATEGIC PROGRAMS AND PARTNERSHIPS	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME

- C: Gail Devito, Financial Business Administrator
Kevin Dickins, Manager, Employment and Income Support Services
John Freeman, Manager, Purchasing and Supply
Jan Richardson, Manager, Homeless Prevention
Ivey Centre for Health Innovation

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 10, 2018
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT	IMPLEMENTATION OF THE COMMUNITY MENTAL HEALTH AND ADDICTIONS STRATEGY CONTRACT AWARD REQUEST FOR PROPOSAL 18-43

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions **BE TAKEN** with respect to the award of the Request for Proposal (RFP) 18-43 Implementation of Community Mental Health and Addictions Strategy:

- (a) that Request for Proposal 18-43 **BE AWARDED** to Ivey International Centre for Health Innovation;
- (b) that Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
- (c) that the approval given herein **BE CONDITIONAL** upon the Corporation entering into a Purchase of Service Agreement with Ivey International Centre for Health Innovation.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

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At the same meeting, City Council further resolved the following:

the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer BE DIRECTED to allocate remaining budgetary funds at the end of 2017, estimated at approximately \$112,000, towards implementation activities of the Community Mental Health and Addictions Strategy for London; and,

it BE NOTED that the Diversity, Inclusion and Anti-oppression Advisory Committee and the Accessibility Advisory Committee will be specifically included, in addition to other various stakeholders, in the on-going consultation related to the implementation activities.

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Over the next year, Ivey International Centre for Health Innovation together with a co-lead (which is still to be identified), will assemble an inter-disciplinary advisory committee comprised of Mental Health & Addictions service providers, funders, Indigenous and cultural groups, and people with lived experience to guide and oversee progress. Two large community working group meetings will be held, and several work groups will be formed around specific deliverables to be achieved within the one-year timeline.

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CONCLUSION

The implementation of a Community Mental Health and Addictions Strategy for London at a systems-level will assist vulnerable residents and the community organizations that serve them. The successful implementation of the strategy will be dependent on the community working together.

PREPARED BY:	RECOMMENDED BY:
JILL TANSLEY MANAGER, STRATEGIC PROGRAMS AND PARTNERSHIPS	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME

- C: Gail Devito, Financial Business Administrator
 Kevin Dickins, Manager, Employment and Income Support Services
 John Freeman, Manager, Purchasing and Supply
 Jan Richardson, Manager, Homeless Prevention
 Ivey Centre for Health Innovation

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE TUESDAY, DECEMBER 10, 2018
FROM:	SCOTT STAFFORD MANAGING DIRECTOR, PARKS AND RECREATION
SUBJECT:	SINGLE SOURCE 18-37 SINGLE SOURCE PROCUREMENT OF LIFEGUARD QUALIFICATION LITERATURE / MANUALS AND ASSOCIATED REGISTRATION FEES / DOCUMENTS

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Parks and Recreation

- a) The requirement that the Lifesaving Society be established as the only acceptable provider of Lifesaving Certification and Manual Fees for the City of London, at an estimated annual purchase value of \$69,562.25 (HST excluded), for a two (2) year period **BE ACCEPTED** it being noted that this will be a single source contract as per the Procurement of Goods and Services Policy Section 14.4 e).
- b) Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this contract; and
- c) Approval hereby given **BE CONDITIONAL** upon the Corporation entering into a formal contract or having a purchase order, or contract record relating to the subject matter of this approval.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Community and Protective Services Committee, February, 2017: Single Source Procurement of Lifesaving Awards and Literature.

BACKGROUND

Purpose
 The purpose of this report is to seek Council approval to establish a two (2) year single source contract with the Lifesaving Society to provide lifeguard qualification literature/ manuals and associated registration fees for the City of London Aquatics, Arenas and Attractions division.

Discussion
 The City of London provides advanced leadership courses to the residents of London through our indoor and outdoor pools. These programs are certifications that lead youth to learn lifesaving skills and obtain certification in Lifeguarding. These qualifications are mandatory for the hiring and maintaining of qualifications for our approx. 300 Aquatic staff, and for the First Aid certifications we teach to residents and City employees. The course fees and manuals are the fees payable to the society to certify the candidates. There is no other provider of these services, therefore we are requesting single source approval.

Financial Impact

The estimated annual expenditure is \$69,562.25 (HST excluded) which is based on historical consumption for the City of London Aquatics, Arenas and Attractions division. Funding for this contract is available in the Aquatics, Arenas and Attractions Operating account. These course materials and costs are offset by revenue from user fees of the candidates taking the courses.

CONCLUSION

Conclusion

Lifesaving Society is the only qualified provider based on special knowledge, expertise and experience to provide the specific certification and literature required by the City of London.

Acknowledgements

This report was prepared within the “Aquatics, Arenas and Attractions Division” by Lynn Loubert, Division Manager and Chris Rinehart, Procurement Specialist.

PREPARED BY:	
LYNN LOUBERT DIVISION MANAGER, AQUATICS, ARENAS AND ATTRACTIONS	
RECOMMENDED BY:	REVIEWED & CONCURRED BY:
SCOTT STAFFORD MANAGING DIRECTOR, PARKS AND RECREATION	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES MEETING ON DECEMBER 10, 2018
FROM:	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION
SUBJECT:	MUNICIPAL IMPLEMENTATION OF LEGALIZED CANNABIS – <i>CANNABIS LICENCE ACT, 2018</i>

RECOMMENDATION

That, on the recommendation of the Director of Community and Economic Innovation, with concurrence of the City Manager, the following actions be taken with respect to the municipal implementation of legalized cannabis:

- a) the report dated December 10, 2018 and entitled “Municipal Implementation of Legalized Cannabis – Cannabis Statute Law Amendment Act” BE RECEIVED;
- b) the Civic Administration BE ADVISED as to how the Municipal Council wishes to proceed with respect to the location of retail cannabis stores in London; and,
- c) the Civic Administration BE DIRECTED to continue to work with the federal and provincial governments to identify current or future potential challenges relating to policing, by-law enforcement, and community services requirements associated with the legalization of recreational cannabis;

it being noted that the Province of Ontario has established a deadline of January 22, 2019 for Municipal Council to pass a resolution, if it so chooses, to prohibit cannabis retail stores from being located in the municipality.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Planning and Environment Committee – December 4, 2017 – Planning for Non-therapeutic Cannabis Retail Stores

BACKGROUND

The following is a summary of the timeline and milestones related to the legalization of cannabis:

- April 13, 2017 – the federal *Cannabis Act* is introduced
- Summer 2017 – Ontario leads province-wide consultations on how the government should approach the legalization of cannabis
- November 1, 2017 – the province introduces the *Cannabis, Smoke-Free Ontario, and Road Safety Statute Law Amendment Act, 2017*
- December 11, 2017 – federal government announces it will allocate up to 75% of expected tax revenue from cannabis to the provinces and territories, it being noted that the transfer of funds would be directed to cover local implementation and enforcement costs borne by local governments and provinces
- December 12, 2017 – Ontario legislature passes the *Cannabis, Smoke-Free Ontario, and Road Safety Statute Law Amendment Act, 2017*
- December 12, 2017 – London City Council enacts by-law to create a new Council Policy - [Siting of Cannabis Retail Stores in London](#)

- August 13, 2018 - Province of Ontario commits to sharing \$40 million over two years with municipal governments, and 50% of all excise tax revenue generated over \$100 million
- September 27, 2018 – Ontario introduces legislation to move forward with private cannabis retail stores
- October 17, 2018 – Ontario passes Bill 36 – *Cannabis Statute Law Amendment Act*
- October 17, 2018 – Cannabis is legalized across Canada
- October 2018 - Province of Ontario amended the *Smoke-Free Ontario Act, 2017 (SFOA, 2017)* to align the regulation covering the smoking of cannabis with that of tobacco
- November 20, 2018 - Province of Ontario releases plan for distribution of funds to municipalities: \$15 million in early January; \$15 million after January 22, 2019 deadline for municipalities to prohibit retail stores; \$10 million set aside to address unforeseen circumstances
- April 1, 2019 – Ontario private retail model to be established by this date, allowing for sale of cannabis through retail stores

DISCUSSION

What is the *Cannabis Licence Act, 2018*?

Ontario’s provincial legislature passed the *Cannabis Licence Act* on October 17, 2018. This *Act* sets out the legal structure for private cannabis retail in Ontario and gives the Alcohol and Gaming Commission of Ontario (AGCO) the authority to license, regulate and enforce the sale of recreational cannabis through privately run stores in Ontario.

Can Ontario municipalities prohibit cannabis retail stores?

Ontario municipalities have a one-time option to opt out of having cannabis retail stores in their communities. Municipalities have until January 22, 2019 to inform the AGCO if they wish to opt out. Municipalities that choose to opt out can opt back in at any time – but once they are in, they may no longer opt out.

Once this decision has been made, written notification must be provided to the AGCO no later than 3 business days after the resolution has been passed by Municipal Council, but not later than January 22, 2018. This notification may be sent by the Mayor, Chief Administrative Officer or Municipal Clerk.

If an Ontario municipality opts out then no cannabis retail stores will be located in the community. If no written notification is received, municipalities will be considered ready and willing by default to have retail stores in their community.

What is the AGCO responsible for?

The AGCO will act as the sole licensing agency on behalf of the Government of Ontario. It is focused on the safe, responsible and lawful sale of recreational cannabis and is responsible for:

- Licensing eligible retail store operations and managers
- Authorizing stores
- Regulating the sale of cannabis at private retail stores

Where can cannabis retail stores be located?

A cannabis retail store cannot be located near a school, as defined in the *Education Act*. The provincial cannabis retail regulations include a 150-meter buffer area for cannabis

stores to keep them separated from schools. No buffers from any other use has been specified by the regulations.

The AGCO licenses and authorizes retail operator licenses, however, applicants are encouraged to check with local municipalities to ensure locations comply with local zoning requirements.

How will the community be notified of a proposed cannabis store site?

Notification of applications for Retail Store Authorizations will be made available to the public once a completed application has been received. Applicants are required to physically post a notice indicating that an application for a private retail cannabis store has been submitted for the location. This information will also be posted on the AGCO website.

The municipality, along with its residents, will have an opportunity to provide written submissions to the AGCO on matters of public interest, as set out in the regulations, before a proposed cannabis location is authorized. Written submissions must be made no later than 15 days after the notice has been posted.

In the regulation, public interest is defined as public health and safety; protecting youth and restricting access to cannabis; and, preventing illicit activities in relation to cannabis.

Can municipalities enact business licensing and other by-laws regarding the sale of cannabis?

The Cannabis Licence Act, 2018 provides that municipalities are not authorized to enact a business licensing by-law respecting the sale of cannabis. Additionally, municipalities will be prohibited from passing a zoning by-law, an interim control by-law or a site plan control by-law that has the effect of distinguishing between uses of land.

How will the smoking of recreational cannabis be enforced?

The *Smoke-Free Ontario Act (SFOA), 2017* regulates the smoking or holding of lighted cannabis in defined places and enclosed workspaces. The responsibility for enforcing regulations contained within the *SFOA, 2017* will be shared by officers from local police services and Tobacco Enforcement Officers from Public Health Units. **Municipalities have the option to pass by-laws to further regulate the smoking or holding of lighted cannabis, if they so choose.**

How will illegal retail stores be addressed?

With respect to retail stores selling cannabis that are not “authorized cannabis retailers” (i.e. the Ontario Cannabis Retail Corporation, or the holder of a retail store authorization), section 21 of the *Cannabis Control Act, 2017* provides for designation of other person or class of persons (including by-law officers) to exercise the powers of a police officer to enforce that *Act*. City By-law Enforcement Administration is in discussions with the Ministry of the Attorney General and London Police Service in relation to this matter.

With respect to an “authorized cannabis retailer” and enforcement of the Cannabis Licence Act, 2018, the AGCO Registrar may designate persons employed by the AGCO as inspectors or investigators. Police officers are deemed to be investigators.

What are the financial considerations for municipalities?

The 2018 Operating Budget Mid-Year Monitoring Report (Corporate Services Committee, [September 25, 2018](#)) identified cannabis legalization as an emerging issue requiring additional services from the City and associated entities, including police, fire, by-law and public health enforcement. Preliminary cost estimates under the initial public model were in the range of \$3.7 million annually (estimated yearly costs by 2020). Civic Administration is working with community partners to better identify costs as legislation and other details are released by the Province under the private retail model. Civic Administration will monitor the costs associated with the roll-out of legalized cannabis and address pressures in future budget submissions as required. Current mitigation measures include:

- Coordination to understand and anticipate the municipal implications of cannabis legalization and sharing information through a staff-led Cannabis Working Group;
- Communication through FCM, AMO, other provincial organizations, and direct advocacy to ensure federal and provincial governments offset costs.

The province has released some details surrounding funding for municipalities relating to cannabis legalization. The \$40 million fund announced for municipalities in Ontario will be targeted to addressing initial costs relating to the hosting of retail storefronts. Based on the information the province has announced to date, funding will be distributed based on the following considerations:

- The province is setting aside \$10 million as a contingency for “unforeseen circumstances” related to cannabis legalization. No additional detail for what might constitute an “unforeseen circumstance” is currently available, but this funding would be prioritized for communities that choose to allow cannabis retail storefronts.
- An initial payment to municipalities (\$15 million of the \$40 million fund) was allocated on November 26, 2018. This allocation will be distributed on a per-household basis, adjusted so that no municipality receives less than \$5,000. London’s allocated share is \$450,991.
- After January 22, 2019, communities that prohibit cannabis retail stores will receive an additional payment of \$5,000 total. Communities that allow retail storefronts will receive additional funding on a per-household basis, using the remaining \$15 million from the \$40 million fund.
- Communities that allow retail storefronts will also be eligible for a share of 50% of any revenue collected by Ontario over \$100 million in the first two years following legalization.

The province has indicated an expectation that municipalities will report how this funding is used, and that funds will be allocated to costs directly related to cannabis legalization. Specific examples provided by the province include increased enforcement (including police, public health, by-law, court administration); paramedic and fire services; and policy development.

It should be noted that the majority of costs relating to cannabis legalization, including the vast majority of police, by-law enforcement, and public health costs will still be incurred regardless of whether a community chooses to allow retail storefronts or not. However, the amount of funding a community receives is dependent on whether they choose to allow cannabis retail stores.

In addition, by choosing to prohibit retail sales initially with the potential to opt-in at a later date, municipalities are at risk of losing any per-household funding, increasing unfunded costs resulting from cannabis legalization.

NEXT STEPS

Following Council’s direction as to how it wishes to proceed with respect to the location of retail cannabis stores in London, written notification will be provided to the AGCO no later than 3 business days after the resolution has passed by Municipal Council, but not later than January 22, 2019.

Civic Administration will continue to work with the Province of Ontario, Government of Canada, and our municipal associations to identify current or future potential challenges relating to policing, by-law enforcement, and community services requirements associated with the legalization of recreational cannabis.

Regular updates will continue to be provided to Municipal Council related to the legalization of cannabis.

CONCLUSION

The required Council decision on whether to prohibit cannabis retail stores will impact the funding available to address additional costs that the municipality will face as a result of the legalization of recreational cannabis. It should be noted that regardless of Council’s decision, the smoking and lighting of recreational cannabis, as well as the online sale of recreational cannabis will still occur in the community. In future, Council may wish to consider additional restrictions on the use of cannabis in municipal and/or public spaces.

PREPARED BY:	RECOMMENDED BY:
ADAM THOMPSON MANAGER, GOVERNMENT AND EXTERNAL RELATIONS	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION
CONCURRED BY:	
MARTIN HAYWARD CITY MANAGER	

c. Senior Management Team
Operations Management Team

TO:	CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON December 10, 2018
FROM:	WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	2018 ANNUAL EMERGENCY MANAGEMENT PROGRAM UPDATE

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the following actions **BE TAKEN**:

- (a) The attached by-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting to be held on December 18, 2018 to:
 - i) Adopt the Emergency Management Program including the London Emergency Response Plan as set out in Schedule “A” of the by-law;
 - ii) Repeal Bylaw A.-7657-4.
- (b) The balance of this Report, including an update of the Emergency Management Program **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- December 25, 2013 “Emergency Management Program Update”
- December 18, 2014 “Emergency Management Program Update”
- January 4, 2016 “Emergency Management Program Update”
- December 19, 2016 “Emergency Management Program Update”
- December 12, 2017 “Emergency Management Program Update”

BACKGROUND

The Emergency Management and Civil Protection Act requires municipalities to have an Emergency Management Program and provisions to prevent and manage an emergency within our community. This report is submitted to seek council approval to repeal the existing London Emergency Response Plan Bylaw A-7657 and replace it with a new bylaw as required to reflect changes as required annually. A status update on the Emergency Management Program is also provided.

PROGRAM UPDATE

LONDON EMERGENCY RESPONSE PLAN

The London Emergency Response Plan is required pursuant to legislation. The plan outlines the roles and responsibilities of community partners in the management of a major emergency. The Emergency Management and Civil Protection Act requires that the plan be reviewed, updated and approved by by-law annually.

For 2018, amendments to the London Emergency Response Plan include the following:

- Addition of Deputy, Alternate or designate to Policy Group Members;

- Changes in titles to reflect current organizational structure;
- References to terminology related to Incident Management System; and
- Alert London – Emergency Mass Notification System.

The Corporation continues to meet or exceed the provincially legislated requirements under the Emergency Management and Civil Protection Act and Regulations, and has undertaken many recommended practices. These efforts have been completed in conjunction with the Community Emergency Management Program Committee (CEMPC) and include the following members:

- London Police Services, Chief of Police, Deputy or designate;
- London Fire Department, Fire Chief, Deputy or designate;
- Engineering and Environmental Services (roads and water representatives);
- Social Services representative
- Middlesex-London Health Unit, Emergency Manager:
- Middlesex-London Paramedic Services (EMS), Chief, Deputy;
- Corp. Communications, Director, EIO or designate;
- Corporate Security and Emergency Management, CEMC or Alternate.
- London Health Sciences Centre representative
- St. Joseph's Health Care – London representative
- London Hydro representative:
- London Transit representative:
- Information Technology Services representative:
- Middlesex County representative:
- Corporate Security and Emergency Management.

The new bylaw attached as Appendix "A" reflects these changes.

EMERGENCY PUBLIC NOTIFICATION SYSTEM

The Alert London Program was launched in 2017 as part of Emergency Preparedness Week. This program allows us to provide notifications and information to the public in relation to pending or active emergency situations. The program provides information to residents in a variety of formats and allows for self-registration by the public if they prefer a specific type of notification. In addition this program is used by many of our key partners to do staff notifications and call outs. During emergency preparedness week, May 9th we tested the Alert London Notification system notifying over 160,000 contact paths within 70 minutes.

BUSINESS CONTINUITY

Corporate Security and Emergency Management Division, with the assistance of a Vendor, provided Divisional Business Continuity Leads with a half-day session on how to complete Business Continuity Worksheets. These Worksheets are the second step in the Business Continuity Program, with the first step being the completion of Divisional Business Impact Analysis (completed in 2017). Corporate Security and Emergency Management has also developed a Master Business Impact Analysis, which can be utilised during an event to identify priority programs providing support to the City and the community.

EMERGENCY OPERATIONS AND TRAINING CENTRE

The Emergency Operations and Training Centre at #12 Fire Station in Byron continues to be a hub of activity for training and exercises. The facility is maintained in a constant state of readiness, through testing and maintaining the equipment and technology. An interoperability exercise is conducted every spring to exercise the operational capability with first responders. Staff at the centre also provide customer service to other staff and partner agencies who utilize it as a training centre.

EMERGENCY PREPAREDNESS WEEK

A Media Conference with the Mayor was held on Monday, May 7, 2018 to open the week's activities at the new Middlesex London Paramedic Services HQ. Several displays and presentations were made throughout the week at community centres and libraries across the City. In addition a workshop was held for Environmental Emergencies, Business and Industry and a Lunch and Learn with our London's emergency shelters, drop in centre's and outreach programs. A community open house was held on Saturday May 12th at the Emergency Operations and Training Centre. It attracted hundreds of Londoners to see the centre, emergency response vehicles and displays, and learn how to be better prepared in the event of

an emergency. This event was partnered with 15 other local community agencies.

EOC TRAINING AND EXERCISE

A full day of training and exercise was held on June 20, 2018 at the Emergency Operations and Training Centre to fulfil the requirements of the provincial legislation. This year we partnered with Canadian Pacific Railway. The event involved a HAZMAT train derailment and simulated incident command post. The event tested our Incident Command Structure and Emergency Operations Centre activation and completing two operational planning cycles. The exercise provided excellent learning opportunities and lessons learned for all agencies involved.

The Community Emergency Management Program Committee worked with first responders to develop an Incident Commander simulated training package, to exercise first responder and Incident Commanders on IMS and interoperability. Using the XVR simulation computer graphic program we simulated a Terrorist event at a City facility during a public event. A total of 15 emergency exercise events at the EOC were conducted and trained 86 first responders and potential Incident Commanders.

COURSES

The City of London Emergency Management Staff continue to offer a wide range of courses that engage and educate our community partners in relation to current best practices related to the mitigation, prevention, preparedness, response and recovery to emergency situations. Courses include: Basic Emergency Management, Incident Management System 200, 300, accredited by the Office of the Fire Marshal and Emergency Management. Other courses include: Incident Management in the Emergency Operations Centre, Incident Command, Scribe Training, Public Inquiry Centre, and Reception Centre Management. This year we partnered with Environmental and Engineering Services on a Chlorine and Anhydrous Ammonia workshop for our pool and arena staff.

PUBLIC AWARENESS AND EDUCATION

Emergency Management staff continue to work with interested organizations to provide outreach on emergency preparedness and London’s Emergency Management Program. This year emergency management staff provided several workshops, presentations and displays with community groups, faith based organizations, and at community events. In addition through partnership with London Library, Alzheimer’s Society memory café and workshops were held at several branches to educate the public on preparing for and responding to emergency situations.

PARTNERSHIPS

Emergency Management staff continues to maintain partnerships and explore opportunities with numerous community agencies, departments and organizations in our effort to be amongst the best prepared municipalities. Staff actively collaborated with other emergency management organizations through a number of avenues including:

- Office of the Fire Marshal and Emergency Management - Sector meetings;
- Fire Chiefs mutual aid;
- Provincial Emergency Management Coordinating Committee;
- Regional and Single Tier Community Emergency Coordinators Committee;
- University of Western Ontario
- Fanshawe College, Emergency Management and Communications Programs;
- Ontario Provincial Police Ground SAR Program;
- Royal Canadian Mounted Police;
- Ontario Municipal Business Continuity Network;
- Ontario Association of Emergency Managers; and
- International Association of Emergency Managers.

CONCLUSION

The Emergency Management Division continues to strive toward making London one of the best prepared communities. We continue to meet and exceed current legislative requirements as well as prepare for potential changes in standards currently being considered. We have strong support from our emergency management partners across our community and our

accomplishments to date could not have been completed without the commitment and expertise of these partners. We will continue to build our program in accordance with best practises and teamwork.

Acknowledgments

This report was completed with the assistance of Henry Klausnitzer, Manager, Emergency Management, City of London

SUBMITTED BY:	RECOMMENDED BY:
DAVID O'BRIEN DIVISION MANAGER CORPORATE SECURITY AND EMERGENCY MANAGEMENT DIVISION	WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER

Appendix “A”

Bill No.
2018

By-law No. A.-7657()-____

A by-law to amend By-law No. A.-7657-4, being “A by-law to repeal By-law No. A.-7495-21 and to adopt an Emergency Management Program and Plan.” in order to repeal and replace Schedule “A” to the by-law.

WHEREAS Section 3.1 of the *Emergency Management and Civil Protection Act*, R.S.O 1990, c. E.9 (the EMCPA) provides that every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan;

AND WHEREAS the EMCPA requires the municipality and council to implement an emergency management program to protect the public safety, public health, the environment, the critical infrastructure and property and to promote economic stability and a disaster-resilient community;

AND WHEREAS the EMCPA makes provision for the Head of Council to declare that an emergency exists in the community or in any part thereof and also provides the Head of Council with the authority to take such action or deliver such orders as he/she considers necessary and are not contrary to law to implement the emergency plan of the community and to protect property and the health and welfare of the inhabitants of an emergency area;

AND WHEREAS Subsection 9 of the *Municipal Act, 2001* 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 5(3) of the *Municipal Act, 2001* 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. Schedule “A”, being the City of London Emergency Response Plan, to by-law No. A.-7657-4 is hereby repealed and replaced with the attached new Schedule “A”.
2. This by-law comes into force and effect on December 18, 2018.

PASSED in Open Council on December 18, 2018.

Ed Holder
Mayor

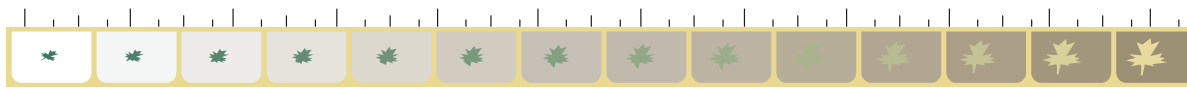
Catharine Saunders
City Clerk

First Reading – December 18, 2018
Second Reading – December 18, 2018
Third Reading -December 18, 2018

SCHEDULE "A"

City of London

Emergency Response Plan



November 2018

www.london.ca/emergency



CITY OF LONDON EMERGENCY RESPONSE PLAN

TABLE OF CONTENTS

SECTION 1 INTRODUCTION

1.1	DEFINITION OF AN EMERGENCY	4
1.2	AIM	4
1.3	AUTHORITY	4
1.4	EMERGENCY RESPONSE	5
1.5	LEVELS OF EMERGENCIES	5
1.6	EXERCISING THE PLAN	6
1.7	REVIEW AND AMENDMENT	7
1.8	LIST OF ANNEX'S	7

SECTION 2 DECLARATION / TERMINATION OF AN EMERGENCY

2.1	DECLARATION OF AN EMERGENCY	8
2.2	REQUESTS FOR ASSISTANCE	8
2.3	TERMINATION OF AN EMERGENCY	9
2.4	RECOVERY AND RESTORATION OF SERVICES	9

SECTION 3 NOTIFICATION AND ACTIVATION

3.1	NOTIFICATION OF AN EMERGENCY	11
3.2	POLICY GROUP OPERATIONS	11
3.3	SUPPLEMENTARY PLANS	13

SECTION 4 EMERGENCY OPERATIONS CENTRE POLICY GROUP

4.1	EOC POLICY GROUP MEMBERSHIP	14
4.2	EOC ADVISORS	14
4.3	THE INCIDENT COMMANDER	15
4.4	RESPONSIBILITIES OF THE INCIDENT COMMANDER	17
4.5	INCIDENT MANAGEMENT SYSTEM	18
4.6	EOC IMS ORGANIZATIONAL STRUCTURE	19

SECTION 5 RESPONSIBILITIES OF THE EOC POLICY GROUP MEMBERS

5.0	RESPONSIBILITIES	21
5.1	ELECTED OFFICIALS	22
5.2	CITY MANAGER	23
5.3	CITY CLERK	23
5.4	CHIEF OF POLICE	24
5.5	FIRE CHIEF	25
5.6	MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER	25
5.7	MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES	27
5.8	MEDICAL OFFICER OF HEALTH	27
5.9	MIDDLESEX - LONDON PARAMEDIC SERVICES CHIEF	28

5.10	DIRECTOR, COMMUNICATIONS AND EMERGENCY INFORMATION OFFICER	29
5.11	COMMUNITY EMERGENCY MANAGEMENT COORDINATOR	30
5.12	HOSPITALS REPRESENTATIVE	31
5.13	CHIEF EXECUTIVE OFFICER, LONDON HYDRO INCORPORATED	31
5.14	GENERAL MANAGER, LONDON TRANSIT COMMISSION	32

SECTION 6 RESPONSIBILITIES OF THE EOC ADVISORY GROUP MEMBERS

6.1	MANAGING DIRECTOR, HUMAN RESOURCES AND CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER	34
6.2	MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL	34
6.3	MANAGING DIRECTOR, CORPORATE SERVICES, CITY TREASURER AND CHIEF FINANCIAL OFFICER	35
6.4	DIRECTOR, INFORMATION TECHNOLOGY SERVICES	35
6.5	REGIONAL CORONER	35
6.6	THE THAMES VALLEY DISTRICT SCHOOL BOARD AND THE LONDON DISTRICT CATHOLIC SCHOOL BOARD	36
6.7	OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT	36
6.8	INCIDENT REPRESENTATIVE	36
6.9	DND – REGIONAL LIASION OFFICER	36
6.10	ADDITIONAL EOC ADVISORS	36

SECTION 7 OTHER AGENCIES AND ORGANIZATIONS

7.1	AMBULANCE COMMUNICATIONS CENTRE	38
7.2	ST. JOHN AMBULANCE	38
7.3	THE SALVATION ARMY	38
7.4	CANADIAN RED CROSS	38
7.5	AMATEUR RADIO EMERGENCY SERVICE	38
7.6	FEDERAL GOVERNMENT AGENCIES	39
7.7	BELL CANADA	39
7.8	UNION GAS	39
7.9	LONDON INTERCOMMUNITY HEALTH CENTRE	39
7.10	LONDON COMMUNITY FOUNDATION	39

SECTION 8 IMS IN THE EOC

8.1	POLICY GROUP	40
8.2	EOC MANAGEMENT	41
8.3	EOC GENERAL STAFF	42

SECTION 9 POPULATION EVACUATION

9.0	GENERAL	45
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SECTION 10 PLAN DISTRIBUTION LIST

10.0	GENERAL	46
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1.0 INTRODUCTION

1.1 DEFINITION OF AN EMERGENCY

The Provincial *Emergency Management and Civil Protection Act* defines an emergency as:

“An emergency means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.”

These situations could threaten public safety, public health, the environment, property, critical infrastructure or economic stability. In order to protect residents, businesses and visitors, the City of London supports a coordinated emergency response by various agencies under the direction of the Municipal Emergency Control Group (EOC Policy Group). These are distinct arrangements and extraordinary procedures from the normal core services normally delivered by the emergency services.

The City of London Corporate Security and Emergency Management Division in conjunction with the Community Emergency Management Program Committee developed this emergency response plan to ensure that all Civic Departments, Service Areas, Boards, Commissions and Municipal Council are prepared to carry out assigned responsibilities in the event of an emergency situation.

The *Emergency Management and Civil Protection Act* requires that the Emergency Response Plan be a risk-based plan, developed and maintained to respond to an emergency. This includes steps to guide the response effort, identify persons, equipment and resources for activation in an emergency and outline how they will be coordinated.

In addition, it is important that residents, businesses and interested visitors be aware of the Emergency Response Plan and its provisions. Copies of the City of London Emergency Response Plan may be viewed on the City of London web site www.london.ca/emergency and are available through the Emergency Management Office.

1.2 AIM

The aim of this plan is to make provision for the extraordinary arrangements and measures that may be required to safeguard property, the environment and the health, safety and welfare of the residents, businesses and visitors of the City of London when faced with an emergency. The response plan enables a centralized controlled and coordinated response to emergencies in the City of London and meets the legislative requirements of the Emergency Management and Civil Protection Act.

1.3 AUTHORITY

The legal authority for London's Emergency Response Plan is the Provincial Emergency Management and Civil Protection Act, RSO 1990 Chapter E-9. In accordance with the Emergency Management and Civil Protection Act, the following actions were taken with respect to London's Emergency Response Plan:

- Issued under authority by City of London By-law (A.-7657-4);

- Filed with Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services;
- On November 26, 2010 the Community Control Group decided to move the Emergency Management program to adopt the Incident Management System for the City of London;
- London IMS Working Group (committee) accepted the EMO IMS Doctrine; and
- For the purposes of the Act and Regulations, London's Municipal Emergency Control Group (MECG) shall be referred to in this plan as the Emergency Operations Centre Policy Group.

1.4 EMERGENCY RESPONSE

Emergency action will include the earliest possible recognition of and response to the situation by all services; the earliest possible establishment of overall control of emergency operations by municipal authorities; the provision of essential aid and assistance for persons affected by the emergency; the recording of decisions taken by Municipal authorities and of costs incurred in relation to the emergency; and the timely distribution of information on the emergency to all services, to the public, the media and senior governments.

When an incident or an emergency can be handled by emergency services in the normal course of routine operations, they are authorized to carry out their respective duties and this plan does not take effect.

When an emergency exists but has not yet been declared, actions may be taken under this emergency response plan as required to protect life, property, environment and the health, safety and welfare of the citizens of the City of London.

When an emergency exists as defined by the act or determined by an emergency service that has major impact on the municipality or the health, safety and welfare of the citizens, the City of London Emergency Operations Centre Policy Group shall be notified of the incident.

1.5 LEVELS OF EMERGENCIES

Emergency levels are defined based on the impact in the following areas:

- Evacuation;
- Impact on infrastructure;
- Threat to/loss of life;
- Impact on essential services;
- Emergency service response; and
- Declared emergency.

It should be noted that, while this plan sets out procedures for major emergencies and disasters, responsibilities outlined in Section 5 are applicable for all levels of emergencies, and whether the EOC Policy Group is convened or not.

There are three levels of emergencies:

1.5.1 LEVEL ONE

Criteria:

- Evacuation - large scale evacuation;
- Impact on Infrastructure - all or most roads closed/loss of major municipal facilities, reducing or eliminating essential service;
- Threat to/Loss of Life - major loss of life or threat to a large number of people;
- Emergency Service Response - all or most emergency services involved, impact on coverage;
- Incident Management System used at the site;
- Emergency Operations Centre - activated and/or Policy Group convened; and
- EOC - Full Activation.

1.5.2 LEVEL TWO

Criteria:

- Localized Evacuation - of an area requiring a reception centre or other extra-ordinary measures;
- Impact on Infrastructure - major roadway or facility impacted;
- Disruption to business or industry;
- Threat to/Loss of Life - loss of life is minimal or non-existent. Threat to public may be substantial;
- Emergency Service Response - may or may not affect all essential services. (example severe storm);
- Policy Group members may be advised of the incident but not convened; and
- EOC - Enhanced Activation.

1.5.3 LEVEL THREE

Criteria:

- Limited Evacuation - small number of people and for short duration;
- Impact on Infrastructure - secondary roadway closed for short duration;
- Threat to/Loss of Life - threat or loss of life is minimal;
- Emergency Service Response - limited to one or two agencies with short duration response; and
- EOC – Monitoring Activation.

1.6 EXERCISING THE PLAN

The ability to respond under emergency conditions must be assessed under non-emergency conditions. The efficacy of this Plan will be tested as follows:

- Annual testing in accordance with the Emergency Management and Civil Protection Act regulations, and
- A notification exercise to test the alerting network will be conducted as required.

1.7 REVIEW AND AMENDMENT

This Plan will be maintained by the Corporate Security and Emergency Management Division. It will be reviewed annually by members of the Community Emergency Management Program Committee. Normal administrative changes will be updated as part of the annual review. Changes that directly impact on the viability of the plan shall be brought to the attention of the City Manager and/or the Senior Leadership Team.

1.8 ANNEX'S

- A – EOC Policy Group Contact Lists
- B – Contact and Resource List
- C – Alternate Emergency Operations Centre
- D – Exercise “Snow Ball” Practice Alerting Exercise
- E – Glossary of Terms and Acronyms
- F – EOC Policy Group Alerting System
- G – Flood Plan (EES)
- H – Emergency Procedures for Major Power Utilities Service Disruptions (London Hydro)
- I – Environmental Spills Response Plan (EES)
- J – Communications Plan (EIO)
- K – Emergency Social Services Plan (NC&FS)
- L – Hazardous Materials Plan (CEMPC)
- M – Railroad Emergency Plan (CEMPC)
- N – Pandemic Plan (MLHU)
- O – Disaster Recovery Assistance (OFMEM)
- P – Extreme Temperature Protocol (MLHU)

2.0 DECLARATION / TERMINATION OF AN EMERGENCY

2.1 DECLARATION OF AN EMERGENCY

Where serious and extensive steps to protect property and the health, safety and welfare of the public are deemed necessary in managing the emergency, the Mayor, on the advice of the EOC Policy Group, may declare that an emergency exists under the provisions of Section 4 of the Emergency Management and Civil Protection Act, R.S.O. 1990 and may designate an area within the City of London as an "Emergency Area."

Upon declaring an emergency, the Mayor may authorize notification to any of the following:

- Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services;
- Members of City Council;
- Neighbouring Community Emergency Management Coordinators, as appropriate;
- The Public;
- Neighbouring community officials, as appropriate;
- Local Members of Provincial Parliament (MPP); and
- Local Members of Parliament (MP).

The Mayor will authorize notification to the Solicitor General as mandated under the Emergency Management and Civil Protection Act.

Under such a declaration, the Mayor may authorize any of the following actions:

- Evacuation of buildings within the vicinity considered dangerous to occupants;
- Dispersal of persons judged to be in danger or whose presence hinders emergency operations;
- Discontinuation of any service without reference to other consumers where continuation of service constitutes a hazard within the emergency area;
- Provision of shelter as required and available for residents of the emergency area in need of assistance due to conditions of the emergency;
- Deployment of Municipal personnel and equipment;
- Request assistance from volunteers and other agencies not under Municipal control such as St. John Ambulance, the Salvation Army, Canadian Red Cross, Amateur Radio Emergency Service, Intercommunity Health Care, Community Foundation, snowmobile clubs, local industry; and
- Request assistance from the County of Middlesex and its Constituent Municipalities.

2.2 REQUESTS FOR ASSISTANCE

Assistance may be requested by the City in a declared emergency when needed, under the following guidelines:

- The assistance of Federal and Provincial Ministries may be requested via Office of the Fire Marshal and Emergency Management through the Community Emergency Management Coordinator; and
- Assistance from other municipalities may be requested through the respective head of council and/or through senior staff.

The City Clerk (Planning Section) will maintain a record of requests made for Municipal, Provincial or Federal Government assistance in the emergency.

Direction and control of emergency operations will rest with Municipal authorities except where the Provincial or the Federal Government assumes control.

2.3 TERMINATION OF AN EMERGENCY

A community emergency may be terminated at any time by:

- Mayor or Acting Mayor; or
- City Council; or
- Premier of Ontario.

When terminating an emergency, the Mayor may authorize notification to:

- Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services;
- Members of City Council;
- County Officials, as appropriate;
- Members of the Media;
- Public;
- Neighbouring community officials, as required;
- Local Members of Provincial Parliament; and
- Local Members of Parliament.

2.4 RECOVERY AND RESTORATION OF SERVICES

EOC Policy Group

The Policy Group will direct responsibilities for the recovery and restoration of services, the orderly and safe return of citizens to their homes and the clean-up following an emergency situation.

The Managing Director, Environmental and Engineering Services and City Engineer (or designate) will be responsible to coordinate this phase of the emergency with support and advice from other agencies as required. Where a spill of hazardous material is involved, the responsibility of the consignor or owner of the material will be considered.

Inspection of dwellings and buildings to ensure safe occupation will also be organized by the Managing Director, Development and Compliance Services and Chief Building Official with inspection assistance being provided by the Fire Department, London Hydro, Electrical Safety Authority, Middlesex-London Health Unit, and other agencies as required.

Communications

The Director of Communications acting as the Emergency Information Officer will work with the EOC Policy Group to arrange for the prompt release of information and direction to the public through the media concerning clean-up operations and the occupation of dwellings and buildings. This includes the use of the Public Inquiry Centre to assist with public inquiries.

3.0 NOTIFICATION AND ACTIVATION

3.1 NOTIFICATION OF AN EMERGENCY

Emergency Services personnel are typically first on the scene mitigating the incident during any emergency. When the Police, Fire, EMS, or Engineering Supervisor at the site considers the situation or potential situation beyond the capability of the emergency service to manage or support without outside assistance, he/she will so advise the Chief of Police, the Fire Chief, EMS Chief or the Managing Director of Environmental and Engineering Services and City Engineer respectively.

The following EOC Policy Group members (or their alternates), in consultation with the Community Emergency Management Coordinator, will decide if the situation calls for assembly of the EOC Policy Group:

- Chief of Police;
- Fire Chief;
- Paramedic Services (EMS) Chief;
- City Manager;
- Managing Director, Environmental and Engineering Services and City Engineer;
- Community Emergency Management Coordinator;
- Medical Officer of Health;
- Managing Director, Neighbourhood, Children and Fire Services (Emergency Social Services); and
- Chief Executive Officer, London Hydro.

Based on the scope of the emergency they will determine what EOC members, advisors and support staff are required and if so, will request their attendance through the Community Emergency Management Coordinator.

3.2 POLICY GROUP OPERATIONS

Emergency Operations Centre (EOC)

Corporate Security and Emergency Management Division will maintain the Emergency Operations Centre in a state of readiness. This facility is located at the #12 Fire Station in Byron. This is the location where the EOC Policy Group would convene. This centre may be activated at other times to monitor situations that may escalate or for coordination of planned events.

This facilities main role is to support the Incident Commander and assist in ensuring service levels to other parts of the Community.

The EOC consists of a number of rooms:

- **OPERATIONS ROOM** – A large room where operational, planning, logistics, finances/administration is monitored. Information is gathered, collated, evaluated and disseminated in order to provide situation, status reports and EOC action plans to the EOC Policy Group.

- **POLICY ROOM** – Adjoining the Operations Room, a boardroom that allows the Mayor and City Manager to obtain updates from the EOC Director. The City Manager (Policy Group Chair) determines the membership of the Policy Group, normally senior representatives of the key agencies/departments. The EOC Director is appointed by Policy Group to provide leadership in the Operations Room and consolidate information to provide situation reports and upcoming priorities to the Policy Group. This room can also be used by the Operations Section or EOC Director for Section meetings, while the Policy Group is not in session.
- **BREAK-OUT ROOM** – A smaller meeting room is available for working group or separate task-based discussions.
- **ADMINISTRATIVE AREAS** – Access control and the Amateur Radio station are housed in the front administrative area. The Manager's Office can also be used as a breakout room.
- **COMMUNITY ROOM** – A segregated room at the rear of the building can be setup to house the Public Inquiry Centre.

Operating Cycle

Members of the Policy Group will meet at regular intervals to receive situation reports from the EOC Director. The Policy Group Chair will establish the frequency of meetings based on discussions with the EOC Director and the Emergency Site - Incident Commander. Meetings will be kept as brief as possible allowing members to carry out their individual responsibilities. A display board identifying the status of actions will be maintained and prominently displayed in the Operations Room.

The City Manager will chair operating sessions of the Policy Group. The Policy Group will consider strategic decisions and will break to permit members to consult the Operations Room staff, help develop action plans, continuity of government, business continuity and contact others as necessary.

The intent of these conference sessions is to provide an uninterrupted forum for the Policy Group members to update one another and to recommend necessary actions to be taken. The Mayor will join conference sessions when available and confirm extra-ordinary decisions recommended by the Policy Group.

The Policy Group will require support staff to assist and to record key decisions. The CEMC will provide a Scribe to the Policy Group. Members will require staff at the EOC to handle communications to and from their department or agency to the emergency site. It is the responsibility of all members to notify their staff and associated volunteer organizations.

EOC Meeting Cycle

Members of the EOC IMS team will work in their functional sections; EOC Management, Operations, Planning, Logistics and Finance/Administration. The sections will work during an operational period and develop a EOC action planning process:

- Understand Current Situation and build situational awareness;
- Identify Objectives and priorities;
- Develop the EOC Action Plan;
- Obtain Approvals and distribute EOC action plan; and
- Review and Monitor Progress.

3.3 SUPPLEMENTARY PLANS

Separate emergency plans (Annex's or Appendices) are maintained by Service Areas, Boards and Commissions to respond to specific emergency situations. One copy of each such plan should be available in the Emergency Operations Centre and be updated annually by the responsible agency. Copies should also be filed with the Community Emergency Management Coordinator.

4.0 EOC POLICY GROUP

The Emergency Operations Centre Policy Group is responsible for providing immediate and continuing interchange of information, assessment and planning among the officials responsible for emergency operations. Each member will have identified designate(s) to act on their behalf when they are not available. The EOC Policy Group could consist of two groups of officials (depending on the situation) to build the EOC Policy Group:

4.1 EOC POLICY GROUP MEMBERSHIP

The Membership of the EOC Policy Group will be comprised of the following officials:

- Mayor, or Deputy Mayor;
- City Manager, or Alternate;
- City Clerk, or Deputy;
- Chief of Police, or Deputies;
- Fire Chief, or Deputies;
- Managing Director, Environmental and Engineering Services and City Engineer, or Alternate;
- Managing Director, of Neighbourhood, Children and Fire Services and/or Managing Director Housing and Social Services and/or Managing Director, Parks and Recreation;
- Medical Officer of Health, or Associate MOH;
- Middlesex-London Paramedic Services Chief, or Deputies;
- Director of Communications, or Manager;
- Community Emergency Management Coordinator, or Alternate;
- Hospitals;
- Chief Executive Officer, London Hydro; and
- General Manager, London Transit.
 - Note: in the absence of the primary member the alternate or designate will fulfil their role.

4.2 EOC ADVISORS

The EOC Staffing can be comprised of any or all of the following officials:

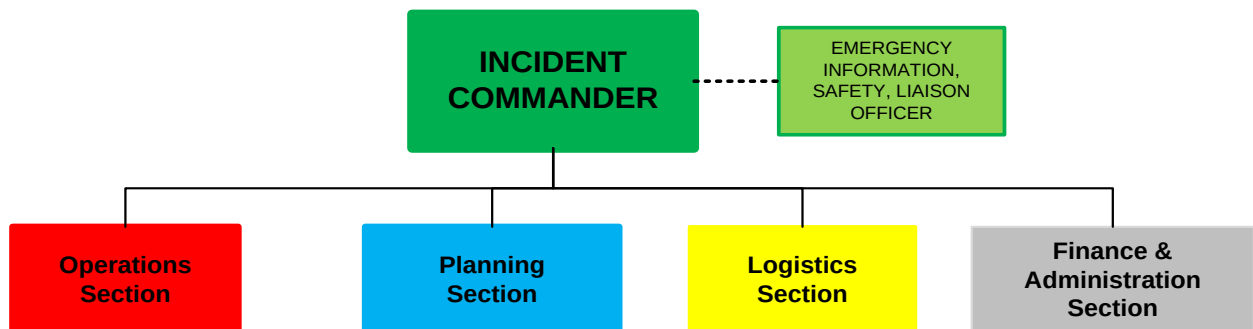
- Managing Director, Corporate Services and Chief Human Resources Officer;
- Managing Director, Development and Compliance Services, and Chief Building Official;
- Managing Director, Corporate Services, City Treasurer and Chief Financial Officer;
- Chief Technology Officer;
- Regional Coroner;
- The Thames Valley District School Board;

- The London District Catholic School Board;
- The Incident Industrial Representative;
- The Ministry of the Environment;
- The Upper Thames River Conservation Authority;
- CN / CP
- Office of the Fire Marshal and Emergency Management Representative;
- Ontario Provincial Police Representative;
- Department of National Defense, Regional Liaison Officer;
- Liaison staff from Provincial and Federal Ministries; and
- Any other officials, experts or representatives from the public or private sectors as deemed necessary.

All members of the EOC Policy Group shall designate alternates to act for them in the EOC, in their absence. Alternate designations are noted in Annex A. Some members may also be required to fulfill positions in the EOC Management, Operations, Planning, Logistics and Finance/Administration Sections.

4.3 THE INCIDENT COMMANDER

The City of London has utilized standard Emergency Management protocols for many years. The City of London has adopted the Provincial model, using “best practices” the Incident Management System (IMS). In a Complex Incident one agency takes the lead role as Incident Commander (IC) or Unified Command. The IC provides coordination and leadership at the site/scene using the IMS model. This person is normally drawn from the lead agency and other leaders take over directing the operations section. This approach has been advocated in both federal and provincial levels.



INCIDENT COMMANDER

The Incident Commander (IC) is appointed by those response agencies on site. He/she will usually be from the lead agency (jurisdiction) involved in the specific type of emergency. For example, in a fire incident, an IC from the Fire Department would be appointed. Another officer from the Fire Department would then assume responsibility for fire ground operations. In a criminal incident, the IC would most probably be from London Police.

However, the collaborative decision on which person is most appropriate is based on the Knowledge, Skills and Abilities of the on-scene personnel.

This appointment would be amended or confirmed by the EOC Policy Group if activated. This appointment may be reassessed or transferred as the incident moves from response to recovery.

COMMAND STAFF

It may be necessary for the Incident Commander (IC) to designate a Command Staff who will provide information, liaison and safety services for the entire organization at the site, they report directly to the IC.

EMERGENCY INFORMATION OFFICER

This person develops and releases information about the incident to the news media, incident personnel, city administrative and political leaders, and other appropriate agencies and organizations. He/she supports the IC with media interviews and works with other involved communications personnel to ensure consistent, accurate and timely communications.

SAFETY OFFICER

The Safety Officer is tasked with creating systems and procedures for the overall health and safety of all responders.

LIAISON OFFICER

The Liaison Officer serves as the primary contact for organizations cooperating with or supporting the incident response.

GENERAL STAFF

OPERATIONS SECTION

The Operations Section implements the incident action plan and is responsible for developing and managing the first responders to accomplish incident objectives set by the Incident Commander. Operations organize, assigns and supervises all resources assigned to an incident including the staging area. It works closely with other members of the Command and General Staff to assign resources from the following agencies:

London Fire Department;
London Police Service;
London - Middlesex Paramedic Service (EMS);
Environmental and Engineering Services;
London Transit;
London Hydro; and
Other Agencies.

PLANNING SECTION

The Planning Section at the site develops the Incident Action Plan. It collects, evaluates, analyzes and disseminates emergency information. The planning process includes preparing and documenting the Incident Action Plan and conducts long range contingency planning.

LOGISTICS SECTION

The Logistics Section coordinates the provision of all resources assigned to the incident. It obtains, maintains and accounts for essential personnel, equipment and supplies.

FINANCE / ADMINISTRATION SECTION

The Finance/Administration Section provides financial and cost analysis support to an incident.

RADIO COMMUNICATIONS

Services likely to be at an emergency site include Police Services, Fire Department, Middlesex-London Paramedic Service (EMS), Environmental and Engineering Services (EES), London Hydro and London Transit personnel. They will make every effort to ensure there is an efficient means of communication in place, both to and from the Incident Commander between emergency service groups.

A clear communications link must be established between the Incident Commander and the EOC. This is done using LCOM1 or LIMS 1, the 800 Mhz. common channels. This talkgroup is to communicate key information relative to Command decisions. Each Agency utilizes their own operational channels/tacs to relay information within their own organization

Communications relating to operational decisions should utilize individual agency channels or talk groups to communicate with staff in the Emergency Operations Centre. Agencies must have access to both radios.

4.4 RESPONSIBILITIES OF THE INCIDENT COMMANDER

Coordination by all resources at the emergency site is important to an effective response. The Senior Fire, Police, EMS Supervisor in conjunction with the EES Supervisor (when applicable) on site will agree who should act as the initial Incident Commander (IC) depending on the nature of the emergency and will advise the Fire Chief and/or Chief of Police, Paramedic Chief respectively.

An on-site "Incident Command Post" will be established by the IC as soon as practical, to bring together supervisors of all emergency services operating at the scene for the purposes of coordinated action. It may also be necessary to establish a resource staging area so that outside resources have a definitive assembling/marshalling point. It will also be necessary to establish an area close, yet in safe proximity, to the emergency site for the media to assemble. The location should be easily identified, and located in proximity to the on-scene Incident Command Post.

The Incident Commander, in liaison with the Senior Fire, Police, Paramedic, EES and other officials on site, is responsible to:

- Implement the Incident Management System
- Direct, control and coordinate the on-site emergency response effort of the Emergency Response Agencies, in accordance with direction from the Senior Officers;
- Maintain contact with the leader of each agency and inform on progress on each;

- Assess the situation, establish an aim and determine the incident action plan;
- In conjunction with Police, Fire, EMS, EES and other key agencies, establish site layout and a Incident Command Post, including an staging area for additional staff resources for the control and coordination of emergency site operations;
- Establish Emergency Site communications capabilities;
- Establish which agencies/personnel are allowed access past the outer and inner perimeters and advise on-site police;
- In coordination with the Director of Communications establish an Assistant Emergency Information Officer - Site Media Spokesperson. Request public information support, as required;
- Request the activation of Alert London – mass emergency notification system;
- Request the activation of the EOC and EOC Policy Group for additional support to the site;
- Maintain continuous contact with EOC Director and Operations Section Chief and or Branch Operations to report the operations status at the emergency site and advise of any assistance or other resources required;
- Take such necessary actions to minimize the effects of the emergency;
- When recovery operations are nearing completion, monitor and advise the EOC about agencies preparing to depart the site;
- Maintain a log of all major decisions, instructions, IMS forms and actions taken; and
- Prepare and submit a final report containing operational evaluation of his/her area of responsibility, including recommendations on changes to the Emergency Response Plan and Supplementary Plans.

4.5 INCIDENT MANAGEMENT SYSTEM

The City of London adopted the Incident Management System (IMS) at the emergency site and has adopted it at the Emergency Operations Centre. IMS is internationally recognized and is endorsed by Office of the Fire Marshal and Emergency Management, based on the National Incident Command System and NFPA 1600. IMS is being implemented by all ministries and communities.

IMS Principles:

1. Five Primary Functions (Command, Operations, Planning, Logistics, Finance/Administration)
2. Establish and Transferring of Command
3. Single or Unified Command
4. Management by Objectives
5. Consolidated Incident & EOC Action Plans
6. Comprehensive Resources Management
7. Unity and Chain of Command
8. Manageable Span of Control
9. Modular Organization
10. Personnel Accountability
11. Common Terminology
12. Integrated Communications

IMS consists of five key functions:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance / Administration

IMS is the standardized emergency response system, which defines the basic command structure and the roles and responsibilities, required for the effective management of an emergency.

4.6 EOC IMS ORGANIZATIONAL STRUCTURE

The majority of emergency incidents are managed at the site, by the Incident Commander. Incident objectives, strategies and tactics for the site are formulated and directed from the Incident Command Post (ICP). In larger emergencies, onsite responders may require policy, coordination and resources to support site activities by requesting support from the EOC.

An Emergency Operations Centre (EOC) is a pre-designated facility, set up off site, to provide this support. The EOC provides policy direction and support to the site, business continuity, the EOC Director coordinates resources requests from the site(s) and manages all non-site activities.

An EOC may be established by any level of government or the private sector to support individual response agencies or the overall response effort. Emergency Operations Centres are normally activated at the request of the Incident Commander or EOC Policy Group.

When an EOC is activated, the agency may establish a Policy Group (formally the Community Control Group), comprised of the head of the organization (e.g. Mayor, Managing Directors, Chiefs, etc.) and other senior executive officers, in order to provide the EOC Director with policy direction.

The EOC is organised into five major functions; Management, Operations, Planning, Logistics and Finance/Administration. A diagram of this EOC structure is provided on the next page. The primary responsibilities of each of these functions are described below:

EOC Management: Responsible for overall policy and coordination through the joint efforts of government agencies and private organizations. Management includes the EOC Director, Deputy Director, Risk Management Officer, Liaison and Emergency Information Officers.

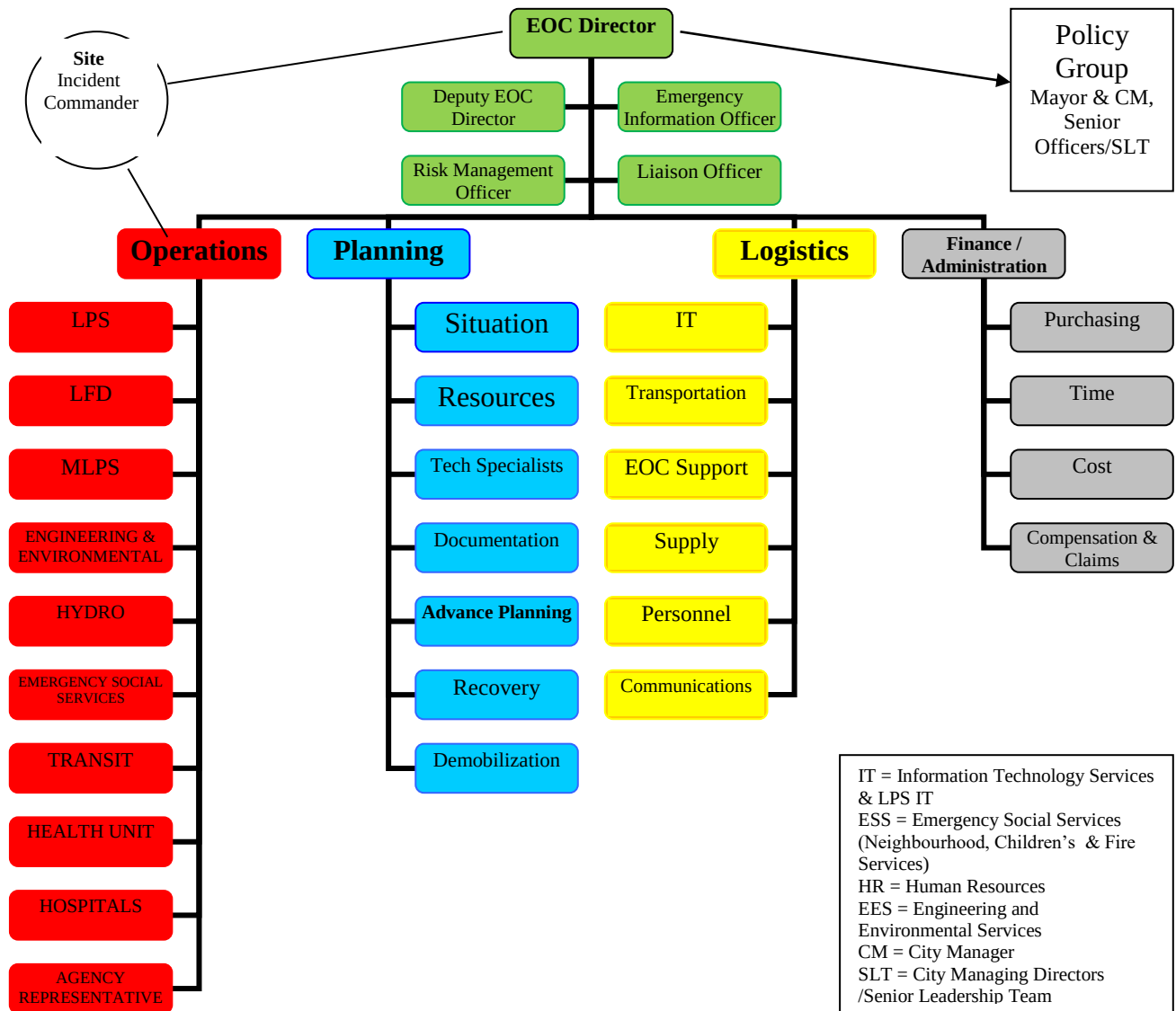
Operations: Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan.

Planning: Responsible for collecting, evaluating and disseminating information; developing the EOC's Action Plan and Situation Report in conjunction with other functions; and maintaining EOC documentation.

Logistics: Responsible for ensuring the EOC is operational and providing facilities, services, personnel, equipment and materials.

Finance/Administration: Responsible for financial activities and other administrative aspects

EOC IMS ORGANIZATIONAL CHART



More information on IMS in the EOC in chapter 8

5.0 RESPONSIBILITIES OF THE EOC POLICY GROUP MEMBERS

The members of the EOC Policy Group are authorized to take the following actions:

- Calling out and mobilizing their respective services, equipment or other agencies as required;
- Supporting the Incident Management System at the site and at the Emergency Operations Centre;
- Designating an Agency representative to the EOC Operations Section as Branch Coordinator;
- Assist in the staffing of the EOC Planning, Logistics, Finance/Administrative Sections;
- Coordinating and directing services and ensuring that any actions necessary for mitigating the effects of the emergency are taken;
- Determining if the location and composition of the EOC are appropriate (and that appropriate advisory and support members are present);
- Advising the Mayor as to whether the declaration of an emergency is recommended;
- Advising the Mayor on the need to designate all or part of the City as an emergency area;
- Ensuring that an Incident Commander (IC) is appointed and confirmed if required;
- Ensuring support to the IC in terms of equipment, staff and other resources as required;
- Discontinuing utilities or services provided by public or private agencies, e.g. hydro, water, gas, closing down a shopping plaza/mall;
- Arranging for services and equipment from outside local agencies;
- Notifying, requesting assistance from and/or liaising with various levels of government and other public or private agencies not under municipal control, as considered necessary;
- Determining if volunteers are required and authorizing requests to identify agencies for assistance;
- Implementing Business Continuity Plans to ensure the delivery of services outside of the emergency area;
- Authorizing transportation arrangements for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information is promptly forwarded to Communications for dissemination;
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required to deal with the emergency;
- Notifying personnel under their direction, of the declaration and termination of the emergency;
- Maintaining a log outlining issues, decisions made and actions taken for submission to the City Manager within one week of the termination of the emergency;

- Requesting activation of the London Alert – emergency mass notification system;
- Participating in the operational debriefing following the emergency; and
- Ensuring support to emergency service personnel and the citizens suffering emotional trauma as a result of critical incident stress.

5.1 ELECTED OFFICIALS

5.1.1 The Mayor is responsible for the following:

- The strategic direction and control of the overall response;
- Member of the EOC Policy Group;
- Providing overall leadership to the community;
- Designating specific responsibilities to members of the Policy Group as deemed appropriate and receiving interim reports on a continuing basis for such special areas of concern;
- Representing the City of London with Senior Government officials and making the appropriate notifications;
- Serving as main media spokesperson for the Municipality;
- Determining if and when an emergency is declared;
- Declaring an emergency;
- Ensuring Provincial representatives and Office of the Fire Marshal and Emergency Management are advised of a declaration or termination of an emergency;
- Ensuring Council members are advised of the declaration and termination of an emergency;
- Ensuring Council members are informed of the emergency situation as per Corporate policy; and
- Declaring termination of the emergency.

5.1.2 The Deputy Mayor is responsible for the following:

- In the absence of the Mayor, the Deputy Mayor will assume the duties of the Mayor; and
- In the absence of the Deputy Mayor, the Alternate Deputy Mayor will assume the duties of the Mayor.

5.1.3 City Councillor's are responsible for the following:

- Councillors may be appointed as Alternate Deputy Mayor;
- Adopt by by-law the City of London's Emergency Management Program;
- Approve at council the City of London's Emergency Response Plan, including any amendments;
- Reinforce emergency preparedness messages to their constituents;

- Consider receiving training in emergency management and the Incident Management System provided by the City;
- Refer questions from the public to the City's Public Inquiry Centre, which may be operational during an emergency;
- When receiving calls from their constituents, Councilors can compile issues and concerns to share with the Mayor that will be passed on to the EOC Director and Emergency Information Officer;
- If calls from the media are received by a Councillor, then the information should be forwarded to Corporate Communications/Emergency Information Officer; and
- When the EOC is activated, it is important to note that information should not be posted on websites and social media sites that have not been approved for release by the EOC Director.

5.2 CITY MANAGER

The City Manager or designate is responsible for the following:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Act as the Emergency Operations Centre Director; assign the Command Staff and General Staff Chiefs in the EOC. Activate the Operations, Planning, Logistics and Finance / Administration Sections;
- Chairing Policy Group meetings, determining the meeting cycle and agenda during emergencies or other meeting;
- Act as Chief Advisor to the Mayor on policies and procedures as appropriate;
- Ensuring a master event log is made recording all important decisions and actions taken by the EOC and EOC Policy Group;
- Approving, in conjunction with the Mayor, major announcements and media releases prepared by Communications; and
- Ensuring that a communications link is established between the EOC and IC.

5.3 CITY CLERK

The City Clerk or designate is responsible for the following:

- Member of the EOC Policy Group;
- Assisting the City Manager and/or EOC Director as required;
- Advising the EOC Policy Group in matters of: bylaws and protocols, governing Council;
- If assigned by the EOC Director, act / assign the Finance / Administration Section Chief. Activate the Finance/Admin Section in the EOC; be prepared to assist in the Operations, Planning and Logistics Section.
- Recording emergency expenditures authorized by the EOC Policy Group;

- Maintain a record of requests made for Municipal, Provincial or Federal Government assistance in the emergency; and
- Upon direction of the Mayor, arranging special meetings of Council; and advising Councillors of the time, date and location of the meetings.

5.4 CHIEF OF POLICE

The Chief of Police or deputy will have the following responsibilities in addition to the normal responsibilities of the Police Service:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Alerting persons endangered by the emergency and coordinating evacuation procedures;
- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site and inform the EOC;
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Police Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with the Senior Police on scene;
- Where applicable, establish and/or secure the inner perimeter of the emergency scene;
- Where applicable, establish the outer perimeter in the vicinity of the emergency to facilitate the movement of evacuees, emergency vehicles and to restrict access to all but essential emergency personnel;
- As feasible, provision of the police mobile command vehicle to serve as the multi-agency incident command post;
- Initiating traffic control to facilitate the movement of emergency vehicles and services;
- Provision of facilities for the City's, second alternate Emergency Operations Centre at Police Headquarters;
- Authorizing movement of the primary EOC to the alternate EOC location;
- Providing communications support, and information on the emergency to the Policy Group;
- Arranging for additional Police assistance when necessary;
- Evacuation of buildings or areas as authorized by the Mayor (IC/EOC Director), or the immediate evacuation of residents from a building or area for urgent safety reasons on the decision of the Senior Police Officer on scene in consultation with Fire Services where appropriate, and notifying the EOC or City Manager and the Managing Director of Neighbourhood, Children and Fire Services of such actions;
- Arranging for the maintenance of order in any emergency reception centre, morgue and other facilities established by the EOC;
- Notifying the coroner of fatalities;
- Ensure the protection of life and property and the provision of law and order;

- Securing the emergency site to protect evidence so that subsequent investigation by other agencies is not hindered, for example an aircraft crash site; and
- Liaising with other municipal, provincial and federal law enforcement/intelligence agencies as required. The Chief of Police will ensure that the OPP Western Region Duty Officer is kept informed of any emergency situation in or affecting the City of London, so that current information on the emergency will be on hand at OPP General Headquarters.

5.5 FIRE CHIEF

The Fire Chief or deputy will have the following responsibilities in the emergency in addition to the normal responsibilities of the Fire Department:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Providing the EOC with information and advice on firefighting and rescue matters;
- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site and informing the EOC;
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Fire Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Establishing an ongoing communications link with the Senior Fire on scene;
- Informing Mutual Aid Fire Chiefs and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed;
- Determining if additional or special equipment or capabilities are required and recommending possible sources of supply, e.g. breathing apparatus, protective clothing;
- Determining the level and nature of Mutual Aid Fire assistance to provide to neighbouring communities when requested;
- Providing support to non fire fighting operations if necessary, e.g. rescue, casualty collection, evacuation;
- Maintaining plans and procedures for dealing with spills of hazardous material from the viewpoint of public safety, prevention of explosions and the spread of noxious fumes; and
- Providing advice to other City Services as required in the emergency.

5.6 MANAGING DIRECTOR OF ENVIRONMENTAL AND ENGINEERING SERVICES & CITY ENGINEER

Managing Director Environmental and Engineering Services & City Engineer or designate are responsible for the following:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;

- Depending on the nature of the emergency, providing the Incident Commander at the Emergency Site and informing the EOC;
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Environmental and Engineering Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section;
- Establishing an ongoing communications link with Senior EES on the scene of the emergency;
- Maintaining communications with public works representatives from neighbouring communities to ensure a coordinated response;
- Ensuring provision of engineering assistance;
- Maintaining and repairing sanitary sewage and water systems;
- Providing emergency potable water, supplies and sanitation facilities as required by the Medical Officer of Health;
- Liaising with public utilities to disconnect any services representing a hazard to the public and/or arranging for the provision of alternate services or functions;
- Liaising with the Upper Thames River Conservation Authority regarding flood control, conservation and environmental matters;
- Arranging for snow or building debris clearance on an emergency basis so that vehicle movement can be maintained;
- Developing and implementing a plan for the removal and disposal of debris;
- Arranging for procurement of special purpose vehicles/equipment not in City inventory;
- Obtaining advice from the Chief Building Official on the structural safety of any buildings affected by the emergency and take action as required under the Building Code Act;
- Arranging with London Police for building evacuation where appropriate;
- Providing advice on the structural safety of any buildings affected by the emergency in liaison with the Chief Building Official and arranging with London Police for building evacuation where appropriate;
- Arranging for the demolition of unsafe structures as required;
- Coordinating action for the recovery and restoration of services as outlined in the London Emergency Response Plan, including the inspection of homes and buildings for safe re-occupation where required;
- Maintaining flood plans including river watch in liaison with the Upper Thames River Conservation Authorities and the weather services, when required;
- Maintaining procedures and plans for Engineering and Environmental Services response to spills of hazardous and environmentally damaging materials including containment, neutralizing and clean-up, upon advice from the Fire Department as to the material involved and the remedial action required;
- Arranging for repair of the water distribution system in case of ruptured mains in order to restore availability of water for fire-fighting purposes;
- Providing assistance to accomplish tasks as requested by London Police to support evacuations; and

- Arrange for the provision of forestry crews as required.

5.7 MANAGING DIRECTOR OF NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES

The Managing Director of Neighbourhood, Children and Fire Services and/or Managing Director Housing and Social Services and/or Managing Director, Parks and Recreation or designate is responsible for the following:

- Member of the EOC Policy Group;
- Emergency Social Services lead;
- Activating the EOC Policy Group notification system, when applicable;
- Ensuring the well-being of residents who have been evacuated from their homes by arranging emergency lodging, clothing, food, registration, inquiries and other personal services;
- Activation of the Emergency Social Services Plan;
- Coordinating the opening and operation of temporary and/or long-term reception/evacuation centres and ensuring adequate staffing;
- If assigned by the EOC Director, activate the Emergency Social Services Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.
- Liaising with the EOC with respect to the designated reception/evacuation centres that can be opened on short notice;
- Liaising with the Medical Officer of Health on areas of mutual concern regarding operations in reception centres;
- Liaising with the Ministry of Community and Social Services;
- Liaising with volunteer organizations in regards to providing staff for registering the public in reception centres and providing clergy to the site; and
- Notifying Western Fair and London school boards when their facilities are required as reception centres.

5.8 MEDICAL OFFICER OF HEALTH

The Medical Officer of Health or designate will have the following responsibilities:

- Member of the EOC Policy Group;
- Activate EOC Policy Group notification system in the event of a health emergency;
- Acting as a coordinating link for all emergency health services at the EOC;
- If assigned by the EOC Director, act / assign the Operations Section Chief, activate the Health Unit Branch of the Operations Section in the EOC, be prepared to assist in the Planning and Logistics Section.
- Depending on the nature of the emergency, assigning the Incident Commander at the Emergency Site and informing the EOC;

- Liaising with the Ontario Ministry of Health and Long Term Care, Public Health Branch;
- Establishing an ongoing communications link with the senior health official at the scene of the emergency;
- Liaising with senior EMS representatives, hospital officials, relevant health care organizations (i.e. Southwest Local Health Integration Network, the Ministry of Health and Long-Term Care and relevant government agencies);
- Providing authoritative instructions on health and safety matters to the public through Communications;
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long-Term Care policies;
- Coordinating care of bed-ridden and special needs citizens at home and in reception centres during an emergency;
- Liaise with Local Health Integration Network
- Liaising with voluntary and private health care agencies, as required, for augmenting and coordinating public health resources;
- Coordinating efforts towards prevention and control of the spread of disease during an emergency;
- Notifying the Environmental and Engineering Services and City Engineer regarding the need for potable water supplies and sanitation facilities;
- Liaising with the Emergency Social Services on areas of mutual concern regarding health services in reception centres;
- Providing advice to the Mayor and the EOC Policy Group on health matters;
- When advised by emergency services of an emergency situation involving hazardous substances or any threat to public health, providing advice for the safety of emergency service workers and activities to reduce the adverse affects on the public health;
- Directing precautions in regard to food and water supplies when warranted;
- Arranging for mass immunization where required; and
- Notifying other agencies and senior levels of government about health-related matters in the emergency.

5.9 PARAMEDIC SERVICES (EMS) CHIEF

The Middlesex-London Paramedic Services (MLPS) Chief or deputy is responsible for the following:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Providing information on patient care activities and casualty movement from the emergency site;
- If assigned by the EOC Director, activate the Ambulance (EMS) Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section.

- Establishing an ongoing communications link with the EMS official at the scene of the emergency;
- Liaising and obtaining EMS resources from the Provincial Ministry of Health and Long-Term Care, Emergency Health Services Branch, Senior Field Manager or On Call EMS Superintendent and from other municipalities for support if required;
- Liaising with the Ambulance Communications Centre regarding patient status, destination, and department case load;
- Organizing the EMS response to assist and coordinate actions of other Social Service agency EMS branches (i.e. patient transport services, and other transportation providers);
- Advising the EOC if other means of transportation are required for large scale responses;
- Obtain EMS Mutual Aid assistance as required for both land and air based patient transport;
- Assist with the emergency evacuation when required;
- Ensure balanced emergency EMS coverage is available at all times throughout the community;
- Liaising with the receiving hospitals; and
- Liaising with Police, Fire, Coroner and Medical Officer of Health, as required.

5.10 DIRECTOR OF COMMUNICATIONS AND EMERGENCY INFORMATION OFFICER (EIO)

The Director of Communications, Director Public & Community Engagement or designate; responsibilities include:

- Member of the EOC Policy Group;
- Establishing a communications link with the Community Spokesperson and any other media coordinator(s) (i.e. provincial, federal, private industry, hospitals, etc.) involved in the incident;
- Implementing the Emergency Communications Plan;
- Designate an Emergency Information Officer (EIO) for the EOC
- If assigned by the EOC Director, designate the Emergency Information Officer at the Site and Assistant EIO's in the EOC; be prepared to assist in the Operations and Planning Section.
- Ensuring that all information released to the public is timely, full and accurate;
- Ensuring an Emergency Information Centre is set up and staffed for the purpose of disseminating information to the media;
- Ensuring media releases are approved by the Mayor prior to dissemination;
- Handling inquiries from the public and media;
- Coordinating individual interviews and organizing press conferences;
- Ensuring a Public Inquiry Centre is set up (if necessary) to process email and/or phone inquiries;

- Ensuring a Public Inquiry Centre Supervisor is designated and to liaise often with this Supervisor regarding the nature of inquiries;
- Distributing hard copies of media releases to the EOC, Public Inquiry Centre Supervisor and other appropriate key persons;
- Ensuring the public is advised of the inquiry centre e-mail address and phone number(s) through public service media announcements;
- Monitoring news coverage and social media and correcting any erroneous information;
- Maintaining copies of media releases pertaining to the emergency; and
- Ensure information notification protocols for Elected Officials are exercised.

5.11 COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)

The Community Emergency Management Coordinator or alternate responsibilities include:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;
- Ensuring Alert London – Emergency Mass Notification System and EOC Policy Group contact lists are kept up to date, for EOC activation;
- Ensuring the email lists and cell phone, electronic device applications are utilized to supplement telephone call-out system;
- Providing advice and support to the Incident Commander and initial responders including liaison with appropriate agencies, service areas and departments;
- Assisting with the decision making process to determine whether to activate the EOC Policy Group notification system when applicable;
- Preparing and arranging the Emergency Operations Centre in readiness to activate;
- If assigned by the EOC Director, act as Deputy EOC Director, assign a Liaison Officer, activate the Incident Management System in the EOC, be prepared to assist in the Operations, Planning, Logistics and Finance/Administration Sections and EOC Support;
- Ensuring EOC Policy Group members have all plans, resources, supplies, maps and equipment;
- Ensuring that a communications link is established between the EOC and Site;
- Providing advice and clarification regarding the London Emergency Response Plan;
- Lead contact between the Municipality and Office of the Fire Marshal and Emergency Management (OFMEM);
- Liaising with Provincial and Federal agencies as required;
- Liaising with support agencies (i.e. Red Cross, St. John Ambulance, Salvation Army, Amateur Radio Emergency Service) as required;
- Addressing any action items that may result from the activation of the London Emergency Response Plan;
- Maintaining logs for the purpose of debriefings and post emergency reporting;

- Acting as Deputy EOC Director, EOC Director and/or Liaison Officer to the EOC as required, provide members for the EOC Support Unit;
- Advising on the implementation of the City of London emergency plans;
- To initiate arrangements with telephone authorities for priority attention to key municipal offices;
- Arranging the provision of administrative staff to assist in the EOC, as required;
- Maintaining plans in place, for the alternate EOC at City Hall and alternate back up at LPS HQ, for use by the EOC as outlined in Annex C of this plan;
- Providing a process for registering EOC and EOC Policy Group members; and
- Forwarding all Provincial Media releases to the Director of Communications.

5.12 HOSPITALS REPRESENTATIVE

London Hospitals' work collaboratively together on their Emergency Management programs. They would send a representative to attend the EOC Policy Group and EOC Operations Section provide direct liaison to the hospitals' control groups.

The Hospital Representative is responsible for the following:

- Providing information on overall hospital capacity, patient care activities and casualty movement at the hospitals including decontamination status for CBRNE events;
- If assigned by the EOC Director, assist the Hospital Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section;
- Liaising with the Ambulance Communications Centre regarding patient status, destination, and department case load;
- Activating their emergency plans as appropriate;
- Establishing ongoing communications links with the hospital control groups;
- Liaising and obtaining hospital resources from the Provincial Ministry of Health and Long-Term Care, Emergency Health Regulatory and Accountability, and from other hospitals for support if required;
- Ensure communication regarding availability of essential hospital services occurs at all times throughout the community; and
- Liaising with Police, Fire, Coroner and Medical Officer of Health and Community Care Access Centre, as required.

5.13 CHIEF EXECUTIVE OFFICER, LONDON HYDRO

The Chief Executive Officer, or designate London Hydro responsibilities include:

- Member of the EOC Policy Group;
- Activating the EOC Policy Group notification system, when applicable;

- Monitoring the status of power outages and customers without services;
- Providing updates to the EOC on power outages, as required;
- Depending on the nature of the emergency, providing the Operations Section Hydro resources at the Emergency Site and informing the EOC;
- If assigned by the EOC Director, activate the Utilities Branch of the Operations Section in the EOC; be prepared to assist in the Planning and Logistics Section;
- Liaising with the Independent Electrical System Operators regarding local and global power outage issues;
- Monitoring service status to inform customers relying on home medical equipment, (i.e. oxygen, dialysis machines);
- Providing assistance with accessing generators for essential services or other temporary power measures;
- Arranging to discontinue electrical services to any consumer where considered necessary in the interest of public safety;
- Maintaining plans in place for alternative electrical service, where necessary, and for the priority restoration of affected services as dictated by emergency needs of City services and other essential users;
- Arranging for the clearance of power lines and fallen trees on emergency routes in order that emergency response personnel have access to perform their duties;
- Establishing procedures and maintaining plans for emergency response to transformer oil leaks and for the coordination of response efforts by other departments and agencies in such situations; and
- Assisting with post-disaster clean-up and restoration of services.

5.14 GENERAL MANAGER, LONDON TRANSIT

The General Manager, or designate London Transit responsibilities include:

- Member of the EOC Policy Group;
- Co-ordination of evacuation transportation resources;
- Responding as directed by London Police and/or the EOC regarding the utilization of transportation resources under emergency evacuation conditions;
- Depending on the nature of the emergency, providing the Operations Section transportation resources at the Emergency Site and informing the EOC;
- If assigned by the EOC Director, activate the Transportation Unit of the Logistics Section; and /or Transportation Branch of the Operations Section, in the EOC, be prepared to assist in the Planning Section.
- Coordinating the acquisition, distribution and scheduling of various modes of transport (i.e. public transit, school buses, etc.) for the purpose of transporting persons and/or supplies, as required in an emergency;
- Procuring staff to assist with transit issues, as required;

- Ensuring that a record is maintained of drivers and operators involved;
- Establishing an emergency availability system for all transportation vehicles according to time of day, excluding London Central Ambulance Communications Centre (L.C.A.C.C) dispatched vehicles which will remain the responsibility of the L.C.A.C.C., and
- Provide transportation support for on-site emergency responders as required.

6.0 RESPONSIBILITIES OF EOC ADVISORS

6.1 MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER

The Managing Director, Corporate Services and Chief Human Resources Officer is responsible for the following:

- If assigned by the EOC Director, act as the Risk Management Officer in the EOC
- Assisting with providing necessary staff to help with emergency operations by matching employees' skills with required job (prior to an emergency). Obtaining, recording and maintaining an inventory of employee skills and limitations related to emergency operations, to be verified through the EOC Policy Group and support staff;
- Coordinating offers of, and appeals for, volunteers with the support of the EOC Policy Group. (This may include additional registration of volunteers for Emergency Reception Centres, telephone inquiry call in lines, recovery work parties, etc.);
- Coordination of staff information hotline and internal Corporation of the City of London communications in conjunction with Emergency Management;
- Ensuring safe workplace practices are followed and that appropriate safeguards are in place to protect staff and volunteers. Advising the EOC Policy Group on matters concerning Occupational Health and Safety legislation;
- Advising the EOC Policy Group on legislative and collective agreement aspects of the response. Make recommendations to ensure staff are fairly compensated for extra-ordinary efforts. Work with Union leadership to address any issues arising during the incident.
- Providing identification cards to staff, volunteers and temporary employees when required;
- Providing personal assistance to those employees who are impacted by the emergency. Establishing the necessary support services to allow employees to continue to report to work during the emergency (i.e. daycare, elder care, food services, rest areas, etc.);
- Recommendation to the EOC Policy Group on alternate work schedules, site, telecommuting, etc. in the event that City facilities are impacted;
- Ensuring that records of human resources and related administrative issues that cover financial liability are completed;
- Arranging Critical Incident Stress Debriefing Teams and employee counseling services to respond to the needs of municipal emergency response staff and registered volunteers, during and post emergency, as required; and
- Providing additional staff to the EOC, as required.

6.2 MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL

The Managing Director, Development and Compliance Services and Chief Building Official or alternate will:

- Where possible, inspect buildings for visual assessment of damage and advise if any dangerous or unsafe conditions exist; If necessary, retain or request the owner to retain the services of a professionally qualified engineer to determine the structural adequacies of the structure;
- Issue orders as necessary for remedial actions to be undertaken; and
- Proceed with any actions as necessary to “make safe” any building or structure.

6.3 MANAGING DIRECTOR, CORPORATE SERVICES, CITY TREASURER AND CHIEF FINANCIAL OFFICER

The Managing Director, Corporate Services, City Treasurer and Chief Financial Officer responsibilities includes:

- Co-ordinate financial management at the emergency;
- Ensure necessary purchasing and stores support is available to support the incident;
- Assisting the EOC Director, if assigned by the EOC Director, assign a Finance/Administration Section Chief;
- Providing information and advice on financial matters related to the emergency; and,
- Ensuring that records of expenses are maintained for future claim procedure.

6.4 DIRECTOR, INFORMATION TECHNOLOGY SERVICES

The Director, Information Technology Services is responsible for the following:

- Providing information technology services personnel to assist with telecommunications, computer, LAN and GIS needs of the EOC and EOC Policy Group; and
- Provide co-ordination with London Police IT services in the EOC.

6.5 REGIONAL CORONER

When the Regional Coroner is called upon to join the EOC, the following responsibilities will be carried out:

- Providing information on the handling of fatalities;
- Liaising with London Police Service regarding victim identification and evidence gathering/preservation;
- Liaising with the Medical Officer of Health regarding associated health risks to emergency responders and the public;
- Arranging for adequate staffing to deal with the situation;
- Advising the Mayor/City Manager regarding information to be released to the media; and
- Providing information with respect to the establishment of a temporary morgue.

6.6 THE THAMES VALLEY DISTRICT SCHOOL BOARD AND THE LONDON DISTRICT CATHOLIC SCHOOL BOARD

When the Boards of Education are called upon to join the EOC Policy Group, they will provide liaison officer(s) who will have the following responsibilities:

- Provide the EOC with information with respect to the Boards action to ensure the safety and well-being of their students;
- Providing school facilities (as appropriate and available) for use as public information and/or reception centres as required;
- Provide staffing to coordinate the maintenance, use, and operation of the facilities being used as public convergence/assembly and/or reception centres; and
- Act as liaison between the Boards of Education to keep them informed of EOC Policy Group decisions that will impact the Boards activity.

6.7 OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

Office of the Fire Marshal and Emergency Management (OFMEM) can assist with facilitating access to Provincial and Federal agencies and resources. OFMEM can provide advice on managing an emergency and provide information and access to additional private and public agencies that may assist in the management of the emergency. OFMEM can deploy field officers to provide advice and assistance to the Policy Group and also ministry staff from the MCS&CS communications branch to assist with emergency public information. Access to OFMEM is through the CEMC, who should notify the Provincial Emergency Operations Centre of all major incidents.

6.8 INCIDENT INDUSTRIAL REPRESENTATIVE

When the emergency has been caused by an industrial accident, the EOC may request that the company involved provide the EOC with an advisor.

6.9 DND – REGIONAL LIASION OFFICER

A Canadian Armed Forces Regional Liaison Officer will provide a link between the community and local Department of National Defence resources in London; including 31 Canadian Brigade Group and HMCS Prevost.

6.10 ADDITIONAL E.O.C. ADVISORS

Dependent upon the nature of the emergency, the EOC may require further consultation from, but not limited to, the following internal and external agencies;

Internal

City Solicitor, Legal Services

External

Ministry of the Environment
Ministry of Community and Social Services
Ministry of Municipal Affairs and Housing
Ministry of Health and Long-Term Care
Ontario Provincial Police
Ministry of Transportation
Upper Thames River Conservation Authority
Transport Canada
London International Airport
Canadian National/Canadian Pacific Railroad
Western University
Fanshawe College

7.0 OTHER AGENCIES AND ORGANIZATIONS

7.1 AMBULANCE COMMUNICATIONS CENTRE

The Ambulance Communications Centre is responsible for the dispatch of ambulances in London and Middlesex County operating 24 hours per day, 7 days per week.

7.2 ST. JOHN AMBULANCE

The Southwestern Ontario Branch of the St. John Ambulance Community Services Units, has resources for communications, first aid, child care, ground search and rescue and emergency reception centre medical support. St. John Ambulance will respond to requests from the Emergency Services or the EOC. St. John Ambulance resources are staffed by volunteers and their response is governed by the availability for duty of volunteers.

7.3 THE SALVATION ARMY

The Salvation Army has emergency resources for public welfare, short term accommodation, clothing, feeding, mobile canteen, emergency responder critical incident stress issues, and emergency reception centre support and will respond within their budgetary capabilities when requested by the EOC. The Salvation Army is also prepared to arrange for clergy assistance, emotional and spiritual care personnel at a disaster site or at reception centres when called upon by Police or Fire authorities or by the (Emergency Supervisor On Call), or Managing Director of Neighbourhood, Children and Fire Services or Delegate.

7.4 CANADIAN RED CROSS

The London and Middlesex Branch of the Canadian Red Cross is prepared to provide Red Cross assistance to the community in the form of a registration and inquiry service as described in the Public Health Agency of Canada "Registration and Inquiry Manual". This service will assist the public in locating immediate relatives who have left their homes as a result of the emergency. Inquiry services may be operated from outside the disaster area in accordance with Red Cross standard operating procedures. Registration and inquiry services will be provided at the request of the (Emergency Supervisor On Call), or Managing Director of Neighbourhood, Children and Fire Services or Delegate.

7.5 AMATEUR RADIO EMERGENCY SERVICE

The Amateur Radio Emergency Service (A.R.E.S.) is the volunteer group which coordinates amateur radio in the London-Middlesex area. They are prepared to establish and maintain emergency radio communications for any purpose required, including assisting Red Cross with registration and inquiry services at reception centres, communications between London hospitals, to supplement municipal communications resources, and to establish a Shadow Network of backup communication paths. Radio operators can deploy mobile and portable radios throughout the area to supplement existing radio networks. An A.R.E.S. control station can be activated at the EOC in a major emergency at the request of the CEMC. Other stations are available at the Middlesex London Health Unit, the London Police Community Command Vehicle, and any location that is reachable by car.

7.6 FEDERAL GOVERNMENT AGENCIES

Federal resource assistance should be accessed through Office of the Fire Marshal and Emergency Management - Provincial Emergency Operations Centre. The financial burden for Federal resource assistance requests made directly from the municipality is born by the Municipality.

7.7 BELL CANADA

Bell Canada is aware of key emergency personnel and departments, and will ensure that these telephones are given priority attention in maintenance and restoration of service in emergency situations. Bell Canada can provide additional emergency telephone lines if the incident has not caused major disruption to their installed services. They also have a telephone and radio equipped mobile command post which can be positioned at emergency sites to augment the City's telecommunications capability

7.8 UNION GAS

Union Gas Limited has emergency plans in place, personnel and equipment available to handle the restoration of gas mains and services in an emergency when contacted by City Emergency Services.

7.9 LONDON INTERCOMMUNITY HEALTH CENTRE

The InterCommunity Health Centre has emergency resources for public welfare, triage, medical care, medications/prescriptions, emergency reception centre support and will respond when requested by the Emergency Operations Centre Policy Group.

7.10 LONDON COMMUNITY FOUNDATION

In the event of an emergency situation affecting the City, the London Community Foundation has agreed to take on the role of coordinating donation management. To facilitate this important and supportive role, the Foundation will work closely with the City to continually ensure there are efficient policies and processes in place.

8.0 INCIDENT MANAGEMENT SYSTEM IN THE EOC

The London Emergency Response Plan adopts the principles of the Incident Management System (IMS) from the Ontario IMS Doctrine. Based on the five key functions that must occur during any emergency situation, IMS can be used for any size or type of emergency to manage response personnel, facilities and equipment. Principles of the Incident Management System include the use of common terminology, modular organization, integrated communications, unified command structure, EOC action planning, manageable span of control, personnel accountability, unity and chain of command, management by objectives and comprehensive resource management. The Emergency Operations Centre consists of the IMS five major functions Management, Operations, Planning, Logistics, Finance/Administration Sections and the EOC Policy Group. (formally known as the Municipal Emergency/Community Control Group).

Response Goals

The following response goals are applied to all emergency situations:

- Provide for the health and safety of all responders;
- Save lives;
- Reduce suffering;
- Protect public health;
- Protect government/critical infrastructure;
- Protect property;
- Protect the environment;
- Reduce economic and social losses; and
- Maintain public confidence.

8.1 POLICY GROUP

When an EOC is activated, the Municipal Emergency Control Group and local authorities may establish a Policy Group comprised of the head of the local authority (e.g. Mayor) and other elected officials and senior executive officers in order to provide the Incident Commander and EOC Director with policy direction. An example of this level of policy direction is the declaration of a “state of emergency”. The Policy Group is responsible for executing the emergency response plan and making decisions on issues not covered in the London Emergency Response Plan (LERP). This group decides whether to declare or cancel a Declaration of Emergency. It is also responsible for the continuity of government and business continuity plans for the City of London. It is responsible, through emergency information staff, for ensuring that the public is informed during an emergency. Members of the policy group are found on page 14 of the plan.

Roles and Responsibilities:

- Provide overall policy direction;
- Changing/amending bylaws or policies;
- Could request Municipal/Provincial level assistance;
- Declare a State of Local Emergency;
- Declare termination of State of Local Emergency; and
- Acting as an official spokesperson.

8.2 EOC MANAGEMENT

Management Section

The Management Section is responsible to provide, for the overall management and coordination of site support activities and consequence management. Coordination through the joint efforts of the EOC, City, government agencies and private organizations. Coordination between EOC sections and between the site.

The EOC Management Section consists of the following positions:

EOC Director (City Manager, CEMC, City Senior Leadership Team and/or Chiefs)
Deputy EOC Director
Emergency Information Officer (City Manager of Communications Division)
Risk Management Officer (City Senior Leadership Team)
Liaison Officer (City Senior Leadership Team)

EOC Director:

- Overall authority and responsibility for the activities of the EOC;
- Ensures organizational effectiveness;
- Provides leadership to the EOC Management team;
- Sets out priorities and objectives for each operational period and ensures they are carried out;
- Liaises with the Policy Group; and
- Approves emergency information releases.

The EOC Director is responsible for ensuring that the EOC is ready for use on short notice. The EOC contains information display materials, telecommunications and any additional supporting equipment, documents, and supplies required to ensure efficient operations and effective emergency management on a 24-hour per day basis. In addition, power generation capabilities and other special life support systems may be required to allow for continuous operations apart from normal public utilities and services.

Emergency Information Officer:

- Establishes, maintains media contacts;
- Coordinates information for release;
- Coordinates media interviews;
- Liaises with other information officers;
- Prepares public information materials; and
- Prepares EOC messaging sheets.

Legal, Risk Management Officer:

- Monitors EOC safety, recommends safety modifications to operations;
- Maintains link with safety officers as applicable;

- Assesses unsafe situations and halts operations if necessary;
- Identifies liability and loss exposures to personnel and property and for City;
- Provides advice and assistance on matters related to occupational health and safety regulations;
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City during the emergency; and
- Provide advice on Human Resource matters, such as collective agreements and work scheduling

Liaison Officer:

- Invites required or requested agencies to the EOC, as identified by the EOC Director and EOC Management Team;
- Maintains regular contact with cooperating agencies; and
- Assists EOC Director with activities (meetings & briefings).

8.3 EOC GENERAL STAFF

Operations Section

The Operations Section is responsible for coordinating all jurisdictional operations in support of the emergency response. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other Management Team personnel, as appropriate; coordinating resources requested from the site to the Planning Section.

The Operations Section consists of the following positions:

Operations Section Chief

Fire Branch

Police Branch

EMS Branch

Emergency Social Services Branch

Public Health Branch (Health Unit, Hospitals)

Environmental and Engineering Services Branch

Utilities Branch (London Hydro, London Transit)

Other

Operations Chief:

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event;
- Ensures that operational objectives and assignments identified in EOC Action Plans are carried out effectively;
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly;
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections;

- Maintains a communication link between Incident Commander at the site and the EOC, for the purpose of coordinating the overall response, resource requests and event status information;
- Ensures that the Planning Section is provided with Branch Status Reports and Incident Reports;
- Conducts periodic Operations briefing for the EOC Director and EOC Management Team as required or requested;
- Approves special resource requests and/or obtains the EOC Directors approval of critical and extra ordinary resources; and
- Supervises the Operations Section.

Branch Directors

Branch Directors oversee the operations of a particular city service area or outside agency. A Branch Director will be responsible for coordinating the activities of their service agency site personnel, dispatch centre, with other branches in the operations section. Additional Branch staff may be required, dependent on the size of the emergency event and the support required. Each Branch has a Roles and Responsibilities binder in the EOC.

Planning Section

Responsible for compiling, evaluating and disseminating situation information in coordination with other functions, anticipating / planning for future needs and maintaining all EOC documentation.

The Planning Section consists of the following positions:

Planning Section Chief;
 Situation Unit;
 Resources Unit;
 Documentation Unit;
 Advanced Planning Unit;
 Demobilization Unit;
 Recovery Unit; and
 Technical Specialists.

Planning Chief:

- Collects, processes, evaluates and displays situational information;
- Develops EOC Action Plans in coordination with other functions;
- Tracks the status of EOC issued resources;
- Maintains all EOC documentation;
- Conducts advanced planning activities and makes recommendations for action;
- Obtains technical experts for the EOC;
- Plans for EOC demobilization of personnel and resources; and
- Facilitates the transition to the recovery phase.

Logistics Section

Responsible for ensuring the EOC is operational and providing / obtaining facility services, personnel, equipment and materials.

The Logistics Section consists of the following positions:

Logistics Section Chief
Information Technology Branch
EOC Support Branch
Supply Unit
Personnel Unit
Transportation Unit

Logistics Chief:

- Provides / acquires requested resources including personnel, facilities, equipment and supplies;
- Arranges access to technological and telecommunications resources and support;
- Acquires and arranges resources for the transportation of personnel, evacuees and goods; and
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

Finance and Administration Section

Responsible for cost accounting, compensation and administration in the EOC.

The Finance and Administration Section consists of the following positions:

Finance & Administration Section Chief
Time Unit
Compensation and Claims Unit
Procurement Unit
Cost Accounting Unit

Finance & Administration Chief:

- Monitors the expenditures process and response and recovery costs;
- Coordinates claims and compensation;
- Tracks and reports on personnel time;
- Develops service agreements and / or contracts; and
- Oversees the purchasing processes.

9.0 POPULATION EVACUATION

It may be necessary in an emergency for the residents of an area of the City to be temporarily evacuated from their homes for their own welfare and safety. Such a requirement may be of an urgent or short-notice nature caused by an immediate hazard, and decided upon and directed by Police in collaboration with Fire authorities. Police and Fire authorities will consider the advice of the Medical Officer of Health when deciding on the need for such immediate evacuation where health matters are involved. A less immediate but probably larger scale evacuation could be decided upon and directed by the EOC, as in the case of an impending flood situation. The aim in any such operation will be to care for the evacuated persons, to bring families together, and to re-establish residents in their homes.

When the Police and/or Fire authority decides that an immediate and urgent evacuation is necessary, they will attempt to arrange for a nearby facility such as a community centre, shopping mall, or a school, to be utilized as a Reception Centre to provide essential needs to those adversely affected by the event.

The Incident Commander will notify the EOC Policy Group of the initial actions taken. When transportation beyond private vehicles is required to assist residents to move, the City Manager will request London Transit to provide buses for this purpose.

Further arrangements for the welfare of evacuees while accommodated at such a temporary shelter facility by City direction will be the responsibility of the Managing Director of Neighbourhood, Children and Fire Services, assisted by City Service Areas and Departments as necessary and if possible by volunteer agencies noted here. When an urgent evacuation is considered necessary by the Medical Officer of Health, he will so advise the Mayor and the assistance of municipal essential service agencies will be made available.

In a situation where a less urgent, but major evacuation of an area is decided on by the EOC or by the City Manager, coordination of measures to arrange for one or more suitable reception facilities and for the welfare of evacuees will be the responsibility of the Managing Director of Neighbourhood, Children and Fire Services assisted by other municipal service and volunteer agencies. In the case where the City accepts a commitment to provide temporary shelter and welfare requirements for a group of evacuees from another community in Ontario, the City Manager will direct responsibilities of municipal agencies for management of the commitment.

10.0 PLAN DISTRIBUTION LIST

EOC Policy Group Membership

- Mayor
- City Manager
- City Clerk
- Chief of Police
- Fire Chief
- Managing Director of Environmental & Engineering Services
- Managing Director of Neighbourhood, Children and Fire Services
- Managing Director of Parks and Recreation
- Medical Officer of Health
- Middlesex-London Emergency Medical Services Chief
- Director Communications & Emergency Information Officer
- Community Emergency Management Coordinator
- Chief Executive Officer, London Hydro
- General Manager, London Transit
- London Health Sciences Centre
- St. Joseph's Health Care London

EOC Staff and Others

- Corporate Services and Service Areas
- Middlesex County – CEMC
- Western University
- Fanshawe College
- Ambulance Communications Centre
- St. John Ambulance
- Canadian Red Cross
- The Salvation Army
- Amateur Radio Emergency Service (ARES) London
- Commander, Canadian Forces, Army Reserve, 31 Canadian Brigade Group
- Commander, Canadian Forces, Navy Reserve, HMCS Prevost
- Chief – Office of the Fire Marshal and Emergency Management
- Office of the Fire Marshal Emergency Management Community Officer – St. Clair Sector
- CN & CP – Police
- Ontario Provincial Police - Western Region Headquarters
- RCMP - O Division and London Detachment
- London International Airport
- London Community Foundation
- London InterCommunity Health Centre

*A copy of the London Emergency Response Plan can be found on our website at:
www.london.ca/emergency*

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 10, 2018
FROM:	G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL
SUBJECT:	ADMINISTRATIVE MONETARY PENALTY BY-LAW PUBLIC PARTICIPATION MEETING

RECOMMENDATION

That, on the recommendation of the Managing Director, Development & Compliance Services and Chief Building Official, the following actions be taken:

- a) the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council meeting to be held on December 18, 2018 to implement an Administrative Monetary Penalty System for parking and by-law infractions;
- b) the Civic Administration **BE AUTHORIZED** to undertake all administrative acts necessary in connection with this project;
- c) the Mayor and the City Clerk **BE AUTHORIZED** to execute any other documents, if required, to give effect to these recommendations; and
- d) Civic Administration **BE DIRECTED** to report back to the Community and Protective Services Committee with information following the initial 12 month implementation period.

PREVIOUS REPORTS

Administrative Monetary Penalties - January 23, 2018 - CPSC

BACKGROUND

The *Municipal Act* and Ontario Regulation 333/07 authorize municipalities to implement a system of Administrative Monetary Penalties (AMPs). This legislative process is an alternative method of issuing *Provincial Offences Act* (POA) tickets for parking violations and other by-law matters. When a defendant receives a ticket for a parking or by-law offence, the defendant may request a trial heard by a Justice of the Peace in the Provincial Offences Court. The AMPs system of enforcement transfers by-law disputes from the courtroom to the municipality through the use of administrative screening officers and independent hearing officers who are able to modify (reduce) , cancel, or affirm penalties. AMPs can be served on a vehicle (parking violations) or by mail, email or fax (parking and other by-law offences). Numerous municipalities in Ontario have implemented an AMPs process for parking and other by-law related matters. The Province has outlined the process in the attached document:

https://www.attorneygeneral.jus.gov.on.ca/english/POA%20ConsultationPaper%20Final_ENG.html

Over the past few years, staff actively consulted other Ontario municipalities to review their AMPs processes in order to tailor the program to best fit London. In addition, staff visited Vaughan, Markham, Oshawa and Oakville to meet with front line staff, supervisors and managers to gather their input and perspectives on their processes (eg. what works well, what they would suggest to improve, best practices) and were able to witness firsthand actual AMPs screenings.

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It is anticipated that AMPs By-law will become effective with the implementation of AMPs in Q2 2019. The advanced timing of this report is based on the Provincial application requirements to initiate the necessary agreements and contracts which must include a Council approved AMPs By-law. There also continues to be considerable administrative work to be completed over the next few months including amending the Traffic and Parking PS-113 By-law penalty regulations pursuant to the *Municipal Act*, new forms, signage, web design, vendor software and internal IT configuration, project testing etc.

Initially only parking violations will be administered by AMPs, however, once the system is operational and performing optimally, other by-law violations such as business licenses, property standards, signs etc. will be added to the AMPs system which will be configured to process multiple violations in addition to parking. The attached By-law contains short form wording, penalty amounts for parking violations and fee amounts. When other by-laws are added to AMPs, the By-law schedules will be amended to reflect penalty amounts.

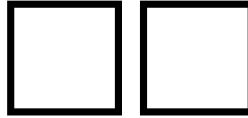
FINANCIAL IMPACT

Currently, the City issues approximately 80,000 parking tickets annually with a value of over \$3.6 million. Under the AMPs process, the City is able to recover costs through fees for various items such as Ministry of Transportation plate searches, failure to appear for screenings/hearings, late payment fees, etc. Many of these costs currently are not able to be recovered. Under the AMPs process, there may be costs for hearings that are undetermined at this time as this is dependent on the number of hearings requested and the cost of engaging an independent hearing officer(s).

CONCLUSION

The AMPs process is a more efficient and effective method of serving and administering by-law charges, alleviating Court time and simplifying the customer experience for by-law violations. Further, all municipalities that were contacted concurred that there was great benefit to proceeding with the transition to AMPs from the Courts POA system. There has been some discussion on the Province requiring municipalities to transition to an AMPs system. London will be in a good position given the timeframe and the level of work that staff in many service areas have contributed to this project including Parking Services, Information Technology Services and Legal Services.

PREPARED BY:	
ANNETTE DROST MANAGER MUNICIPAL LAW ENFORCEMENT SERVICES PARKING SERVICES	
PREPARED BY:	RECOMMENDED BY:
OREST KATOLYK, MLEO (C) CHIEF MUNICIPAL LAW ENFORCEMENT OFFICER	GEORGE KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL



ADMINISTRATIVE MONETARY PENALTY SYSTEM

By-law

A by-law to implement an ADMINISTRATIVE MONETARY PENALTY SYSTEM IN LONDON

Whereas Section 102.1 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, (the “*Municipal Act*”) and Ontario Regulation 333/07 (the “*Regulation*”) authorize The Corporation of the City of London (the “*City*”) to require a person to pay an administrative penalty for a contravention of any by-law respecting the parking, standing or stopping of vehicles;

AND WHEREAS Section 434.1 of the *Municipal Act* authorizes the City to require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality;

AND WHEREAS paragraph 151(1)(g) of the *Municipal Act* authorizes the City to require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any part of a system of licences established by the municipality;

AND WHEREAS Sections 23.2, 23.3 and 23.5 of the *Municipal Act* authorize the City to delegate its administrative and hearing powers;

AND WHEREAS the Municipal Council for the City is of the opinion that the delegations of legislative power under this By-law to the Chief Municipal Law Enforcement Officer, the Clerk, to Hearings Officers and to Screenings Officers are of a minor nature having regard to the number of people, the size of the geographic area, and the time period affected by the exercise of such delegated power;

AND WHEREAS Section 391 of the *Municipal Act* authorizes the City to pass by-laws imposing fees or charges for services or activities provided or done by or on behalf of it;

AND WHEREAS the Council for the City considers it desirable and necessary to provide for a system of administrative penalties and administrative fees for the designated City by-laws, or portions of the designated City by-laws;

Now Therefore the Council of The Corporation of the City of London enacts as follows:

SHORT TITLE AMPS BY-LAW

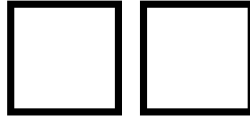
1. DEFINITIONS

In this By-law:

Administrative Fee - defined

“Administrative Fee” means any fee specified in this By-law or set out in Schedule “B”;

Administrative Penalty - defined



“Administrative Penalty” means an administrative penalty established by this By-law or set out in the attached Schedule “A” for a contravention of a Designated By-law;

AMPS - defined

“AMPS” means Administrative Monetary Penalty System;

Authorized Representative- defined

“Authorized Representative” means someone appearing on behalf of a Person in accordance with a written authorization provided upon request to the Chief Municipal Law Enforcement Officer, and who is not required to be licensed by any professional body;

Chief Municipal Law Enforcement Officer – defined

“Chief Municipal Law Enforcement Officer” means the City’s Chief Municipal Law Enforcement Officer or any person delegated by them;

City - defined

“City” means The Corporation of the City of London;

Clerk - defined

“Clerk” means the City Clerk, or any person delegated by them;

Council - defined

“Council” means the Council of the City;

Day - defined

“Day” means any calendar day;

Designated By-law - defined

“Designated By-law” means a by-law, or a part or provision of a by-law, that is designated under this or any other by-law, and is listed in the attached Schedule “A” to which the AMPS applies;

Hearing Non-appearance Fee - defined

“Hearing Non-appearance Fee” means an Administrative Fee established by Council from time to time in respect of a Person’s failure to appear at the time and place scheduled for a review before a Hearing Officer and listed in Schedule “B”;

Hearing Decision - defined

“Hearing Decision” means a notice that contains a decision made by a Hearing Officer;

Hearing Officer - defined

“Hearing Officer” means a person who performs the functions of a Hearing Officer in accordance with Section 5 of this By-law, and pursuant to the City’s Hearing Officer By-law, A.-6653-121, as amended from time to time;

Holiday - defined

“Holiday” means a Saturday, Sunday, any statutory holiday in the Province of Ontario or any Day the offices of the City are officially closed for business;

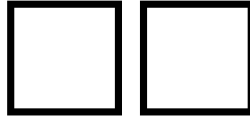
Late Payment Fee - defined

“Late Payment Fee” means an Administrative Fee established by Council from time to time in respect of a Person’s failure to pay an Administrative Penalty within the time prescribed in this By-law and listed in Schedule “B”;

MTO Fee - defined

“MTO Fee” means an Administrative Fee established by Council from time to time for any search of the records of, or any inquiry to, the Ontario Ministry of Transportation, or related authority, and listed in Schedule “B”;

NSF Fee - defined



“NSF Fee” means an Administrative Fee established by Council from time to time in respect of payment by negotiable instrument or credit card received by the City from a Person for payment of any Administrative Penalty or Administrative Fee, for which there are insufficient funds available in the account on which the instrument was drawn, as listed in Schedule “B”;

Officer - defined

“Officer” means:

(i) a Provincial Offences Officer of the City or other person appointed by or under the authority of a City by-law to enforce City by-laws;

Penalty Notice - defined

“Penalty Notice” means a notice given to a Person pursuant to section 3.0 of this By-law;

Penalty Notice Date - defined

“Penalty Notice Date” means the date of the contravention specified on the Penalty Notice, in accordance with section 3.2 of this By-law;

Penalty Notice Number - defined

“Penalty Notice Number” means the reference number specified on the Penalty Notice that is unique to that Penalty Notice, in accordance with section 3.2 of this By-law;

Person - defined

“Person” includes an individual or a business name, sole proprietorship, corporation, partnership, or limited partnership, or an authorized representative thereof, and, in relation to vehicle, parking or traffic-related contraventions, whose name appears on the vehicle permit as provided by the Ontario Ministry of Transportation. If the vehicle permit consists of a vehicle portion and licence plate portion, and different Persons are named on each portion, the Person whose name appears on the licence plate portion, as provided by the Ontario Ministry of Transportation, is the Person for the purposes of this By-law;

Plate Denial Fee - defined

“Plate Denial Fee” means an Administrative Fee established by Council from time to time in respect of a Person’s failure to pay within the time prescribed prior to a request for plate denial and listed in Schedule “B”;

Regulation - defined

“Regulation” means Ontario Regulation 333/07 under the *Municipal Act*;

Request for Review by Hearing Officer - defined

“Request for Review by Hearing Officer” means the request which may be made in accordance with section 5 of this By-law for the review of a Screening Decision;

Request for Review by Screening Officer - defined

“Request for Review by Screening Officer” means the request made in accordance with section 4 of this By-law for the review of a Penalty Notice;

Review by Hearing Officer and Hearing - defined

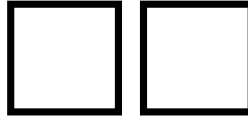
“Review by Hearing Officer” and “Hearing” mean the process set out in section 5 of this By-law;

Review by Screening Officer and Screening Review - defined

“Review by Screening Officer” and “Screening Review” mean the process set out in section 4 of this By-law;

Screening Decision - defined

“Screening Decision” means a notice which contains the decision of a Screening Officer, delivered in accordance with Section 4.11 of this By-law;



Screening Non-appearance Fee - defined

“Screening Non-appearance Fee” means an Administrative Fee established by Council from time to time in respect of a Person’s failure to appear at the time and place scheduled for a review before a Screening Officer and listed in Schedule “B”; and,

Screening Officer - defined

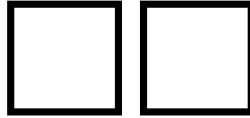
“Screening Officer” means a person who performs the functions of a Screening Officer in accordance with section 4 of this By-law, appointed by the City as per Schedule “C”;

2. APPLICATION OF THIS BY-LAW

- 1) The City by-laws, or portions of City by-laws, listed in the attached Schedule “A” of this By-law shall be Designated By-laws for the purposes of sections 102.1 and 151 of the *Municipal Act* and paragraph 3(1)(b) of the Regulation. The attached Schedule “A” sets out the Administrative Penalty, and may include short form language to be used on Penalty Notices, for the contraventions of Designated Bylaws.
- 2) Schedule “B” of this By-law shall set out Administrative Fees imposed for the purposes of this By-law.
- 3) The *Provincial Offences Act*, R.S.O. 1990, c.P.33, as amended, does not apply to a contravention of a Designated By-law.

3. PENALTY NOTICE

- 1) Every Person who contravenes a provision of a Designated By-law shall, upon issuance of a Penalty Notice, be liable to pay the City an Administrative Penalty in the amount specified in the attached Schedule “A” to this By-law.
- 2) An Officer who has reason to believe that a Person has contravened any Designated By-law may issue a Penalty Notice as soon as reasonably practicable.
- 3) A Penalty Notice shall include the following information, as applicable:
 - a. The Penalty Notice Date;
 - b. A Penalty Notice Number;
 - c. The date on which the Administrative Penalty is due and payable, fifteen (15) days from service of the Penalty Notice;
 - d. The identification number and signature of the Officer;
 - e. The contravention wording as listed in the attached Schedules, or other particulars reasonably sufficient to indicate the contravention;
 - f. The amount of the Administrative Penalty;
 - g. Such additional information as the Chief Municipal Law Enforcement Officer determines is appropriate, respecting the process by which a Person may exercise the right to request a Screening Review of the Administrative Penalty; and



- h. A statement advising that an unpaid Administrative Penalty, including any applicable Administrative Fee(s), will constitute a debt of the Person to the City unless cancelled pursuant to Screening Review or Hearing process.
- 4) In addition to the service methods provided in section 7 “Service of Documents” of this By-law, an Officer may serve the Penalty Notice on a Person by:
 - a. affixing it to the vehicle in a conspicuous place at the time of a parking or traffic-related contravention; or
 - b. delivering it personally to the Person,
 - i) when relating to a parking or traffic-related contravention, the Person having care and control of the vehicle at the time of the contravention, within seven (7) days of the contravention; or
 - ii) for all other contraventions, within thirty (30) days of the contravention.
- 5) No Officer may accept payment of an Administrative Penalty or Administrative Fee.
- 6) A Person who is served with a Penalty Notice and who does not pay the amount of the Administrative Penalty on or before the date on which the Administrative Notice is due and payable, shall also pay the City any applicable Administrative Fee(s).

4. VOLUNTARY PAYMENT OF PENALTY NOTICE

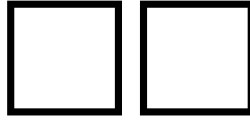
- 1) Where a Penalty Notice has been paid, the Penalty Notice shall not be subject to any further review.
- 2) A Penalty Notice shall be deemed to have been paid when the amount and all fees prescribed in Schedule “B” have been paid.

5. REVIEW BY SCREENING OFFICER

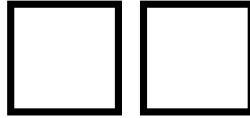
- 1) A Person who is served with a Penalty Notice may request that the Administrative Penalty be reviewed by a Screening Officer and shall do so on or before the date on which the Administrative Penalty is due and payable, and in accordance with the process set out in Section 5.4.
- 2) If a Person has not requested a Screening Review on or before the date on which the Administrative Penalty is due and payable, the Person may request that the Chief Municipal Law Enforcement Officer extend the time to request a Screening Review to a date that is no later than forty-five (45) days after the Penalty Notice Date, in accordance with the process set out in Section 5.4.
- 3) A Person’s right to request an extension of time for a Screening Review expires, if it has not been exercised, on or before forty-five (45) days after the Penalty Notice Date, at which time:
 - a. The Person shall be deemed to have waived the right to request a Screening Review or request an extension of time for a Screening Review;
 - b. The Administrative Penalty shall be deemed to be confirmed; and

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- c. The Administrative Penalty shall not be subject to any further review, including a review by any Court.
- 4) A Person's Request for Review by Screening Officer or request for an extension of time to request a Screening Review are exercised by a submission in writing, in the prescribed form and in accordance with the directions on the prescribed form.
- 5) A Request for Review by Screening Officer or request for an extension of time to request a Screening Review shall be served in accordance with the provisions of Section 7 of this By-law.
- 6) A Request for Review by Screening Officer or a request for an extension of time to request a Screening Review shall only be scheduled by the Chief Municipal Law Enforcement Officer if the Person makes the request on or before the dates established by Sections 5(1) or 5(2) of this By-law.
- 7) The Chief Municipal Law Enforcement Officer may grant a request to extend the time to request a Screening Review where the Person demonstrates, to the satisfaction of the Chief Municipal Law Enforcement Officer in his/her sole discretion, that the existence of extenuating circumstances prevented the filing of the request within the prescribed timeline.
- 8) Where an extension of time to request a Screening Review is not granted by the Chief Municipal Law Enforcement Officer, the Administrative Penalty and any applicable Administrative Fee(s) are deemed to be confirmed. Notice of this decision will be provided by the Chief Municipal Law Enforcement Officer to the Person in accordance with Section 7.

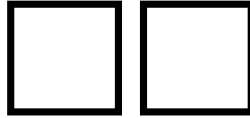


- 9) Where an extension of time to request a Screening Review is granted by the Chief Municipal Law Enforcement Officer, or when a Screening Review has been requested in accordance with this Section, Notice of an Appointment for Screening Review will be provided in accordance with Section 7.
- 10) On a Screening Review of an Administrative Penalty, the City will direct that the Screening Review proceed by way of written screening unless, in the City's discretion, an in-person or telephone appointment is required.
- 11) Where a Person fails to attend at the time and place scheduled for a Screening Review of an Administrative Penalty, or fails to provide requested documentation in accordance with a request by a Screening Officer:
 - a. The Person shall be deemed to have abandoned the request for a Screening Review of the Administrative Penalty;
 - b. The Administrative Penalty as set out in the Penalty Notice shall be deemed to be confirmed;
 - c. The Administrative Penalty shall not be subject to any further review, including a review by any Court; and
 - d. The Person shall pay to the City a Screening Non-appearance Fee, MTO fee, if applicable, and any other applicable Administrative Fee(s).
- 12) On a review of an Administrative Penalty, the Screening Officer may:
 - a. affirm the Administrative Penalty if the Person has not established on a balance of probabilities that Designated Bylaw(s) was not contravened as described in the Penalty Notice; or
 - b. cancel, reduce the penalty and/or extend the time for payment of the Administrative Penalty, including any Administrative Fee(s), where, in the sole discretion of the Screening Officer that doing so would maintain the general intent and purpose of the Designated By-law, and/or any of the following circumstances exist:
 - i. defective form or substance on the Penalty Notice;
 - ii. service of the Penalty Notice did not occur in accordance with Section 7;
 - iii. undue financial hardship;
- 13) After a Review by Screening Officer, the Screening Officer shall issue a Screening Decision to the Person, delivered in accordance with Section 7 of this By-law.
- 14) A Screening Officer has no authority to consider questions relating to the validity of a statute, regulation or by-law or the constitutional applicability or operability of any statute, regulation or by-law.



6. REVIEW BY HEARING OFFICER

- 1) A Person may Request a Review by Hearing Officer within thirty (30) days of issuance of a Screening Decision in accordance with the Hearings Officer By-law A-6653-121, as amended from time to time (the "Hearings Officer By-law").
- 2) If a Person has not requested a Review by Hearing Officer on or before the date on which the Administrative Penalty is due and payable, the Person may request that the Chief Municipal Law Enforcement Officer extend the time to request a Review by Hearing Officer to a date that is no later than forty-five (45) days after the Screening Decision date, in accordance with the process set out in Section 6(4).
- 3) A Person's right to request an extension of time for a Hearing Review expires, if it has not been exercised, on or before forty-five (45) days after the Screening Decision date, at which time:
 - a. the Person shall be deemed to have waived the right to request a Review by Hearing Officer or request an extension of time for a Review by Hearing Officer;
 - b. the Screening Decision is confirmed; and
 - c. the Administrative Penalty shall not be subject to any further review, including a review by any Court.
- 4) A Person's Request for Review by Hearing Officer or request for an extension of time to request a Review by Hearing Officer are exercised by a submission in writing, in the prescribed form and in accordance with the directions on the prescribed form.
- 5) A Request for Review by Screening Officer or request for an extension of time to request a Screening Review shall be served in accordance with the provisions of Section 7 of this By-law.
- 6) A Request for Review by Hearing Officer or a request for an extension of time to request a Review by Hearing Officer shall only be scheduled by the Chief Municipal Law Enforcement Officer if the Person makes the request on or before the dates established by Sections 6(1) or 6(2) of this By-law.
- 7) The Chief Municipal Law Enforcement Officer may grant a request to extend the time to request a Review by Hearing Officer only where the Person demonstrates, to the satisfaction of the Chief Municipal Law Enforcement Officer in his/her sole discretion that they were not served in accordance with Section 7.
- 8) Where an extension of time to request a Review by Hearing Officer is granted by the Chief Municipal Law Enforcement Officer, or when a Review by Hearing Officer has been requested in accordance with this Section, Notice of a Hearing will be provided in accordance with Section 7.
- 9) Where a Person fails to appear at the time and place scheduled for a Hearing:



- a. the Person shall be deemed to have abandoned the Request for review of a Hearing;
 - b. the Screening Decision and the Administrative Penalty and any Administrative Fee(s) shall be deemed to be confirmed;
 - c. the Screening Decision and the Administrative Penalty and any Administrative Fee(s) shall not be subject to any further review, including a review by any Court; and
 - d. the Person shall pay to the City a Hearing Non-appearance Fee, Late Payment Fee, MTO Fee if applicable and any other applicable Administrative Fee(s).
- 10) A Hearing Officer shall conduct a *de novo* Hearing in accordance with the Statutory Powers and Procedures Act, R.S.O. 1990, c. S.22, as amended and the Hearings Officer By-law, as amended from time to time.
- 11) The Parties to a Hearing shall be the Person seeking review and the City, who may attend through the Chief Municipal Law Enforcement Officer, a Screening Officer, an Officer, the City Solicitor, or a delegate of any of the above persons.
- 12) Any information contained in the Penalty Notice is admissible in evidence as proof of the facts certified in it, in the absence of evidence to the contrary. If a Person wishes to challenge the facts contained in the Penalty Notice, they will be required to mark the prescribed form accordingly.
- 13) Upon the conclusion of a Hearing, the Hearing Officer may:
- a. confirm the Screening Decision; or
 - b. cancel, reduce the penalty and/or extend the time for payment of the Administrative Penalty, including any Administrative Fee(s), on the following grounds:
 - i. where the Person establishes on a balance of probabilities that the Designated By-law(s) as described in the Penalty Notice was not contravened; or
 - ii. where the Person establishes on a balance of probabilities that the cancellation, reduction or extension of time for payment of the Administrative Penalty, including any Administrative Fee(s), is necessary to relieve any undue financial hardship.
- 14) A Hearing Officer has no authority to consider questions relating to the validity of a statute, regulation or by-law or the constitutional applicability or operability of any statute, regulation or by-law.
- 15) After a Hearing is complete, the Hearing Officer shall issue a Hearing Decision to the Person, and deliver in accordance with the Hearings Officer By-law.
- 16) The decision of a Hearing Officer is final.

7. SERVICE OF DOCUMENTS

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- 1) The service of any document, notice or decision, including a Penalty Notice, pursuant to this By-law, when served in any of the following ways, is deemed effective:
 - a. immediately, when a copy is delivered by personal service to the Person to whom it is addressed or, in the case of a Penalty Notice relating to a parking or traffic-related contravention, by affixing it to the vehicle in a conspicuous place at the time of the contravention;
 - b. on the seventh (7th) Day following the date a copy is sent by registered mail or by regular mail to the Person's last known address;
 - c. immediately upon the conclusion of a copy by facsimile transmission to the Person's last known facsimile transmission number; or
 - d. immediately upon sending a copy by electronic mail (i.e. email) to the Person's last known electronic mail address.

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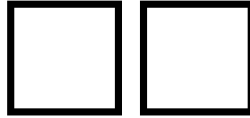
- 2) For the purposes of subsections 7(1) (b), (c) and (d) of this By-law, a Person's last known address, facsimile number, and electronic mail address includes an address, facsimile number and electronic mail address provided by the Person to the City as may be required by a form, practice or policy under this By-law.
- 3) If a notice document that is to be given or delivered to a Person under this By-law is mailed to the Person at the Person's last known address appearing on the records of the City as part of a proceeding under this By-law, or sent electronically to an email address that was provided by the Person, there is a rebuttable presumption that the notice or document is given or delivered to the person.
- 4) A Person shall keep their contact information for service current by providing any change in address, facsimile, or electronic mail address to the Chief Municipal Law Enforcement Officer, immediately. Failure to comply with this section will negate consideration for an extension of time to Request a Review by Hearing Officer pursuant to Section 6(4).
- 5) Where this By-law requires service by a Person on the City, service shall be addressed to the Chief Municipal Law Enforcement Officer, and shall be deemed effective:
 - a. immediately, when a copy is delivered by personal service to the Chief Municipal Law Enforcement Officer at the location prescribed on the applicable form or notice;
 - b. on the seventh (7th) Day following the date a copy is sent by registered mail or by regular mail to the location prescribed on the applicable form or notice;
 - c. immediately with respect to electronic mail or upon the conclusion of a copy by facsimile transmission to the facsimile number listed on the applicable form or notice.

8. ADMINISTRATION

- 1) The Chief Municipal Law Enforcement Officer shall administer this By-law and establish any additional practices, policies and procedures necessary to implement this By-law and may amend such practices, policies and procedures from time to time as the Chief Municipal Law Enforcement Officer deems necessary, without amendment to this By-law.
- 2) The Chief Municipal Law Enforcement Officer shall prescribe all forms and notices, including the Penalty Notice, necessary to implement this By-law and may amend such forms and notices from time to time as the Chief Municipal Law Enforcement Officer deems necessary, without amendment to this By-law.
- 3) Any Administrative Fee(s) prescribed within Schedule "B" of this By-law shall be added to and be deemed part of the penalty amount unless otherwise rescinded by the Hearings Officer.

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- 4) Where an Administrative Penalty is not paid by the date on which the Administrative Penalty is due and payable, the Person shall pay to the City a Late Payment Fee, in addition to the Administrative Penalty and any applicable Administrative Fee(s).



- 5) Where a Person makes payments to the City of any Administrative Penalty, Administrative Fee(s) or Late Payment Fee(s), by negotiable instrument or credit card, for which there are insufficient funds available in the account on which the instrument was drawn, the Person shall pay to the City the NSF Fee set out in the City's Fee By-law.
- 6) An Administrative Penalty, including any Administrative Fee(s), that is confirmed or reduced, or in respect of which the time for payment has been extended, remaining unpaid after the date when it is due and payable, constitutes a debt to the City owed by the Person.
- 7) Where an Administrative Penalty, and any applicable Administrative Fee(s) or Late Payment Fee(s), are not paid by the date on which they are due and payable, the City shall enforce the payment of such fees in accordance with the applicable legislation and regulations, including but not limited to the ability to notify the Registrar of Motor Vehicles, resulting in plate denial. At the time that plate denial is requested a plate denial fee will be added in accordance with Schedule "B" of this by-law and shall be added to the total debt owed to the City.
- 8) Where an Administrative Penalty is cancelled by a Screening Officer or Hearing Officer, any Administrative Fee(s) are also cancelled.
- 9) An Authorized Representative is permitted to appear on behalf of a Person at a Screening Review or Review by Hearing Officer, or to communicate with the City on behalf of a Person in accordance with a written authorization satisfactory to the Chief Municipal Law Enforcement Officer.
- 10) Any time limit that would otherwise expire on a Holiday is extended to the next day that is not a Holiday.
- 11) A Person claiming financial hardship under this By-law shall provide documented proof of the financial hardship to the Chief Municipal Law Enforcement Officer, the Screening Officer or the Hearing Officer, as applicable.
- 12) Any schedule attached to this By-law forms part of this By-law.

9. SEVERABILITY

Should any provision, or any part of a provision, of this By-law be declared invalid, or to be of no force and effect by a court of competent jurisdiction, it is the intent of Council that such a provision, or part of a provision, shall be severed from this By-law, and every other provision of this By-law shall be applied and enforced in accordance with its terms to the extent possible according to law.

10. INTERPRETATION

- 1) The provisions in Part VI of the Legislation Act, 2006, S.O. 2006, c.21, Sched. F, shall apply to this By-law.
- 2) Where words and phrases used in this By-law are defined in the *Highway Traffic Act*, but not defined in this By-law, the definitions in the *Highway Traffic Act* shall apply to such words and phrases.

11. SHORT TITLE

This By-law may be referred to as the AMPS By-law.

11. EFFECTIVE DATE

This By-law shall come into force and effect on May 1, 2019.

Read a first, second, and third time and passed on December 18, 2018.

Catharine Saunders

City Clerk

Ed Holder

Mayor

Schedule "A"

Administrative Monetary Penalty System By-Law

Designated Provisions for Parking By-Law

1. For the purposes of Section 2 of this By-law, Column 3 in the following table lists the provisions in the Designated By-law identified in the Schedule, as amended.
2. Column 2 in the following table set out the short form wording to be used in a Penalty Notice for the contravention of the designated provisions listed in Column 3.
3. Column 4 in the following table set out the Administrative Penalty amount that is payable for contraventions of the designated provisions listed in Column 3.

Column 1 Item #	Column 2 Short Form Wording	Column 3 Designated Provision	Column 4 Administrative Penalty Amount
1	Park facing wrong way	5(1)	40
2	Stop in traffic lane	8(1)	55
3	Stop in prohibited area - signed	8(2)	60
4	Park on sidewalk	9(1)(a)	60
5	Park between sidewalk and roadway	9(1)(b)	35
6	Park on boulevard	9(1)(c)	55
7	Park in front of driveway access	9(1)(d)	55
8	Park in front of lane	9(1)(d)	55
9	Park within an intersection	9(1)(e)	55
10	Park within 2 metres of fire hydrant	9(1)(f)	100
11	Park on crosswalk	9(1)(g)	55
12	Park more than .3 metres from curb	5(1)	40
13	Park within 6 metres of crosswalk at intersection	9(1)(h)	40
14	Park - obstruct traffic	9(1)(i)	60
15	Park - prevent removal of previously parked vehicle	9(1)(j)	35
16	Park prohibited - 3:00 am to 5:00 am	9(1)(k)	40
17	Park - obstruct ramp	9(1)(l)	35
18	Park within 15 metres of signal controlled intersection	9(1)(m)	55
19	Park - on roadway longer than 12 hours	9(1)(n)	40
20	Park - on shoulder longer than 12 hours	9(1)(n)	40
21	Park - in front of entrance to office building	10(1)(a)	35
22	Park - in front of entrance to hospital	10(1)(b)	35
23	Angle park not within pavement markings	6(1)(a)	35
24	Park - within 20m of intersection	10(1)(c)	40
25	Park - within 8m of fire hall	10(1)(d)	35
26	Park - adjacent to school property	10(1)(e)	35
27	Park - adjacent to service station	10(1)(f)	35
28	Park - within 30m of intersection controlled by traffic signal	10(1)(g)	35
29	Park - within 30 metres of railway crossing	10(1)(h)	55
30	Park - within limits of roundabout	10(1)(i)	55
31	Park - 20 metres on approach street to roundabout	10(1)(i)	55
32	Park - adjacent to inner curb within cul-de-sac	10(1)(j)	35
33	Park - signed prohibited area	11	40
34	Angle park exceed 60 degrees	6(1)(b)	35
35	Park - in bus stop	12(1)	55
36	Stop - in bus stop	12(1)	55

37	Park - in paratransit stop	12.1	55
38	Stop - in paratransit stop	12.1	55
39	Park - in taxi stand	13(1)	40
40	Park - in a loading zone	14	40
41	Park - where restricted	15(1)	40
42	Park over time limit	16	30
43	Park vehicle without valid Residential Parking Pass displayed	16.1(1)	35
44	Angle park where not permitted	17	35
45	Angle park with load extending	6(2)(a)	35
46	Stop in rush hour route	18(a)	55
47	Park motorcycle more than 45 degree angle	19(1)	35
48	Park heavy truck on prohibited street	27(2)	100
49	Park school bus not in designated School Bus Zone	29(2)	35
50	Park school vehicle not in designated School Bus Zone	29(2)	35
51	Park outside meter zone	39(1)	35
52	Park more than one vehicle in parking space	40(1)	35
53	Park in parking meter zone without depositing appropriate parking meter payment	42(1)	25
54	Park in parking meter zone exceeding maximum period allowable	42(1.1)	30
55	Park exceeding maximum period allowable	45	40
56	Angle park vehicle attached to trailer	6(2)(b)	35
57	Park in space adjacent to meter indicating no unexpired time	47(a)	25
58	Park without display of paper from pay and display parking meter	47(b)(i)	25
59	Park beyond time and date on paper from pay and display meter	47(b)(ii)	25
60	Park outside designated space - metered lot	54	40
61	Park vehicle in reserved parking space	56(4)	40
62	Park vehicle exceeding 6.1 metres in length	57	35
63	Park outside designated space - unmetered lot	60	40
64	Park motor vehicle over time limit - unmetered lot	61	35
65	Park during prohibited hours - unmetered lot	62(2)	35
66	Park vehicle exceeding 6.1 metres in length - unmetered lot	63	35
67	Angle park obstructing traffic	6(2)(c)	55
68	Park in fire route	71(1)	100
69	Park in space designated for disabled person on street	72	375
70	Park in space designated for disabled person off-street	77(1)	375
71	Park unlicensed vehicle on highway	78(1)	55
72	Park unlicensed vehicle on parking space	78(1)	55
73	Park vehicle in privately-owned parking lot exceeding maximum period allowable	79	40
74	Park vehicle in privately-owned parking facility exceeding maximum period allowable	79	40
75	Park vehicle in privately-owned parking lot without authorization	79.1	40
76	Park vehicle in privately-owned parking facility without authorization	79.1	40
77	Park vehicle on privately-owned land not used as parking lot or parking facility without authorization	79.2	40

78	Park facing wrong way on one way street	7(1)	40
79	Park vehicle on Corporation-owned or occupied land without authorization	81.1	40
80	Idle Motor Vehicle for more than 2 consecutive minutes	3.1	55
81	Idle Transit Vehicle for more than 5 consecutive minutes	3.3	55
82	Park Motor Vehicle on Parking Space that does not comply with Parking Space requirements	2.1	55
83	Stand Motor Vehicle on Parking Space that does not comply with Parking Space requirements	2.1	55
84	Stop Motor Vehicle on Parking Space that does not comply with Parking Space requirements	2.1	55
85	Park in Unauthorized Area	By-law S-3, 2.1	55
86	Stop in Unauthorized Area	By-law S-3, 2.1	55
87	Park motor vehicle in park in place other than authorized parking area	3.1(7)	55
88	Park motor vehicle in recreation area in place other than authorized parking area	3.1(7)	55
89	Park more than .3 metres from edge of roadway	7(2)	35
90	Park motor vehicle in park between 10 pm and 6 am	3.1(8)	55
91	Park motor vehicle in recreation area between 10 pm and 6 am	3.1(8)	55
92	Park trailer for overnight accommodation	4.1(3)	55
93	Park motor vehicle in parking area between 10 pm and 6 am	5.2(2)	55
94	Park trailer in natural park area	5.4(5)	65
95	Park trailer in ESA area	5.4(5)	65
96	Park - within reserved lane for bicycles	10(1)(k)	40
97	Park in parking space beyond time paid for	47(1)	30
98	Parking in access aisle to disabled parking-"no stopping" signs displayed	77(2)	375
99	Park vehicle in electric vehicle parking space - not an electric vehicle	10.1(a)	40
100	Park a vehicle on a municipal parking lot without displaying the parking permit issued for that lot	56(3)	35

Schedule “B”
Administrative Monetary Penalty System By-Law
Designated Provisions for Parking By-Law #

Administrative Fee Description	Fee Amount
MTO Fee	\$10.00
Late Payment Fee	\$25.00
Screening Non-appearance Fee	\$50.00
Hearing Non-appearance Fee	\$100.00
Plate Denial Request Fee	\$20.00
Note: Fee listed in Schedule “B” to this By-law will be subject to Harmonized Sales Tax (H.S.T.) where applicable.	

Schedule “C”

Administrative Monetary Penalty System By-Law

Designated Screening Officers

1. The Chief Municipal Law Enforcement Officer, or delegate(s) as assigned.
2. Manager of Municipal Law Enforcement Services or delegate(s) as assigned.
3. Parking Coordinator or delegate(s) as assigned.
4. Inquiry Clerks or delegate(s) as assigned.

Community Safety and Crime Prevention Advisory Committee

Report

8th Meeting of the Community Safety and Crime Prevention Advisory Committee
November 22, 2018
Committee Room #5

Attendance PRESENT: L. Norman (Chair), J. Bennett, B. Hall, M. Melling,
M. Sherritt, B. Spearman and L. Steel and H. Lysynski
(Secretary)

ALSO PRESENT: J. Kostyniuk, T. MacDaniel and J. Walter

ABSENT: I. Bielaska-Hornblower, S. Davis and B. Rankin

The meeting was called to order at 12:18 PM

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

2.1 12:15 PM – Automated Speed Enforcement

That it BE NOTED that the Community Safety and Crime Prevention Advisory Committee heard a verbal presentation from J. Kostyniuk, Traffic and Transportation Engineer, with respect to automated speed enforcement.

3. Consent

3.1 7th Report of the Community Safety and Crime Prevention Advisory Committee

That it BE NOTED that the 7th Report of the Community Safety and Crime Prevention Advisory Committee, from its meeting held on October 25, 2018, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 London Fire Department Statistics

That consideration of the Fire Services Statistics by D. Lebold BE POSTPONED to the next meeting of the Community Safety and Crime Prevention Advisory Committee, as Ms. D. Lebold was unable to attend this meeting.

5.2 Neighbourhood Watch London Transition Plan

That the Civic Administration BE ASKED to report back at a future Community Safety and Crime Prevention Advisory Committee meeting with respect to how the Civic Administration can support the

Neighbourhood Watch London Transition Plan on a temporary, short-term basis; it being noted that this is not a financial request.

5.3 Terms of Reference

That the following amendments to the Community Safety and Crime Prevention Advisory Committee Terms of Reference BE REFERRED to the comprehensive Advisory Committee review that is currently being undertaken:

- a) the following bullets be added under “Mandate”:
 - contributing to website content on the Community Safety and Crime Prevention Advisory Committee website;
 - providing links to community partners websites; and,
 - requiring London Police Services liaise on community safety and crime prevention issues and initiatives;
- b) adding to the Non-Voting Resource Group:
 - i) amend “London Police” by adding “Services” at the end;
 - ii) amend “Community Services Department” to read “Neighbourhood, Children and Fire Services”;
 - iii) amend “Neighbourhood Watch Office” to read “Neighbourhood Watch London”;
 - iv) amend “London and Area Active & Safe Routes to School” to read “ELMO Active & Safe Routes to School”; and,
 - v) amend “Emergency Medical Services organization” to read “Middlesex-London Emergency Medical Services”;
- c) amending the Voting and Non-Voting Resource Groups by moving Post-Secondary Students from Non-Voting to Voting members and increasing the number of Voting Members to 15;
- d) amending the word “secretariat” under Sub-Committees and Working Groups to read “secretarial”; and,
- e) deleting the word “Non-Voting” relating to Post-Secondary Student Member in Term of Office, Appointment Policies and Qualifications.

5.4 2019 Community Safety Week

That the Municipal Council BE ADVISED that the Community Safety and Crime Prevention Advisory Committee is planning a 2019 Community Safety Week to be held during Emergency Preparedness Week in 2019 and will be using its 2019 Budget allocation to pay for the Community Safety Week; it being noted that L. Steel will Chair the Community Safety Week Sub-Committee.

5.5 Safe Cities Update

That it BE NOTED that the Community Safety and Crime Prevention Advisory Committee heard a verbal update from L. Norman, with respect to the Safe Cities Committee.

6. Deferred Matters/Additional Business

6.1 (ADDED) Walkway Maintenance

That J. Parsons, Division Manager, Transportation and Roadside Maintenance, BE INVITED to the January 24, 2019 Community Safety and Crime Prevention Advisory Committee to discuss the clearing of walkways near schools; it being noted that the Thames Valley District School Board and the London District Catholic School Board paid for the installation of a walkway between Westmount Public School and Jean Vanier Catholic School; it being further noted that the public is requested to use the Service London portal located at <https://service.london.ca/>.

6.2 (ADDED) Children's Safety Village

That it BE NOTED that the Community Safety and Crime Prevention Advisory Committee heard verbal updates from J. Bennett and L. Steel with respect to the London Fire Services and surrounding Fire Services contributions to the Children's Safety Village.

6.3 (ADDED) Fall Prevention Month

That it BE NOTED that the Community Safety and Crime Prevention Advisory Committee was advised by M. Melling that November is Fall Prevention Month and events are being held at Bostwick Community Centre; it being further noted that the website is <http://fallpreventionmonth.ca/>.

6.4 (ADDED) Advisory Committee Recommendations

That the City Clerk BE INVITED to a future Community Safety and Crime Prevention Advisory Committee (CSCP) to assist the CSCP with determining the appropriate wording to use when asking the Civic Administration for assistance or to attend a future meeting.

6.5 (ADDED) Municipal Council Resolution - 7th Report of the Community Safety and Crime Prevention Advisory Committee

That it BE NOTED that the Community Safety and Crime Prevention Advisory Committee reviewed and received the ~~attached~~ Municipal Council resolution adopted at its meeting held on November 20, 2018, with respect to the 7th Report of the Community Safety and Crime Prevention Advisory Committee.

7. Adjournment

The meeting adjourned at 1:44 PM.

Accessibility Advisory Committee

Report

10th Meeting of the Accessibility Advisory Committee
November 29, 2018
Committee Room #4

Attendance PRESENT: J. Madden (Chair), M. Cairns, M. Dawthorne, A. Forrest, N. Judges, J. Menard and P. Moore and J. Bunn (Secretary)

ABSENT: L. Chappell, J. Higgins, F. Simmons and P. Quesnel

ALSO PRESENT: D. Baxter, G. Bridges, V. Kinsley, K. Koltun, A. Macpherson, J. Michaud, M. Stone and R. Wilcox

The meeting was called to order at 3:00 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

2.1 Community Diversity and Inclusion Strategy (CDIS) Update

That it BE NOTED that the following items were received with respect to the Community Diversity and Inclusion Strategy (CDIS):

- a verbal delegation from R. Wilcox, Director, Community and Economic Innovation, and S. Lewkowitz;
- Municipal Council resolution letter from its meeting held on October 16, 2018; and,
- a staff report dated October 10, 2018, from R. Wilcox, Director, Community and Economic Innovation.

2.2 Facility Accessibility Design Standards/Corporate Accessibility Design

That it BE NOTED that the attached presentation from M. Stone, Supervisor I, Policy Development, with respect to Facility Accessibility Design Standards (FADS)/City of London Accessible Design Standards (CADS), was received.

2.3 Autism Spectrum Disorder

That it BE NOTED that a verbal delegation from D. Baxter, Manager, Policy and Planning Support, with respect to what programs and accommodations are in place in City of London facilities to assist individuals with Autism Spectrum Disorder, was received.

3. Consent

3.1 9th Report of the Accessibility Advisory Committee

That it BE NOTED that the 9th Report of the Accessibility Advisory Committee, from its meeting held on October 25, 2018, was received.

- 3.2 Municipal Council Resolution - Recruitment and Appointment of Advisory Committee Members for the Up-Coming Term
- That it BE NOTED that the Municipal Council resolution from its meeting held on November 20, 2018, with respect to the recruitment and appointment of Advisory Committee members for the up-coming term, was received.
- 3.3 Municipal Council Resolution - 9th Report of the Accessibility Advisory Committee
- That part c) of the Municipal Council resolution letter, from its meeting held on November 20, 2018, with respect to the 9th Report of the Accessibility Advisory Committee, BE REFERRED to the Education and Awareness Sub-Committee for review; it being noted that the remainder of the above-noted resolution letter was received.
- 3.4 Notice of Public Information Centre No.1 - Adelaide Street North Municipal Class Environmental Assessment Study
- That it BE NOTED that the Notice of Public Information Centre No. 1, from H. Huotari, Parsons Inc. and M. Davenport, City of London, with respect to the Adelaide Street North Municipal Class Environmental Assessment Study, was received.
- 3.5 ReThink Zoning Draft Terms of Reference
- That the Memo dated October 31, 2018, from J. Adema, Planner II, with respect to the ReThink Zoning Draft Terms of Reference, BE REFERRED to the Policy Sub-Committee for a review.
- 3.6 Letter of Resignation - K. Ramer
- That it BE NOTED that the letter of resignation from the Accessibility Advisory Committee, dated November 12, 2018, from K. Ramer, was received.
- 3.7 Letter of Resignation - K. Schmidt
- That it BE NOTED that the letter of resignation from the Accessibility Advisory Committee from K. Schmidt, was received.
- 3.8 Annual Accessibility Report 2017 – Multi-Year Accessibility Plan
- That it BE NOTED that the City of London 2013-2017 Multi-Year Accessibility Plan Annual Status Update Report 2017, was received.
- 3.9 London Community Gardens Program Strategic Plan and Accessibility Update
- That it BE NOTED that the staff report dated November 13, 2018, from L. Livingstone, Managing Director, Neighbourhood, Children and Fire Services, with respect to the London Community Gardens Program Strategic Plan and Accessibility Update, was received.

4. Sub-Committees and Working Groups

4.1 (ADDED) Education and Awareness Sub-Committee Report

That it BE NOTED that the Education and Awareness Sub-Committee Report, from its meeting held on November 20, 2018, was received.

5. Items for Discussion

5.1 Accessible Election Plan Update November 2018

That the Accessible Election Plan Update, dated November 21, 2018, with respect to the City of London 2018 Municipal Election, BE REFERRED to the Policy Sub-Committee for review.

5.2 Council Signage

That it BE NOTED that the mock-up document of the new accessible signage for the Council Chambers at City Hall, submitted by M. Stone, Supervisor I, Policy Development, was received.

5.3 2018-2021 Multi-Year Accessibility Plan

That the 2018-2021 Multi-Year Accessible Plan document, that was distributed to the Accessibility Advisory Committee members separately, BE REFERRED to the Policy Sub-Committee for review.

5.4 Next Meeting Date

That it BE NOTED that the next meeting of the Accessibility Advisory Committee will be held on January 24, 2018.

6. Deferred Matters/Additional Business

6.1 Deferred Matters List

That it BE NOTED that the revised attached Accessibility Advisory Committee Deferred Matters List, was received.

6.2 (ADDED) Letter Regarding the Advisory Committee Review

That the matter of a communication with respect to the review of the Advisory Committees to be sent to the Deputy City Clerk BE REFERRED to the Policy Sub-Committee for review.

7. Adjournment

The meeting adjourned at 4:55 PM.



Update: Facilities Accessibility Design Standards & CADS



Melanie Stone
Human Resources & Corporate Services



2019 Revisions

- To modernize the current FADS document and make it user friendly.
- Facilities has retained SPH Planning and Consulting Ltd to give a fresh pair of eyes to our current FADS document. SPH has worked with cities like Oakville and Ottawa generating Accessibility documents for each municipality.
- SPH is to review the City of London's current FADS requirements and integrate existing information with their baseline document "the City of Ottawa 2015". Many updated AODA requirements, OBC amendments and GAATES requirements will be incorporated as part of the new document.
- The document will be presented in draft form in Q1 of 2019



Layout Changes

2007 FADS Document

- Original document included rationale behind each item
- Wordy
- Information became buried

2019 FADS Document

- Removes the rationale part
- Point form presentation
- Clearer to find information
- Updated Format
- Added an Appendices for quick and easy reference
- Checklist to be limited to items that exceed OBC requirements only



Layout Changes

• 2007 FADS Document

2.0 GLOSSARY AND DEFINITIONS	
Detectable warning surfaces: A standardized surface feature built into or applied to walking surfaces or other elements to warn persons with a visual impairment of hazards on a circulation path.	than one ground floor, as where a safe-level entrance has been provided or where a facility is built into a hillside.
Disability: Any restriction or lack of ability to perform an activity in the manner or within the range considered normal for a human being.	Guard: A safety railing used as a barrier to prevent encroachment or accidental falling from heights.
Egress, Means of: A continuous and unobstructed way of exit travel from any point in a facility to a public way. A means of egress comprises vertical and horizontal travel and may include intervening room spaces, doorways, hallways, corridors, passageways, balconies, ramps, stairs, enclosures, lobbies, horizontal exits, courts and yards. An accessible means of egress is one that complies with the standard and does not include stairs, steps or escalators. Areas of rescue assistance, protected lobbies or protected elevators may be included as part of an accessible means of egress.	Handrail: A component which is normally grasped by hand for support at stairways and other places where needed for the safety of pedestrians.
Elevator: An architectural or mechanical component of a building, facility, space or site (e.g., telephone, curb ramp, door, drinking fountain, seating or water closet).	Heritage Facility: A facility or portions thereof designated under the Ontario Heritage Act, or identified in the inventory of heritage resources for the City of London. (See Public Heritage Facility)
Entrance: Any access point into a building or facility used for the purposes of entering. An entrance includes the approach walk, the vertical access leading to the entrance platform, the entrance platform itself, vestibules (if provided), the entry door(s) or gate(s), and the hardware of the entry door(s) or gate(s).	Inconspicuous: Any loss or abnormality of psychological, physiological or anatomical structure or function.
Facility or Facilities: All or any portion of buildings, structures, site improvements, complexes, equipment, roads, walks, passageways, parks, parking lots or other real or personal property located on a site.	Mosaic or Mosaic floor: That portion of a story which is an intermediate floor level, placed within the story and having occupable space above and below its floor.
Ground floor: Any occupable floor less than one storey above or below grade with direct access to grade. A facility always has at least one ground floor and may have more	Marked crossing: A crosswalk or other identified path intended for pedestrian use in crossing a vehicular way.
	Occupable: A room or enclosed space designed for human occupancy in which individuals congregate for amusement, educational or similar purposes, or in which occupants are engaged at labour, and which is equipped with means of egress, light and ventilation.
	Open space: Large-scale tracts of land without visible evidence of residential, commercial or industrial development. These areas may be privately or publicly owned and are generally left in a natural state and not programmed for active recreation. The benefits of open lands typically extend beyond the immediate area and usually provide community-wide benefits.
	Private open space: Privately owned land areas within a subdivision, generally smaller in scale than open space, which have been left free from structures, parking lots and roads. These types of areas generally benefit only the residents or employees of the particular subdivision and usually remain in private ownership.
	Public Heritage Facility: A facility or portions thereof designated under the Ontario Heritage Act, or identified in the inventory of heritage resources for the City of London and that is open and accessible to the public. (See Heritage Facility)
	Public use: Describes interior or exterior rooms or spaces that are made available to the general public. Public use may be provided at a facility that is privately or publicly owned.
	Ramp: A walking surface which has a running slope greater than 1:25.
	Retrofit: See Alteration.
	Running slope: The slope that is parallel to the direction of travel. (See Cross slope)

• 2019 FADS Document

7.1 Glossary	
Term	Definition
Deaf	A term to describe people with a severe to profound hearing loss (80 decibels or greater), with little or no residual hearing. Lowercase deaf is used when referring to the medical / health related condition of hearing little or no hearing, while uppercase Deaf refers to individuals who identify themselves as deaf and share a culture and community, not just a medical condition.
Drumhead	A term used to describe individuals who grow up hearing or hard of hearing and suddenly, or gradually, experience a profound loss of hearing. Late-deafened adults usually cannot understand speech without visual cues such as print interpretation (e.g., computerized note taking), speech reading or Sign Language.
Detectable warning surfaces	A standardized surface feature built into or applied to walking surfaces or other elements to warn persons with a visual impairment of hazards on a circulation path.
Disability	Describes a functional limitation or activity restriction caused by an impairment. Common types include: sensory (e.g., vision or hearing), mobility, physical, cognitive, learning or mental health disabilities. Refer to the Ontario Human Rights Code for a detailed definition of disabilities.
Door Closer	A device or assembly used to open or close a door automatically.
Door latch	The vertical component of a door frame.
Dressing Room	Room or waiting room locker rooms that are not for the general public, but dedicated to the group using the playing area (e.g., hockey arena, soccer field or basketball court). Generally contains showers, benches and washroom amenities.
Egress (Means of)	Means of egress refers to a continuous path of travel provided for the escape of persons from any point in a building leading to a point of safety (e.g., a separate building or an exterior open space protected from fire exposure), including exits and exit routes.
Element	An architectural or mechanical component of a building, facility, space or site (e.g., telephone, curb ramp, door, drinking fountain, seating or water closet).
Elevator lobby	The waiting area in front of an elevator.
Entrance	An access point into a building or portion of a building or facility used for the purpose of entering. An entrance includes the approach, the vertical access leading to the entrance platform, the entrance door, landing area, vestibules (if provided), the entry door or gate, and the hardware of the entry door or gate. The principal or main entrance of a building or facility is the door through which most people typically enter (e.g., highest level of use).
Exit	The part of a means of egress, including doorways, that leads from the floor area it serves to a separate building, an open public thoroughfare, or an exterior open space protected from fire exposure from the building and having access to an open public thoroughfare.
Facility	All or any portion of buildings, structures, elements, improvements, equipment and pedestrian or vehicular routes located on a site or in a public right-of-way, where specific programs or services are provided or activities performed.
Fire Safety	A general term typically relating to the ability of a building or site to resist, suppress or control the onset and spread of fire and the protection of building occupants.
Fire Safety Plan	An operational plan that provides information, directions, strategies and recommendations for the safe evacuation of users during fire emergencies.
Finish Surface	Refers to a surface that does not deform under the vertical forces exerted by permitted users. Reference AS1171 1915 Standard.
Flare Tides	A sloped surface that flanks a curb ramp and provides a graded transition between the ramp and the sidewalk. Flares bridge differences in elevation and are intended to prevent ambulatory pedestrians from tripping. Flares are not considered part of the accessible route.
FM Assistive Listening System	FM assistive listening systems are variations on the commercial FM radio. Audio signals are broadcast by an FM transmitter that is applied to the sound system used in the facility. These signals are received by individual "radios" which are small pocket size receivers tuned to the specific frequency used in the transmission.
Foot Candle (FC)	Refers to measurements of the visible light intensity on a surface, a distance from the light source. One foot candle is equivalent to the illumination produced by one candle (an optical standard reference) at a distance of 305 mm (one foot). One foot-candle equals approximately ten lux. Foot-candle is the imperial measure. Refer to the
Forward Approach	Where a person will make use of a service counter, drinking fountain, or any other visible element of the built environment, by positioning their body or mobility aid directly in front of and facing the element.



Layout Changes

2007 FADS Document

CITY OF LONDON • 2007 FACILITY ACCESSIBILITY DESIGN STANDARDS

FADS CHECKLIST

APPENDIX B

CITY OF LONDON
FACILITIES ACCESSIBILITY DESIGN STANDARDS

Environmental & Engineering Services Department
Facilities Design & Construction Division

DESIGN DEVELOPMENT AND ASSESSMENT CHECKLIST

Date: _____

Facility Name: _____

FADS Client Group: _____

Client Contact: _____

Project Description: _____

Check One for Each Category

Design Development	☐
Policy Assessment	☐
New Construction	☐
Renovation	☐

Comments: _____

The Facility Accessibility Design Standards (FADS) document is a mandatory design standard applicable to the design and construction of new facilities, as well as the retrofit, alteration or addition to existing facilities owned, leased or operated by the City of London. The Design Development and Assessment Checklist has been created to assist staff, designers and contracted consultants with the application of FADS and ensure each element has been applied to each project and to document elements of a project which may have been technically infeasible to implement. In a retrofit situation where a design element has little likelihood of being accomplished due to structural conditions or other existing physical or site constraints prohibit modification, the TECHNICALLY INFEASIBLE ELEMENT form shall be completed and signed by the Facilities Design and Construction Division Manager and maintained in the project file. This Checklist is a reference tool only and must be used in conjunction with the FADS document. It does NOT include all requirements or exceptions applicable to each design element. Staff, and the prime consultant where applicable, shall complete this checklist during the design phase of each project. Checklists are to be signed by the appropriate manager and maintained in the project file.

Section Reference Design Requirement Description Y N Comments or N/A

SITE DESIGN CHARACTERISTICS

A.1.2 Table 4.1.2 Grade level change, 1/4" max, 1:2 slope or design as ramp ☐ ☐ ☐

A.1.2 Figure 4.1.2.2 Grids and Gratings, 1/2" max wide openings in direction of travel ☐ ☐ ☐

A.1.3 A.1.3.1 Protruding Overhead Objects, 82 3/4" headroom clearance ☐ ☐ ☐

A.1.4 DESIGN REQ. Exterior Accessible Route, 48" min, slope, passing space, edge protection, lighting ☐ ☐ ☐

A.1.5 APPLICATION Entrances used by staff and the public shall be accessible, signage required ☐ ☐ ☐

A.1.9 A.1.9.1 Ramps, 1:20 max slope, 96"VSC landing top & bottom & 60 3/4" max, 29"V" apart ☐ ☐ ☐

A.1.9 A.1.9.2, A.1.9.3 Ramps, width 48" min, 37 1/2" x 43 1/4" between handrails & 11 3/4" extensions ☐ ☐ ☐

A.1.9 A.1.9.4 Ramps, edge protection, guards ☐ ☐ ☐

A.1.10 DESIGN REQ. Curb Ramps, running slope 1:50-1:20 (2-5%), cross fall at gutter/road surface 1:20 ☐ ☐ ☐

A.1.10 DESIGN REQ. Detectable warning surface, min. 23 3/4" x 48" with v/c truncated domes, gap at curb ☐ ☐ ☐

A.3.12 A.3.12.1 Accessible Parking Space, 8' x 12' x 18" x 48" x 75 3/4" x 18" ☐ ☐ ☐

A.3.12 A.3.12.1 Limited Mobility / Passenger Parking Space, 10' x 12' x 18" ☐ ☐ ☐

A.3.12 Table 4.3.12 # of BP & LM Spaces Required? ☐ ☐ # of each Provided in Comments

A.3.12 A.3.12.3 Enforceable Parking Signage, mounted 47" 96" above ground, edge protection ☐ ☐ ☐

A.3.12 DESIGN REQ. Pavement markings, directional signage along route leading to designated spaces ☐ ☐ ☐

A.3.12 A.3.12.2 Passenger Loading Zone, adjacent access aisle 27' x 11' min ☐ ☐ ☐

A.3.12 A.3.12.1 Passenger Loading Zone, Space 8' x 18", Aisle 75 3/4", Vertical clearance min. 11' ☐ ☐ ☐

A.3.14 DESIGN REQ. 75" Cane-detectable curbs at plantings & grade changes next to pedestrian walks ☐ ☐ ☐

A.3.14 DESIGN REQ. 36" clearance required from shrubs with thorns to pathways & seating areas ☐ ☐ ☐

A.3.15 APPLICATION Benches to be accessible (except those in unopened parks or park areas) ☐ ☐ ☐

A.3.15 DESIGN REQ. Benches, seat 17 3/4" x 19 5/8" H, armback rails, adjacent level area 30" x 54" ☐ ☐ ☐

A.3.16 APPLICATION Phone Tables, 107" x 11" min, to be accessible in each cluster ☐ ☐ ☐

A.3.16 A.3.16.1, A.3.16.2 Phone Tables, knee space 17" x 30" x 17", top 28" x 34" H, level surface 75 3/4" x 48" ☐ ☐ ☐

A.3.17 APPLICATION Street Furniture: Waste receptacles, light standards, signs, planters, wall fountains ☐ ☐ ☐

A.3.17 DESIGN REQ. Street Furniture shall not reduce required width of routes, be cane-detectable ☐ ☐ ☐

A.4.8 APPLICATION Detectable Warning Surfaces, Exterior walkways, curb ramps, stairs, platforms ☐ ☐ ☐

A.4.11 DESIGN REQ. Exterior Lighting, entrances 100lux, sidewalks, parking, passenger drop-off 50lux ☐ ☐ ☐

APPENDICES

2019 FADS Document

Exterior Maintenance Checklist

7.4

Application

The following checklist is designed for use by City Staff for conducting regular reviews of maintenance issues that may impact on accessibility.

Exterior Maintenance Checklist

A regular maintenance schedule should be identified by the City (e.g., daily, weekly, monthly etc.), based on departmental responsibilities.

1. Signage (Ref: Section 5.4 Signage and Markings) This section does not apply ☐

Item	Requirements	Compliance	Accessibility Issues	Location Reference
1	Are site and facility signage (e.g., facility name and street address) clearly visible from the street and sidewalk and kept free of obstructions?	☐ ☐ ☐		
2	Where provided, is signage (e.g., directional, identification signage) throughout exterior maintained and clearly visible?	☐ ☐ ☐		
3	Is signage properly illuminated to ensure legibility?	☐ ☐ ☐		
4	Is signage provided to identify amenities (e.g., public telephone) and is it clearly visible?	☐ ☐ ☐		

2. Accessible Parking Spaces and Passenger Loading Zones (Ref: Section 5.1 Parking and 5.2 Passenger Loading Zones) This section does not apply ☐

Item	Requirements	Compliance	Accessibility Issues	Location Reference
5	Is the proper use of designated accessible parking spaces by drivers with disabilities (e.g., with valid permits displayed) enforced?	☐ ☐ ☐		
6	Are parking spaces, including access aisles, kept clear of obstacles and other obstructions (e.g., garbage, gravel / grit, snow and ice)? NOTE: Ensure the entire area of the parking space is maintained during winter when snow and ice is on the ground.	☐ ☐ ☐		
7	Is the parking surface in good condition (e.g., free of debris such as cracks, heaving, uneven surfaces, potholes)?	☐ ☐ ☐		
8	Are pavement markings provided at parking spaces legible?	☐ ☐ ☐		



We had proposed

- CADS – A website for **C**ity of **L**ondon **A**ccessible **D**esign **S**tandards
- Based on other City's best practices and the awareness that FADS is most commonly accessed online, we felt a website was the best way to share our many accessible standards.
- We would continue to update each standard, including FADS but each document and standard would remain separate for ease of access and timely update by each Service Area.

8

215

4



ACCAC feedback

- ACCAC's advice was to expand the existing FADS document to include 'outdoor spaces' such as; community gardens, exterior paths of travel (sidewalks, exterior stairs etc..), intersections and audible pedestrian signals, parking, pathways and trails, playgrounds, etc...
- The intent would be to expand the scope of FADS to include these topics in the same detail as the existing document and to combine with FADS standards

9



Working Group

- Based on this request, a working group of City stakeholders across Service Areas have come together to review the feedback received by the ACCAC and options for a resolution.
- However following key issues were found in combining all requests into one document.
- Intensive staff resources
- Extremely lengthy document (over 1000 pages)
- Difficult to update regularly across all Service Areas
- Difficult to find specific information

10



Best Practices

- City of Hamilton (Website with FADS 2006, OBC & AODA)
- City of Windsor (Website with FADS 2006, OBC & AODA)
- City of Mississauga (Website with 2015 FADS, OBC link and AODA link)
- City of Ottawa (website with 2015 FADS (including AODA updates) links to OBC up to date information and AODA Links)
- City of Kingston (2009 FADS, link to OBC up to date information and AODA links)
- City of Brantford (2009 FADS document on site, municipal program & Policy information)
- City of Brampton (Living Document in the form of a Municipal Accessibility Plan, Accessible Parking plan & reporting link, AODA Link)
- City of Guelph (2015 FADS) Updated to include AODA components like outdoor picnic areas
- City of Markham (2017 FADS) updated to a more accessible standard with improved accessibility features but some removed as OBC replaced some standards.

11



Goal

- To ensure that all accessible standards are located easily in one place
- To promote accessible standards across London
- To eliminate duplication of efforts and repetition of information
- To remain a leader in accessibility and accessible communities
- To improve FADS and bring it up to date
- To continue improving all of our accessible standards in a timely way

12



Compromise

Improve the scope of FADS

+

Ensure all accessible guidelines are easily available in one location

➔

New CADS Website

13



Proposed Website

Access London

Home / City Hall / Accessibility



How Do I...

Request a design standard or guide in an accessible or alternate format?

Find a guide that is not available here?

City of London Accessible Design Standards (CADS)

The City of London is dedicated to fostering an inclusive and accessible community for all. On this page you will find links to all accessible design guidelines used by the City of London. From accessible bookshelves to accessible parks, we have compiled the links to legislative and legal guidelines as well as the City of London's own best practice guidelines below.

For more information about these guides or to access a City of London design guideline in an accessible or alternate format, please contact accessibility@london.ca

14



- [Facilities Accessible Design Standard](#)
 - The City of London has been a leader in accessibility since the implementation of the first FADS document in 2001. Originally introduced in 2001, our standards reflect extensive research on accessible, barrier-free environments that included consultation with organizations such as Canadian Hearing Society, Canadian National Institute for the Blind, Community Living London, Learning Disabilities Association, Ontario March of Dimes and Thames Valley Children's Centre.
 - Going beyond existing accessibility regulations, standards and guidelines, FADS incorporates the principles of "universal design" that benefit people of all ages and abilities. This approach continues to earn London praise as being on the leading edge in building an accessible community.
 - Implementation of the City of London's Facility Accessibility Design Standards will make newly constructed and/or renovated facilities accessible to people of all ranges of physical and sensory ability.
 - Here is a link to the [most recent version of the FADS document](#).
 - For information about FADS and about design standards for City of London facilities, please find more information [here](#), or contact 519-661-2500 Ext. 5797
- [Indoor and Outdoor Event Design Standards](#)
 - The City of London's Accessibility Advisory Committee (ACCAC) prepared both indoor and outdoor event design standards to help you improve access to all events hosted in our community.
 - [The Outdoor Event Design Standard](#)
 - [The Indoor Event Design Standard](#)
 - There are many ways to improve the safety and accessibility of outdoor events. For more information about accessibility please contact: accessibility@london.ca
- [Accessible Parks, Playgrounds & Community Gardens](#)
 - The City of London is committed to removing and preventing barriers for people with disabilities by meeting and in some cases exceeding AODA requirements when designing or upgrading parks and public spaces. Below you will find links to our accessible parks guidelines and accessible playground details.
 - [City of London's Accessible Park Guidelines](#)



- [Accessible Parks, Playgrounds & Community Gardens](#)
 - The City of London is committed to removing and preventing barriers for people with disabilities by meeting and in some cases exceeding AODA requirements when designing or upgrading parks and public spaces. Below you will find links to our accessible parks guidelines and accessible playground details.
 - [City of London's Accessible Park Guidelines](#)
 - [Accessible Playground Details](#)
 - [Details about Accessible Community Garden beds](#)

For more information please contact:

City of London Recreation
Customer Service
Phone: 519-661-5575
e-mail: recreation@london.ca
- [Accessible Parking Guidelines and Enforcement](#)
 - The City of London's Accessible Parking regulations are linked [here](#).
 - The City of London is distributing official accessible parking signs with guidelines to businesses and residential properties for the Accessibility Signage and Awareness Campaign. Find more information [here](#).

For more information, please contact:

City of London Parking
Phone: 519-661-4537
Fax: 519-661-2413
e-mail: parkingenforcement@london.ca
- [Illustrated Technical Guide to the Accessibility Standard of Public Spaces](#)
 - The City of London uses the Global Alliance on Accessible Technologies & Environments Guide located here. This guide offers detailed descriptions of accessible design for public spaces and includes standards for public queuing, Accessible pedestrian signals, exterior paths of travel, recreational trails and more.
 - For more information, please contact:

Planning Division
Phone: 519-661-4980
Fax: 519-963-1483
e-mail: planning@london.ca
- [Legislative Requirements](#)



Questions

- Do you have any advice or input on the website or how we can use it to ensure implementation of accessible standards?
- What would you be looking for in a website like this?
- mstone@london.ca
- I am happy to present this website in more detail at the next policy subcommittee meeting to get comprehensive feedback and ensure everyone has a chance to give input.

17

ACCAC Deferred Matters List					
	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	Site Plan Checklist update	Passed at CPSC Mar. 18; Updated ACCAC Oct 18	Review at sub-committee annually; next update Sept 2019	Michael Pease, Manager Development and Planning	Monitor compliance
Sept. 2018 Item 3.2	Outdoor Event guide	CPSC referred back to staff at Aug 2018 meeting	Early 2019 (prior to outdoor event season)	Michael Cairns	In progress
Sept. 2018 Item 3.2	Parks and Rec Master Plan	Provided feedback at BE subcommittee	Present master plan to ACCAC when completed	Michael Cairns	Waiting on master plan completion
	Community Gardens	Ongoing since 2015; Updated ACCAC July 2018		Vanessa Kingsley; Jackie Madden	Monitor compliance
	Open House Action Items: Paratransit, employment, infrastructure	CPSC meeting June 2018; Mayor meeting June 2018; motions made Oct 2018	CPSC meeting Nov. 13; follow through process	Jay Menard	In progress
Sept. 2018 Item 3.3	Statement at Council and Committee Meetings	CPSC April 2018 and June 2018 and Mayor's meeting June 2018	Statement initiated Aug. 2018		Monitor compliance
July 2018 Item 5.2	London Committee of Adjustment	July 2018 requested delegation from LCA to come to ACCAC	Attended ACCAC Oct 2018	Michael Cairns	LCA to flag applications with accessibility components; Assess effectiveness in Spring 2019

	Create "past-chair" non-voting position on ACCAC	Mayor's meeting June 2018; motion to CPSC Oct 2018	30-day action list; motion and delegation at CPSC Nov. 13, 2018	Michael Cairns	In progress
	Actively recruit for ACCAC voting and non-voting positions	Mayor's meeting June 2018	30-day action list; motion and delegation to CPSC Nov. 13, 2018	Michael Cairns	In progress
Sept 2018 Item 3.3	CPSC to create deferred matters list so motions can be followed through to completion	CPSC meeting April 2018; Mayor's meeting June 2018	Mayor made request Aug. 2018	Jacqueline Madden	In progress
	Paths of travel during construction	Long-standing item; motion to CPSC Oct 2018		Ashton Forrest	In progress
July 2018 Item 5.1	Storybook Gardens wristbands	Presented to ACCAC July 2018	ACCAC to be consulted through the implementation process	Kash Husain and Michael Dawthorne	Melanie Stone to request info on progress Oct. 2018
Jan 2018 Item 11.4	Signage--blind/deaf child signs as well as other potential signage	S. Maguire presented to ACCAC Jan. 2018	Discussed at policy sub-com mtg Oct. 2018	Michael Cairns	Melanie Stone researching what other municipalities are doing
	BRT station accessibility plan	Presentations made at March 2018 ACCAC and Sept 2018 ACCAC	On-going throughout BRT planning and implementation	Kash Husain	In progress
	FADS update	Long-standing item	Motion to CPSC Oct. 2018 asking facilities to report to ACCAC with update	Michael Dawthorne	Awaiting update

	Accessible Taxi Data	Presentation to ACCAC Oct. 2018 (C. Deforest)	Transportation sub-com to make recommendations to C. Forrester by Dec. 2018	Penny Moore	Sub-committee to address at Nov. 2018 meeting
	Paratransit	Oct. 2018 motion to ask LTC to attend ACCAC	Nov. 13, 2018 CPSC meeting	Penny Moore	Watch to see that motion passed at CPSC and council
	Community Diversity and Inclusion Strategy	Oct. 2018 motion to request delegation status at Dec. 10 CPSC mtg	Dec. 10, 2018 CPSC mtg	Kash Husain and Michael Dawthorne	Awaiting outcome of CPSC meeting Dec. 2018
	Remote access to meetings	Raised issue at advisory committee open houses Nov. 2018		Michael Dawthorne	In Progress. Will include in feedback we officially give from ACCAC re: advisory committee



Chair and Members of the
Civic Works Committee

Re: 580 Talbot Street – Sign By-law S.-5868-183

The owner of the Los Lobos restaurant, located at 580 Talbot Street has brought to my attention concerns related to a “Tacos” sign that has been affixed to the roof of the subject property and its apparent violation of the City of London’s Sign By-law S.-5868-183.

The business owner wishes to maintain this sign as it assists with drawing patrons to the restaurant. The sign has been in place for over a year.

Section 3.3(i) of the Sign By-law states:

“No person shall erect or display a sign that

(i) is on a roof, except as otherwise permitted under this By-law;”

Despite recent changes to the Sign By-law, it is my understanding that the subject sign does not comply with the Sign By-law.

The Sign By-law exists to keep the London skyline free from large scale brand advertising, yet it is also limiting from a creative point of view for a small business.

I respectfully request that the Civic Administration be asked to review the Sign By-law and report back with appropriate amendments to the By-law that would permit the subject sign and others like it in the City of London.

Sincerely,



Mayor Matt Brown

DEFERRED MATTERS

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

as of December 3, 2018

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
1.	<u>Request for Naming of Vimy Ridge Park</u> That the following actions be taken with respect to the request for naming of Vimy Ridge Park: a) the Civic Administration BE REQUESTED to complete appropriate stakeholder consultation and report back to the Community and Protective Services Committee (CPSC), as soon as possible, with respect to a location that would be adequate and a suitable Vimy Ridge commemorative location, including the necessary budget; b) the request to name a parcel of land located adjacent to the Charlie Fox Overpass at Hale Street and Trafalgar Street, "Vimy Ridge Park" BE REFERRED to a future meeting of the CPSC when the above-noted information is available related to this matter; and, c) the Civic Administration BE DIRECTED to make the necessary arrangements for the land located adjacent to the Charlie Fox Overpass at Hale Street and Trafalgar Street to be designated as the temporary "Vimy Ridge Park" until such time as the actions outlined in a) and b) have been completed and a permanent "Vimy Ridge Park" has been established.	February 22, 2017		J.M. Fleming	Estimated report back – Q2, 2018
2.	<u>Business Licensing By-law Review – New and Revised Regulations</u> That the following actions be taken with respect to the Business Licensing By-law Review: b) the City Clerk BE DIRECTED to update the web page that appeared on the City's previous website, for inclusion on the current website, that sets out the process for members of the public to seek delegation status at a Standing Committee meeting, including information as to what to expect at the meeting; c) the Civic Administration BE DIRECTED report back with a public engagement protocol for consulting with individuals, outside of a formal public participation meeting	December 12, 2017		G. Kotsifas M. Hayward C. Saunders O. Katolyk	Estimated report back, 2018

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	process, who identify as vulnerable members of the population, be they sex trade workers, street level and at-risk individuals, individuals with lived experience with drugs, alcohol and gambling, adult entertainers or others that would protect and respect the individuals' privacy; and d) the Civic Administration BE DIRECTED to consult with workers (current and/or former) in the adult live entertainment and body rub parlour industry on changes to provisions in the Business Licensing By-law relating to these types of businesses that would enhance worker safety and minimize harm to workers, consistent with provincial and federal legislation.				
3.	<u>Proposed Public Nuisance By-law Amendment to Address Odour</u> That the matter of a proposed Public Nuisance By-law amendment to address odour BE REFERRED back to the Civic Administration for further review and consideration. The original clause reads as below: That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official the following actions be taken with respect to the staff report dated February 21, 2018, related to a proposed Public Nuisance By-law amendment to address odour: a) the above-noted staff report and draft Public Nuisance By-law amendment, to address nuisance odours related to Anaerobic Digestion Facilities, Composting Facilities and Rendering Plants, BE RECEIVED and BE REFERRED to a public participation meeting to be held by the Community and Protective Services Committee on April 4, 2018, for the purpose of seeking public input on the draft by-law; b) municipal enforcement activities BE ENHANCED through the hiring of one additional Municipal Law Enforcement Officer on a two-year, temporary basis with the budget not to exceed a maximum of \$90,000 per year	February 21, 2018	TBD	G. Kotsifas O. Katolyk	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	with the source of funding to be from the Sanitary Landfill Site Reserve Fund; it being noted that this amount and source of funding was previously approved by Council for enhanced Provincial compliance activities, however further dialogue has resulted in complementary compliance and enforcement activities that are maintained within each level of government's legal responsibilities to avoid duplication; and, c) the Managing Director, Development and Compliance Services and Chief Building Official BE DIRECTED to report back to the Community and Protective Services Committee after one year of administration and enforcement of the Public Nuisance By-law regulations pertaining to odour upon enactment;				
4.	<u>2nd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee</u> That the following actions be taken with respect to the 2nd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC), from its meeting held on January 18, 2018: a) the City Clerk BE REQUESTED to review and consider new, additional resources for the Advisory Committee, Board and Commission membership recruitment in order to augment the diversity of applications for vacant positions, specifically focusing on diverse, young women and report back to the Community and Protective Services Committee with respect to this matter; it being noted that the DIAAC received the attached presentation from K. Koltun, Government and External Relations Office, with respect to the Diverse Voices for Change Initiative and the related committee census information; and,	February 21, 2018	TBD	C. Saunders	
5.	<u>Salvation Army Commissioning</u> That the communication dated February 26, 2018, from B. Miller, with respect to a request to install a bronze plaque in Victoria Park to acknowledge and thank the Salvation Army for over 130 years of service in the City of London,	March 20, 2018	TBD	S. Stafford	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	BE REFERRED to the Civic Administration for consideration and a report back to the Community and Protective Services Committee as to what options are currently in place to facilitate the recognition or a new type of recognition.				
6.	<u>4th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee</u> c) the City Clerk BE REQUESTED to undertake a review of the potential provision of child minding for Advisory Committees and to report back to the appropriate standing committee	April 4, 2018	2018	B. Coxhead C. Saunders	
7.	<u>Short Term Accomodations</u> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to Short Term Accommodations: b) the Civic Administration BE DIRECTED to report back to the Community and Protective Services Committee (CPSC) with respect to the potential administration of transient tax on short term rentals; and, c) the Civic Administration BE REQUESTED to report back to the CPSC with respect to an update on the status of short term rentals in London, in approximately one year;	May 1, 2018	2018	G. Kotsifas O. Katolyk	
8.	<u>5th Report of the Animal Welfare Advisory Committee</u> That the following actions be taken with respect to the 5th Report of the Animal Welfare Advisory Committee, from its meeting held on May 3, 2018: b) the ~~attached~~ proposed amendments to the Animal Control By-law PH-3, drafted by the AWAC, BE REFERRED to the Managing Director, Development and Compliance Services for review and a report back to the Community and Protective Services Committee;	May 29, 2018	TBD	G. Kotsifas O. Katolyk	
9.	<u>Naloxone Kits at City-owned AED Machines</u> That the following actions be taken with respect to incorporation of Naloxone Kits at Automated External Defibulator (AED) machine locations in the City of London:	May 29, 2018	Fall 2018	M. Hayward S. Stafford A.L. Barbon	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	b) the Civic Administration BE DIRECTED to report back by the Fall of 2018, with a proposed implementation plan and associated costs related to: i) installation of two naloxone kits at every Automated External Defibrillator (AED) location in City-owned and operated facilities; ii) training of staff with respect to the naloxone kits; iii) placement of appropriate signage at the locations; iv) outreach with community partners for the provision of the collection of data related to the usage of the kits; and, v) undertaking the necessary arrangements and the holding of public "town hall" meetings to inform and educate regarding the proposed initiative; it being noted that a communication from Councillor P. Squire was received, with respect to this matter.			S. Datars Bere	
10.	<u>7th Report of the Accessibility Advisory Committee</u> That the following actions be taken with respect to the 7th Report of the Accessibility Advisory Committee from its meeting held on July 26, 2018: a) the motion from the Policy Sub-Committee report, from the meeting held on July 10, 2018, with respect to Municipal Council being requested to fully endorse the Outdoor Event Guide, in its entirety, and require that all events held on city-owned land be required to implement all points BE REFERRED to the Civic Administration for review and a report back to the Community and Protective Services Committee in enough time for possible implementation prior to the next events season;	August 14, 2018	TBD	J.P. McGonigle	
11.	<u>Mayor's Meeting With the Accessibility Advisory Committee – Update</u> That the following actions be taken with respect to the correspondence from Mayor M. Brown regarding his meeting on June 28, 2018 with members of the Accessibility Advisory Committee: b) the remainder of the above-noted correspondence BE REFERRED to the Civic Administration in order to report back to the Community and Protective Services Committee as soon as possible related to the request(s),	August 14, 2018	TBD	L. Livingstone S. Datars Bere C. Saunders G. Kotsifas J. Fleming S. Stafford M. Hayward B. Card M. Daley K. Scherr	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	including, but not limited to, potential timelines and resource implications.			B. Coxhead A.L. Barbon	